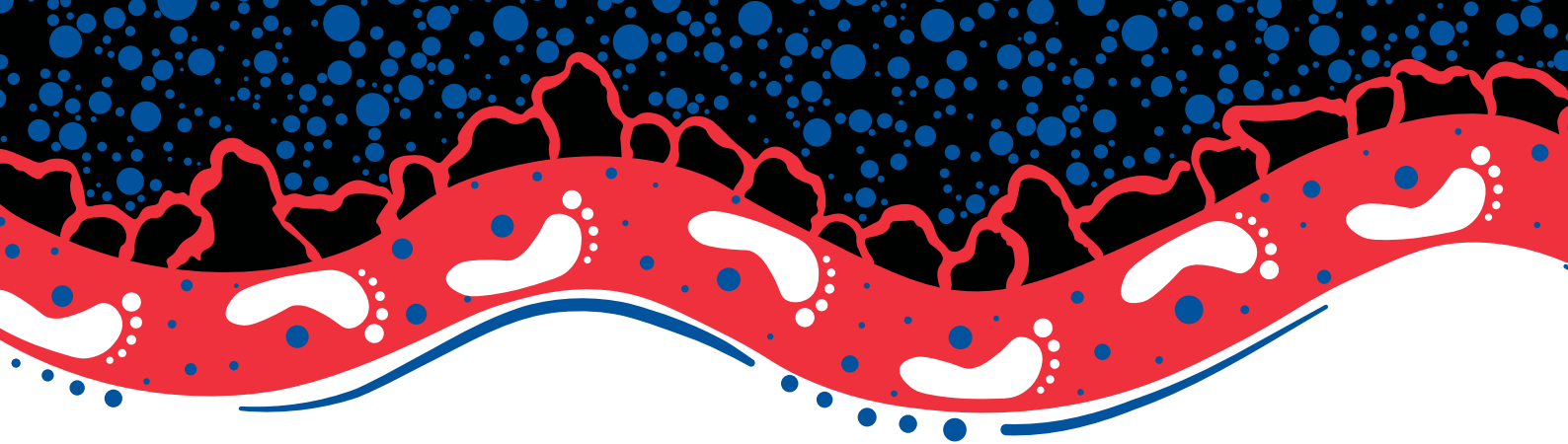




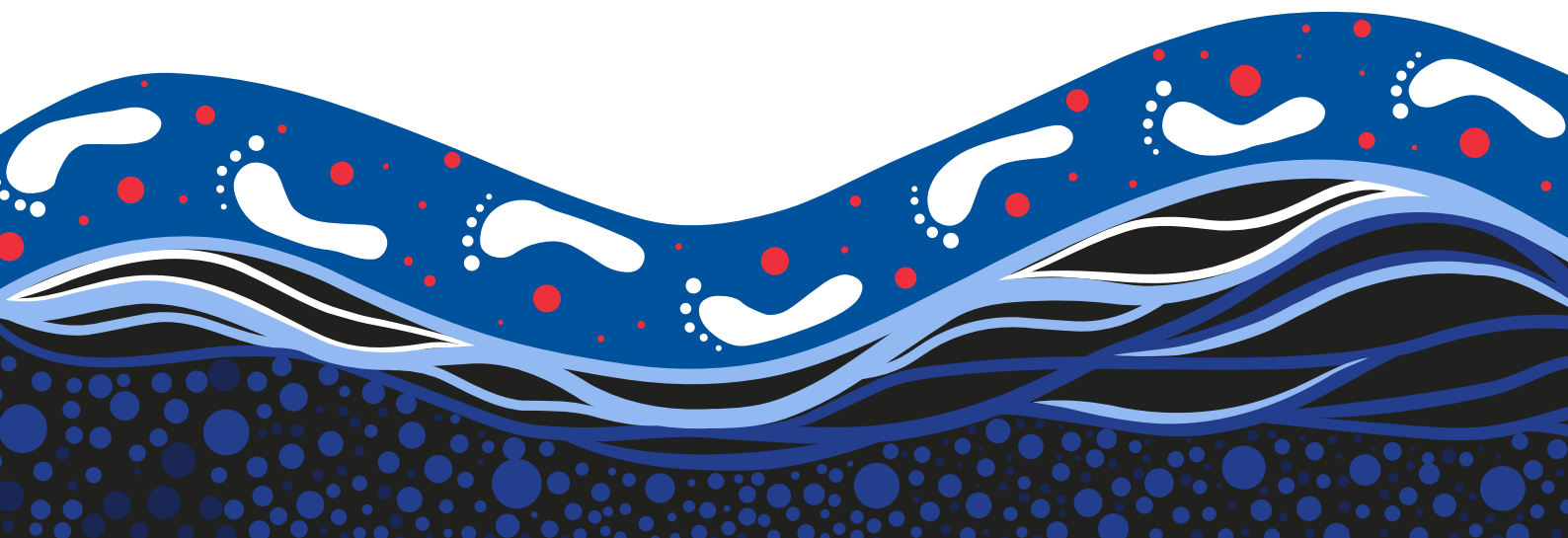
# Reflect Reconciliation Action Plan

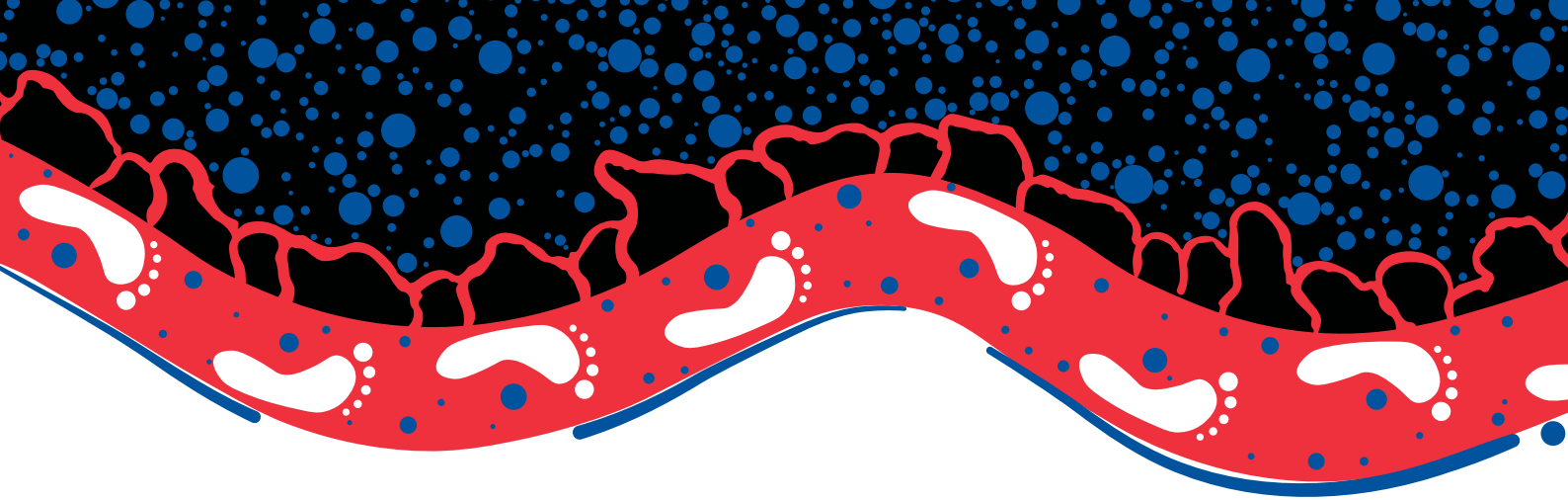
July 2026 – July 2027





dormakaba acknowledges the traditional owners of the lands across Australia in which we operate and recognise their ongoing connection to land, waters and community. We acknowledge the stories, traditions and living cultures and pay our respects to First Nations elders past and present.





# CONTENTS

Statement from our Managing Director	4
Statement from Reconciliation Australia CEO	5
Our Business	6
Our People	7
Our Locations	8
Our Brands	9
Our RAP	10
Our RAP (cont.)	11
Our RAP Working Group	12
Our Reconciliation Vision	12
Our Partners & Activities	13
Our Artist - Lani Balzan	14
Our Artwork - Doorways to Reconciliation	15
Our RAP Deliverables	16
Relationships	17
Respect	18
Opportunities	19
Governance	20
For more information contact:	21



# Statement from our Managing Director

At dormakaba, we are committed to deepening our respect for and understanding of the rich cultural heritage of Aboriginal and Torres Strait Islander peoples. This Reflect Reconciliation Action Plan (RAP) marks an important step in our reconciliation journey as we acknowledge the Traditional Owners of the lands where we operate across Australia.

Our Reflect RAP demonstrates dormakaba's intention to build meaningful relationships with Aboriginal and Torres Strait Island communities and to create opportunities for collaboration, mutual learning, and employment. We recognise the importance of contributing to positive outcomes for Aboriginal and Torres Strait Islander peoples by increasing cultural awareness across our business, fostering a safe working environment, providing employment opportunities within local communities and supporting indigenous owned businesses in our supply chain.

As we embark on this journey, we are committed to embedding reconciliation into our everyday operations and engaging all our people to deepen their understanding of the rich cultural heritage of Australia's First Nations communities. I encourage our team to actively participate, learn and contribute as we take steps towards a more inclusive community.

dormakaba operates across all Australian states and territories and we encourage our local teams to build meaningful relationships with local Aboriginal and Torres Strait Islander groups and collaboratively develop plans that best support the needs of their local communities.

Together, we can make a meaningful difference in advancing reconciliation and creating a more equitable and culturally safe Australia.

**Chris Goodall**  
Senior Vice President  
ANZ and ANA



# Statement from Reconciliation Australia CEO

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

dormakaba Australia joins a network of more than 3,000 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 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 dormakaba 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 dormakaba 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



# Our Business

Today's dormakaba is the result of the merger between two well established brands – DORMA and Kaba, both known for their expertise in access solutions. DORMA, founded in 1908, offered holistic door solutions, attendance recording, access control, and emergency exit and escape route management. Kaba, founded in 1862, was a leading provider of high-quality access management solutions, keys, cylinders, physical access systems, enterprise data, and time recording. The two brands shared a passion for innovation, a commitment to delivering added value to their customers, and an entrepreneurial spirit.

dormakaba is one of the world's leading providers of access and security solutions, delivering smart, secure and sustainable access to buildings and spaces in more than 130 countries worldwide.

The company was formed in September 2015 through the merger of two highly respected access solution specialists: DORMA, founded in Germany in 1908, and Kaba, founded in Switzerland in 1862. Together, these organisations combined more than 160 years of innovation, engineering excellence and customer focus to create one of the global leaders in the access solutions industry.

Headquartered in Rümlang, Switzerland, and listed on the SIX Swiss Exchange (DOKA), dormakaba employs more than 15,000 people worldwide and generates annual net sales exceeding CHF 2.5 billion. Today, millions of people rely on dormakaba products, systems and services every day to access the places that matter most.

Globally, dormakaba delivers a comprehensive portfolio of access and security solutions across commercial real estate, healthcare, education, hospitality, government, transport, aviation, stadiums, utilities, data centres and multi-housing sectors. Our integrated offering includes door hardware, automatic entrance systems, mechanical key systems, electronic access control, enterprise security solutions, lodging systems, interior glass systems, safe locks and digital access technologies.

In Australia and New Zealand, dormakaba operates one of the region's largest and most comprehensive access solutions businesses, with a nationwide network of offices, technical specialists and service professionals supporting customers across all states and territories. Through our local operations, we provide the unique capability to design, manufacture, supply, install, commission and maintain integrated access solutions throughout the entire building lifecycle.

Our Australian operations support a diverse range of industries including commercial buildings, healthcare, education, hospitality, retail, industrial facilities, airports, transport infrastructure, sporting venues, government and residential developments. Backed by global innovation and local expertise, we help customers create safer, more secure and more sustainable environments.

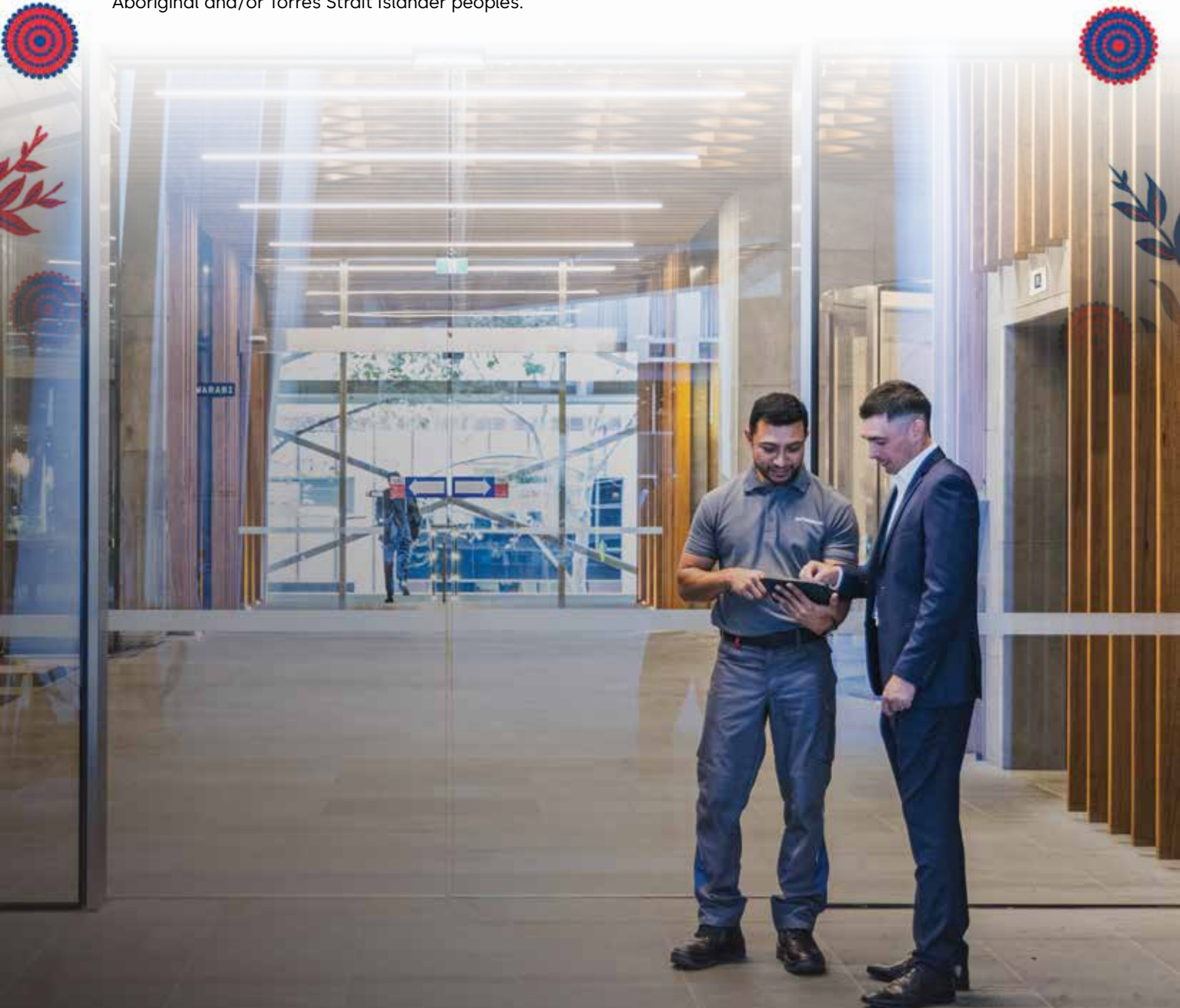
Our purpose, For every place that matters, reflects the role we play in communities around the world. From schools and universities to hospitals, airports, stadiums, workplaces and homes, dormakaba helps people move safely, securely and seamlessly through the spaces where they live, work and connect.



# Our People

Creating a workplace that is inclusive, fair and non-discriminatory is paramount to dormakaba's commitment to attract and retain talent. As a business we recognise the importance of being a welcoming environment for all people as well as creating a supportive and diverse workforce where employees feel safe and secure and are encouraged to grow, learn and succeed. We acknowledge the significance of a diverse workforce and its role in improving performance and positively impacting our organisation's culture, reputation, recruitment and retention of employees.

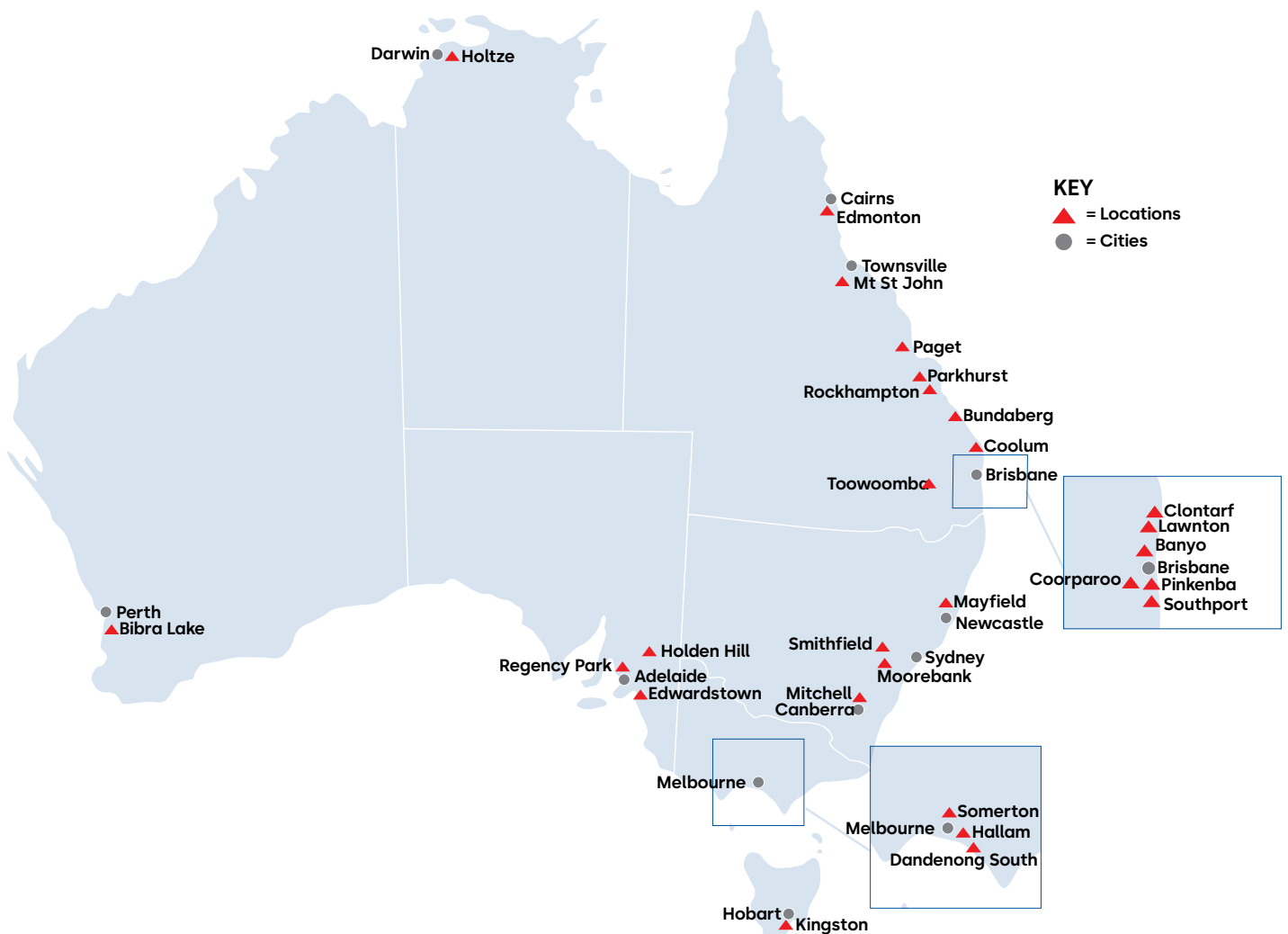
dormakaba Australia has just over 1000 employees based across 32 sites and 10 currently identify as Aboriginal and/or Torres Strait Islander peoples.



# Our Locations

In Australia we operate one of the largest access solution networks, spanning every state and territory.

Local manufacturing and expert teams ensure we deliver market-leading solutions across a comprehensive portfolio.





# Our Brands

dormakaba delivers a complete range of products, solutions, and services for smart, secure access to buildings and spaces.

The brand was formed through the merger of Dorma and Kaba, and is complimented by a portfolio of secondary brands offering a broad range of additional security and access solutions.

## dormakaba



Provides mechanical, wireless, and cloud-based electronic locks and hardware.



Manufacturer and supplier of roller doors, sectional doors, and associated motor systems for residential, commercial & industrial applications.



Specialist in high quality partition systems and movable walls.



A prominent Australian manufacturer of high quality, custom designed residential and commercial garage doors.



A leading provider of high-quality key blanks



Specialists in residential garage doors, automatic door openers and industrial doors, sectional, roller, and tilt doors.



Wide range of Architectural Door Sealing Systems & Intumescent Fire Dampers. Smoke and sound containment solutions.



Manufacturer and supplier of industrial and commercial steel rolling overhead shutters and aluminium door alternatives.



Silca offers top performing key duplication equipment as well as key blanks.



Resolute Testing Laboratories (NATA-accredited) fire door testing facility.



Modernfold delivers high quality, movable wall solutions from start to finish.



innovator in fire door core solutions. Setting the benchmark through rigorous research and development.

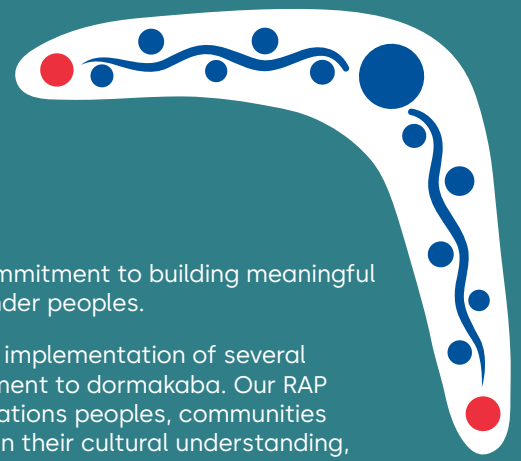


Skyfold was first to develop an automated vertical folding wall systems.



Alvarado is a leading manufacturer of physical access solutions to manage people flow and protect assets.

# Our RAP



Reconciliation is important to dormakaba and forms part of our ongoing commitment to building meaningful relationships and creating opportunities for Aboriginal and Torres Strait Islander peoples.

Our Managing Director and RAP Champion has previously led the successful implementation of several Reconciliation Action Plans and brings this experience, passion and commitment to dormakaba. Our RAP aims to provide a strategic framework for engaging respectfully with First Nations peoples, communities and organisations, while creating opportunities for our employees to broaden their cultural understanding, awareness and capability.

As a large organisation, we recognise the importance of fostering an inclusive workplace where education, understanding and respect are embedded in our everyday actions. We are committed to building meaningful relationships, encouraging engagement and creating a culture of inclusion across our business.

We are currently in the early stages of our reconciliation journey, focusing on establishing strong foundations and drawing on the experience and knowledge of organisations that have already undertaken their own RAP journeys. We are also working closely with Supply Nation, engaging regularly to better understand opportunities to support Aboriginal and Torres Strait Islander businesses and strengthen our approach to supplier diversity.

We intend to implement our RAP by increasing awareness, engagement and opportunities throughout our business, with a particular focus on supplier diversity, employment pathways and cultural learning. To support this, we have established a RAP Steering Committee, supported by working groups aligned to each of the key reconciliation pillars.

These working groups meet on a fortnightly basis and come together quarterly to share progress, experiences and achievements. Our RAP Steering Committee, comprising members of senior management, provides guidance, support and oversight, with progress reviewed on a quarterly basis.

Our key focus areas are aligned with the Reconciliation Action Plan pillars:

## **Relationships**

dormakaba is committed to building strong, respectful and enduring relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities. We recognise that meaningful reconciliation is built on trust, mutual respect and a genuine understanding and appreciation of First Nations cultures, histories and perspectives.

As one of Australia's leading access solutions providers, with operations spanning every state and territory, we recognise the important role we play in supporting the communities in which we operate. Through our Reconciliation Action Plan, we are committed to developing and strengthening mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders, organisations and communities. This includes promoting reconciliation across our workforce, supply chain and broader stakeholder network, while continuing to expand our engagement and create positive, long-term outcomes through meaningful collaboration.

## **Respect**

dormakaba is committed to fostering respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities. We recognise that reconciliation requires a genuine commitment to understanding, valuing and celebrating the cultures, histories, knowledge and achievements of Aboriginal and Torres Strait Islander peoples.

Acting with integrity through open, honest and respectful engagement is fundamental to how we operate and is reflected in our organisational values. We believe that creating a culture of respect and inclusion is essential to delivering positive outcomes for our people, our customers and the communities in which we operate.

We are committed to strengthening cultural awareness and capability across our organisation through ongoing learning, engagement and shared experiences. This includes creating opportunities for our employees to deepen their understanding of Aboriginal and Torres Strait Islander cultures and histories through initiatives such as cultural learning programs, community engagement and participation in events including NAIDOC Week.

# Our RAP (cont.)

## Opportunities

dormakaba is committed to creating and supporting social and economic opportunities for Aboriginal and Torres Strait Islander peoples through employment, career development, training and increased participation within our supply chain.

Our RAP commitments seek to strengthen employment and professional development opportunities for Aboriginal and Torres Strait Islander peoples across our organisation and build upon our existing Aboriginal and Torres Strait Islander Employment Strategy. This strategy is designed to identify and address barriers to employment and career progression, while creating pathways that support recruitment, retention and long-term career development.

In addition, our multi-year Sustainable Procurement Strategy incorporates specific objectives to increase engagement with Aboriginal and Torres Strait Islander businesses. Through targeted procurement initiatives and partnerships, we aim to improve the visibility, participation and growth of Indigenous-owned businesses within our supply chain, supporting broader economic and social outcomes for Aboriginal and Torres Strait Islander communities.

## Governance

dormakaba recognises that strong governance, leadership and accountability are fundamental to achieving meaningful reconciliation outcomes. We are committed to embedding reconciliation across our organisation through effective governance structures, active leadership engagement and transparent reporting.

To support this commitment, we have established a RAP Steering Committee and RAP Working Groups to oversee the implementation of our Reconciliation Action Plan. Through regular monitoring, reporting and engagement with Reconciliation Australia, we will measure our progress, share our learnings and continue to strengthen our approach to reconciliation. Recognising that reconciliation is an ongoing journey, dormakaba is committed to building on the foundations established through this RAP and continuing our reconciliation journey through future Reconciliation Action Plans.

## Our RAP Deliverables

The tables on pages 15-18 outline our actionable commitments and priorities for the next 12 to 18 months across the four key pillars of reconciliation: Relationships, Respect, Opportunities and Governance.

These commitments provide a practical framework for advancing reconciliation within our organisation, creating positive outcomes for Aboriginal and Torres Strait Islander peoples and communities, and supporting our long-term reconciliation journey.





## Our RAP Working Group

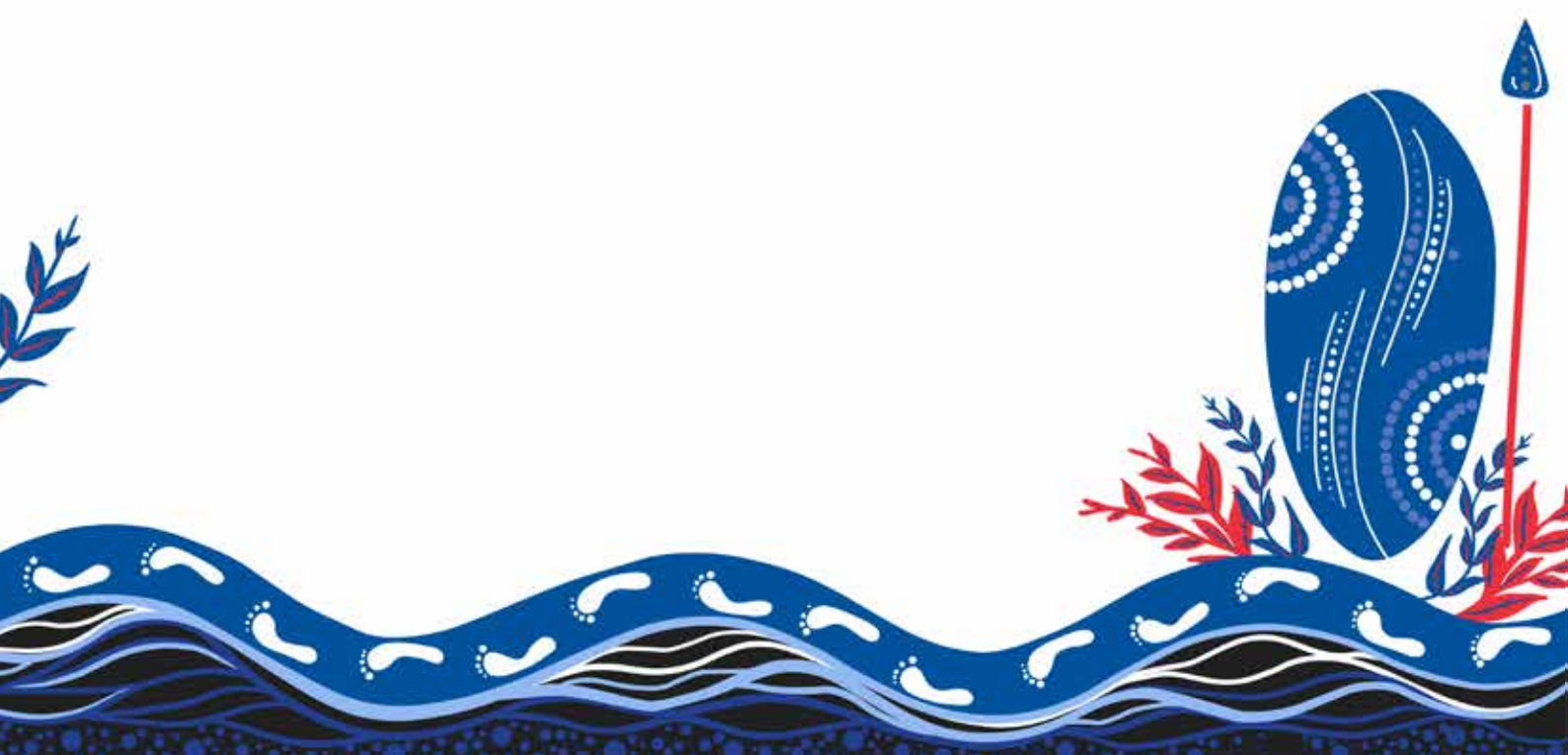
	<b>Respect</b>	<b>Relationships</b>	<b>Opportunities</b>
<b>Steering Committee</b>	<b>Managing Director</b>	<b>Marketing Director</b>	<b>HR Director</b>
	Office Supervisor	National Sales Manager	State Sales Manager
	Financial Accountant	Project Sales Manager	Recruitment Coordinator
	Product Marketing Manager		Service Operations Manager
	Sales Resolutions Officer		H&S Business Partner

## Our Reconciliation Vision

As a business, reconciliation means recognising, respecting, and celebrating the diverse histories and cultures of Aboriginal and Torres Strait Islander peoples. It signifies our commitment to creating awareness, understanding and educating ourselves, and building strong and respectful relationships.

We have the opportunity to make a difference, to engage Aboriginal and Torres Strait Island community leaders, employees and businesses as well as nurturing a workforce which is diverse, inclusive and culturally proud.

At dormakaba we are committed to partnering with Aboriginal and Torres Strait Island peoples to strengthen our relationships and operations, creating a positive impact and sustainable tomorrow for all Australians.






## Our Partners & Activities

As we continue to grow our network of Aboriginal and Torres Strait Islander suppliers, businesses and communities, we are proud to work with and support organisations including Supply Nation, Mabu Mabu, COS, Muru Office Supplies and Mob Jobs.

Our Senior Management Team recently participated in a cultural awareness and immersion program at Willum Warrain to develop a deeper understanding of First Nations histories, cultures and perspectives. This experience has strengthened our understanding of the important role we each play in supporting dormakaba's Reconciliation Action Plan journey and fostering meaningful reconciliation outcomes.



We have engaged First Nations artist Lani Balzan to partner with us in the creation of a commissioned artwork that reflects who we are as an organisation, celebrates the diversity of our people and values, and acknowledges our history and presence across Australia. We look forward to sharing this artwork with our employees, customers and stakeholders in the coming months.

We recently attended the First Nations Trade Fair in Melbourne to explore opportunities to strengthen relationships with Aboriginal and Torres Strait Islander businesses and further diversify our supply chain and procurement activities.

During National Reconciliation Week, we promoted awareness and engagement across our business through a series of internal communications, educational resources and promotional activities. We also hosted a company Town Hall meeting featuring representatives from Supply Nation, who provided valuable insights into reconciliation and shared practical guidance on how organisations can build respectful relationships and engage meaningfully with Aboriginal and Torres Strait Islander communities.

As part of our NAIDOC Week celebrations, we have invited Mabu Mabu to provide catering for our company Town Hall event and are encouraging employees to participate in a range of online educational seminars and activities held throughout the week.





# Our Artist - Lani Balzan

Meet Lani Balzan, a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Though her family roots lie in Mudgee, she grew up traversing various regions of Australia, finally finding her home in Queensland, Australia.

Lani Balzan is a nationally acclaimed Aboriginal artist and graphic designer, celebrated for her vibrant works that honor her Wiradjuri heritage. Her art seamlessly blends traditional Aboriginal techniques with contemporary design, serving as a bridge between cultures and fostering reconciliation.

## Artistic Journey and Achievements

In 2016, Lani's artwork, *Songlines Tie All Aboriginal People Together*, won the prestigious National NAIDOC Poster Competition. This piece encapsulated the theme "Songlines: The Living Narrative of Our Nation," highlighting the ancestral pathways that connect Aboriginal people to the land and each other. This recognition propelled her into the national spotlight, establishing her as a prominent figure in contemporary Aboriginal art.

## Collaborations and Services

Lani's dedication to preserving and promoting Indigenous culture is evident in her diverse collaborations and services:

**Reconciliation Action Plans (RAPs):** She has designed impactful RAP artworks and documents for organizations like the Productivity Commission and QLeave, integrating cultural narratives into corporate frameworks.

**Corporate Partnerships:** Lani collaborated with Colgate-Palmolive to infuse Indigenous art into their Australian Extracts range, connecting culture, country, and community through design.

**Sports Engagements:** Her partnership with the St. George Illawarra Dragons led to the creation of Indigenous Round jerseys, embedding cultural stories into the sporting arena.

**Comprehensive Design Services:** Beyond canvas art, Lani offers graphic design, logo creation, and document design, ensuring authentic representation of Indigenous culture across various mediums.

## Mission and Impact

At the heart of Lani's work is a commitment to sharing Aboriginal culture and bridging gaps between Indigenous and non-Indigenous communities. Her art is not just visual; it's a narrative that fosters understanding, respect, and unity.

Through her dedication and artistry, Lani Balzan continues to be a beacon of cultural storytelling, enriching Australia's artistic landscape with the depth and beauty of Aboriginal heritage.

Creating this artwork for Dormakaba was an inspiring and rewarding journey. I was honoured to bring my skills to a project that reflects Dormakaba's commitment to Reconciliation and the path they've taken as a company to embed it within their culture.

The process began with painting a canvas artwork, where each brushstroke represented a step in their journey. As the design and story developed, the meaning behind each element naturally evolved. Once the canvas was complete, the artwork was meticulously recreated in digital format. Every detail was redrawn by hand using design software, carefully replicating the original while preserving its depth and symbolism.

This digital transformation allowed individual elements of the artwork to be used throughout Dormakaba's Reconciliation Action Plan, creating a strong visual connection between the artwork and the document. Each piece carries meaning and reinforces the story behind Dormakaba's commitment to respectful, meaningful relationships with Aboriginal and Torres Strait Islander peoples.

# Our Artwork - Doorways to Reconciliation

This artwork represents dormakaba's reconciliation journey and its commitment to unity, respect, inclusion and meaningful connection.

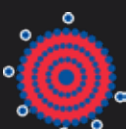
At the centre is dormakaba, symbolising the people, values and shared purpose that guide the business forward. Surrounding this centre are symbols that reflect the key areas of the Reconciliation Action Plan, the behaviours of dormakaba's staff, and the important relationships held with customers, communities and partners across Australia and globally.

The pathways, gathering places, land, sea and map of Australia represent dormakaba's presence across many places and sectors, while also honouring the importance of connection to Country, people and place. Together, the artwork tells a story of reconciliation, shared responsibility, trust and positive change.



#### Central Gathering Symbol

Represents dormakaba's reconciliation journey, bringing people together with shared purpose, respect and commitment.



#### Five Red and Blue Circles

Represent the key RAP focus areas: Unity, Race Relationships, Equality and Equity, Historical Acceptance, and Institutional Integrity.



#### Six Surrounding Figures

Represent dormakaba's staff and the core behaviours they bring to life through their daily actions and relationships.



#### Shield Symbol

Represents protection, security, innovation and dormakaba's role in creating safe and reliable access solutions.



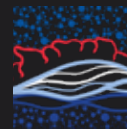
#### Footprints

Represent the journey of learning, listening and connecting with Aboriginal culture. Linked to the pathways, they show shared steps toward respect and reconciliation.



#### Map of Australia

Represents dormakaba's national presence and connection across all states and territories.



#### Land and Sea Connections

Represent dormakaba's commitment to every place that matters, from inland communities to coastal places across Australia.



#### Boomerangs

Represent the sharing and returning of knowledge, services and relationships. They symbolise respectful exchange and ongoing connection.

LANI



# Our RAP Deliverables

The tables on pages 17-20 outline our actionable commitments and priorities for the next 12 to 18 months across the four key pillars of reconciliation: Relationships, Respect, Opportunities and Governance.

These commitments provide a practical framework for advancing reconciliation within our organisation, creating positive outcomes for Aboriginal and Torres Strait Islander peoples and communities, and supporting our long-term reconciliation journey.



# Relationships

dormakaba is committed to building strong, respectful and enduring relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities. We recognise that meaningful reconciliation is built on trust, mutual respect and a genuine understanding and appreciation of First Nations cultures, histories and perspectives.

As one of Australia's leading access solutions providers, with operations spanning every state and territory, we recognise the important role we play in supporting the communities in which we operate. Through our Reconciliation Action Plan, we are committed to developing and strengthening mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders, organisations and communities. This includes promoting reconciliation across our workforce, supply chain and broader stakeholder network, while continuing to expand our engagement and create positive, long-term outcomes through meaningful collaboration

Action	Deliverable	Timeline	Responsibilities
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Dec 26	National Sales Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 26	National Sales Manager
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May-26	Managing Director/ Executive Assistant
	RAP Working Group members to participate in an external NRW event.	May-26	Marketing Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May-26	Managing Director
<b>Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all staff.	Dec-26	Managing Director
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Dec-26	Financial Accountant
	Identify RAP and other like-minded organisations including customers and suppliers that we could approach to collaborate with on our reconciliation journey.	Dec-26	Financial Accountant
<b>Promote positive race relations through diversity strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination & diversity.	March 26	HR Director
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, diversity policies and future needs for the organisation	July -26	HR Director



# Respect

dormakaba is committed to fostering respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities. We recognise that reconciliation requires a genuine commitment to understanding, valuing and celebrating the cultures, histories, knowledge and achievements of Aboriginal and Torres Strait Islander peoples.

Acting with integrity through open, honest and respectful engagement is fundamental to how we operate and is reflected in our organisational values. We believe that creating a culture of respect and inclusion is essential to delivering positive outcomes for our people, our customers and the communities in which we operate.

We are committed to strengthening cultural awareness and capability across our organisation through ongoing learning, engagement and shared experiences. This includes creating opportunities for our employees to deepen their understanding of Aboriginal and Torres Strait Islander cultures and histories through initiatives such as cultural learning programs, community engagement and participation in events including NAIDOC Week.

Action	Deliverable	Timeline	Responsibilities
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Dec-26	Managing Director Coordinator/Office Supervisor
	Conduct a review of cultural learning needs within our organisation and develop cultural awareness program. Conduct a staff survey.	Dec -26	Managing Director Coordinator/Office Supervisor
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.	Sep-26	Product Marketing Manager Service Resolution Officer
	Work with Local Indigenous artist to develop artwork that aligns with dormakaba strategy of safety and security in where life matter.	Jun-26	Managing Director/ Executive Assistant
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jun-26	Executive Assistant Service Resolution Officer
	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Jun-26	Managing Director Coordinator/Office Supervisor
	Introduce our staff to NAIDOC Week by promoting external internal & events in our local area.	Jun 26	Marketing Director Product Marketing Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week of July-26	Marketing Director Product Marketing Manager



# Opportunities

dormakaba is committed to creating and supporting social and economic opportunities for Aboriginal and Torres Strait Islander peoples through employment, career development, training and increased participation within our supply chain.

Our RAP commitments seek to strengthen employment and professional development opportunities for Aboriginal and Torres Strait Islander peoples across our organisation and build upon our existing Aboriginal and Torres Strait Islander Employment Strategy. This strategy is designed to identify and address barriers to employment and career progression, while creating pathways that support recruitment, retention and long-term career development.

In addition, our multi-year Sustainable Procurement Strategy incorporates specific objectives to increase engagement with Aboriginal and Torres Strait Islander businesses. Through targeted procurement initiatives and partnerships, we aim to improve the visibility, participation and growth of Indigenous-owned businesses within our supply chain, supporting broader economic and social outcomes for Aboriginal and Torres Strait Islander communities.

Action	Deliverable	Timeline	Responsibilities
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Jul-25	Recruitment Coordinator
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities with an aim to have parity of employment.	Jun-25	Health & Safety Business Partner
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	Dec-25	HR Director Operations Director
	Work with Supply Nation to identify Indigenous businesses that can support our business through Supply Nation procurement	May-25-May 26	Supply Chain Manager



# Governance

dormakaba recognises that strong governance, leadership and accountability are fundamental to achieving meaningful reconciliation outcomes. We are committed to embedding reconciliation across our organisation through effective governance structures, active leadership engagement and transparent reporting.

To support this commitment, we have established a RAP Steering Committee and RAP Working Groups to oversee the implementation of our Reconciliation Action Plan. Through regular monitoring, reporting and engagement with Reconciliation Australia, we will measure our progress, share our learnings and continue to strengthen our approach to reconciliation. Recognising that reconciliation is an ongoing journey, dormakaba is committed to building on the foundations established through this RAP and continuing our reconciliation journey through future Reconciliation Action Plans.

Action	Deliverable	Timeline	Responsibilities
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a Steering Committee and RWG to govern RAP implementation.	Monthly	Executive Assistant
	Draft a Terms of Reference for the RWG.	Jun-26	Managing Director
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Dec-26	Executive Assistant
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2026, November 2026, April 2027, October 2027	Managing Director/Executive Assistant
	Engage senior leaders in the delivery of RAP commitments.	June, Sep, Dec 2026, March, June 2027	Managing Director
	Appoint a senior leader to champion our RAP internally.	Jun- Annually	Managing Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June, Sep, Dec 2026, March, June 2027	PMO/Marketing
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	June-25 annually	Executive Assistant
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	Executive Assistant
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Executive Assistant/Managing Director
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	Mar-2027	Executive Assistant/Managing Director



# For more information contact:

Email: [info.au@dormakaba.com](mailto:info.au@dormakaba.com)



All artwork is ©Copyright Aboriginal Art by Lani 2026  
Artwork within this document is under license by dormakaba







dormakaba 

**dormakaba Australia**  
12-13 Dansu Court  
Hallam VIC 3803

T: 1800 675 411i  
[info.au@dormakaba.com](mailto:info.au@dormakaba.com)  
[dormakaba.com.au](http://dormakaba.com.au)



LANI