



REFLECT RECONCILIATION ACTION PLAN

RHEINMETALL DEFENCE AUSTRALIA

January 2025 - June 2026



ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, Rheinmetall Defence Australia acknowledges the Traditional Custodians of Country throughout Australia and continuing Connections to land, waters and community. We pay respects to the Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

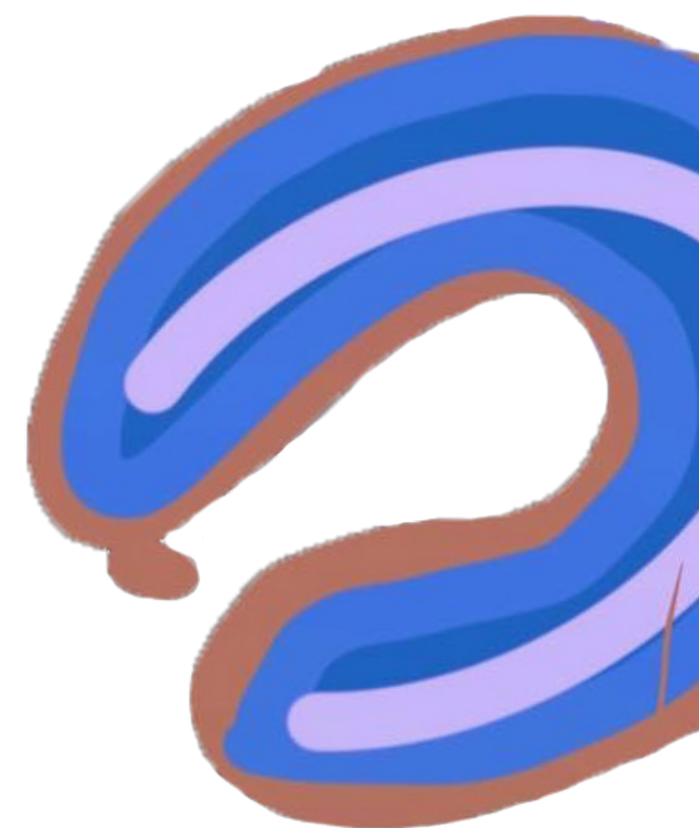
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Recognition of Artist

This digital rendering of an Aboriginal and Torres Strait Islander people's artwork that reflects our journey to reconciliation, alignment with Rheinmetall Defence Australia's values and us as an organisation. A Reconciliation Action Plan (RAP) is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians. The artwork used in this RAP incorporates Rheinmetall colours into the design to reflect mutual respect and understanding.



Artist: **Kylie Hill**
'Respect is given both ways'



Statement from our Managing Director

"It is with great pride that I present Rheinmetall Defence Australia's (RDA) first Reconciliation Action Plan (RAP) as we begin this journey towards reconciliation.

Our organisation's purpose is to be a world-leading provider of security and mobility technology products and solutions to our clients. We recognise that a diverse and inclusive workforce is essential to achieving this goal.

Consistent with the RAP framework designed by Reconciliation Australia, RDA has undertaken a "Reflect" RAP as the first step and foundation of our journey. By implementing the actions set out in this RAP, RDA intends to demonstrate our respect and acknowledgement of Aboriginal and Torres Strait Islander peoples, cultures, and heritages across the lands in which we operate.

We also aim to strengthen the cultural capability of our organisation and foster meaningful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples and communities.

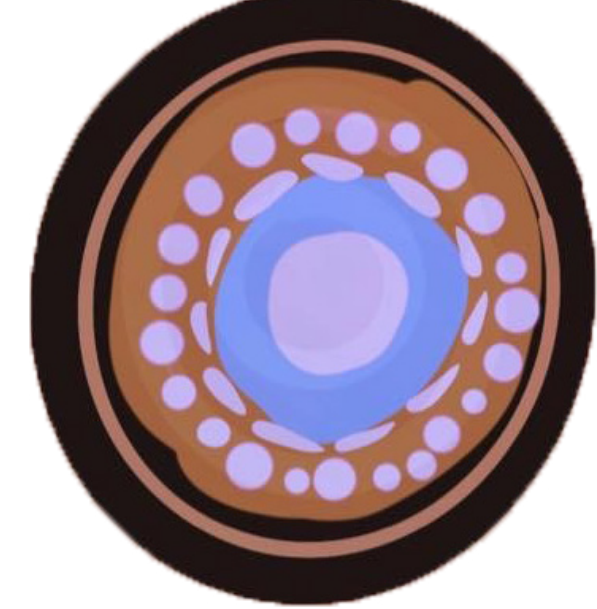
This RAP is just one important step to actively promote and advance reconciliation. We encourage all employees to start conversations with their colleagues about their role to play in reconciliation across our

Australian locations. In doing so, together we can support the national reconciliation movement and work towards addressing the inequities facing Aboriginal and Torres Strait Islander communities.

With strong governance in place, RDA will follow through on our commitments to reconciliation and continue to work towards creating sustained and positive change in the communities in which we work and serve."

NATHAN POYNER
Managing Director,
Rheinmetall Defence Australia.





Statements from the RAP Working Group

“ Previously I have worked with a company that was helping Aboriginal and Torres Strait Islander people back into employment alongside Centrelink. This ignited the spark I already had to ensure that we are inclusive to everyone no matter the background they come from. Hearing from Elders within my local community while in my previous role, talking about how they were treated just because they want to keep their culture shocked me. From then, I have wanted to ensure that at any place I live, work or play are inclusive to one of the longest living cultures in the world. If there was a building that was the same age as this culture, we would all come together to protect it and learn from it. Why don't we do the same for culture? ”

“ I chose to become part of the RDA Rap Working Group (RWG) because I have been through the process twice before with other companies. I enjoy being an active part of something I strongly believe in. I believe if you want to make positive change (and the RAP will assist in this journey) then you have to be involved and immersed in the process from the start; coming to the party with an open mind, prepared to be receptive to the whole and not just parts of it. Our learning journey and our collective experiences are far stronger and more resilient when shared as a likeminded and genuinely motivated group. ”

“ I am privileged to be part of the RAP RWG. This is a unique opportunity to learn more about our First Nations people, their strength and resilience and partner with them in our growing global business. Diversity is essential to Rheinmetall's success so the RAP is an important step toward this. I am excited to see the wonderful initiatives from this RAP come to fruition and the continued journey in the RAP process. ”

“ As a member of our RAP RWG, I am committed to fostering understanding, respect, and positive change. By actively participating in this vital initiative, I hope to contribute to a more inclusive and equitable future for all, here at Rheinmetall but also across Australia. ”

1. Employees of Rheinmetall Defence Australia pictured L-R: Karrie Bishop, Stephen Ashmore, Taneil Dye, Noel Bramham, Candice Hamilton, Shaun Baker, Megan Sherwood, Margaux Styman, Vincent Thibault, Bryn Morley-Davies and Mylair Croxford, attend an information session with Candice Hamilton from Supply Nation. Redbank, Queensland. © Rheinmetall Defence Australia



Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

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

Rheinmetall Defence Australia joins a network of more than 2,500 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 Rheinmetall Defence 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 Rheinmetall Defence 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 Organisation and Reconciliation

Rheinmetall Defence Australia Pty Ltd (RDA), headquartered in Redbank (Queensland), is the entity representing Rheinmetall's range of products and services in Australia and New Zealand, and is a trusted partner to the Australian Defence Force and New Zealand Defence Force.

Our ties to the Australian Government date back more than 40 years ago through the provision of munitions. Today, we are proud to be the largest supplier of military vehicles to the Australian Defence Force and we employ over 800 people Australia-wide, including three (3) employees who each identify themselves as an Aboriginal person¹.

Our employees are primarily based in Redbank, QLD, with operations in Adelaide, Canberra, Melbourne and Townsville. We are growing our Australian footprint to deliver system solutions and capability in the

areas of mobility, lethality, reconnaissance, protection and sustainment during this important time in the life of the nation's defence industry. As such, our commitment to reconciliation acknowledges our efforts as an organisation to improve cultural awareness and capability through learning and education, building relationships, and demonstrating acknowledgement and respect.

While this document conveys our reconciliation intentions within Australia, we would also like to acknowledge the Maori, Indigenous peoples of New Zealand.

¹ As part of this RAP, we aim to improve diversity data collection. We acknowledge that the current data we have is voluntary, which means this figure may be lower than reality.

RDA worksites on the Lands of Aboriginal and Torres Strait Islander peoples

RDA has multiple offices across Australia. We acknowledge the Traditional Custodians of those lands and their connections to land, waters and community. We pay our respect to the Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



1. KARUNA
ADELAIDE, SOUTH AUSTRALIA

2. WURUNDJERI WOI-WURRUNG
MELBOURNE, VICTORIA

3. NGUNAWAL
CANBERRA, AUSTRALIAN CAPITAL TERRITORY

4. YUGGERA AND TURRBAL
REDBANK, BRISBANE, ENOGERA AND MEANDAH, QUEENSLAND

5. WULGURUKABA AND BINDAL
TOWNSVILLE, QUEENSLAND

Reconciliation and Rheinmetall Defence Australia

- Given that RDA has such a diverse employee population, we acknowledge that many employees may be unfamiliar with the histories of Australia's Aboriginal and Torres Strait Islander peoples.
- Aboriginal and Torres Strait Islander peoples were the first peoples of Australia, having been in Australia for at least 60,000 years.
- When understanding the histories of Aboriginal and Torres Strait Islander peoples in Australia, it is critical to acknowledge the detrimental impacts that the colonisation of Australia had and continues to have on Aboriginal and Torres Strait Islander peoples.
- Reducing the inequality, division, and lack of understanding between non-Indigenous Australians and Aboriginal and Torres Strait Islander peoples is the basis of reconciliation, and requires dedicated and sustained effort by all people and organisations across Australia.

Message from our RAP Champion

“As the RAP Champion, I am dedicated to driving our company's Reflect RAP initiatives forward. In this role, I am committed to fostering understanding, respect, and opportunities for Aboriginal and Torres Strait Islander peoples.

Reconciliation, to me, means actively listening, learning, and working together towards a future where all voices are heard, valued, and celebrated.

Moreover, I firmly believe that the Reflect RAP serves as a cornerstone of paramount importance for our company, signifying a profound commitment to our employees, suppliers, and the community at large.

The inclusion of ambitious targets within our Reflect RAP stands as a tangible manifestation of our unwavering dedication and resolve as a company.”

Fiona Ryan

Chief Human Resource Officer,
Rheinmetall Defence Australia.



Rheinmetall Defence Australia: Reflect Reconciliation

This Reflect RAP is indicative of RDA’s strong commitment to Reconciliation, and outlines practical actions RDA will take to progress Reconciliation with Aboriginal and Torres Strait Islander peoples and communities. Consistent with the RAP framework designed by Reconciliation Australia, RDA is at the beginning of the Reconciliation journey.

This RAP includes practical and sustainable actions to advance towards Reconciliation. It provides a basis for us as an organisation, to improve cultural awareness and capability through learning and education, building relationships, and demonstrating acknowledgement and respect for Aboriginal and Torres Strait Islander peoples and communities.

With this Reflect RAP, RDA aims to:

- Demonstrate acknowledgement and respect for Aboriginal and Torres Strait Islander peoples as Custodians of the land in which we work;
- Strengthen the cultural capability of our organisation;
- Create the foundations for sustainable, mutually beneficial partnerships with Aboriginal and Torres Strait Islander stakeholders and communities; and
- Lay the foundations for our organisation to become a culturally safe workplace for Aboriginal and Torres Strait Islander peoples.



1. RDA Employee, Thibault Vincent attends 2024 NAIDOC celebrations held in Ipswich, Queensland. © Rheinmetall Defence Australia



RDA Employee, Taneil Dye participates in activities during 2024 NAIDOC celebrations held in Ipswich, Queensland. © Rheinmetall Defence Australia

Reconciliation Action Plan

While RDA is proud to be formalising commitment and contribution to reconciliation through this RAP, it is important to note that this RAP is only one part of our organisation's commitment to reconciliation. This Reflect RAP is supported by the Diversity and Inclusion Strategy, and must also be supported by day-to-day actions from all RDA employees that promote equity, inclusion and belonging for Aboriginal and Torres Strait Islander peoples.

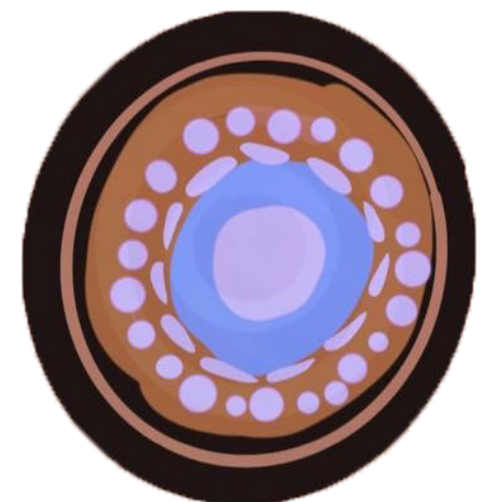
As we begin our formal reconciliation journey through the development and implementation of this RAP, RDA acknowledges past activities that show awareness of, and respect for Aboriginal and Torres Strait Islander peoples, histories and cultures. These are recognised in our Reflect Journey.

This Reflect RAP has primarily been developed by the RDA Rap Working Group, in consultation with Reconciliation Australia.

Established in late-2022, the RDA RWG is responsible for the implementation and execution of the actions contained in this RAP.

Expressions of interest were collected from employees across the organisation, ensuring representation from Aboriginal and Torres Strait Islander employees, senior leadership, as well as employees from key functions across the business. Implementation progress is monitored and reported on regularly to the Leadership Team to ensure ongoing accountability.

In developing this RAP, using respectful and inclusive language was a key focus for the RWG. Throughout this RAP, the terminology 'Aboriginal and Torres Strait Islander peoples' is used to refer to the Aboriginal and/or Torres Strait Islander peoples of Australia. We acknowledge that this is an umbrella term that groups together an array of nations, each with their own distinct cultures, language, practices and beliefs. RDA also acknowledge that the use of this term does not reflect the full diversity of Aboriginal and Torres Strait Islander peoples and that many Aboriginal and Torres Strait Islander people may prefer to be known by other cultural names. This terminology is used as it is most often considered best practice (as per Reconciliation Australia's guidelines).



Rheinmetall Defence Australia: Reflect Journey

KEY EVENTS AND HIGHLIGHTS 2020 - 2024:

OCTOBER 2020

- Welcome to Country conducted at the opening of the Military Vehicle Centre of Excellence (MILVEHCOE) in Redbank, Queensland.

JANUARY 2021

- Acknowledgement of Country delivered at each Town Hall.

OCTOBER 2022

- Rheinmetall AG CEO Armin Papperger visits MILVEHCOE and a Welcome to Country performed.

APRIL 2023

- Completed registration with Reconciliation Australia on 19 April 2023: RAP055416.

MAY 2023

- National Sorry Day: 26 May, the anniversary of the apology to the stolen generation
- This day chosen as a focus area to raise awareness in 2024.

MAY - JUNE 2023

- National Reconciliation Week, key event acknowledged in the RDA event calendar.

JULY 2023

- NAIDOC Week, celebrated 2-9 July across all RDA locations.

JULY 2024

- NAIDOC Week, morning tea and a number of events celebrated across all sites.
- Permanent display of RAP Artwork installed at all sites.

2025-2026

- Continuation of the Reconciliation Journey by developing the next RAP.



The Yuggera and Ugarapul peoples perform a Welcome to Country at the Military Vehicle Centre of Excellence (MILVEHCOE) Grand Opening Ceremony 2020 in Redbank, Queensland. © Rheinmetall Defence Australia

Relationships



RDA’s commitment to Reconciliation and relationships include:

- Communicating our commitments
- Reviewing our policies
- Celebrating National Reconciliation Week

Action	Deliverables	Responsibility	Timeframe
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Organisational Development (OD) Specialist	June 2025
	Create a list of Aboriginal and Torres Strait Islander organisations within local areas or sphere of influence that we can connect with to support us on the journey to Reconciliation.	Organisational Development (OD) Specialist	July 2025
	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Organisational Development (OD) Specialist	August 2025
Build relationships through celebrating and promoting participation in National Reconciliation Week (NRW)	Circulate NRW resources and reconciliation materials to RDA employees across all sites, nationally.	Organisational Development (OD) Manager	May 2025
	Communicate with RDA employees and senior leaders about NRW and encourage them to attend an event in their local area to recognise and celebrate NRW.	RAP Champion	May 2025
	RWG members to attend and participate in an external NRW event.	Organisational Development (OD) Manager	May 2025

Action	Deliverables	Responsibility	Timeframe
Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all employees at RDA.	CEO and RAP Champion	February 2025
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	OD Specialist	April 2025
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	OD Specialist	April 2025
Promote positive race relations through anti-discrimination strategies	Conduct a review of our policies and procedures to identify existing anti-discrimination provisions, and future needs.	OD Specialist	May 2025
	Research best practice and policies in areas of race relations and anti-discrimination.	OD Manager	September 2025
	Review our RDA Discrimination and Harassment Training to ensure best-practice research into race relations and anti-discrimination is incorporated into the training.	Employee Relations Manager	July 2025

Respect



Our commitment to Respect means we will be:

- Raising awareness
- Sharing information
- Reviewing our learnings

Action	Deliverables	Responsibility	Timeframe
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.	OD Manager	April 2025
	Conduct a review of cultural learning needs within RDA to identify any gaps.	OD Specialist	October 2025
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by raising awareness of and observing cultural protocols	Develop an understanding of the local Traditional Custodians of the lands and waters within RDA's operational areas.	OD Specialist	May 2025
	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	OD Specialist	August 2025
	Ensure Acknowledgement of Country is given at the commencement of corporate events and meetings.	Director Corporate Affairs	March 2025

Action	Deliverables	Responsibility	Timeframe
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Continue to acknowledge, raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	OD Manager	June 2025
	Introduce our employees to NAIDOC Week by promoting external events in our local area.	Director Corporate Affairs	June 2025
	RWG to participate in an external NAIDOC Week event.	OD Manager	July 2025



The Yuggera and Ugarapul peoples perform a Welcome to Country at the Military Vehicle Centre of Excellence (MILVEHCOE) Grand Opening Ceremony 2020 in Redbank, Queensland. © Rheinmetall Defence Australia

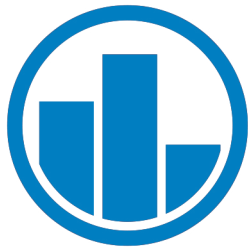
Opportunities



- The opportunities RDA offer include:
- Understanding Aboriginal and Torres Strait Islander employees
 - Creating employment opportunities
 - Cultivating strong and mutually beneficial relationships.

Action	Deliverables	Responsibility	Timeframe
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Build understanding of Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Talent Acquisition Manager	August 2025
	Understanding the employment resources and pathways available for Aboriginal and Torres Strait Islander peoples.	Talent Acquisition Manager	November 2025
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Continue to engage and support Indigenous Suppliers and Businesses	Procurement Director	October 2025
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Procurement Director	September 2025
	Review list of suppliers and identify where current suppliers can be replaced by Aboriginal and/or Torres Strait Islander owned businesses.	Procurement Director	December 2025

Governance



- Our commitment to Governance will be:
- Maintaining our Rap Working Group (RWG)
 - Engaging with Reconciliation Australia
 - Senior Leadership commitment
 - Monitoring and reporting on progress

Action	Deliverables	Responsibility	Timeframe
Establish and maintain an effective RWG to ensure effective governance of the RAP	Draft a Terms of Reference for the RWG.	OD Specialist	March 2025
	Establish representation from RDA Aboriginal and Torres Strait Islander employees on the RWG.	OD Manager	April 2025
Provide appropriate support to ensure effective implementation of RAP commitments	Maintain RWG to govern RAP implementation.	OD Specialist	March 2025
	Identify resourcing requirements to successfully implement RAP.	General Manager, Human Resources	April 2025
	Engage with senior leaders in the delivery of RAP commitments and update on RAP implementation progress to the Senior Leadership Team on a quarterly basis.	General Manager, Human Resources	April 2025
	Define appropriate systems and capability to track, measure and report on RAP implementation and commitments.	OD Manager	May 2025

Action	Deliverables	Responsibility	Timeframe
Build accountability and transparency of RDA’s RAP achievements, challenges and learnings both internally and externally	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	OD Manager	September 2025
	Regularly communicate information about RAP implementation progress through internal and external channels.	Director Corporate Affairs	April 2025
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia’s website to begin developing our next RAP.	OD Manager and OD Specialist	October 2025

ACKNOWLEDGEMENT OF CONTRIBUTORS

We would like to express our sincere thanks to the following for their involvement and support in the development of this Reconciliation Action Plan:

- RDA RAP Working Group
- Kylie Hill
- Reconciliation Australia
- Supply Nation (Candice Hamilton)

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