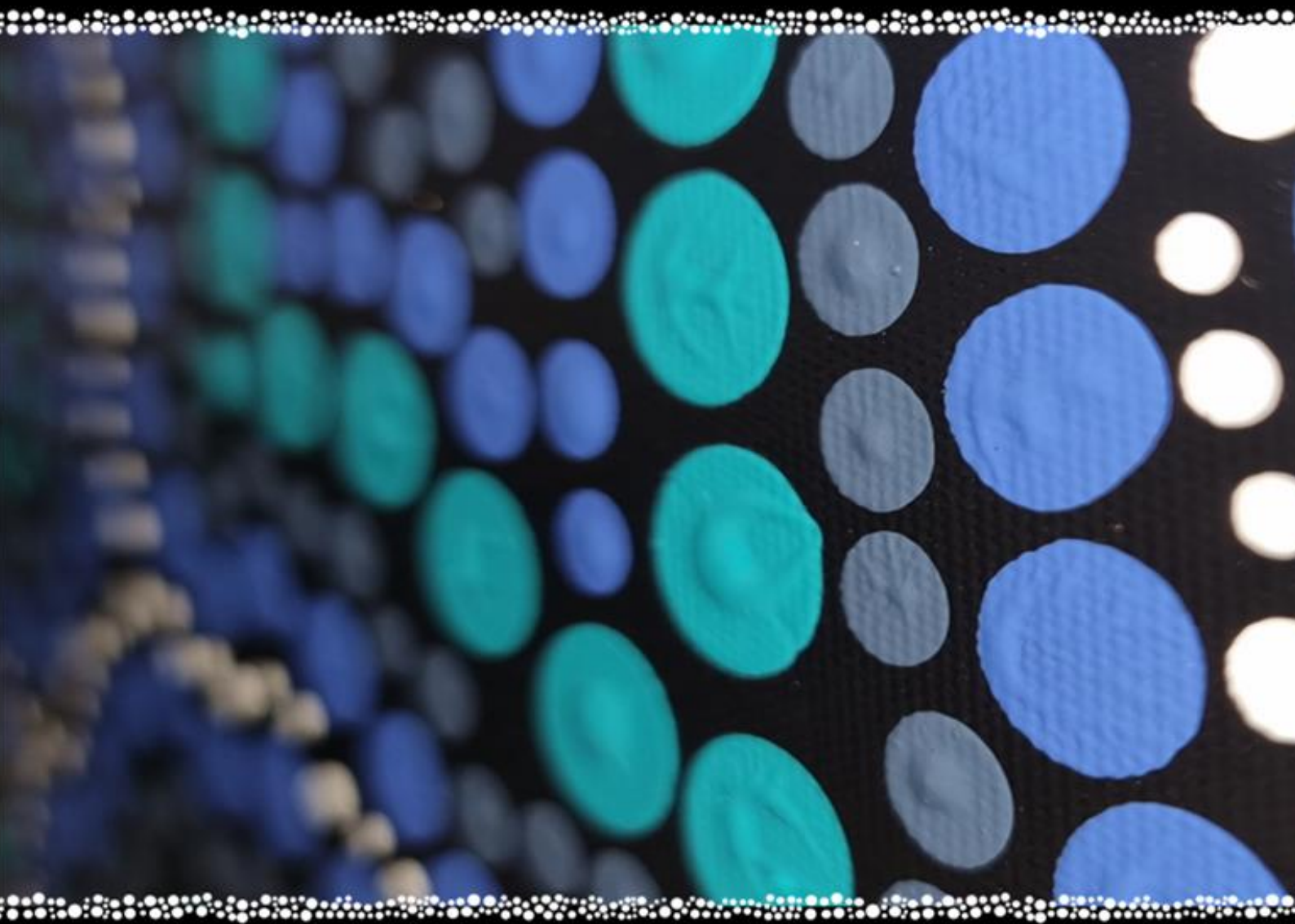
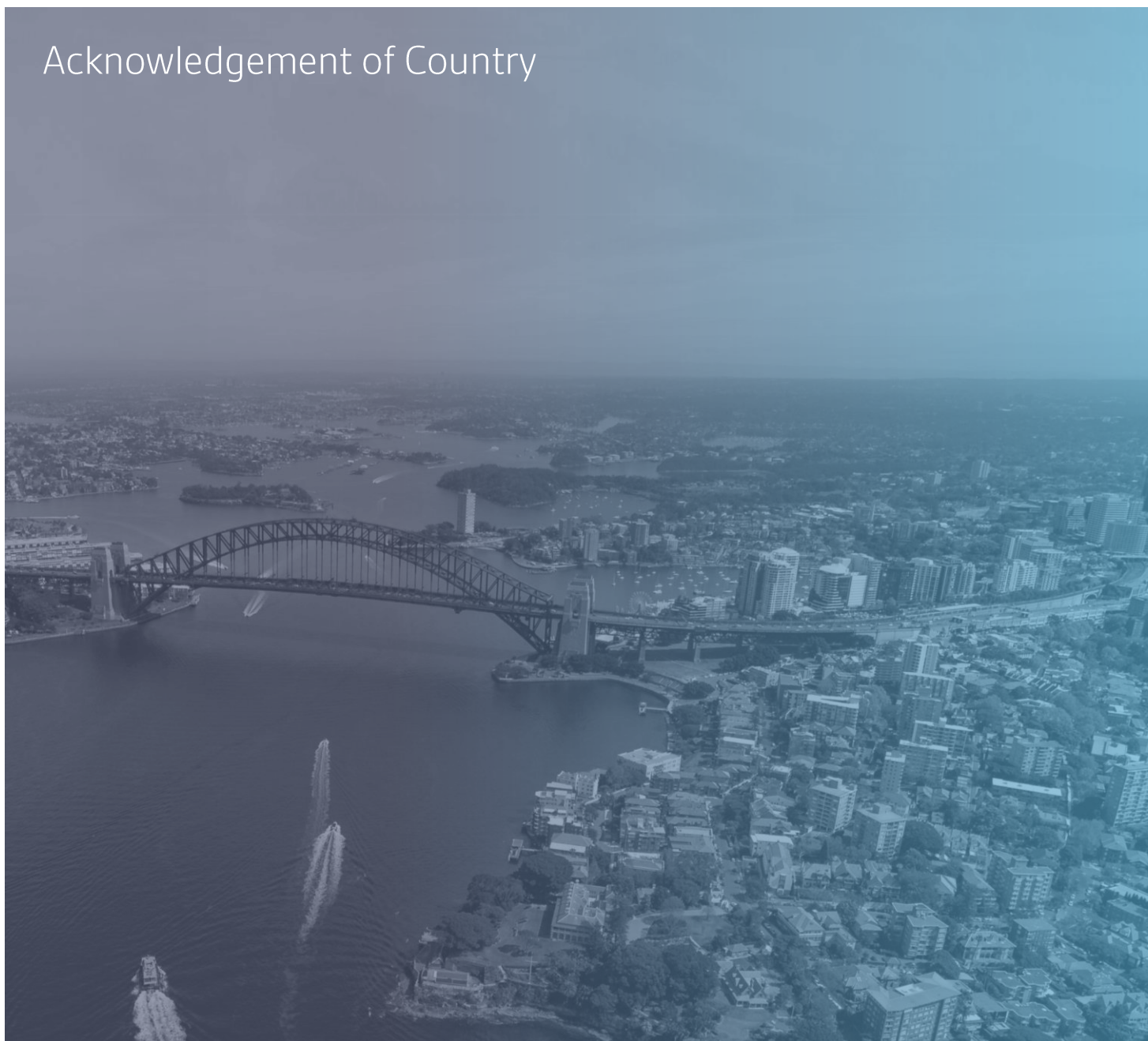


# Innovate Reconciliation Action Plan

May 2024 – May 2026



## Acknowledgement of Country



Tambla acknowledges the Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters, and communities.

We pay our respect to Aboriginal and Torres Strait Islander cultures and to Elders past, present, and emerging.

## Introduction

The Reconciliation Action Plan (RAP), developed by Reconciliation Australia, provides a framework for organisations to advance reconciliation. There are four types of RAP's that an organisation can develop: Reflect, Innovate, Stretch, Elevate. Each type of RAP is designed to suit an organisation at different stages of their reconciliation journey. It includes practical actions that will drive an organisation's contribution to reconciliation both internally and in the communities in which it operates.

## Foreword

We are extremely proud to present Tambla's third Reconciliation Action Plan (RAP) and our first Innovate RAP. It is our ambition to extend and enhance the work we have undertaken through our reconciliation journey.

Tambla believes we can make a valuable contribution to supporting Aboriginal and Torres Strait Islander economic and social outcomes through procurement, employment, staff training and cultural awareness initiatives.

We believe this RAP will guide and support us to further develop our knowledge of and respect for Aboriginal and Torres Strait Islander histories and cultures and help us advocate within our sphere of influence.

We look forward to strengthening our relationships with and opportunities for Australia's First Peoples, both within our organisation and externally, building on a good foundation in a culturally safe workplace.

We are conscious that there is more that we could be doing to ensure that there is a greater representation of Aboriginal and Torres Strait Islander peoples in our own workforce, as well as to supplier diversity to support improved economic and social outcomes for First Nations people. We have an interest and a responsibility to build a culture of respect and exchange, whilst acknowledging and embracing the varied and rich cultures of First Nations people and communities.



Chris Fydler  
Managing Director – Tambla



## About Tambla

Tambla is an innovative enterprise Human Resource software company delivering intelligent workforce solutions to enterprise and government organisations with large, shift-based workforces. We provide these companies with the tools to ensure visibility, optimisation, and compliance of their workforce globally.

Tambla have been at the forefront of IT solutions for nearly 50 years and at the leading edge of workforce management for over two decades. Our solutions deliver substantial financial and operational advantage to companies by aligning people, process, and performance, making the modern workforce more productive, reducing fixed and variable overheads, and increasing profitability.

Tambla is a global organisation with offices in Melbourne, Sydney, and Brisbane in Australia, along with an office in Maidenhead, England. Tambla is a growing company which currently employs approximately 140 people in Australia and has three known employees who identify as being of Aboriginal and/or Torres Strait Islander descent.

Brad Hore's artwork takes pride of place in our Melbourne and Sydney offices.



## Our vision for reconciliation

Tambla is committed to walking alongside Aboriginal and Torres Strait Islander peoples to connect, learn, and create sustainable opportunities in the communities in which we live and operate.

Our vision for reconciliation is a future where all Aboriginal and Torres Strait Islander peoples' cultures are respectfully recognised as central to a sustainable Australia.

## The Cover Art

Baayanya comes from the Dunghutti language and belongs to the Yuin-Kuric language family. Baayanya means to release, to let go and to trust.

When we trust in people and in our connection with others, growth happens.

Dunghutti are First Nations people from the Macleay Valley of northern New South Wales.



Baayanya shows how Tambla connects innovative solutions to people and business that help create more time, growth, and trust.

Together we connect in a meeting place where trust is formed that spans between company and client. To create flow and alignment, we first must let go and trust.

## About the Artist Brad Hore



Brad competed in two Olympics as a Flyweight Boxer at the 2000 Sydney Olympics and the 2004 Athens Olympics. As an athlete Brad has competed at an international level for over 25 years as an amateur and professional boxer.

Brad's connection to his Indigenous community, his passion for Australian sport and his cultural practice provides Brad with the expertise as a member of the Australian Olympic Indigenous Advisory Committee and motivational speaker in schools all over Australia.

Brad Hore has worked in Indigenous health for over 10 years, advancing and encouraging his people through closing the gap initiatives, sporting involvements and local community projects. Sport has contributed to his passion for community because with the support of his family and community he was able to advance his career, but nothing ever came close to coming home to country.

Brad is a big advocate for mental health and regularly comments on how returning home to country can be a very healing experience. Brad's Indigenous identity is a credit to his grandmother and mother, both Dunghutti women, who have led the way to never giving up and giving back to their people.

Art wasn't always something Brad was interested in, that was his brothers forte, but when COVID-19 hit in 2020, Brad's normally outgoing and extroverted nature needed an outlet. During this time his mental health suffered and art became a way to provide a precision type focus and connect to country when the state was locked down. Since Brad started Brad's digital and canvas artwork can be found in government sporting bodies, universities, on apparel and uniforms, in businesses and people's homes.

Each piece is commissioned to tell an individual story, unique to the owner, business and community.

## Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Tambla Limited on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Tambla Limited 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, Tambla Limited 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Tambla Limited is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Tambla Limited'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 Tambla Limited on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Our RAP

We are extremely proud to present Tambla's third Reconciliation Action Plan (RAP) and our first Innovate RAP. It is our ambition to extend and enhance the work we have undertaken through our reconciliation journey.

Tambla's first Reflect RAP was launched in 2022, followed by our second Reflect RAP. Our first RAP was a learning experience for Tambla to build our awareness, confidence and knowledge of the processes, development and associated reconciliation activities and action items. A key success in our first RAP was the development of our Acknowledgement of Country, which is used in official company and customer meeting forums. Our second RAP enhanced our understanding of our goals and responsibilities to taking meaningful action in developing our commitment in the advancement of reconciliation.

In our second RAP Tambla identified areas where we could strengthen our commitment to reconciliation and established an internal RAP platform that provides employees with cultural learning tools, NAIDOC and National Reconciliation Week events and details; and links to news articles to promote and discuss the reconciliation journey. The Tambla RAP platform also encourages our employees to explore additional resources with links to Supply Nation, the Uluru Statement from the Heart, information on the Voice Referendum and the AIATSIS map of Indigenous Australia. Tambla enhanced our commitment for employees to develop their understanding of the local Traditional Owners/Custodians of the land through the placement of the AIATSIS maps in our Sydney and Melbourne offices.

Reflecting on our past Reconciliation Action Plan (RAP), Tambla has gained valuable insights and challenges that shape our renewed commitment. Key learnings include the vital role of genuine relationships and the need for enhanced cultural competency.

In response, we're intensifying our focus on meaningful engagement with Aboriginal and Torres Strait Islander organisations, creating employment opportunities and increasing cultural competency training for all staff. Our commitment extends beyond compliance, driving us to create a more inclusive workplace through targeted initiatives like recruitment efforts and cultural awareness events.

Executives at Tambla further confirmed our RAP commitment by including a RAP overview section in our monthly all staff meetings where up to 140 staff members attend. Tambla also endorsed the standardised inclusion of an inclusive footnote for all advertised employment vacancies with our company.

Members of the RAP Working Group participated in several stakeholder meetings with Aboriginal and Torres Strait Islander organisations during our second RAP for potential collaborations to develop and improve on our employee's cultural learning and awareness, staff recruitment and procurement processes and strengthen our future RAP commitments. Tambla hopes to build and develop these partnerships and processes in our Innovate RAP.

We are committed and excited to be implementing and embedding the discipline of our Innovate RAP within Tambla. Our RAP has been developed by an internal RAP Working Group (RWG) and is a cross functional team from a variety of areas in our company and includes two (2) Aboriginal members



## Tambla's RAP Working Group is:

- **Nathan Thomas** (a Kamilaroi man with family ties and connection to country. Current member of Australian Olympic Committee Indigenous Advisor Committee), Chief Operating Officer (Working Group Lead and RAP Champion)
- **Susan Fletcher**, Client Experience Manager
- **Meryl Slater**, Project Delivery Office Coordinator
- **Sally Hamilton**, Commercial Manager
- **Lee Alexander**, Chief Marketing Officer
- **Jeff DeBroughe** (a Kamilaroi man), Infrastructure Manager





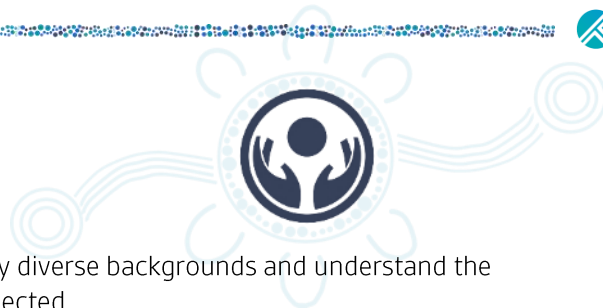


# Relationships

Tambla is committed to building stronger relationships with Aboriginal and Torres Strait Islander peoples through acknowledging, showing respect and building trust with the First Nations people of the Country on which we live and operate.

We are committed to engaging and developing strong and beneficial partnerships with local communities and organisations to expand our commitment towards reconciliation and provide opportunities for employment and procurement within our sphere of influence.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May 2024	Chief Operating Officer
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2025	Chief Operating Officer
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May - June 2024 & 2025	Client Experience Manager
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024 & 2025	Client Experience Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024 & 2025	Client Experience Manager
	Organise at least one NRW event each year.	27 May - 3 June 2024 & 2025	Client Experience Manager
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2024 & 2025	Client Experience Manager
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2024	Chief Operating Officer
	Communicate our commitment to reconciliation publicly.	July 2024	Managing Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2024	Project Delivery Office Coordinator
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2024	Project Delivery Office Coordinator
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2024	Commercial Manager
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	October 2024	Commercial Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2024	Commercial Manager
	Educate senior leaders on the effects of racism.	October 2024	Commercial Manager



## Respect

At Tambla our employees come together from many culturally diverse backgrounds and understand the importance for all cultures to be valued, recognised, and respected.

Tambla is on a journey to increase our understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning initiatives. We hope by providing our employees with cultural awareness learning opportunities, that we will strengthen Tambla's communities' knowledge and understanding of Aboriginal and Torres Strait Islander peoples' histories, cultures and promote respectful, trusting, and enduring relationships.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	October 2024	Project Delivery Office Coordinator
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2024	Chief Operating Officer
	Develop, implement, and communicate a cultural learning strategy document for our staff.	February 2025	Chief Operating Officer
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	February 2025	Chief Operating Officer
	Develop an online reconciliation library for self-motivated learning opportunities for staff.	June 2024	Chief Marketing Officer
	Investigate local cultural immersion experiences for staff.	September 2024	Chief Operating Officer
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2024	Chief Operating Officer
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2024	Chief Operating Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June - July 2024 & 2025	Chief Operating Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2024	Chief Operating Officer
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2024 & 2025	Chief Operating Officer, Chief Marketing Officer.
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024	Commercial Manager
	Promote and encourage participation in external NAIDOC events to all staff.	July 2024 & 2025	Chief Operating Officer

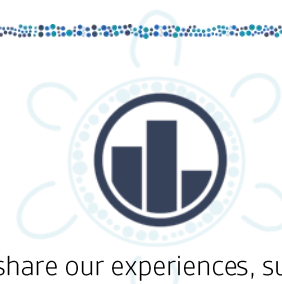


# Opportunities

Tambla is committed to making a valuable contribution to supporting Aboriginal and Torres Strait Islander economic and social outcomes through implementing procurement strategies, employment opportunities to create a wider range of opportunities for collaboration, partnerships and relationships with First Nations peoples and organisations.

With consistent year on year growth and a strong forecast, Tambla is well placed to provide employment opportunities through partnerships with Aboriginal and Torres Strait Islander recruitment companies. This aims to boost the number of First Nations people in the technology industry. Tambla is committed to contributing to improving this statistic through developing a new employment strategy to remove potential barriers and provide a culturally appropriate and supportive environment for Aboriginal and Torres Strait Islander peoples. Additionally, Tambla will develop an Aboriginal and Torres Strait Islander procurement strategy to provide opportunity and economic outcomes for Aboriginal and Torres Strait Islander owned companies.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2025	Chief Operating Officer
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	February 2025	Chief Operating Officer
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	April 2025	Project Delivery Office Coordinator
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May 2024	Chief Operating Officer
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2024	Chief Marketing Officer
	Investigate, consult and engage an Aboriginal and Torres Strait Islander owned organisation/s to provide advice and support in establishing an Aboriginal and Torres Strait Islander recruitment, retention and professional development and procurement strategy.	May 2024	Chief Operating Officer
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	April 2025	Chief Operating Officer
	Investigate Supply Nation membership.	June 2024	Project Delivery Office Coordinator
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2024	Chief Marketing Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2024	Chief Marketing Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August 2024	Chief Operating Officer



# Governance


Our governance ensures that we measure and report on our progress and share our experiences, successes, and challenges - both within our RWG and with our wider working community. As we continue our RAP journey, we demonstrate our commitment to educating ourselves and embedding cultural understanding into our business.


Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2024, May 2025	Chief Operating Officer
	Establish and apply a Terms of Reference for the RWG.	May 2024	Commercial Manager
	Meet at least four times per year to drive and monitor RAP implementation.	May, August, November 2024, March, August, November 2025, March 2026	Chief Operating Officer
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October 2024	Chief Operating Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2024	Chief Operating Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2024	Project Delivery Office Coordinator
	Appoint and maintain an internal RAP Champion from senior management.	May 2024	Chief Operating Officer
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024 & 2025	Project Delivery Office Coordinator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2024 & 2025	Project Delivery Office Coordinator
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2024 & 2025	Project Delivery Office Coordinator
	Report RAP progress to all staff and senior leaders quarterly.	May, August, November 2024, March, August, November 2025, March 2026	Chief Operating Officer
	Publicly report our RAP achievements, challenges, and learnings, annually.	November 2024 & 2025	Chief Marketing Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024, 2026	Project Delivery Office Coordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2026	Project Delivery Office Coordinator
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	January 2026	Project Delivery Office Coordinator



## Contact

Enquiries about Tambla's RAP can be directed to the Chief Operating Officer:

 Nathan Thomas

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