



# Innovate Reconciliation Action Plan

January 2024 - January 2026



RECONCILIATION  
ACTION PLAN  
INNOVATE

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## Acknowledgement of Country

We acknowledge the Traditional Custodians of this land, and recognise their continuing connection to land, water and community.

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



## About the Artwork

The artwork was commissioned by Spirit Group, an Indigenous marketing business, and made by Zachary Bennett-Brook.

The seven circular symbols are the traditional symbol for a watering hole or meeting place and represent Modus' seven offices. The patterns that connect these meeting places are traditional song lines, which represent the connection between each place and the journey our people have taken together. The blue circular patterns represent the ocean and the Dharawal Country where our head office is located.

Artist: Zachary Bennett-Brook  
Community: Dharawal Country  
Language: Dharawal  
Title: Travelling  
Year created: 2022

# Message from Directors

We are proud to introduce Modus Projects' first Innovate Reconciliation Action Plan (RAP) as part of our ongoing commitment and vision towards achieving reconciliation and creating a future of diversity, and inclusivity, within our company and the broader community.

Building upon the achievements and learnings of our first Reflect RAP represents a significant milestone in our journey towards reconciliation. It embodies our dedication to gaining a deeper understanding and improving our approach to advanced reconciliation. We implemented strategies and initiatives to foster meaningful relationships with First Peoples, supporting Aboriginal and Torres Strait Islander businesses, and promoting cultural awareness among our employees and stakeholders.

Our Innovate RAP reflects our company's strong belief in the power of innovation as a catalyst for positive transformation. Through this plan, we aim to embrace practices that will help our business strengthen our engagement and create sustainable opportunities for Aboriginal and Torres Strait Islander peoples.

We acknowledge that our journey towards reconciliation is ongoing, and this second RAP is a testament to our continuous efforts to drive positive change. We invite Modus' community to actively engage in our reconciliation journey, embracing the spirit of innovation and collaboration as we work together to create a future that respects, honours, and celebrates the diversity and rich heritage of Aboriginal and Torres Strait Islander peoples.



**Brad Berryman**  
CEO, Co-Founder



**Troy Mayne**  
Managing Director, Co-Founder

# Message from Reconciliation Australia

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

Reconciliation Australia commends Modus Projects 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 Modus Projects 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, Modus Projects 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. Modus Projects is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Our Vision for Reconciliation

As a building service business, we acknowledge the wide-ranging impact we have on the communities and the land in which we operate. Our impact is through the creation of job opportunities, partnerships with Aboriginal and Torres Strait Islander suppliers, the preservation of cultural heritage, respect for land use, environmental protection, and the enhancement of infrastructure facilities.

At Modus, our overarching vision is to play a pivotal role in advancing the national reconciliation movement within the building industry. We are dedicated to promoting equal opportunities and fostering supplier diversity. Central to this vision is our commitment to cultivating a workplace culture grounded in respect and understanding. We envision a prosperous future for all Australians where diversity is celebrated, people feel safe, and the nation stands united as one.

Our primary strategy for achieving this vision involves establishing meaningful and enduring partnerships with Aboriginal and Torres Strait Islander businesses, which includes actively promoting and increasing the representation of Aboriginal and Torres Strait Islander employees within our workforce. We also work diligently to strengthen our policies, creating a safe and respectful environment within the workplace. Furthermore, we provide educational opportunities and capacity-building programs for First Australians employees within the construction industry, equipping them with valuable skills and experience. We will continue actively engaging with educational institutions, offering mentorship and career opportunities for young professionals in construction management.

Through our advocacy for reconciliation, we aspire to contribute to a brighter future where all Australians walk together on a path of reconciliation and unity.



# Our Business

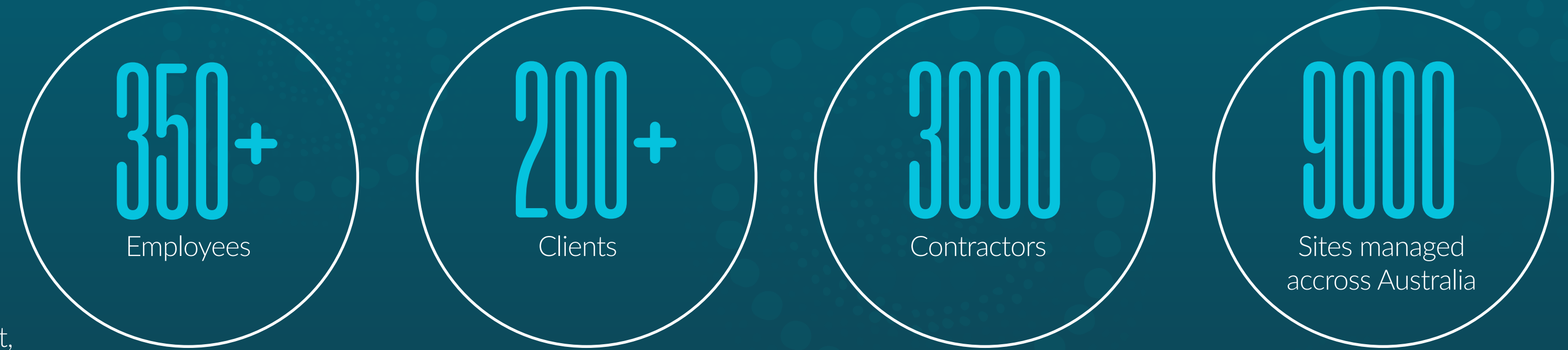
Welcome to Modus - Australia's leading provider of construction, fit-out, project management and facilities maintenance services.

Since 2010, we've been trusted by clients to manage their building operations and maintenance programs, and we do that with a steadfast commitment to quality – while guaranteeing the highest standard of workmanship, innovation and service across the retail, banking, government, fuel and convenience, and corporate sectors.

The breadth of scale and services that we boast, combined with our national expertise, helps us to deliver turnkey maintenance and construction solutions for our clients creating an end-to-end value proposition. As an integrated property partner, we are meticulous in our approach to construction planning, ensuring that your project is delivered on time, within budget, and without surprises.

With a workforce of over 350 skilled professionals, three of whom are Aboriginal and/or Torres Strait Islander peoples, we have cultivated a national network spanning Australia with our headquarters in Dharawal Country (Cronulla, NSW) and ten branches across Australia and we manage approximately 9000 sites throughout the country. Our national network of employees and contractors makes Modus the smart choice if you have a building portfolio with a national footprint.

Throughout our partnership, we consistently seek out innovations and leading technology to maximise our value-add to clients. Our drive for continual improvement enables us to build, refit and maintain properties with certainty and efficiency. We foster a client-centric model emphasising meaningful engagement in a market where call centres and impersonal touchpoints are prevalent. This strategic differentiation sets us apart from competitors and reflects our belief that genuine connections and profound understanding are the cornerstones of unparalleled customer service.





# Our Values



## Passion

Our team believes that success is derived from passion and consistency. We are committed to providing an excellent service and committed to the communities we work within.



## Respect

We listen. We understand. We do. We ensure that the work we do today leads us in the right direction for tomorrow.



## Team

We are not a group of people who work together. We are a group of people that trusts and motivates each other to do better every day. Every interaction is an opportunity for us to grow.



## Excellence

Our excellence is a result of our intentions, sincere effort, intelligent direction, and skilful execution. We continually fine tune our processes and have a clear vision in mind on what the future should represent.



## Accountability

We take full ownership of our projects internally and externally. We are strong when we trust and passionate in what we do.

# Our Progress



2020

Established Supply Nation Membership



2021

Modus first RAP – Reflect



2022

Established partnership with ID Know Yourself

Created custom Modus Indigenous artwork

JLL Sustainability & Diversity Winner at the JLL Vendor Awards 2022



2023

Established partnership with Gujaga Foundation

CareerTrackers membership program

2023-2025 RAP-Innovate development

# Our Reconciliation Plan

Modus is committed to fostering positive relationships, promoting inclusivity, and creating opportunities for Aboriginal and Torres Strait Islander peoples. In this document, we outline our dedication to reconciliation, our vision for a more equitable future, and the actions we will take to achieve meaningful outcomes. We continue to push ourselves to set more ambitious targets to build stronger and long-lasting collaborations with Aboriginal and Torres Strait Islander peoples.

At Modus, we recognise that true reconciliation requires more than acknowledgement; it demands intentional efforts, engagement, and ongoing collaboration. Our Innovate RAP is a roadmap that guides us in our commitment to fostering a culture of diversity and inclusion within our business. We set a series of actions and deliverables to guide our reconciliation journey over 24 months, where we aim to implement cultural awareness training, provide employment and procurement strategies to create opportunities for Aboriginal and Torres Strait Islander peoples and engage in community partnerships to support local initiatives. By collaborating with Indigenous businesses and individuals, suppliers, employees, and clients we can develop lasting change and contribute to the broader national reconciliation movement.

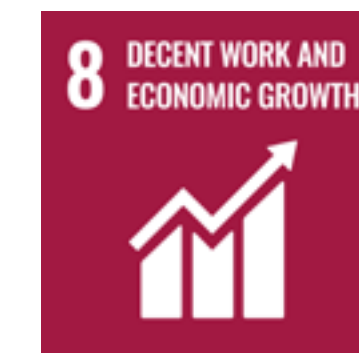
Since developing our first Reflect RAP, we have learned valuable lessons from implementing actions and achievable deliverables from carrying out our RAP to establishing partnerships with Aboriginal and Torres Strait Islander businesses. These learnings have helped us to improve our strategies and targets to propel us forward on our path towards reconciliation. Some of our reflections are:

- **Employee Engagement:** A notable involvement of our employees has been a driving force throughout our reconciliation efforts.
- **Feedback Integration:** The feedback obtained from our initiatives during significant events has played a crucial role in intensifying our dedication to improving activities and cultivating an engaging experience for our community.
- **Partnership and Sponsorship:** Establishing relationships has been the pivotal role played by partnerships and sponsorships with Indigenous organisations. These collaborations have underscored the importance of unity in our reconciliation endeavours.

- **Shared Responsibility:** The collective responsibility, whether held by employees, managers, or directors, is the shared duty of delivering and executing actions throughout the company.
- **Realistic Timeframes:** Setting achievable timeframes is essential in maintaining our progress and ensuring our goals.

We take pride in the achievements since we embarked on this journey. Nevertheless, we acknowledge that there is still much progress to work on in fostering reconciliation within our business and communities. We are eager to see where our reconciliation journey will lead us next.

**This Innovate RAP focuses on strategies and initiatives designed to contribute to six of the United Nations Sustainable Development Goals.**



# Our Reconciliation Working Group

To achieve the key deliverables and tangible outcomes, we have assembled an internal RAP Working Group (RWG) who are responsible for implementing and uplifting cultural change and raising awareness.

We are committed to embracing diverse perspectives and experiences of Aboriginal and Torres Strait Islander communities. Our dedication lies in actively engaging with different communities and ensuring we continuously honour the valuable input from Aboriginal and Torres Strait Islander individuals throughout our reconciliation journey.



**Brad Berryman**  
CEO, Co-Founder



**Troy Mayne**  
Managing Director,  
Co-Founder



**Allison Fredericks**  
Head of People  
and Culture



**Bridget Parker**  
People and Culture  
Business Partner



**Caitlin Scarff**  
People and  
Culture Advisor



**Nadia Hughes**  
Training and  
Development Manager



**Aaron Smith**  
Electrician  
(Aboriginal representative)



**Rebeca Santiago**  
Environmental, Social and  
Governance Coordinator  
(RAP Champion)



# Our Highlights to Date

## \$595,731

FY22-FY23 spend across  
Aboriginal and Torres Strait Islander businesses

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Renamed the boardrooms from our head  
office to Dharawal language

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## \$30,000

donated to ID Know Yourself Foundation

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## 26

 Supply Nation  
businesses contracted

Commissioned Spirit Group to create our  
Aboriginal and Torres Strait Islander Artwork -  
applied to our marketing collateral



# Our Partnerships

We have established strategic partnerships with several esteemed organisations nationwide, that align with our core values. These collaborations serve as pillars in our ongoing Reconciliation journey, providing substantial support and amplifying the impact of our initiatives.



## NAIDOC Week

The theme for NAIDOC Week 2023 was “For Our Elders,” highlighting the significant and enduring role that Elders play across generations in our communities and families. In line with our ongoing commitment to embrace, honour, and celebrate the National Aborigines’ and Islanders’ Day Observance Committee (NAIDOC), we actively strive to learn from and connect with Aboriginal and Torres Strait Islander peoples.

As part of our efforts, our RAP Working Group recently completed a training course on Contemporary Indigenous Australia, facilitated by the Centre for Indigenous Training. The course provided comprehensive insights into the people and locations comprising Indigenous Australia, essential background statistics, the significance of language and maps, as well as indigenous terms such as “Traditional Owner,” “Elders,” “Aunty and Uncle,” “Welcome to Country,” and “Acknowledgement to Country.” By engaging in this training, we aim to deepen our understanding and foster meaningful connections with Indigenous communities.

## National Reconciliation Week

During National Reconciliation Week, we proudly collaborated with Spirit Group, a reputable marketing company to develop a significant initiative. Together, we created an indigenous artwork that serves as a powerful means to acknowledge the Traditional Custodians of the land, paying our respects to their enduring connection to the country.

This specially crafted artwork has been thoughtfully integrated into our marketing collateral, corporate presentations, and client communications. Its presence serves as a constant reminder of our commitment to promoting cultural awareness and respect.

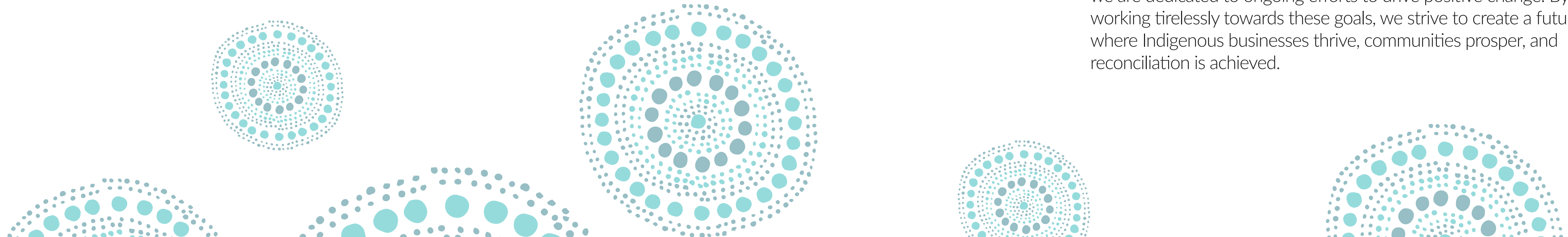
By incorporating indigenous art into our materials, we aim to foster a sense of unity and inclusivity, as well as to honour the rich heritage and contributions of Aboriginal and Torres Strait Islander peoples.

## Supply Nation

As a proud member of Supply Nation, we embrace a vision of thriving Indigenous businesses. We are committed to fostering and making significant strides in this regard. Currently, we have partnered with 18 Indigenous suppliers, demonstrating our dedication to supporting this sector. Through our collaborations, we have contributed over \$161,000 affirming our commitment to the growth and success of Indigenous businesses.

While we recognise that there is still much progress to be made, we view these accomplishments as merely the beginning. We are unwavering in our efforts to further increase these numbers and make an even bigger impact. We aim to create more employment opportunities, generate sustainable income, and actively contribute to the principles of self-determination and reconciliation.

We understand the importance of our role in advancing Indigenous entrepreneurship and economic empowerment, and we are dedicated to ongoing efforts to drive positive change. By working tirelessly towards these goals, we strive to create a future where Indigenous businesses thrive, communities prosper, and reconciliation is achieved.



# Our Partnerships



## Gujaga Foundation

The Gujaga Foundation is the leading organisation in the La Perouse Aboriginal community, specialising in language preservation, cultural workshops, and consultancy services. As a not-for-profit organisation, Gujaga collaborates closely with Elders, esteemed academics, and knowledge holders to offer its services to educational, cultural, and corporate entities.

Through our partnership with Gujaga, we have embarked on a project to rename our boardrooms to the Dhawaral language, as our headquarters is located in Dharawal Country. This collaboration serves a dual purpose: first, it honours the Dhawaral Country and its cultural significance, and second, it provides an educational opportunity for our employees and visitors to learn about some of the words from the Dhawaral language. This initiative underscores our profound respect for and acknowledgment of Indigenous cultures, traditions, and histories.

## CareerTrackers

CareerTrackers is a national organisation dedicated to supporting pre-professional Aboriginal and Torres Strait Islander university students. Their mission is to connect these students with a diverse range of employers, facilitating internships that offer valuable industry experience and pave the way for their professional journey.

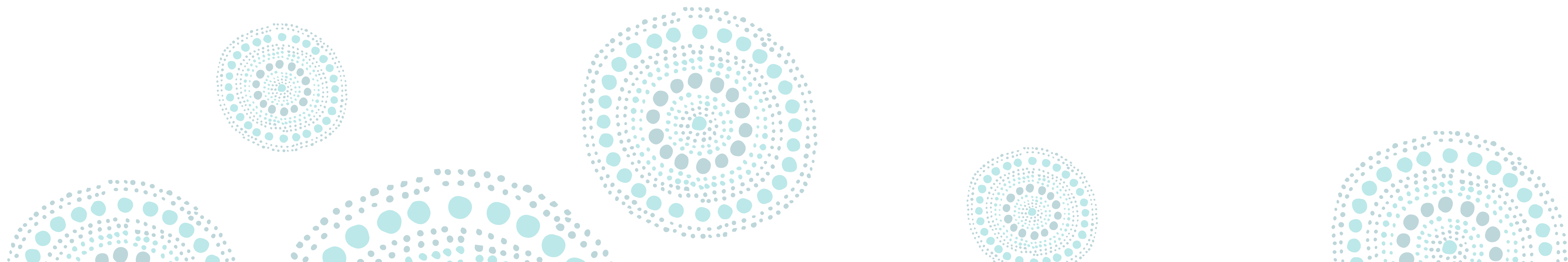
In our unwavering commitment to empowering the future generations of Aboriginal and Torres Strait Islander professionals, we proudly participate in the Friends of CareerTrackers membership program. This initiative aims to expand our network connections and provide essential support for the educational and employment success of Aboriginal and Torres Strait Islander students. By doing so, we seek to enhance our understanding of best practices in Aboriginal and Torres Strait Islander employment opportunities and actively contribute to initiatives that will ultimately improve the prospects for a brighter Aboriginal and Torres Strait Islander employment future in Australia.



## ID Know Yourself

We take great pride in our partnership with ID Know Yourself (IDKY), an Indigenous-led organisation dedicated to breaking the cycle of intergenerational trauma by providing support to Aboriginal children in the out-of-home care (OOHC) system. It is concerning that although Indigenous children make up only 6% of the total Australian child population, they represent 39% of children in OOHC.

As part of our commitment, we actively support and sponsor IDKY in delivering programs that focus on six crucial areas: life skills, education, culture, well-being, and advocacy. By addressing these key aspects, we aim to make a significant impact on the lives of disadvantaged children from Indigenous backgrounds. Collaborating with IDKY has been an inspiration for us, knowing that our efforts are contributing to meaningful change for these vulnerable children is truly rewarding. Together with IDKY, we strive to empower these children and work towards creating a society where every child, regardless of their background, has the opportunity to thrive and succeed.





## Relationships

At Modus Projects, we understand the impact the building industry has on Aboriginal and Torres Strait Islander communities. Recognising this, we place great importance on cultivating meaningful relationships with Aboriginal and Torres Strait Islander communities and businesses. We actively seek new partnerships and engagement opportunities to establish strong and lasting connections.

Action	Deliverable	Timeline	Responsibility
1. 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	Environmental, Social and Governance Coordinator
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2024	Environmental, Social and Governance Coordinator
	Develop a partnership with Kurranulla Aboriginal Corporation and Sutherland Shire Reconciliation, to establish priorities and seek for opportunities for reconciliation within the Dharawal Country.	September 2024	Environmental, Social and Governance Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2024, May 2025	People and Culture Advisor
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2024 and 2025	Environmental, Social and Governance Coordinator
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2024 and 2025	Environmental, Social and Governance Coordinator & People and Culture Advisor
	Organise at least one NRW event each year.	27 May - 3 June, 2024 and 2025	Environmental, Social and Governance Coordinator
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2024, May 2025	Environmental, Social and Governance Coordinator



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	August 2024	Environmental, Social and Governance Coordinator & Training and Development Manager
	Communicate our commitment to reconciliation publicly.	April 2024	Environmental, Social and Governance Coordinator
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	April 2024	Environmental, Social and Governance Coordinator & Training and Development Manager
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	April 2024	Environmental, Social and Governance Coordinator
	Ensure our new employees get a copy of our RAP as part of their induction process.	April 2024	Training and Development Manager
4. 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.	February 2024	Head of People and Culture
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2023	Environmental, Social and Governance Coordinator
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2023	Environmental, Social and Governance Coordinator & Electrician
	Educate senior leaders on the effects of racism.	January 2025	Training and Development Manager



## Respect

We are dedicated to fostering and nurturing cultural awareness not only within our organisation but also among all our stakeholders. As a building service company our commitment is a profound respect for the land on which we conduct our activities, coupled with a strong determination to deepen our understanding of its rich history and enduring traditions. Through these core principles, we aim to build bridges of cultural appreciation, inclusivity, and mutual respect that not only strengthen our connections with the communities we engage with but also enrich the fabric of our collective experience.

Action	Deliverable	Timeline	Responsibility
5. 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	Training and Development Manager
	Develop, implement, and communicate a cultural learning strategy document for our employees.	July 2024	Training and Development Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership employees to participate in formal and structured cultural learning.	May 2024	Environmental, Social and Governance Coordinator
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2024	Head of People and Culture, Environmental, Social and Governance Coordinator and Training and Development Manager
	Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2024	Environmental, Social and Governance Coordinator
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2024, July 2025	Environmental, Social and Governance Coordinator

Action	Deliverable	Timeline	Responsibility
7. 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.	First week in July, 2024 and 2025	Head of People and Culture, Support: People and Culture Advisor and Business Partner, Training and Development Manager, Electrician and Environmental, Social and Governance Coordinator
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	May 2023, May 2024	Environmental, Social and Governance Coordinator
	Promote and encourage participation in external NAIDOC events to all employees.	First week in July, 2024 and 2025	Environmental, Social and Governance Coordinator
8. Establish cultural sensitivity and integration initiatives into our processes.	Provide training to project team to ensure respectful cultural and historical heritage procedures.	June 2024, June 2025	Training and Development Manager
	Include Aboriginal artwork into Modus' workspaces and marketing.	February 2024	Environmental, Social and Governance Coordinator
	Rename our board rooms to Dharawal language in collaboration with Gujaga Foundation.	November 2023	Environmental, Social and Governance Coordinator



## Opportunities

At Modus, we believe in our capacity to leverage opportunities to provide meaningful support to First Nation’s people, organisations, and communities that align with our business model. To this end, we are committed to implementing an array of strategies aimed at advancing employment, procurement, and educational initiatives. Our dedication to these objectives stems from our profound respect for the rich cultural heritage and traditions of Aboriginal and Torres Strait Islander peoples, as well as our recognition of the vital role they play in the social and economic fabric of our shared society.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2023	People and Culture Advisor
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2023	People and Culture Business Partner
	Establish a partnership with Aboriginal and Torres Strait Islander recruiting agencies.	April 2024	People and Culture Advisor and Environmental, Social and Governance Coordinator
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Maintain Supply Nation membership and explore opportunities to increase engagement with Indigenous businesses	July 2024, July 2025	Environmental, Social and Governance Coordinator
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	May 2024	Environmental, Social and Governance Coordinator
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	February 2024	CEO & Director



## Governance

Action	Deliverable	Timeline	Responsibility
11. 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.	December, 2023 July, 2024 December, 2024 July, 2025	Head of People and Culture & Environmental, Social and Governance Coordinator
	Establish and apply a Terms of Reference for the RWG.	February 2024	CEO & Director
	Meet at least four times per year to drive and monitor RAP implementation.	December, 2023 July, 2024 December, 2024 July, 2025	CEO, Director, Head of People and Culture, People and Culture Advisor and Business Partner, Training and Development Manager, Electrician and Environmental, Social and Governance Coordinator
	Define resource needs for RAP implementation.	September 2023	Electrician & Environmental, Social and Governance Coordinator
12. Provide appropriate support for effective implementation of RAP commitments.	Engage our senior leaders and other employees in the delivery of RAP commitments.	April 2024	Head of People and Culture, Training and Development Manager and Environmental, Social and Governance Coordinator
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2024, March 2025	Environmental, Social and Governance Coordinator
	Appoint and maintain an internal RAP Champion from senior management.	August 2023	CEO & Director



## Governance

Action	Deliverable	Timeline	Responsibility
13. 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 annually	Environmental, Social and Governance Coordinator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Environmental, Social and Governance Coordinator
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Environmental, Social and Governance Coordinator
	Report RAP progress to all employees and senior leaders quarterly.	December, 2023 July, 2024 December, 2024 July, 2025	Environmental, Social and Governance Coordinator
	Publicly report our RAP achievements, challenges, and learnings, annually.	July 2024, July 2025	Environmental, Social and Governance Coordinator
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Environmental, Social and Governance Coordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2024	Environmental, Social and Governance Coordinator
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2025	Environmental, Social and Governance Coordinator

We are  
 modus<sup>®</sup>

1300 266 387  
[modusprojects.com.au](http://modusprojects.com.au)

Modus Projects Pty Ltd  
ACN 63 143 167 159  
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