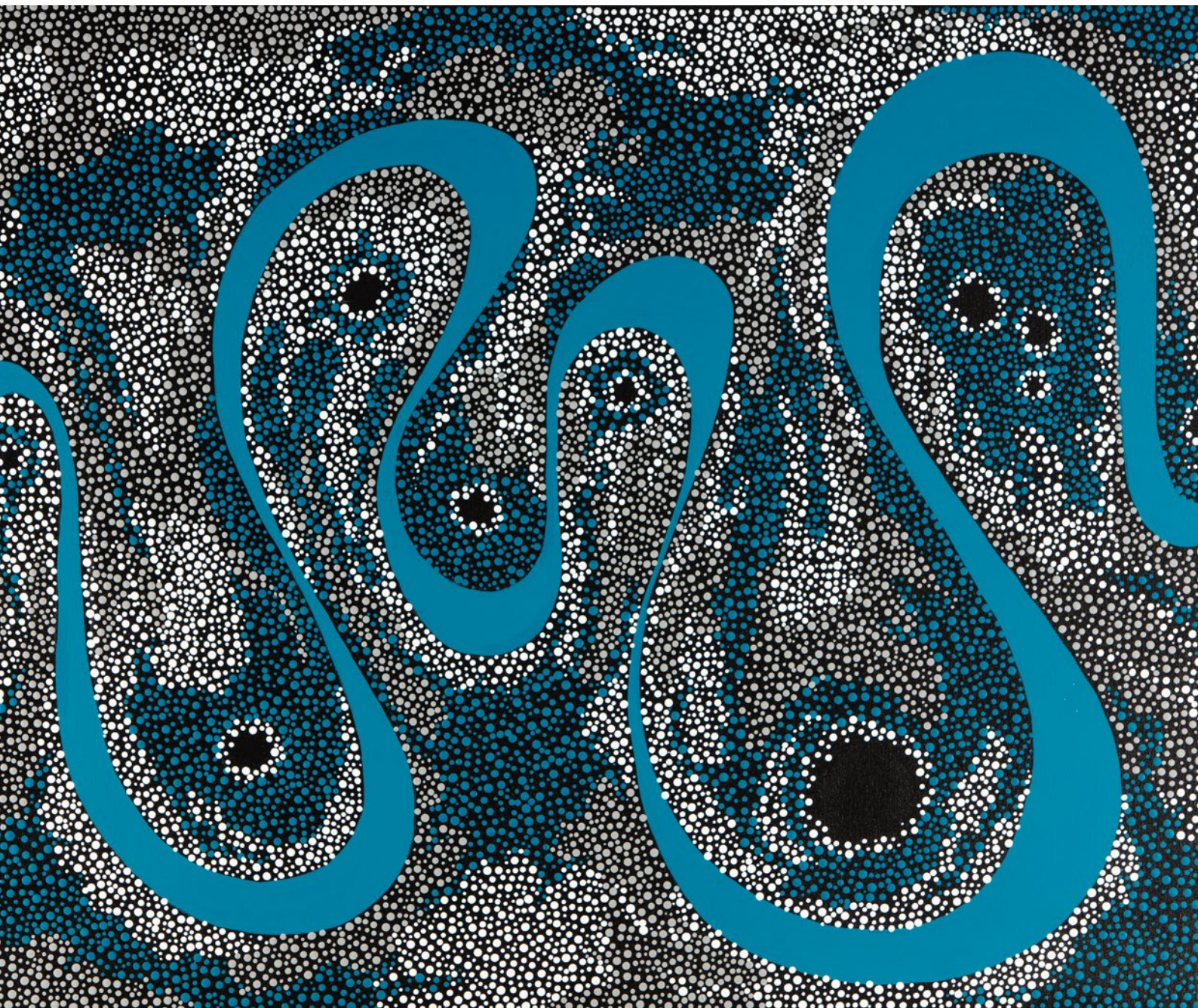


Innovate Reconciliation Action Plan

July 2026 – July 2028



Acknowledgement of Country

Calvary acknowledges the Traditional Custodians and Owners of the lands on which all our services operate. We recognise that these Custodians have walked upon and cared for these lands for thousands of years. We acknowledge the continued deep spiritual attachment and relationship of First Nations peoples to this country and commit ourselves to the ongoing journey of Reconciliation.

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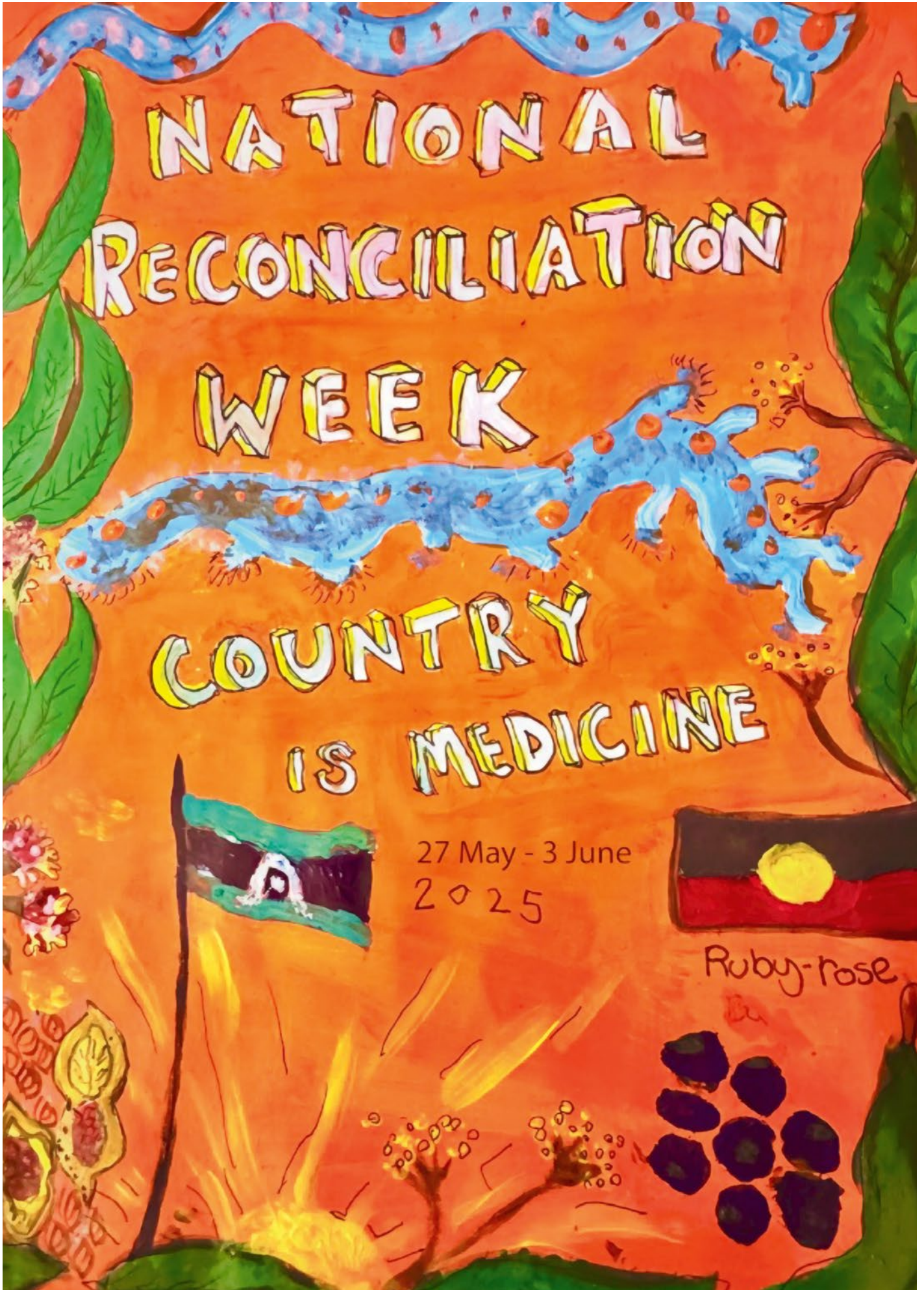
Artist info

My name is Ruby Rose Baker-Craig.
My people are the Mirning people.

My poster (following page) is called
Country is Medicine. It depicts Bush
medicine. My mom says Bush medicine
is the best medicine!

Ruby Rose

*Collectively: All images included in our
RAP are licenced to Calvary Care*



Statement from CEO of Calvary Health Care

I am pleased to share Calvary's 2026-2028 Innovate Reconciliation Action Plan (RAP), a continuation of the work that commenced with our 2022-2023 Reflect RAP. To build on successful outcomes, the Innovate RAP provides our organisation with a measurable framework, enabling Calvary to significantly contribute to the Australian reconciliation process. Our Innovate RAP speaks directly to our mission and organisational strategy to provide safe, equitable workplaces that are welcoming and respectful of all.

Calvary is committed to creating an organisational culture where everyone is welcome, and one where First Nations peoples feel respected, valued and culturally safe. As a provider of hospital, aged care, and home care services across four states and two territories, we aim to make a positive, lasting contribution to the holistic health outcomes of First Nations peoples in our care.

Calvary's Innovate RAP defines specific programs, measurable RAP-linked outcomes, a dedicated internal cultural leadership role, and practical improvements including:

- Formal national cultural leadership embedded in governance
- Youth and school-based programs with demonstrable impact
- Intergenerational community partnerships, strengthening health education
- Prioritising cultural safety across the organisation
- Alignment to mission, workforce goals, and national reconciliation priorities.

Calvary recognises the importance of reconciliation and is committed to diversifying our workforce with a particular focus on increasing the representation of First Nations peoples in our teams. This commitment flows from our mission and organisational values of Hospitality, Healing, Stewardship and Respect.

Our Innovate RAP reaffirms Calvary's commitment towards the nation's ongoing journey of reconciliation. I invite all staff, volunteers, partners and those who experience our care, to join us.



DAMIEN BRUCE
Chief Executive Officer
Calvary Health Care

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Calvary Health Care 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 Calvary Health Care 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, Calvary Health Care will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

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

Implementing an Innovate RAP signals Calvary Health Care'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 Calvary Health Care 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

At Calvary Health Care our vision for reconciliation begins with the recognition of the strength, resilience and richness of First Nations peoples, the Custodians of the world's oldest living cultures. Through relationships of mutual trust and respect, First Nations peoples will participate equally and equitably in all areas of life. This will result in a shared national identity and unity. At the heart of our vision at Calvary is deep cultural respect, a commitment to true partnerships in care and a capacity to celebrate together the rich cultural lives, heritages and achievements of First Nations peoples. Calvary Health Care will ensure this vision by providing employment and

culturally safe workplaces for First Nations peoples. In addition, Calvary will improve access to care, the first and constant barrier for those in more rural and remote communities and even for some in metropolitan locations. We are committed to ensuring high quality culturally safe care. Our aspiration is that improved patient, resident and client outcomes will be evident, and in turn, lead to greater wellbeing, and confidence in our systems of health. Organisational effectiveness, gained through innovation and systems that work for First Nations peoples, is also critical to realise hopes for a genuine reconciliation that is enduring and visible in communities.

Our Business

Calvary is a charitable not-for-profit Catholic health and aged care organisation that provides quality compassionate care to the most vulnerable, including those reaching the end of their life. We are responsible for over 18,000 staff and volunteers working across three public and 10 private hospitals, 57 aged care homes, 17 retirement living villages and 17 community care centres. The total number of Aboriginal and/or Torres St Islander employees, who have self-identified (as of April 2025) is 175 employees. Permanent – 132 and Casual – 43. Calvary operates in ACT, NSW, Northern Territory, South Australia, Tasmania and Victoria.

Calvary was established by six Sisters of the Little Company of Mary who sailed into Sydney on the SS Liguria on 4 November 1885. The Little Company of Mary pioneers had little knowledge of the health care legacy they would create.

Theirs is a story of enduring care for the physical and spiritual health of so many Australians: firstly, on the streets of Sydney and the rudimentary beginnings of home nursing; latterly and currently in the stewardship of some of Australia's best-known and much-loved hospitals, together with a national Calvary health, aged care and home care ministry.

Calvary is committed to developing a culturally safe environment within our services in which First Nations patients, residents, clients and staff feel welcomed and supported. We seek to affirm life, bring healing and promote the common good through just and compassionate health, aged, disability and community services that meet the needs of First Nations peoples, leading to improved experience, health and life outcomes. This work demonstrates the Spirit of Calvary and our Mission, Vision and Values.

Our Values

Our Values are visible in how we act and treat each other. We are stewards of the rich heritage of care and compassion of the Little Company of Mary. We are guided by these values:



Hospitality

Hospitality demonstrates our response to the desire to be welcomed, to feel wanted and to belong. It is our responsibility to extend hospitality to all who come into contact with our Services by promoting connectedness, listening and responding openly.



Healing

Healing demonstrates our desire to respond to the whole person by caring for their spiritual, psychological and physical wellbeing. It is our responsibility to value and consider the whole person, and to promote healing through reconnecting, reconciling and building relationships.



Stewardship

Stewardship recognises that as individuals and as a community all we have has been given to us as a gift. It is our responsibility to manage these precious resources effectively now and for the future. We are responsible for striving for excellence, developing personal talents, material possessions, our environment, and handing on tradition of the Sisters of the Little Company of Mary.



Respect

Respect recognises the value and dignity of every person who is associated with our Services. It is our responsibility to care for all with whom we come into contact with justice and compassion no matter what the circumstances, and we are prepared to stand up for what we believe and challenge behaviour that is contrary to our values.



Our Reconciliation Action Plan (RAP)

Calvary's Innovate RAP outlines our commitment to building a culture where First Nations patients, residents, clients, local communities and staff are respected, valued and culturally safe.

Consistent with Calvary's values of hospitality, healing, stewardship and respect, the Innovate RAP will support Calvary's staff and services contribute to the reconciliation journey of Australia.

Calvary's formal RAP journey started with the creation of our National RAP Working Group early 2021. The membership of the Working Group comprises of staff from across each of our five regions and three streams (residential aged care, home care and hospitals) and our corporate offices.

The purpose of the RAP is to provide the organisation with a framework to encourage and enhance reconciliation through identified activities and practices that can be implemented locally. These actions will aim to foster positive and respectful relationships with First Nations communities and more broadly, the wider Australian community.

Calvary's Innovate RAP reflects a deep commitment to fostering meaningful relationships with Aboriginal and Torres Strait Islander communities. Through programs like Young Doctors for Life, Calvary partners with MALPA and local Elders to empower disadvantaged youth with health education and cultural pride.

Initiatives such as "Mindful Mentors" promote emotional wellbeing and learning readiness. The programs are also providing an opportunity for Calvary to create learning opportunities for First Nation students about their own culture. Our appointment of a National Calvary Cultural Advisor has allowed school students to connect with an Elder of their community.

Collaborations with Bungala Food Services and the Tiwi Islands Training & Employment Board support Indigenous employment and skill development.

Cultural engagement is further enriched through partnerships with Xavier College, where students connect with aged care residents through art and storytelling, strengthening intergenerational and cultural bonds.

Calvary's Innovate RAP has been developed in consultation with Calvary's National RAP Working Group. The plan will be monitored and maintained by the members of this Working Group, who will report to the People, Values and Culture Committee. Calvary's RAP Champion is our Chief Mission & Public Affairs Officer, who will be responsible for driving and championing internal engagement and awareness of the RAP as well as reporting progress to the Executive Leadership Committee and the Little Company of Mary Health Care Board.

RAP Working Group Committee members are listed below by job title.

Four of the committee members identify as First Nations people.

- Co-Chair: Deputy Director Clinical Services, Calvary Riverina Hospital
- Cultural Advisor (First Nations)
- Mission Integration Coordinator, CHCA (SA representative)
- Head of Safety Culture
- Aboriginal Health Liaison Officer, ACT/Southern NSW Region
- Clinical Nurse Specialist (VIC/TAS representative)
- Director of Mission Assurance, Insights & Projects
- Regional Director of Mission
- Customer & Contract Lead, Aged Care
- Director of Talent Solutions
- Chief Operations Officer - Hospitals
- Chief Mission & Public Affairs Officer (Executive sponsor)
- Secretariat
- Home Manager Tiwi (NT)

Reflections on our Reflect RAP

Since launching our Reflect Reconciliation Action Plan, Calvary has made some progress in fostering more meaningful relationships with First Nations peoples, promoting better cultural understanding, and bringing the notion of reconciliation into the core of our organisational response.

We have begun to create cultural learning opportunities within Calvary, enabling staff participation in an introductory online cultural awareness training resource, fostering a deeper understanding of First Nations peoples' histories, cultures, and perspectives, particularly in healthcare settings. Working with our appointed National Cultural Advisor (First Nations), John Lochowiak, we have recently developed learning packages to progress this important work.

Calvary has upgraded the Patient Management System (iPM) to remove the label 'Tribal Aboriginal' as a religious category and substituted 'Aboriginal spirituality.'

Partnership with First Nations organisation have developed, at national level with CareerTrackers and Supply Nation. These partnerships teach and call us to support First Nations communities and to create meaningful employment pathways, ultimately increasing the reach and impact of our health and aged care services across our regions.

Calvary in Adelaide has formed a solid relationship with the MALPA Young Doctors Program. They have welcomed MALPA

program facilitators, Aboriginal Education Teachers, Aboriginal Community Education Officers and primary school students to their hospitals, and Calvary Staff and Visiting Medical Officers have presented education sessions on the Healthcare environment.

We have recognised the need to further support First Nations talent and increased representation. We are building a relationship with the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) and we have become a corporate member to further strengthen this relationship. Calvary has partnered with specialist health care employment organisation, HealthX, to facilitate the Kiribati worker's placements and training across the organisation (Kiribati is one of nine Pacific Island countries). This offers a model for deeper and further engagement with the First Nations peoples of Australia.

Calvary is finalising its First Nations Cultural Guidance document to ensure that appropriate recognition of First Nations people and countries is customary in the rhythm of Calvary's operating life.

Whilst Calvary is pleased with progress made under the direction of our Reflect RAP, we recognise that there is much work to do to contribute to the ongoing journey of reconciliation with First Nations peoples. We are excited by the opportunities that this Innovate RAP offers Calvary.



Relationships

Building strong relationships with Aboriginal and Torres Strait Islander peoples is vital to Calvary's commitment to inclusive care and community wellbeing. Through meaningful engagement, shared experiences, and collaborative governance, we strengthen partnerships that enhance cultural safety and improve service delivery. Our actions, from developing mentoring programs to celebrating National Reconciliation Week, reflect our dedication to reconciliation and respect.

As part of this commitment, we will continue the MALPA Young Doctors Program, currently operating in Calvary South Australian services, which empowers young Aboriginal and Torres Strait Islander people to become health leaders in their communities. 'Malpa' is a Pintupi/Warlpiri/Luritja word which means 'friends on the journey'. These relationships not only empower First Nations communities but also enrich Calvary's workforce, align with our values, and drive sustainable, culturally responsive outcomes across our organisation.

RELATIONSHIPS

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.	July 2026 – commence July 2028 – delivered	RAPWG Co-Chairs
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2026 – commence July 2028 – delivered	RAPWG Co-Chairs
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	July 2026 – commence July 2028 – delivered	Chief Mission & Public Affairs Officer, and CEO
	RAP Working Group members to participate in an external NRW event.	July 2026 – commence June 2027 – review point July 2028 – delivered	RAPWG Co-Chairs
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	July 2026 – commence June 2027 – review point July 2028 – delivered	Chief Mission & Public Affairs Officer
3. Promote reconciliation through our sphere of influence.	Organise at least one NRW event each year.	July 2026 – commence June 2027 – review point July 2028 – delivered	RAPWG Co-Chairs
	Register all our NRW events on Reconciliation Australia’s NRW website .	July 2026 – commence July 2028 – delivered	Chief Mission & Public Affairs Officer and Secretariat
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2026 – commence June 2027 – review point July 2028 – delivered	Chief Mission & Public Affairs Officer
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	July 2026 – commence July 2028 – delivered	Head of Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2026 – commence July 2028 – delivered	RAPWG Co-Chairs
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	July 2026 – commence July 2028 – actioned	RAPWG Co-Chairs

RELATIONSHIPS - CONTINUED

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>4. Promote positive race relations through anti- discrimination strategies.</p>	<p>Conduct a review point of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</p>	<p>July 2026 - commence July 2028 - delivered</p>	<p>Chief Mission & Public Affairs Officer</p>
	<p>Develop, implement, and communicate an anti-discrimination policy for our organisation.</p>	<p>July 2026 - commence July 2028 - delivered</p>	<p>Chief Mission & Public Affairs Officer</p>
	<p>Engage with Aboriginal and Torres Strait Islander staff and/or First Nations advisors to consult on our anti-discrimination policy.</p>	<p>July 2026 - commence July 2028 - delivered</p>	<p>Chief Mission & Public Affairs Officer and National Cultural Advisor (First Nations)</p>
	<p>Educate senior leaders on the effects of racism.</p>	<p>July 2026 - commence July 2028 - delivered</p>	<p>National Cultural Advisor (First Nations)</p>
<p>5. Develop the Mindful Mentor Program – to build partnerships and mentor students.</p>	<p>In South Australia, invite First Nations students from Alberton Primary School to present Mindfulness Sessions to Calvary staff.</p>	<p>July 2026 - commence July 2028 - delivered</p>	<p>Mission Integration Coordinator (SA)</p>
	<p>In South Australia attend a mentoring session to educate the students on the Healthcare environment.</p>	<p>July 2026 - commence July 2028 - delivered</p>	<p>Mission Integration Coordinator (SA)</p>
<p>6. Continue and develop the MALPA Young Doctors Program</p>	<p>Organise visits of Alberton Primary School students to all Calvary hospitals in Adelaide in 2025 and collaborate with the school to design a program suited to the students.</p>	<p>July 2026 - commence July 2028 - delivered</p>	<p>Mission Integration Coordinator (SA)</p>
	<p>In South Australia, Continue the MALPA Young Doctors Program, is a unique, culturally derived, grass roots approach to train Aboriginal and non-Aboriginal children (9–12 year olds) to become Young Doctors. Invite MALPA students from four different schools annually.</p>	<p>July 2026 - commence July 2028 - delivered</p>	<p>Mission Integration Coordinator (SA)</p>
	<p>Support South Australian students who identify as interested in working in health care and provide additional mentoring, in partnership with MALPA facilitators.</p>	<p>July 2026 - commence July 2028 - delivered</p>	<p>Mission Integration Coordinator (SA)</p>
	<p>Develop MOU with MALPA and extend the partnership to other Calvary regions.</p>	<p>July 2026 - commence July 2028 - delivered</p>	<p>Mission Integration Coordinator (SA), RDOM (SA)</p>
<p>Identify with MALPA three schools from Victoria to commence the program with Calvary in that state.</p>	<p>July 2026 - commence July 2028 - delivered</p>	<p>Mission Integration Coordinator (SA)</p>	



 **Respect**

Respecting Aboriginal and Torres Strait Islander cultures, histories, and knowledge is central to Calvary’s commitment to inclusive, person-centred care. By embedding cultural learning, observing protocols, and celebrating NAIDOC Week, we foster understanding, pride, and appreciation across our

workforce. These actions equip staff to engage confidently and respectfully, creating a culturally safe and supportive environment for all. This approach strengthens our organisational culture, supports staff retention, and aligns with our vision for reconciliation and excellence in care.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
	Conduct a review point of cultural learning needs within our organisation.	July 2026 - commence June 2027 - review point June 2028 - delivered	Chief Mission & Public Affairs Officer	
1.	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	July 2026 - commence July 2028 - delivered	National Cultural Advisor (First Nations)
	Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2026 - commence June 2027 - review point July 2028 - delivered	Head of Learning and Development	
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2026 - commence June 2027 - review point July 2028 - delivered	RAPWG Co-Chairs	

RESPECT - CONTINUED

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. 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.	July 2026 – commence July 2028 – delivered	Director of Mission Assurance Insights & Projects
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2026 – commence June 2027 – review point July 2028 – delivered	Director of Mission Assurance Insights & Projects
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2026 – commence June 2027 – review point July 2028 – delivered	Director of Mission Assurance Insights & Projects
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2026 – commence June 2027 – review point July 2028 – delivered	CEO
	In South Australia, liaise with one school participating in the MALPA Program to have the students create a design to be used for Hospital Scrubs. The MALPA logo will be on the scrubs and staff may purchase via a Supply Nation provider – Worrimi Collective.	July 2026 – commence June 2027 – review point July 2028 – delivered	Mission Integration Coordinator (SA)
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Ensure the RAP Working Group participates in an external NAIDOC Week event.	July 2026 – commence June 2027 – review point July 2028 – delivered	RAPWG Co-Chairs
	Review point HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2026 – commence June 2027 – review point July 2028 – delivered	Chief Mission & Public Affairs Officer
	Promote and encourage participation in external NAIDOC events to all staff.	July 2026 – commence July 2028 – delivered	Chief Mission & Public Affairs Officer, and CEO



Creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples is essential to Calvary's vision of a diverse, inclusive, and culturally safe organisation. By improving employment outcomes, supporting professional development, and increasing supplier diversity, we strengthen our workforce and contribute to broader social and economic equity.

These actions help us become an employer of choice for First Nations people and ensure our services reflect the communities we serve. Embedding these opportunities into our core business supports reconciliation and aligns with our values of compassion, respect, and stewardship

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. 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.	July 2026 - commence June 2027 - review point July 2028 - delivered	Chief Mission & Public Affairs Officer
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2026 - commence June 2027 - review point July 2028 - delivered	Chief Mission & Public Affairs Officer
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2026 - commence June 2027 - review point July 2028 - delivered	Chief Mission & Public Affairs Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2026 - commence June 2027 - review point July 2028 - delivered	Chief People Officer
	Review point HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2026 - commence June 2027 - review point July 2028 - delivered	Chief People Officer
2. 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.	July 2026 - commence June 2027 - review point July 2028 - delivered	Head of Procurement
	Continue Supply Nation membership. Calvary joined in August 2022.	July 2026 - commence June 2027 - review point July 2028 - delivered	Head of Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2026 - commence July 2028 - delivered	Head of Procurement
	Review point and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2026 - commence June 2027 - review point July 2028 - delivered	Head of Procurement
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	July 2026 - commence June 2027 - review point July 2028 - delivered	Head of Procurement

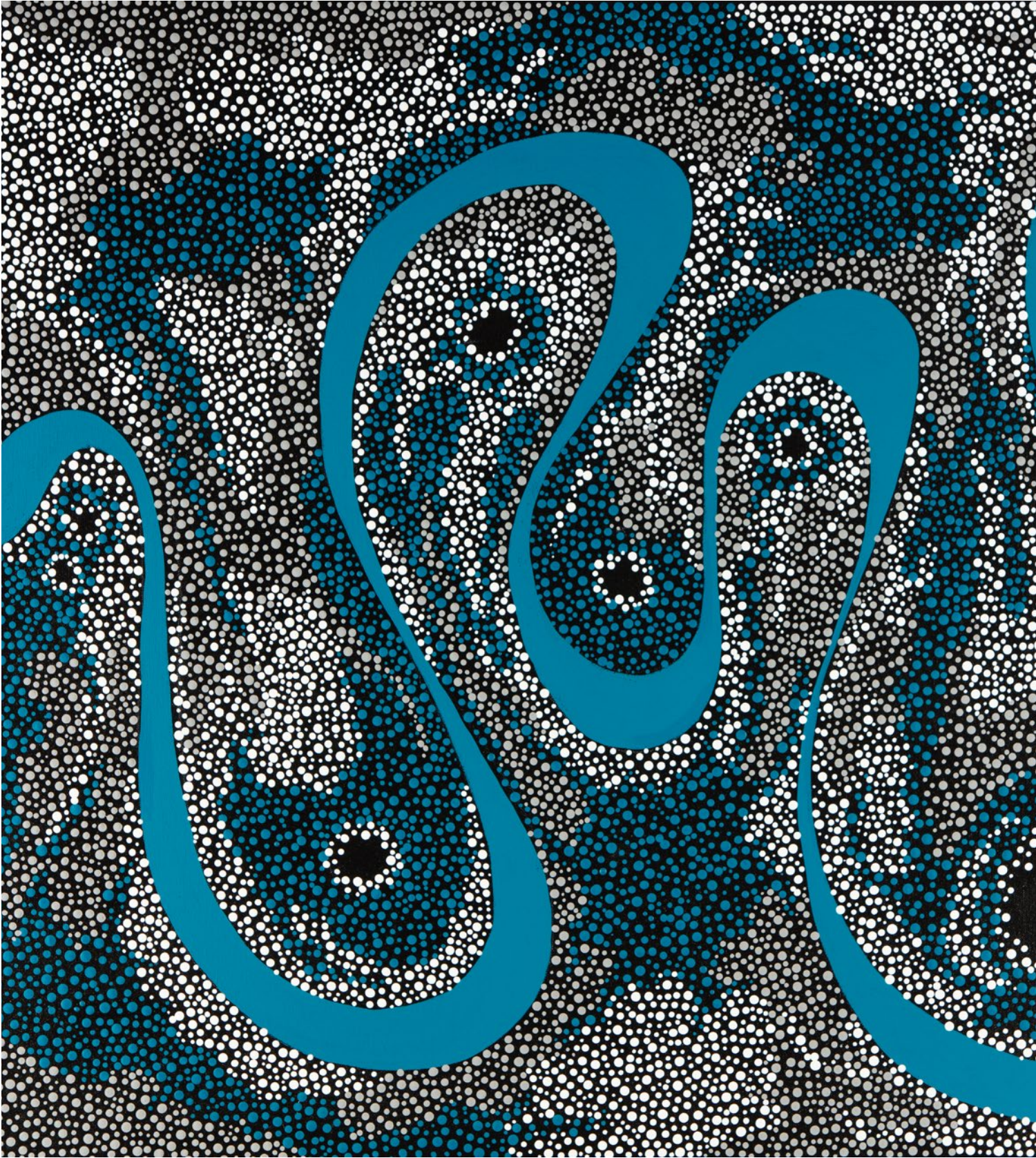


Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. 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.	July 2026 – commence June 2027 – review point July 2028 – delivered	RAPWG Co-Chairs
	Review point, update if required, and continue to apply a Terms of Reference for the RWG	July 2026 – commence July 2028 – delivered	RAPWG Co-Chairs
	Meet at least four times per year to drive and monitor RAP implementation.	July 2026 – commence October 2026 – review point January 2027 – review point April 2027 – review point July 2027 – review point October 2027 – review point January 2028 – review point April 2028 – review point July 2028 – delivered	RAPWG Co-Chairs
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2026 – commence May 2027 – review point July 2028 – delivered	Chief Mission & Public Affairs Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2026 – commence July 2028 – delivered	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2026 – commence May 2027 – review point July 2028 – delivered	RAPWG Co-Chairs
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Maintain an internal RAP Champion from senior management.	July 2026 – commence May 2027 – review point July 2028 – delivered	CEO
	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	July 2026 – commence May 2027 – review point July 2028 – delivered	Secretariat

GOVERNANCE - CONTINUED

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	July 2026 - commence May 2027 - review point July 2028 - delivered	Secretariat
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	August 2026 - delivered August 2027 - delivered August 2028 - delivered	Secretariat
<p>3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	Report RAP progress to all staff and senior leaders quarterly.	July 2026 - commence October 2026 - review point January 2027 - review point April 2027 - review point July 2027 - review point October 2027 - review point January 2028 - review point April 2028 - review point July 2028 - delivered	Chief Mission & Public Affairs Officer
	Publicly report our RAP achievements, challenges and learnings, annually.	July 2026 - commence July 2027 - review point July 2028 - delivered	CEO
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2027	Secretariat
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2026 - commence July 2028 - delivered	Secretariat
<p>4. Continue our reconciliation journey by developing our next RAP.</p>	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2028 - delivered	Secretariat





Caring for Communities

The painting “Caring for Communities” by Thomas Croft depicts the importance of the river, and what this offers to the community, whether this be a source of food, drink or recreational purposes. The painting entails how we need to care for our families, and support our communities through kindness, compassion, healing and respect.

Artist info

I was born in 1974 Whyalla, South Australia.

My Father is a Barnjarla man that is my line, Barnjarla. Our stories are many including the 7 Sisters. Everything within our boundaries is of much significance and a love of country and all I that exists, inspires me to release what I do onto canvas.

Thomas Croft

Contact details

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CALVARY NATIONAL OFFICE

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In 1885, six courageous Sisters sailed into Sydney to continue the mission of Venerable Mary Potter and the Sisters of the Little Company of Mary to care for those in need. Thus began Calvary's enduring legacy of care in Australia. Today, we continue their mission, in our hospitals, home care services, retirement living and residential aged care homes across four states and two territories.

View all our locations at
calvarycare.org.au