



Reflect Reconciliation Action Plan

May 2024 – November 2025



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Our Artwork

This piece has been created to represent Raytheon Australia's journey to reconciliation and the organisation's commitment to embrace diverse backgrounds, perspectives, experiences, and knowledge.

Throughout the piece are many circular designs to represent the communities within Raytheon Australia and those that surround the organisation, with smaller dots symbolising the people – both indigenous and non-indigenous – coming together in the name of reconciliation.

Cross hatching illustrates the core strength of the communities, and the arms that join these communities signify the connection we all share. This journey is not yet complete but demonstrates what future reconciliation efforts can facilitate. The busyness portrays the many areas of the organisation, with the compass symbolising the many areas of the country where Raytheon Australia is present.

Alongside Raytheon Australia's corporate colours, blues have been incorporated to reflect collaboration

with customers and partners, and in recognition of the organisation's support to the Australian Defence Force, symbols representing sea, air and land can be seen throughout.

Lastly, Raytheon Australia is represented by the symbol for the sun, sitting towards the centre of the design, as a nod to the origin of Raytheon; light of the gods.



About the artist – Dion Devow

Dion Devow is a proud First Nations Man of Aboriginal and Torres Strait Islander descent, with heritage tracing back to the Manbarra and Palm Island Group, as well as Darnley Island in the Torres Strait. Dion was born and raised in Darwin, Northern Territory and has worked in Indigenous affairs for more than 25 years.



Our Business

Raytheon Australia is the nation's leading provider of whole-of-life capabilities for the Australian Defence Force.

Since our establishment in 1999, we have formed an enduring and vital part of Australia's defence fabric and have invested in developing a truly sovereign workforce and comprehensive capability for Australia. Our team of 1,500 employees, which includes over 800 engineers and technicians, have ensured our long-term incumbency, positioning us to successfully deliver on a range of diverse programs in Joint Battlespace Systems, Space & Mission Systems, Above Water Systems, Under Water Systems and Weapons.

Raytheon Australia's reach extends across the globe elevated by our parent company, RTX (Raytheon Technologies). Raytheon Australia has a growing workforce across 21 sites in the Australian Capital Territory, New South Wales, Queensland, South Australia, Western Australia, and the Northern Territory.

Our commitment to developing Australian Industry Capability is engrained across all our programs, as is our investment in local small and medium enterprises to grow our existing supplier portfolio across Australia. We support the communities where we live and work, delivering education and job opportunities for our Australian youth and investing in future leaders.

Central to our focus on culture at Raytheon Australia is our enduring commitment to embrace diverse backgrounds, perspectives, experience, and knowledge, as we believe this is a key ingredient in ensuring Raytheon Australia is a great place to work. Our pathway to Diversity, Equity and Inclusion is emerging, including acknowledgement of our diverse workforce. At present, we do not hold an accurate assessment of the number of Aboriginal and Torres Strait Islander employees.



Message from our Managing Director



It is a great honour to share Raytheon Australia's inaugural Reconciliation Action Plan (RAP), a formalisation of our ongoing pledge to reconciliation in Australia.

Our Reflect RAP acknowledges Australia's First Nations peoples and communities, and signifies our commitment to building relationships, respect, and career opportunities through meaningful and authentic actions.

Our First Nations Working Group is charged with developing and leading the commitments outlined in the RAP, however its longevity and success will depend on the day-to-day efforts of all Raytheon Australia employees.

We pride ourselves on being a strategy led, values based organisation and our Reflect RAP underpins our efforts to remove barriers, create opportunities and foster behaviours that make Raytheon Australia a great place to work for all employees.

We welcome the opportunity to actively engage with Aboriginal and Torres Strait Islander peoples and mature existing partnerships, as well as establish new relationships, with First Nations businesses. This will enable us to view our business through a First Nations lens, supporting our efforts to become both a preferred employer of choice for First Nations peoples and preferred partner of choice for First Nations businesses.

Supported by Raytheon Australia's Diversity, Equity and Inclusion Council and Leadership Team, I look forward to continuing to guide our organisation as we deliver on the commitments embedded in our Reflect RAP, and seeing the enduring impacts it will make for our people, our partners, and our organisation.

Michael Ward
Managing Director
Raytheon Australia

Statement from Reconciliation Australia

Inaugural Reflect RAP



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

Raytheon Australia joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line

with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Raytheon Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Raytheon Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Reflect Reconciliation Action Plan

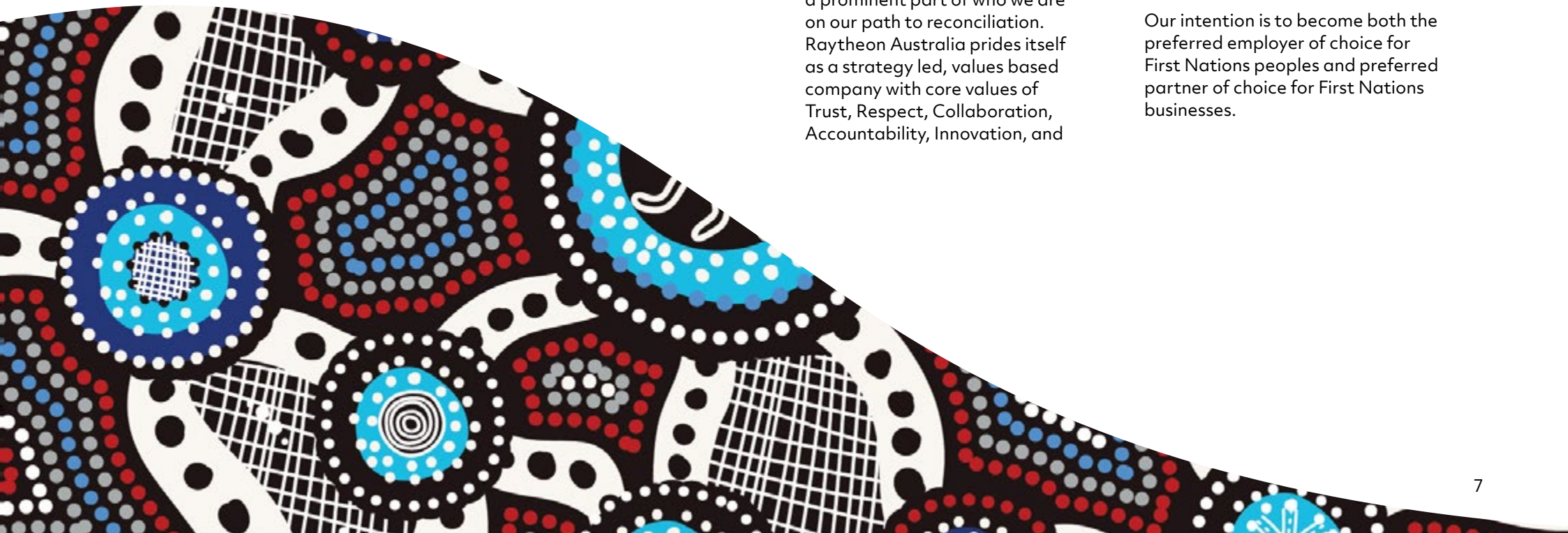
Aboriginal and Torres Strait Islander peoples have provided Australia protection for over 60,000 years, they are the oldest continuous cultures in modern society. At Raytheon Australia, we support the continuation of that tradition as the leading capability partner for the Australian Defence Force. Raytheon Australia has been embedded in Australia for over 20 years, investing in the best outcomes for those Australians that are protecting our country and our way of life.

As an Australian company First Nations cultures must become a prominent part of who we are on our path to reconciliation. Raytheon Australia prides itself as a strategy led, values based company with core values of Trust, Respect, Collaboration, Accountability, Innovation, and

Health & Safety at the heart of everything we do. We are committed to removing barriers, creating opportunities, and building behaviours that make Raytheon Australia a great place to work.

We have a shared plan to sustain and grow the business so that we can continue to support those who serve their country in the ADF – **we are aligned on what we are going to do.** We will deliver on that plan and work together in accordance with our simple and agreed set of values – **we are aligned on how we are going to do it.**

Our intention is to become both the preferred employer of choice for First Nations peoples and preferred partner of choice for First Nations businesses.



The Raytheon Australia Reflect Reconciliation Action Plan (RAP) acknowledges all First Nations peoples and communities within Australia and signifies our commitment to building relationships, respect, and opportunities to advance reconciliation. This is our commitment to Aboriginal and Torres Strait Islander peoples, the lands on which we all live and work, and to the peoples of Raytheon Australia.

Our Reflect RAP is a key component of removing barriers and creating opportunities in Raytheon Australia; we will achieve this through actively engaging with Aboriginal and Torres Strait Islander cultures,

providing meaningful and enduring opportunities for First Nation peoples to thrive in Corporate Australia and looking at our business through a First Nations lens. Our efforts through this Reflect RAP will ensure we have artifacts for acceptance of and engagement with Aboriginal and Torres Strait Islander communities, employment opportunities, education and training, policy support, inclusive communication, and support for First Nations businesses.

Our path to reconciliation must be meaningful and authentic. It must lead to collaborative relationships where we are supported by and give opportunities to authentic Aboriginal and Torres Strait Islander businesses, where economic opportunities are explored. On this path we engage Aboriginal and

Torres Strait Islander communities and ensure First Nations peoples feel safe and welcome to come to work in a culturally aware organisation.

A key element of this Reflect RAP is our efforts to identify First Nations stakeholders and organisations within our local area or sphere of influence. This refers both to our internal workforce, as well as those external stakeholders within our business and First Nations communities. Understanding these stakeholders and systems will allow us to progress on our reconciliation path through education, community engagement, removing barriers and creating opportunities.

As the nation's leading capability partner to the Australian Defence Force, we contribute to the three core tenants of the Department of Defence Stretch RAP of employment, career development and contracting opportunities. Our commitments in this RAP will enhance the commitments made by the Department of Defence in their journey to reconciliation.



Relationships

Our commitment to building relationships with Aboriginal and Torres Strait Islander peoples will see multiple endeavours across a spectrum of engagements. This will require ongoing work to ensure Aboriginal and Torres Strait Islander employees feel welcome and safe, that our leaders and employees across the business build trust and respect broadly across our organisation. Our efforts through our Diversity, Equity, and Inclusion (DE&I) Plan on a Page (Poap) will see us provide a modern and safe work environment where diversity is welcomed and appreciated.

Respect

The Raytheon Australia values of Trust and Respect underpin our efforts in reconciliation. We are committed to building trust and respect with Aboriginal and Torres Strait Islander peoples and communities through Cultural Awareness Training, observance of significant dates for Aboriginal and Torres Strait Islander Peoples and acknowledgement of the traditional owners of the lands and seas in which we operate.

Opportunities

Capacity building with Aboriginal and Torres Strait Islander peoples, communities and businesses will ensure we advance economic opportunities and promote the development of Aboriginal and Torres Strait Islander businesses. We will contribute to the socio-economic opportunities for Aboriginal and Torres Strait Islanders.

Strategic Alignment

Through our efforts in building relationships, respect, and opportunities, we will be contributing to national strategic initiatives aligned with our strategy led, values based approach including the Department of Defence Reconciliation Action Plan, The Commonwealth of Australia Indigenous Procurement Policy, National Indigenous Australian Agency mandatory participation rates (where required), Australian Industry Capability commitments and contribution to 'Closing the Gaps' targets.



The Raytheon Australia Reflect Reconciliation Action Plan was developed by the Raytheon Australia First Nations Working Group as follows:

Appointment	Responsibility	Name
Head of Human Resources	Chairperson and Permanent Member Executive Team Representative RAP Champion	Peter Daniel
Culture and Team Development Manager	Co-Chairperson and Permanent Member	Amanda Folkes
Raytheon Australia First Nations Consultant	Permanent Invitee and Advisor	Dion Devow
Raytheon Australia Employee Representatives	Permanent Invitees Duties determined by Chair Rotated as required	Corrine Bailey, Rhi Bowshall, Angela Dann, Neil Gibson, Jack Goener, Michael Hansen, Alison Inglis, Chelsea Milton, Aron Morris, Ainslie Stevens, Kerri Tynan.
People and Culture Operations	Secretary and Permanent Member	Prue Kempthorne

Our Partnerships and Current Initiatives

We have signalled the commencement of our reconciliation journey with the following actions:

Engaged Dion Devow as our trusted and valued First Nations advising partner, to advise, collaborate and assist with our First Nations efforts.

Published a Studio Chat with Dion about Reconciliation and making this available to all employees via our intranet.

Released our Plan on a Page (POAP) for Diversity, Equity, and Inclusion (DE&I) confirming our commitment to Reconciliation.

Formed a First Nations Working Group, including representation from First Nations employees, to partner with the DE&I Council to develop our Reflect RAP.

Contribution to the Indigenous Procurement Policy, a Commonwealth Policy that mandates a minimum required contract allocation to Indigenous Business Enterprises (IBEs), to ensure the Commonwealth is meeting and exceeding their mandatory requirements.

Consideration of and engagement with IBEs through the continuous use of Supply Nation – to which we also provide monthly voluntary reporting on IBE engagement.

The use of IBEs as proposed Subcontractors included on every tender submission.

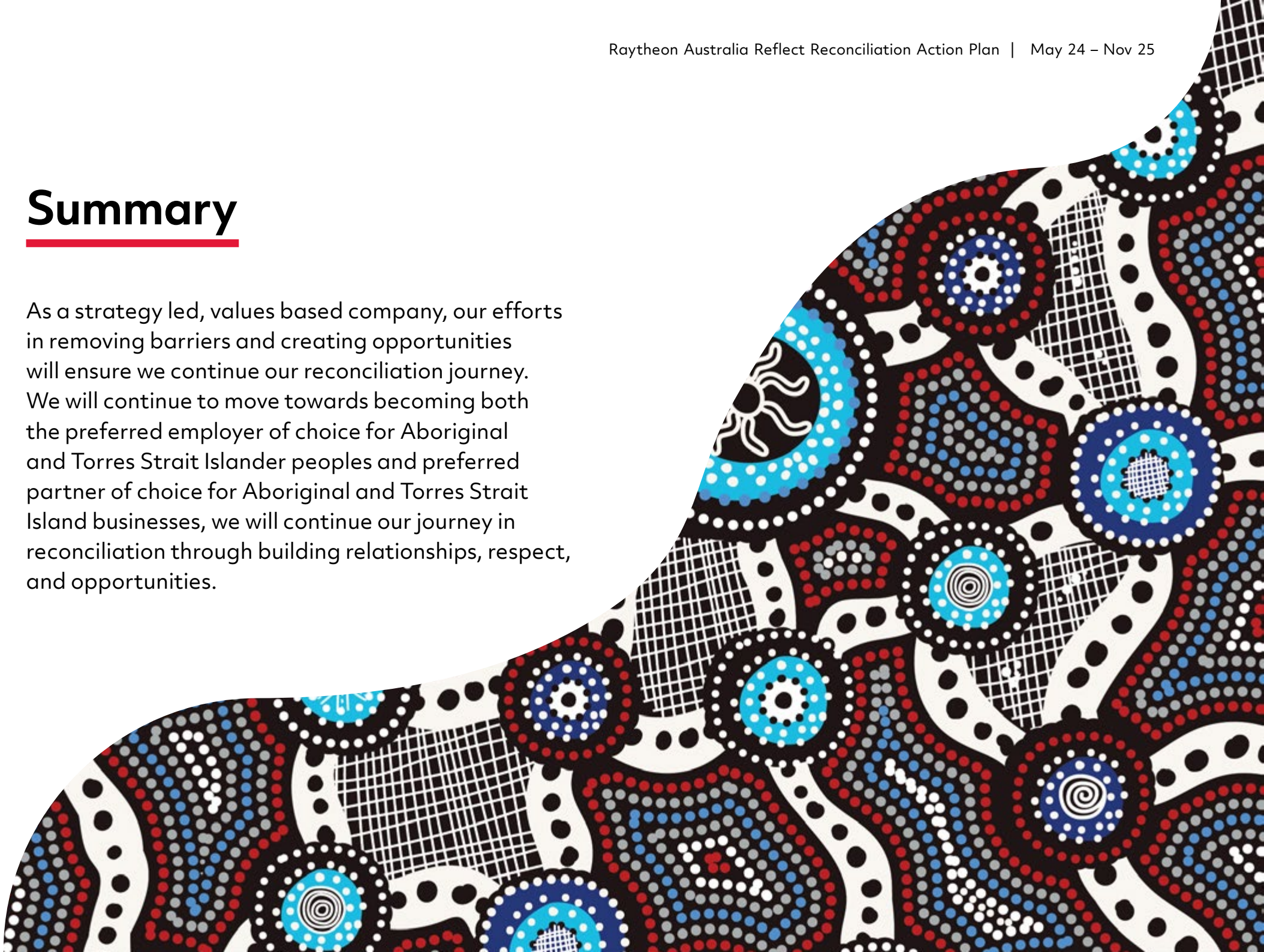
Commenced tracking of spend with Indigenous business in 2020/2021, with spend increase year on year.

Engagement with the Defence Industry Pathways Program in Western Australia, resulting in employment of First Nations employees in both our Under Water Systems and Above Water Systems product lines.

Onboarding of two First Nations owned companies in the Capability Plus Program – Willyama Services and JY Australia.

Summary

As a strategy led, values based company, our efforts in removing barriers and creating opportunities will ensure we continue our reconciliation journey. We will continue to move towards becoming both the preferred employer of choice for Aboriginal and Torres Strait Islander peoples and preferred partner of choice for Aboriginal and Torres Strait Island businesses, we will continue our journey in reconciliation through building relationships, respect, and opportunities.





Relationships

Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June, 2024	First Nations Working Group Co-Chair
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June, 2024	First Nations Working Group Co-Chair
	Build and develop healthy relationships with the Aboriginal and Torres Strait Islander communities within which we operate.	August, 2024	First Nations Working Group Chair & Site Executives
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2024	Marketing & Communications Manager
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024	First Nations Working Group Chair
	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	First Nations Working Group Chair
3 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May, 2024	Chief of People and Culture
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September, 2024	Director Leadership, Talent, and Culture
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June, 2024	Director Leadership, Talent, and Culture
4 Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October, 2024	Human Resources Operations Director
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October, 2024	Human Resources Operations Director



Respect

Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	June, 2024	Director Leadership, Talent, and Culture
	Conduct a review of cultural learning needs within our organisation.	June, 2024	Director Leadership, Talent, and Culture
	Proudly display artifacts that demonstrate our acknowledgement and welcoming of First Nations peoples and their cultures.	September, 2024	First Nations Working Group Chair
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October, 2024	First Nations Working Group Chair
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October, 2024	First Nations Working Group
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June, 2024	Marketing & Communications Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June, 2024	Marketing & Communications Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	First Nations Working Group Chair



Opportunities

Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation including but not limited to Rangers Programs, Defence Industry Pathway Program, Apprenticeship/Traineeship/Intern/Graduate Pathways, regular employment.	November, 2024	Head of Human Resources
	Undertake Direct employment of Aboriginal and Torres Strait Islander Peoples through targeted and tailored recruitment activities, including engagement with Aboriginal and Torres Strait Islander Recruitment Agencies.	November, 2024	Talent Acquisition Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November, 2024	Head of Human Resources
	Provide opportunities to upskill our First Nations employees and capability partners through the Raytheon Australia Leadership Continuum and Capability Plus Program.	January, 2025	Director Leadership, Talent, and Culture
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August, 2024	Head of Contracts and Supply Chain
	Maintain Supply Nation membership.	July, 2024	Industry Engagement Director



Governance

Action	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain the First Nations Working Group, consisting of both First Nations employees and non-First Nations employees, to partner with the DE&I Council to deliver our Reflect RAP.	October, 2024	First Nations Working Group Chair
	Review Terms of Reference for the RWG.	October, 2024	First Nations Working Group Co-Chair
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	October, 2024	First Nations Working Group Co-Chair
11 Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May, 2024	Director Leadership, Talent, and Culture
	Engage senior leaders in the delivery of RAP commitments.	June, 2024	First Nations Working Group Chair
	Appoint a senior leader to champion our RAP internally.	October, 2024	Chief of People and Culture
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May, 2024	First Nations Working Group Co-Chair
12 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	First Nations Working Group Co-Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August, 2024	First Nations Working Group Co-Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2024	First Nations Working Group Co-Chair
13 Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August, 2025	First Nations Working Group Chair



Raytheon
Australia

Contact details

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Group

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