



Saab Australia

# Innovate Reconciliation Action Plan

September 2025 – September 2027



**SAAB**



RECONCILIATION  
ACTION PLAN

INNOVATE





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## Acknowledgement of Country

Saab Australia acknowledges the Aboriginal and Torres Strait Islander peoples as the first inhabitants of Australia and the Traditional Custodians of the lands where we operate. We pay respects to Elders past and present, and to all Aboriginal and Torres Strait Islander Custodians of the communities in which we operate.

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## A message from Reconciliation Australia's CEO

Reconciliation Australia commends Saab Australia on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

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. Saab Australia continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Saab Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Saab Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Saab Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Saab Australia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Saab Australia future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Saab Australia on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## A message from our Managing Director

Welcome to Saab Australia's Innovate Reconciliation Action Plan (RAP) for 2025-2027.

As our company embarks on the next stage of its reconciliation journey, our desire to build relationships with Aboriginal and Torres Strait Islander people continues to grow.

We look forward to driving our work to recognise, acknowledge and respect First Nations peoples, as well as their cultures, histories and knowledge. Our new RAP will also place a stronger focus on increasing cultural safety for Aboriginal and Torres Strait Islander people in all our workplaces.

Safety is very close to our hearts at Saab Australia (Saab). Our mission is keeping people and society safe. Not just safe from physical threats, but emotionally safe. As a company, we acknowledge how important the concept of safety is to many First Nations peoples.

We have made important progress since we launched our first RAP in 2018. Over the past seven years, we have learned significantly more about First Nations peoples and worked closer with communities under the guidance of the RAP. This Innovate Reconciliation Action Plan (RAP) builds on the successes and lessons from our previous RAPs and incorporates insights and feedback from our employees and external stakeholders. It focuses on strengthening current initiatives and enhancing communication of our RAP. It also aims to build staff capability and understanding in engaging with Aboriginal and Torres Strait Islander peoples in a culturally safe way.

Thank you to our RAP Working Group members for their time and commitment to our new programs and for embedding the initiatives that are shaping Saab's commitment to reconciliation.

I encourage you all to think about what we could be doing better and to take those steps to achieving it. This is our responsibility as individuals and as a community.

Australia presents opportunities for everyone. At Saab, we're committed to ensuring those opportunities are accessible by all.

Thank you for following our RAP journey and for your interest in working with Saab to make a better future.



**Andy Keough CSC**  
Managing Director  
Saab Australia

Saab Australia has offices in the traditional lands of the Kurna, Ngunnawal, Noongar, Wurundjeri, and Yuggera and Ugarapul peoples.



## Sphere of influence

Saab is a leading provider of defence and civil security solutions with over 1,000 employees across four states and one territory across Australia.

We pride ourselves on our people-centric culture and company mission of:

### Keeping people and society safe.

This mission refers to all types of safety, including psychological and physical safety for individuals and communities.

In delivering solutions to customers around the world, we rely on a supply chain that includes more than 650 businesses. We are committed to supporting and creating more opportunities for Aboriginal and Torres Strait Islander businesses to become part of that supply chain.

## Our vision for reconciliation

Saab's vision for reconciliation is an Australia free from racism – an inclusive society where First Nations peoples have equal opportunities to participate in STEM education pathways and careers, and where they are employed in leadership roles throughout the defence industry. We see a future where workplaces actively celebrate the diversity and strength of First Nations cultures and where inclusion and respect are embedded in everything we do. Our goal is to be an employer of choice for First Nations Australians by creating culturally safe, inclusive and supportive workplaces where First Nations voices are valued and respected.

This second Innovate Reconciliation Action Plan focuses on strengthening how we communicate our RAP actions and progress – making them more visible, inclusive and accessible to all our employees. We will enhance two-way engagement by developing more open channels for feedback and suggestions, ensuring that all staff can participate in shaping our reconciliation journey.

A key element of this work is educating our employees – deepening their understanding of First Nations histories, cultures and contributions and building the cultural capability needed to support lasting change.

**Education will be central to fostering cultural safety, respectful relationships and greater accountability across the organisation.**

We are committed to growing our understanding of reconciliation and are also mindful of cultural load on individuals. For these reasons, we have made the decision to partner with MTL Consulting Services (MTL), a local, 100 per cent Aboriginal-owned business. With extensive experience in RAP development and understanding culturally appropriate behaviours, MTL will work with our RAP Working Group. MTL will guide us as we build meaningful, sustainable relationships with the local community. Saab will also look to engage additional advisory support throughout the RAP implementation period.



Saab staff onsite supporting Port Adelaide Football Club Power Community Limited Event 2024





Saab staff onsite supporting Port Adelaide Football Club Power Community Limited Event 2023

## Our business

Since we were established in South Australia in 1988, Saab Australia has thrived to become one of Australia's most respected defence and security system integrators, with a special focus on command and control (C2) solutions.

In recent years, our business has grown to employ over 1,000 people, both at our headquarters and at sites in Mawson Lakes, South Australia, and in offices in most Australian states and territories. We expect further growth as our business continues to develop and enhance long-term sovereign capabilities for the defence and civil sectors, across the underwater, surface, air and space domains.

Saab produces a diverse range of products and solutions. We are also home to a diverse range of employees, and we provide an innovative and collaborative working environment that encourages their self-determination. In a complex, unpredictable world, we all work together to keep people and society safe.

We currently employ seven Aboriginal and/or Torres Strait Islander employees – a significant increase from the figure when we prepared our last RAP. Our progress on our reconciliation journey is supported and guided by our First Nations partners and allies as we continue to learn and grow. Building on our previous RAPs, we will maintain our commitment to increasing First Nations representation in the workforce through the finalisation and implementation of our First Nations Attraction, Retention and Development Strategy.



Ngumpie weaving workshop at Saab offices for NAIDOC Week 2022



# Our RAP

Saab started its RAP development journey in 2018 with the launch of a Reflect RAP. That initiative laid the foundations for a commitment to sustainable engagement within our organisation and across the wider community.

That first RAP revolved around educating our employees about First Nations people through cultural awareness training and cultural protocols. We also explored ways to create employment opportunities via CareerTrackers, a national program that creates paid internships for First Nations students. And we explored community engagement opportunities, which led to a partnership with Port Adelaide Football Club’s Community Youth Program. This partnership is focused on promoting inclusive and respectful relationships and developing young people’s STEM skills.

From 2022 to 2024, we undertook our first Innovate RAP, which further embedded our initial learnings and achievements. We also continued to explore innovative ways in which we could support First Nations employment. As a result, we increased the number of Aboriginal and Torres Strait Islander staff members in our workforce by six.

This RAP, our second Innovate RAP, builds on the successes and lessons learnt from our previous RAPs, incorporating insights and feedback from our employees and external stakeholders. Our commitment in this RAP is to continue to build meaningful relationships with the wider community to strengthen our understanding of First Nations culture so that we can create mutually beneficial employment and development opportunities. Through partnering with MTL Consulting Services our reconciliation journey will continue and we will continue to increase Aboriginal workforce representation and build positive relationships with First Nations communities.

## About MTL Consulting Services

MTL Consulting Services was founded by Marius Liddle in 2019 and is based on Kurna Land. Marius is an Arrernte man who has built positive relationships with a wide range of Aboriginal and non-indigenous people. Through MTL, Marius and his team provide culturally informed services that help grow economic participation, capacity building and workforce representation. With extensive experience in RAP development, implementation and support, MTL will complement Saab’s reconciliation journey moving forward.

## RAP Working Group (RWG)

Our RAP Working Group (RWG) is the governing body of the RAP. Our RWG is made up of employees from areas across the organisation. Our RAP Working Group consists of 10 employees and will be supported by MTL Consulting Services as required.

|                     |  |
|---------------------|--|
| Chanelle Pogas      | Head of People Experience and Partnering (RAP Chair) |
| Megan Warner        | People Experience Lead (RAP Deputy Chair)            |
| Adrian Tattersall   | Integrated Logistics Support Manager                 |
| Andrew Heath        | Senior Business Analyst                              |
| Charles Dela Vega   | Project and Bid Manager                              |
| Joseph Tan          | Product Owner Systems Engineer                       |
| Julie Radosavljevic | People and Culture Coordination Lead                 |
| Karam Chand         | Senior Engineer                                      |
| Kiara Bootle        | Executive Support Officer                            |
| Kiel Rochow         | System Security Engineer Associate                   |

The RAP is championed by our Chief People Officer, Christelle Simpson, who is a key member of our Executive Leadership Team.

We value the unique capabilities presented by an inclusive workforce and recognise that this is core to our business. We look forward to continuing our contribution to advancing reconciliation.

## Our journey to date

Saab's reconciliation journey officially commenced with the creation of our Reflect Reconciliation Action Plan (RAP) in 2018. This first formal plan for reconciliation was supported by a range of sustainable engagement strategies. These focused on developing employment opportunities for First Nations peoples, encouraging employees to engage with the local communities in which we operate, and empowering First Nations-run businesses through procurement opportunities.

These first steps formed the foundation of our efforts to embed reconciliation across our organisation.

### 2019

From 2019 onwards, we have worked hard to encourage First Nations peoples to join our workforce. Initiatives include internships, meaningful work opportunities and targeted job advertisements. Understanding the value and perspectives First Nations peoples bring to an organisation, we saw – and see – these initiatives to be both important to our road to reconciliation and to creating a diverse and talented workforce.

### 2021

In 2021, we became a member of Supply Nation – a crucial step towards extending the reach of our reconciliation efforts. This membership was integral in creating a broader network focused on supporting First Nations businesses, and in increasing First Nations business participation in Australia's growing defence and security industries.

### 2022

Supporting future generations is also important to us. In 2022, we partnered with the Port Adelaide Football Club's Community Youth Program, enabling us to reach out to students. We have used this opportunity to promote inclusive and respectful relationships while simultaneously educating young people on pathways into a STEM career.

### 2024

The construction of new facilities at our South Australian office in 2024 provided an opportunity to drive focus on contracting First Nations businesses for the build. The finished facilities also opened the way for the employment of 300 additional people within Saab. This supported our growth and our capacity for focusing on increasing First Nations employee representation.

While the course of our journey is fluid and has altered in line with the changing landscape in which we live in, one notion has remained consistent: the high value we place on continuous learning. Since launching our first RAP, staff have had opportunities to connect with and learn about First Nations communities, traditions and cultures.

Today, we continue to make conscious efforts to acknowledge, understand and respect the cultures of First Nations communities in everyday life as we strive for inclusivity on our road to reconciliation.

## Key learnings and challenges

We have actively pursued and recorded our progress towards reconciliation since 2018, demonstrating a long-term commitment to learning, reflection and action.

During the implementation of our inaugural Innovate RAP, we navigated several challenges that impacted our implementation progress. While we successfully initiated all planned deliverables, not all were completed within the RAP's timeframe. This is attributed to factors including turnover within our RAP Working Group, and the departure of the Chair, which disrupted continuity and slowed momentum. Despite this, the foundational work completed has positioned us well to build

momentum in our next RAP, where following through on these unfinished actions will be a priority. We also found it challenging to identify and facilitate meaningful opportunities for employees to volunteer with First Nations organisations and communities. Whilst there was strong interest from staff, establishing these connections in a respectful and sustainable way proved more complex than anticipated. Informed by these experiences, our approach to our next RAP will place a stronger emphasis on communicating RAP actions and progress more clearly across the organisation, ensuring greater transparency and staff engagement as we continue our reconciliation journey.



### Leadership Drive

Voices and actions around reconciliation are amplified when our leaders champion relevant conversations and decisions. To drive real change in the way we operate and to ensure our RAP maintains a strategic focus in the business, we will ensure that we maintain buy-in and accountability from Senior Leaders. Our RAP Champion has a mandate to drive sustainable, strategic change for reconciliation.



### Community Engagement

To facilitate our engagement with local First Nations communities, we have partnered with MTL Consulting Services, a leading business consultancy based on Kurna Country. MTL supports respectful, authentic and genuine collaborations with First Nations peoples and businesses.



### First Nations employee base

Since our Reflect RAP, we have increased the number of employees who identify as First Nations peoples through recruitment. This is a great improvement from our previous position and we are committed to continuing to improve our employment processes to further encourage applications from First Nations peoples. We have engaged KSJ Consulting, an Aboriginal consultancy, to develop a recruitment, retention and development strategy. This will be launched in 2026.





## Relationships

Building strong, respectful relationships between Aboriginal and Torres Strait Islander people and non-Indigenous Australians is essential to our vision of an inclusive Australia. These relationships are foundational to how we connect people, share experiences and deliver on our core business. We are dedicated to building awareness and understanding of the histories of First Nations peoples of Australia within our organisation, recognising that education and engagement are key to lasting change.

This RAP focuses on educating employees and improving communication of RAP actions and progress. Strengthening relationships, both internally and externally, will ensure reconciliation is a shared responsibility across the organisation and embedded in how we work, collaborate and grow together.

| 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. | December 2025                              | Head of Supply Chain |
|  | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.               | February 2026                              | Head of Supply Chain |
| 2. Build relationships through celebrating National Reconciliation Week (NRW).   | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.   | May 2026<br>May 2027                       | Chief People Officer |
|  | RAP Working Group members to participate in an external NRW event.  | 27 May-3 June, 2026<br>27 May-3 June, 2027 | RWG Chair            |
|  | Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.          | 27 May-3 June, 2026<br>27 May-3 June, 2027 | Chief People Officer |
|  | Organise at least one NRW event each year.  | 27 May-3 June, 2026<br>27 May-3 June, 2027 | RWG Chair            |
|  | Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .   | May 2026<br>May 2027                       | RWG Chair            |

| Action   | Deliverable   | Timeline                       | Responsibility  |
|--|---|--------------------------------|---|
| 3. Promote reconciliation through our sphere of influence.                 | Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.  | February 2026                  | Lead: Chief People Officer<br>Support: Communications Manager |
|  | Communicate our commitment to reconciliation publicly.  | May 2026<br>May 2027           | Lead: Chief People Officer<br>Support: Communications Manager |
|  | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.   | July 2026<br>July 2027         | Chief People Officer  |
|  | Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.  | December 2025<br>December 2026 | Chief People Officer  |
|  | Continue to share opportunities for employees to volunteer with First Nations organisations and communities in the areas in which we operate and encourage participation and the use of their employer-paid volunteering day. | January 2026<br>January 2027   | Chief People Officer  |
| 4. Promote positive race relations through anti-discrimination strategies. | Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions and future needs.  | March 2026                     | Chief People Officer  |
|  | Develop, implement and communicate an expanded anti-discrimination policy for our organisation.   | June 2026                      | Chief People Officer  |
|  | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.   | March 2026                     | Chief People Officer  |
|  | Annually review, improve and communicate Saab's anti-discrimination policy to our employees.  | June 2026<br>June 2027         | Chief People Officer  |
|  | Educate senior leaders on the effects of racism.  | December 2025<br>December 2026 | Chief People Officer  |





## Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories and rights is vital to building a more inclusive and capable workforce. Demonstrating respect is not only about acknowledgement, it's about ongoing learning, meaningful inclusion and celebrating the richness and strength of First Nations cultures. We are committed to fostering a culture of understanding, appreciation and pride in First Nations peoples and their enduring contributions.

It is important for us to provide our employees with opportunities to learn about our shared histories, and to promote and celebrate First Nations cultures, achievements and histories. We believe this will help us to foster an inclusive work environment and help us in our journey to being a First Peoples' employer of choice. This RAP places a strong emphasis on educating employees to build cultural understanding and improving communication of our reconciliation efforts. These actions aim to embed respect in how we work, lead and learn.

| Action  | Deliverable  | Timeline                       | Responsibility                                   |
|---|--|--------------------------------|--|
| <b>5.</b> 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 2026                   | Manager Learning and Development                 |
|   | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.   | November 2026                  | Manager Learning and Development                 |
|   | Develop, implement, and communicate a cultural learning strategy document for our staff.   | December 2026                  | Manager Learning and Development                 |
|   | Provide opportunities for RAP Working Group members, People and Culture managers and other key leadership staff to participate in formal and structured cultural learning. | December 2025<br>December 2026 | Manager Learning and Development                 |
|   | Review Saab's current online cultural awareness training and drive employee completion rates.  | July 2026<br>July 2027         | Manager Learning and Development                 |
| <b>6.</b> 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.        | December 2025<br>December 2026 | Chief People Officer                             |
|   | Review, improve and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.                                   | December 2025<br>December 2026 | Chief People Officer                             |
|   | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.                      | December 2025<br>December 2026 | RWG Chair  |
|   | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.  | December 2025<br>December 2026 | Lead: Chief People Officer<br>Support: RWG Chair |

| Action   | Deliverable  | Timeline                       | Responsibility   |
|--|--|--------------------------------|--|
| <b>7.</b> Deepen employee cultural awareness and improve communication of RAP progress through transparent and inclusive engagement. | Review the list of local Traditional Owners of the lands and waters in which Saab operates and communicate to employees.   | November 2025                  | RWG Chair  |
|  | Check meeting rooms to ensure Acknowledgement of Country collateral is in meeting rooms to assist employees with appropriate protocol at the commencement of large meetings.                               | November 2025<br>November 2026 | RWG Chair  |
|  | Develop and implement a RAP communications plan to ensure regular, transparent updates on RAP actions, milestones and progress across internal communication channels.                                     | December 2025                  | Lead: RWG Chair<br>Support: Communications Manager           |
|  | Introduce a central hub (intranet page) and dashboard for all RAP-related content, including progress reports, upcoming events, learning resources and opportunities for involvement.                      | February 2026                  | Lead: RWG Chair<br>Support: Communications Manager           |
|  | Establish regular feedback and suggestion mechanisms, such as anonymous digital forms, quarterly open forums or listening sessions to allow employees to contribute ideas and feedback on RAP initiatives. | February 2026 and ongoing      | Lead: RWG Chair  |
| <b>8.</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week                  | Include reconciliation and cultural learning content in onboarding materials for all new employees to embed awareness from the beginning of their employment.  | February 2026                  | Lead: RWG Chair<br>Support: Manager Learning and Development |
|  | RAP Working Group members to participate in an external NAIDOC Week event.   | July 2026<br>July 2027         | RWG Chair  |
|  | Review People and Culture policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.   | May 2026<br>May 2027           | Chief People Officer   |
|  | Promote and encourage participation in external NAIDOC events to all staff.  | June 2026<br>June 2027         | Chief People Officer   |
|  | Organise at least one NAIDOC Week event per year.  | July 2026<br>July 2027         | RWG Chair  |





## Opportunities

Creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is essential to our vision for reconciliation. We aim to become an employer of choice for First Nations people by fostering a culturally safe environment informed by diverse perspectives and providing clear pathways for employment, development and retention.

We are committed to creating opportunities for First Nations people and businesses to meet and work with us through a supportive procurement and contracting framework that drives mutually beneficial outcomes.

| Action   | Deliverable  | Timeline                       | Responsibility                    |
|--|--|--------------------------------|-----------------------------------|
| 9. 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.          | October 2025                   | Chief People Officer              |
|  | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.                        | November 2025                  | Chief People Officer              |
|  | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.                                   | April 2026                     | Chief People Officer              |
|  | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.   | May 2026                       | Resourcing and Capability Manager |
|  | Review People and Culture and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.  | November 2025                  | Chief People Officer              |
| 10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.                  | Review Aboriginal and Torres Strait Islander procurement strategy.   | December 2025                  | Head of Supply Chain              |
|  | Maintain Supply Nation membership and review annually.   | May 2026<br>May 2027           | Head of Supply Chain              |
|  | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.                    | August 2026<br>August 2027     | Head of Supply Chain              |
|  | Review and update procurement practices to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | November 2025                  | Head of Supply Chain              |
|  | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.   | December 2025<br>December 2026 | Head of Supply Chain              |



## 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.  | September, November 2025<br>January, April, July, October 2026<br>January, April, July 2027 | RWG Chair  |
|   | Review RWG terms of reference for relevance and continuous improvement.  | March 2026<br>March 2027  | RWG Chair  |
|   | RWG to meet at least four times per year to drive and monitor RAP implementation.  | September, November 2025<br>January, April, July, October 2026<br>January, April, July 2027 | RWG Chair  |
| 12. Provide appropriate support for effective implementation of RAP commitments.  | Define resource needs for RAP implementation.  | September 2025  | RWG Chair  |
|   | Engage our senior leaders and other employees in the delivery of RAP commitments.  | September 2025<br>September 2026  | Chief People Officer                             |
|   | Define and maintain appropriate systems to track, measure and report on RAP commitments.   | November 2025   | RWG Chair  |
|   | Maintain internal RAP Champions from senior management.  | April 2026  | Chief People Officer                             |
| 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 2026 and 2027  | RWG Chair  |
|   | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.   | 1 August 2026 and 2027  | RWG Chair  |
|   | Complete and submit the annual RAP Impact Survey to Reconciliation Australia.  | 30 September, 2026 and 2027   | RWG Chair  |
|   | Report RAP progress to all employees and senior leaders quarterly.   | December 2025<br>March, June<br>September, December 2026<br>March, June 2027                | Lead: Chief People Officer<br>Support: RWG Chair |
|   | Publicly report our RAP achievements, challenges and learnings, annually.  | December 2025<br>December 2026  | RWG Chair  |
|   | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.  | May 2026  | RWG Chair  |
|   | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.   | September 2027  | RWG Chair  |
|   | Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.  | March 2027  | RWG Chair  |



## A symbol of close cooperation

### Artist Goompi Ugerabah's incredible work tells the story of Saab Australia

Aboriginal and Torres Strait Islander artwork is not just beautiful, it is a sophisticated way of communicating complex stories.

In 2017, we commissioned Aboriginal artist Goompi Ugerabah to paint the story of Saab Australia. The artwork he produced is called "A land rich in ochres and water" and describes how Swedish and Australian cultures collaborated and combined to form our business. The work centres around the journey of four Saab employees (depicted by the "U" shapes at the centre of canvas) from Sweden to Australia in the late 1980s to establish what is now Saab Australia. These four "U" shapes can be seen growing in number away from the centre of the canvas, symbolising the hundreds of Australians who have since come to work at Saab. The five sections

radiating from the centre depict Saab's expansion across five Australian states and territories.

One of the ways the artwork has been used is in the creation of two unique dalahästar or Dala horses. Dala horses are symbols of Sweden and were first created in the country's Dalarna region in the 17th century. Goompi adapted his original canvas, applying it to the coats of the two large Dala horses. This was intended to show close collaboration between the Swedish and Australian cultures.

The two Dala horses are shown below adjacent to an image of Goompi with Kurna and Narungga Elder Frank Wanganeen.

The three pieces of art are now on display in Saab's Canberra office (original canvas), our Head Office in Adelaide (one Dala horse), and in Saab's global headquarters in Stockholm, Sweden (second Dala horse).



Frank Wanganeen, Kurna and Narungga Elder, welcoming Goompi (left).



Canvas located in Canberra



Identical Dala horses located in Sweden and South Australia.

### Contact details

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## About the artist: Goompi Ugerabah

Goompi's name means "possum from the place of the goanna".

**English Name:** Stephen Larcombe

**Tribe:** Gureng Gureng (Bundaberg region in Queensland)

**Language:** Gandowal (eastern Brisbane and islands off that coastline) Stradbroke/Moreton

**Skin Name:** Tjuparula Born and raised on "Ngnarangwal" (Gold Coast, Queensland) and "Minjungbal" (Tweed Heads, New South Wales) Tribes of "Bundjalung Nation"







We recognise the Traditional Owners and Custodians of the Australian land and pay our respect to their Elders past and present. We acknowledge Reconciliation Australia for their insights and assistance in the development of this Reconciliation Action Plan.

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**SAAB**

Saab Australia Pty Ltd  
21 Third Avenue, Mawson Lakes, SA, 5095  
On Kurna Country