



# REFLECT RECONCILIATION ACTION PLAN (RAP)

JANUARY 2023 – DECEMBER 2023

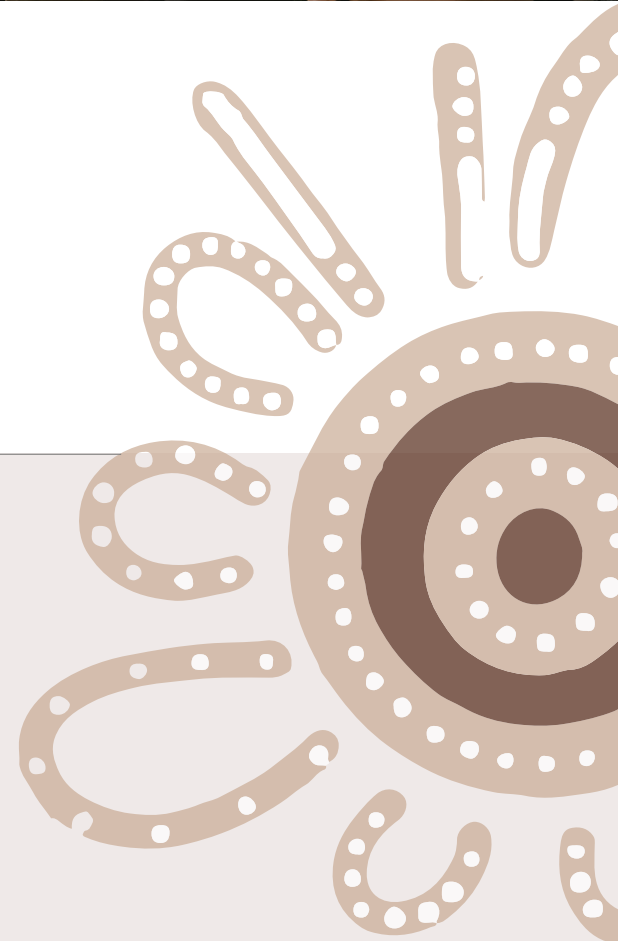


# ACKNOWLEDGEMENT OF COUNTRY

L3Harris Australia Group respectfully acknowledges the Traditional Custodians of the land and waters and pay our respects to Elders past, present and future. L3Harris Australia Group also acknowledges the services of the Aboriginal and Torres Strait Islander men and women who have contributed to defending Australia and its national interests.

## IMAGE WARNING

Aboriginal and Torres Strait Islander People are advised that this document may contain images or content referring to deceased persons. It may also contain words or description that are culturally sensitive.



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# FORWARD

I am proud that L3Harris Australia has commenced our Groups reconciliation journey by implementing this inaugural Reconciliation Action Plan (RAP).

Our RAP sets out our first steps of commitment to build more opportunities and shape stronger relationships with Aboriginal and Torres Strait Islander peoples with the framework providing actions and accountability of our Group which will ensure our goals are relevant, authentic and effective. Our RAP journey will communicate our Group's progress and learnings to our L3Harris team, clients and industry partners.

Our RAP is aligned with our corporate values of Integrity, Respect and Excellence which in turn aligns with our Vision, providing real solutions for the wider community. This RAP will further develop our awareness, understanding and appreciation of Aboriginal and Torres Strait Islander cultures contributing to a respectful, inclusive and diverse culture where all Australians value, respect and embrace Aboriginal and Torres Strait Islander histories, cultures and rights as a fundamental part of our national identity.

## Alan Clements

**Vice President, Australian Operations  
L3Harris Australia Group**

### **INCORPORATING:**

**L3Harris Integrated Mission Systems Australia Pty Ltd  
L3Harris Micro Pty Limited  
L3Harris Communications Australia Pty Ltd**

# RECONCILIATION AUSTRALIA – CEO STATEMENT

## FIRST REFLECT RAP

Reconciliation Australia welcomes L3Harris Australia Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

L3Harris Australia Group joins a network of more than 1,100 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 L3Harris Australia Group 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 L3Harris Australia Group, 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 BUSINESS

L3Harris Australia Group subsidiary companies of L3Harris Technologies, Inc. deliver advanced technology solutions to government and commercial customers to ensure they have the capability they need. The combined strengths of L3Harris Australia Group provide a true in-country, end to end partner for interoperability and sovereignty solutions from the sixth largest defence company in the world. L3Harris Australia Group has the advanced software, hardware and systems integration expertise to provide trusted information across the multi-domains of Air Land Sea Space and Cyber tackling tomorrows defense challenges with urgency and precision. For over 25 years, L3Harris Australia Group of Companies has partnered with Australia to continually shape and advance the Defence Force's capability edge.



Using innovative ideas and know-how L3Harris Australia Group delivers cost effective solutions that are proven to keep our nation safe. Our work helps fuel local economies, harnessing Australian Innovation through a dynamic national supply chain and generating careers that make a difference today and for future generations.

L3Harris Australia Group is committed to providing economic development opportunities by partnering with Aboriginal and Torres Strait Islander business for procurement purposes, and to become an employer of choice for Aboriginal and Torres Strait Islander peoples through tailored recruitment strategies. This will enable L3Harris Australia to build a strong Aboriginal and Torres Strait Islander workforce participation.

L3Harris Australian Companies employ within the organisation over 500 team members situated in over 11 locations at multiple sites in Australia including Fremantle WA, Adelaide SA, Melbourne Vic, Sydney NSW, Canberra, ACT, Brisbane and Cairns, Qld, promoting Australian know-how across the globe. It is not currently known how many Aboriginal and Torres Strait Islander peoples are employed within our organisation, however, L3Harris Australia Group is committed to streamlining its tracking and measurement practices and to increase Aboriginal and Torres Strait Islander employment within our organisation.

We are working towards creating a comprehensive environment where a diverse range of talented people can work together to build a diverse and inclusive workplace by placing emphasis on understanding and embracing the various cultures of our employees, customers, suppliers and stakeholders. Our goal is to have a workplace that better reflects the communities in which we live and operate through our values of Integrity, Respect and Excellence.

# OUR RAP

The L3Harris Australia Group reconciliation journey begins with the development of our inaugural Reconciliation Action Plan (RAP) which has identified the first step to formalise our reconciliation journey. Our RAP aims to improve our relationships with Aboriginal and Torres Strait Islander peoples, by creating opportunities and deepening our awareness, understanding and appreciation of Aboriginal and Torres Strait Islander peoples and cultures across our organisation, promoting our Vision – “We are one Company, striving for excellence in the solutions we develop, the talent we hire and the culture we create”.

Our inaugural RAP recognises the value and importance of uniting Australia which is aligned with our values of Integrity, Respect and Excellence. Our plan is a formal statement of commitment to reconciliation that aims to support the development of respectful relationships and meaningful opportunities with Aboriginal and Torres Strait Islander peoples. The Reflect RAP is the most suited to the L3Harris Group, at this stage of our reconciliation journey, as it provides opportunities to scope and develop relationships with Aboriginal and Torres Strait Islander stakeholders, preparing our organisation internally for the ongoing journey of reconciliation and exploring our sphere of influence. Our RAP includes practical actions that will drive L3Harris Australia Group’s contribution to reconciliation both internally and in the communities in which we live and operate. In line with our vision, it is intended for our RAP to become a representation of L3Harris Australia’s culture in action.

The RAP is supported by the L3Harris Australia Corporate Executive. The L3Harris Australia Group RAP will be championed by the Vice President of Australian Operations, and implemented by its inaugural RAP Working Group (RWG) members who represent a wide range of departments, locations and levels to promote a whole-of-organisation approach to our RAP. The RWG members are passionate about progressing an understanding of, and embracing reconciliation to execute this Plan. To ensure the RAP is guided by Aboriginal and Torres Strait Islander knowledge and perspectives, we will establish an Aboriginal and/or Torres Strait Islander representative within the RWG this year to assist the organisation to work through areas that can be complex or sensitive in decision making, and building a culturally appropriate approach to our future RAP development, implementation and reporting.



# OUR STORY

## CONNECTIONS

This artwork design was created to reflect on L3Harris Australia Group's core disciplines and representation of our connection and partnership with Air, Sea, Land, Space and Cyber. Our journey together strengthens our relationship with the land, the ocean and the stars, where legends are created.



# ARTIST – STORMIE LEE DUTTON

Stormie Lee Dutton was born on Wiradjuri Country and her father was born in Barkinji Country making Stormie a proud Barkinji/ Wiradjuri woman.

Stormie has always loved Aboriginal Art and was drawn towards dot painting as a hobby. She has been busy raising a family and running a successful cake business over the last 10 years in both in Albury/ Wodonga NSW and on the Sunshine Coast in Qld.

Stormie recently sold her Sunshine Coast business and has moved back to Howlong NSW to be closer to her family, where her interest has been re-born in the Contemporary Aboriginal Arts holding a strong connection to the land, water and her ancestor's when she is painting.

WEBSITE: [Stormiedart.com](http://Stormiedart.com)

## STORMIE'S RAP PAINTING REPRESENTS AND SYMBOLIZES:

### LAND

The dotted lines represent the Mountains and the upside down U are our people, each dot is our bushland, I have also drawn a Tribe gathering around circles. The land is so important to us as we are very spiritually connected to mother earth and respect everything she has to offer us.

### AIR/SPACE

Stars and galaxy of the night sky, these symbols in the sky are connections to the people, land and sea, which all of it becomes connected.

### SEA

We recognize the sacredness of our water, the interconnectedness of all life, Water is the giver of all life, water is a source for our most loved.





Aboriginal

# L3HARRIS AUSTRALIA GROUP

## INAUGURAL RECONCILIATION WORKING GROUP

**Dean Powell**, Commercial Director, L3Harris Integrated Mission Systems Australia Pty Ltd

**Steve Oliver**, Commercial Manager, L3Harris Micro Pty Limited

**Penny Jones**, HR Director, L3Harris Integrated Mission Systems Australia Pty Ltd

**Leanne Shaw**, Snr Spec Industry Engagement and Commercial, L3Harris Micro Pty Limited

**Michael Cain**, Australian Industry Capability (AIC) Manager, L3Harris Integrated Mission Systems Australia Pty Ltd

**Hayley Davis**, Commercial Manager, L3Harris Communications Australia Pty Ltd

## OUR PARTNERSHIP AND CURRENT ACTIVITIES

We are committed to forming and building relationships with Aboriginal and Torres Strait Islander stakeholders as we grow through our reconciliation journey.

### DURING 2021 AND 2022 WE HAVE:

- > Attended the 2021 Australian Reconciliation Convention;
- > Attended the 2022 National RAP Conference;
- > Engaged with Reconciliation Australia to provide feedback and support L3Harris Australia Group to finalise our inaugural RAP.
- > Engaged with a recognised Aboriginal and Torres Strait Islander Artist and Supply Nation supplier, to assist to provide artwork and design for our inaugural RAP.



# 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.	May 2023	Snr Spec, Industry and Commercial
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	Commercial Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2023	AIC Manager
	Register all L3Harris Australia Group NRW events via Reconciliation Australia's NRW Website.	May 2023	AIC Manager
	RAP Working Group members to participate in an external NRW event to recognise and celebrate NRW.	27 May, 2023 – 3 June, 2023	Snr Spec, Industry and Commercial
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May, 2023 – 3 June, 2023	Commercial Director
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	June 2023	HR Director – Australia
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2023	AIC Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2023	Snr Spec, Industry and Commercial
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2023	HR Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2023	HR Manager



# 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 2023	Commercial Manager
	Conduct a review of cultural learning needs within our organisation.	December 2023	Commercial Manager
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.	June 2023	Commercial Manager
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	HR Manager
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 2023	Snr Spec, Industry and Commercial
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	First week in July, 2023	Snr Spec, Industry and Commercial
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	Snr Spec, Industry and Commercial



# OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander people recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander people employment within our organisation.	July 2023	HR Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	HR Manager
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.	July 2023	HR Manager
	Investigate Supply Nation membership.	July 2023	AIC Manager



# GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	Ongoing, Review September 2023	Snr Spec, Industry and Commercial
	Draft a Terms of Reference for the RWG.	May 2023	Commercial Manager
	Establish Aboriginal and Torres Strait Islander representation within the RWG assisting in areas that can be complex or sensitive in decision making, and building a culturally appropriate approach to future RAP development, implementation and reporting.	May 2023	Snr Spec, Industry and Commercial
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2023	Snr Spec, Industry and Commercial
	Continue to engage senior leaders in the delivery of RAP commitments.	Ongoing, Review September 2023	Commercial Manager
	Seek advice on culturally appropriate ways to define appropriate systems and capability to track, measure on RAP commitments.	May 2023	AIC Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2023	AIC Manager
	Maintain an internal RAP Champion from senior management.	Ongoing, Review September 2023	Commercial Director
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2023 (and annually)	Snr Spec, Industry and Commercial
	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.	1 June 2023 (and annually)	Snr Spec, Industry and Commercial
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. (1 August annually)	1 August 2023 (and annually)	Snr Spec, Industry and Commercial
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September, 2023	Snr Spec, Industry and Commercial



RECONCILIATION  
ACTION PLAN

**REFLECT**

**For public enquiries about our RAP contact:**

**Leanne Shaw**

Sr Spec Industry Engagement and Commercial

L3Harris Australia Group

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