



REFLECT

# Reconciliation Action Plan

SEPTEMBER 2024 – FEBRUARY 2026







A smoking ceremony by William Pepper of the Boonwurrung Land and Sea Council at the Bert Newton Retirement Village naming launch.

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# About the Artist

Belonging to the Yowong-Illam-Baluk and Nattarak Baluk clans of the Taungurung people of the Kulin nation, Mick Harding is a mixed media artist specialising in wood working, sculpture, printmaking and giftwares.

Growing up, Mick was always compelled to express himself through art, but the discovery of his Aboriginal heritage when he in his early twenties served as the impetus for him to use the stories and symbols of his Ancestors in his work.



*“I started by making Aboriginal artifacts, including boomerangs and shields and then I expanded into drawing and sculpture,” Mick said.*

Mick has been heavily involved in Indigenous affairs for more than 30 years, including working in Aboriginal Cultural Heritage Management. In 2017 he made history as the first Aboriginal person to address the Victorian Cabinet to discuss the legislation to work towards a Treaty with Victoria’s Traditional Owners.

Mick first worked with Ryman Healthcare in 2020 when he designed the logo for Deborah Cheetham Retirement Village on Wadawurrung Country in Ocean Grove, Victoria. The village is named after Yorta Yorta woman, soprano, composer and educator Deborah Cheetham Fraillon AO.



# About the Art

The artwork, titled Marnong Ngina Wurrdhan, Gorranwarra-Bil Wurrdhan, Dhumnji Wurrdhan, means Many Hands, Many Places, Many Stories.

“The unique part about the process with Ryman is that I don’t usually go out and sit down with the client as I did at two Ryman villages and the Melbourne office,” Mick said.

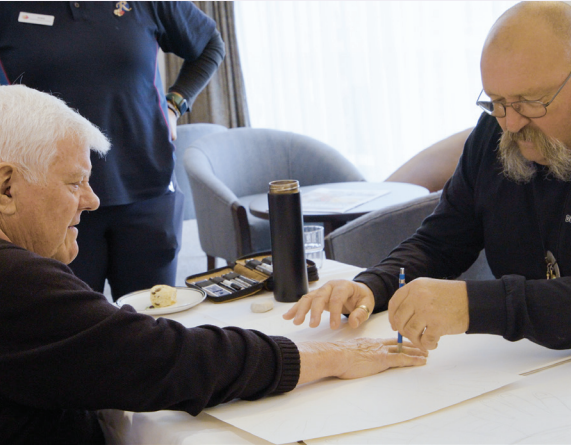
*“I thought it would be a wonderful way to put a personal touch to the work Ryman does and it was a bonus for me as I got to witness the people that live at the villages and they seemed to love being there.”*

Ryman’s RAP artworks, created by Mick, honour traditional cave art and petroglyphs created by Indigenous people for thousands of years.

“One of the common symbols was they would put their hand against the wall and have a mouthful of water and ochre and they would blow a stencil,” Mick said.

“I thought what a wonderful way to portray people’s connection to a place.”

Each hand in Mick’s artworks belongs to a Ryman resident or staff member, while the patterns inside the hands represent the individuality of each participant, similar to the unique markings of fingerprints.



Mick Harding tracing resident Gerry Casey’s hand at Deborah Cheetham Retirement Village.

*“The artwork is a portrayal of individuals as much as they are part of the collective ‘Ryman’,” he said.*

“The Melbourne Office is a space full of people with a common goal, but the people’s whose hands I traced have their own unique stories; where they’ve been, who they are and what the rest of their life holds for them.”



# Ryman and the RAP

The RAP process guided by Reconciliation Australia supports businesses to take a meaningful and considered step towards reconciliation. The framework, designed to be achieved over a number of years encompasses four distinct types of RAPs—Reflect, Innovate, Stretch, Elevate—each crafted to align to the specific business embarking on the journey towards reconciliation.

As a Trans-Tasman organisation, we have a group commitment to work with Indigenous communities in the places within which we operate to develop plans that promote Indigenous conversations and contributions and guide our delivery to Indigenous communities.

By doing so we will support our sustainable business success and strengthen our contribution in all the communities within which we operate.

Therefore, Ryman’s contribution will be good enough for all our elders, kaumatua, families, whanau, mob, and communities we serve, now and into the future.

Ryman Australia celebrates Aboriginal and Torres Strait Islander peoples and cultures with their unique and Traditional Custodian relationship to Country as First Peoples of Australia.

By launching its first Reconciliation Action Plan (RAP), Ryman Healthcare commits to fostering and enabling environment that promotes Aboriginal and Torres Strait Islander peoples’ empowerment.

## Acknowledgement of Country

Ryman acknowledges the Traditional Owners of the Land on which our business operates and throughout Australia. We pay respect to Aboriginal and Torres Strait Islander cultures and history; and to Elders past, present and emerging. We acknowledge that First Nations sovereignty was never ceded and that this continent always was and always will be First Nations land.

# Statement from Ryman Chief Executive Office – Australia

The first step in any journey is invariably the most difficult. It’s oftentimes heavy with uncertainty and taken with a degree of trepidation about what lies on the path ahead.

But while Ryman Healthcare Australia releases its inaugural Reconciliation Action Plan (RAP) knowing we have a long road ahead of us, we set out on this transformative journey excited about the work to be done and determined to make a difference.

Today marks a crucial milestone in our commitment to fostering positive change and building a more inclusive, diverse, and equitable future for all.

This Reflect Reconciliation Action Plan (RAP) symbolises our genuine dedication to advancing economic and social outcomes for Aboriginal and Torres Strait Islander communities. It is an essential step in our collective effort to contribute meaningfully to reconciliation and ensure that our organization reflects the values and aspirations of the broader Australian community.

At Ryman, we understand the importance of acknowledging and addressing the historical injustices that have impacted Aboriginal and Torres Strait Islander peoples. We recognise that reconciliation is an ongoing process that requires commitment, humility, and a genuine willingness to learn and change. Through the development of this Reflect-level RAP, we aim to lay the foundation for a journey of understanding, collaboration, and mutual respect.

Our commitment to reconciliation is not just a corporate obligation but a moral imperative that aligns with our core values of kindness, respect, and care. We aspire to create a workplace where the richness of Aboriginal and Torres Strait Islander cultures is celebrated and integrated into our daily operations.

*This plan reflects our acknowledgment of the diversity and strength of Australia’s First Nations people, and we are committed to fostering an environment where everyone feels valued, respected, and included.*

As part of our RAP, we will focus on building cultural awareness and understanding within Ryman. This includes providing cultural competency training for our staff to ensure they have the knowledge and skills to engage respectfully with Aboriginal and Torres Strait Islander colleagues, residents, and their families. We also aspire to strengthen our partnerships with local Indigenous communities, recognising the importance of collaboration in driving positive change.

As well as our commitment to reconciliation, we acknowledge the importance of cultural diversity within Ryman Healthcare. We believe that a diverse and inclusive workplace fosters innovation, creativity, and better decision-making. Our aspiration is to create a workforce that reflects the broader community we serve, and we will actively work towards achieving this through targeted recruitment strategies and ongoing diversity and inclusion initiatives.

This RAP is just a beginning. We understand that true reconciliation requires ongoing effort, and we are committed to regularly reviewing and updating our plan to ensure its effectiveness. We invite our residents, their families, our staff, and our wider community to join us on this journey towards a more inclusive, respectful, and reconciled Australia.



**Cameron Holland**  
Chief Executive Officer  
Ryman Healthcare Australia





## Statement from CEO – Reconciliation AU

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

Ryman Healthcare joins a network of more than 3,000 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 Ryman Healthcare 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 Ryman Healthcare, 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



## About Ryman

Ryman Healthcare (Ryman) founder Kevin Hickman was a policeman-turned-private investigator in 1983 when he was called to investigate a fire at an aged care facility in Christchurch, New Zealand.

As Kevin looked around the place as he did his detective work, he was shocked at what he saw.

There were four people to a room, shared bathrooms, and the living conditions left a lot to be desired.

Kevin started thinking about what the industry standards should be, and he kept coming back to the same question over and over again: “What would I want for my mum?”



Ryman Healthcare’s first village, Weary Dunlop, in Wheelers Hill, Melbourne.

Ryman’s ‘good enough for mum’ founding philosophy was born and, more than four decades later, is still the cornerstone of a \$3 billion listed company with 48 retirement villages offering aged care across two countries, and with many more in the development pipeline. (Each village provides independent retirement living units with a full suite of aged care services located within the same village community to support residents as their health needs change.)

Kevin’s policeman eye for offering genuine care and protection for his community is still the beating heart of Ryman today. That instinct to look after some of society’s most vulnerable people still defines everything Ryman does.

Almost 30 years after Kevin left that Christchurch aged care facility with an idea for how it could be done better, Ryman – spotted another opportunity, a gap in the Australian market for what Ryman offered: world-class retirement living communities with aged care on site, all wrapped up in industry-leading terms and conditions.

Additionally, there was an opportunity for a strong values-based company with a long track record of success to thrive in the Australian market.

***We opened our first village, Weary Dunlop, in Wheelers Hill, Melbourne in 2014. Today, Ryman has eight operational villages in Victoria and six more in the pipeline.***

In total, we employ just shy of 1500 team members in Australia. We are on a journey to improve our team member data but currently, only one of whom identifies as an Aboriginal and/or Torres Strait Islander person. An important part of our RAP journey is to improve the employment opportunities for Aboriginal and Torres Strait Islander people.

Kevin’s vision is now firmly established on this side of the Tasman, with more than 1300 older Australians calling a Ryman village home.







## Ryman's Reconciliation Journey

**Whilst Ryman is at the very beginning of its formal journey, we celebrate Aboriginal and Torres Strait Islander peoples and cultures and recognise Reconciliation is essential in creating a better and more sustainable Australia for the future.**

As a Retirement and Healthcare leader in our sector and as we neared 40 years of operation, Ryman formalised a sustainability strategy in 2022.

The strategy captured the continued passion to live up to the ethos of 'good enough for mum and dad', as well as our wider commitment to the communities we operate in – from our residents and our people to our neighbours and our suppliers – in addition to the commitment we have to our shareholders to deliver financial success.

Critically, the sustainability strategy has been developed through careful conversation with First People's of Australia, with the segmenting of three distinct strategy workstreams – Our Places, Our People and Our Purpose.

► More details and the full Sustainability Report can be found on our website.



Mick Harding (second from left) with Ryman Healthcare staff (from left) Procurement Manager Alan Staton, Head of People, Culture and Safety Emma Neu, Communications and External Relations Manager Michael Cummings and People and Culture Manager Michelle Sultana at Ryman's 2024 Reconciliation Week event.

We had already commenced work on many of these issues, reflecting the strong alignment between our stakeholders and our internally identified sustainable business practices.

In launching the strategy, we committed to even stronger accountability for that work programme as well as making important new commitments.

It is important to note that this process has reaffirmed that which has remained true – and must remain true – that care sits at the heart of Ryman. The Board and management team are committed to implementing each deliverable of the sustainability strategy, while achieving strong financial performance and our corporate objectives and providing care that is 'good enough for mum and dad'.

*Enhancing Aboriginal and Torres Strait Islander engagement is a material issue of 'Our Purpose' workstream. Our purpose is our glue. We know that by focusing on our purpose – greater freedom, richer connections and deeper wellbeing for people as we grow older – our business will succeed.*

Our goal for enhancing is to cultivate meaningful relationships with Ngā iwi Māori in Aotearoa New Zealand and First People's of Australia to

empower First Nation's perspective across our business model and into all of our services.

We acknowledge that we are at the very beginning of this formal journey and while we can describe the desired goal, the dream, and the potential; the reality is that it may actually look and feel different as we all grow into this space together.

Our commitment to Aboriginal and Torres Strait Islander engagement across Ryman is guided by 3 clear principles

- 1 Recognising the unique place of First People's of Australia and making space for Aboriginal and Torres Strait Islander voices to make us stronger
- 2 Respecting First People's of Australia lays the foundation for inclusiveness, wellbeing and belonging to all cultures
- 3 An empowerment approach that recognises and seeks to address inequalities is essential for truly respectful and inclusive relationships, that uplift all communities so they can contribute and share in our success.

Outside of the Australian Reconciliation Action Plan, Ryman is developing a Maori Engagement strategy, Pasifika Engagement strategy and a Diversity and Inclusion Plan.



A smoking ceremony by William Pepper of the Boonwurrung Land and Sea Council at the Bert Newton Retirement Village naming launch.





Yorta Yorta woman and Ryman Healthcare village namesake Deborah Cheetham Fraillon AO and Ryman Healthcare Australia CEO Cameron Holland.

After 30 years of operating in New Zealand and having grown to become the largest retirement living provider in the country, Ryman opened its first village in Australia in 2014.

The move was as much a cultural expansion of Ryman's horizons as it was a corporate one.

With Tikanga Maori [traditional practices] engrained in our Ryman New Zealand operations, we now found ourselves on an unfamiliar country with many lessons to learn. The first step in our

education was an invitation: asking the Traditional Owners of the land on which we were building our villages – the Bunurong, Wurundjeri, and Wadawurrung people – to conduct a smoking ceremony on each site before work began.

We wanted to begin our new project with respect, but we also wanted to create an opportunity to ask questions, to start a conversation, to learn. Like the ceremonies themselves, these sparks of connection to the Traditional Owners quickly caught fire and are still burning bright today.

In May 2023, we held our first Reconciliation Week event – bringing together Aboriginal and Torres Strait Islander voices from Australia and New Zealand for a uniquely trans-Tasman conversation about the road to reconciliation in each country.

A moderated discussion with Deborah Cheetham AO and Ryman's former Taha Māori Kaitiaki (cultural navigator), was the centrepiece of the event, held at the MCG.

Their unique perspectives unique perspectives on the long road to reconciliation in each country, and set out a path towards healing, understanding and unity.

***Deborah – one of the most powerful and influential voices for reconciliation in Australia – has been an essential partner on Ryman's reconciliation journey.***

Since we named our Ocean Grove village in Deborah's honour in 2021, she has been our wise counsel, a trusted sounding board, and a guiding hand as we navigate new or unfamiliar cultural terrain.

Deborah was initially cautious when Ryman approached her, but upon discovering the organisation's commitment to aged care and its success in COVID-19 prevention for residents, she became enthusiastic about her association towards Ryman and has become a strong patron. Deborah strongly believes that Ryman journey towards reconciliation is genuine and full of unique opportunities. She emphasised that Ryman's decision to honour a musician, Deborah, a person who has made a significant contribution to the community as their patron and have a village named after her, is an important step in reconciliation that is not common among organisations. This, together with Ryman's relationship with local First People's of Australia and adherence to local cultural protocols reflects its genuine commitment to reconciliation. A noteworthy event was a public conversation between First Nations people and Maori leaders at the Melbourne Cricket Ground in August 2023, promoting cultural awareness and exchange.

Deborah commends Ryman's willingness to learn and the positive steps already made towards reconciliation.



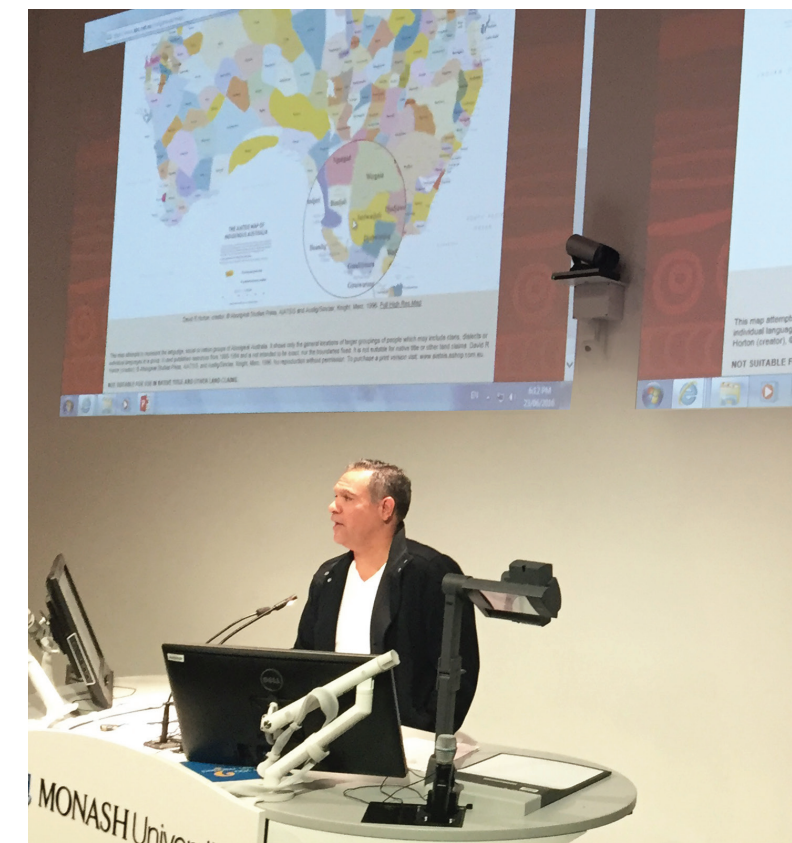
To assist with development our RAP, Ryman has sought the support and guidance of Nyuka Wara Consulting PTY LTD, founded and lead by Eddie Moore.

Eddie is a proud Aboriginal man with family links to Wemba Wemba, the people from Swan Hill (Central Victoria), the Palawa people from Cape Barren Island (Tasmania) and the Wotjobaluk people (Wimmera Region, Victoria). Ryman was grateful for Eddie's guidance in the creation of this RAP especially given his extensive background as a facilitator in Aboriginal cultural training and cultural adviser within the healthcare system, government departments, not-for-profit organisations, universities, Victoria Police, Registered Training Organizations, Medical Colleges in Australia and New Zealand. In addition to Eddie's important work to Australian businesses, he also teaches first year nursing students at Monash University.

In partnership with Ryman, Eddie led several reconciliation workshops, working with 64 team members right across Ryman, from frontline village staff to the CEO and his leadership team.

***Eddie said "The consultations revealed that Ryman has a solid foundation to build its RAP upon: Staff are already deeply respectful of First Nations people and their cultures, and they show a strong willingness to commit to reconciliation through education, inclusivity, and a desire to build meaningful relationships with local Aboriginal and Torres Strait Islander peoples.***

The Ryman Healthcare Australia CEO, as the RAP Champion will have an update on implementation progress as a standing agenda item on his monthly strategic planning meeting with his senior leadership team. As outlined in the following table, each action item has its deliverables clearly defined, a deadline for implementation assigned, and a member of Ryman Australia's senior leadership team assigned responsibility.



Founder of Nyuka Wara Consulting, Eddie Moore, is a proud Aboriginal man with family links to Wemba Wemba, Palawa people and the Wotjobaluk people.





## Relationships

Action	Deliverable	Timeline	Responsibility
<b>1</b> 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.	Feb 2025	Communication Manager
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jun 2025	People and Culture Manager
	• Explore what appropriate First Nations design principles could be considered in future design briefs.	Feb 2026	Development Manager
	• As part of the due diligence process from Ryman Australian developments, identify the First Nations peoples.	Nov 2025	Development Manager
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	People and Culture Manager
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 2025	People and Culture Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun 2025	People and Culture Manager
	• Host a Ryman NRW Event that promotes First Nations partnerships and ensures a platform for First Nations voices. The outcome of the event is to promote Reconciliation and provide insight and education to Ryman team members, and external stakeholders.	Jun 2025	Marketing Manager



## Relationships

Action	Deliverable	Timeline	Responsibility
<b>3</b> Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all team members.	Sep 2024	CEO
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Jan 2025	Communication Manager and Procurement Manager
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Mar 2025	Communication Manager
	• Explore and prepare a discussion paper that aims to create a pathway for more inclusive services for Aboriginal and Torres Strait Islander residents.	Dec 2025	GM Operations
	• Provide updates on RAP advancements to all team members through internal channels.	Feb 2026	People and Culture Manager
	• Work with a First Nations Artist to install Acknowledgement of Country signage for all of our Ryman Villages	May 2025	Procurement Manager
<b>4</b> Promote positive race relations through anti-discrimination strategies.	• Research best practice and polices in areas of race relations and anti-discrimination	Feb 2025	People and Culture Manager
	• Review and update HR policies - DEI policy, cultural awareness, identify existing anti-discrimination provisions, and future needs.	May 2025	People and Culture Manager
	• Develop a 'First Nations Ceremonial Leave' policy	Dec 2024	People and Culture Manager
	• Develop an 'Alternative Australia Day' policy	Dec 2025	People and Culture Manager





## Respect

Action	Deliverable	Timeline	Responsibility
5 <b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Oct 2025	People and Culture Manager
	• Conduct a review of cultural learning needs within our organisation	Aug 2025	People and Culture Manager
	• Create an e-learning to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights and mandate training for existing team members and inclusion of training in inductions.	Dec 2025	Learning & Development Manager
6 <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jul 2025	Communications Manager
	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Nov 2025	Development Manager
	• Create the opportunity for team members to include and Acknowledgment of Country on their Ryman email signature.	May 2025	Technology Manager
	• Include a First Nations section in each resident library	Jun 2025	Sales Manager and Procurement Manager



## Respect

Action	Deliverable	Timeline	Responsibility
7 <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Jun 2025	People and Culture Manager
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	Jun 2025	People and Culture Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2025	People and Culture Manager
	• Encourage and support each Ryman Australian village to host NAIDOC week events at site to involve residents and team members.	First week in Jul 2025	Regional Operations Manager and Village Manager







## Opportunities

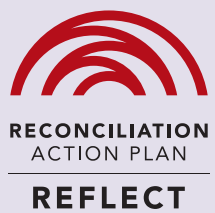
Action	Deliverable	Timeline	Responsibility
<b>8</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Sep 2025	Recruitment Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2025	People and Culture Manager
	• Investigate and develop a Ryman scholarship program to support First Nations nurses with their education with placement opportunity program post study.	Feb 2026	Recruitment Manager
<b>9</b> 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.	Jun 2025	Procurement Manager
	• Investigate supply nation membership	Jul 2025	Procurement Manager
	• Trial a Ryman sales uniform using First Nations artwork developed with/by a First Nations artist or designer.	Feb 2026	Sales Manager



## Governance

Action	Deliverable	Timeline	Responsibility
<b>10</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	Sep 2024	People and Culture Manager
	• Draft a Terms of Reference for the RWG.	Feb 2025	People and Culture Manager
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	Jun 2025	People and Culture Manager
<b>11</b> Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation	Mar 2025	People and Culture Manager
	• Engage senior leaders in the delivery of RAP commitments.	Feb 2025	People and Culture Manager
	• Maintain a senior leader to champion our RAP internally.	Sep 2024	CEO
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	Jan 2025	People and Culture Manager
<b>12</b> 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.	Jun annually	People and Culture Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 Aug annually	People and Culture Manager
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep annually	People and Culture Manager
<b>13</b> Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	Nov 2025	People and Culture Manager





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