



RECONCILIATION ACTION PLAN- REFLECT

December 2025 – March 2027



**RECONCILIATION
ACTION PLAN**

REFLECT

RAIN RAIN
CONSULTING

ACKNOWLEDGEMENT OF COUNTRY

Rain Consulting acknowledges the Traditional Custodians of the lands, sea and waters on which we live and work. We recognise their continuing connection to land, waters, and community, and we pay our respects to Elders past and present.

We acknowledge that sovereignty was never ceded and extend that respect to all Aboriginal and Torres Strait Islander peoples we work alongside today.

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A STATEMENT FROM THE CEO OF RECONCILIATION AUSTRALIA



Karen Mundine
CEO, Reconciliation Australia

Reconciliation Australia welcomes Rain Consulting Pty Ltd to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Rain Consulting Pty Ltd 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 Rain Consulting Pty Ltd 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 Rain Consulting Pty Ltd, 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 THE ARTWORK 'GAAGAL'

We have worked with indigenous artist Otis Hope Carey to acquire a piece of art that reflects our business and to support our RAP. The following is a description of the work from Otis:

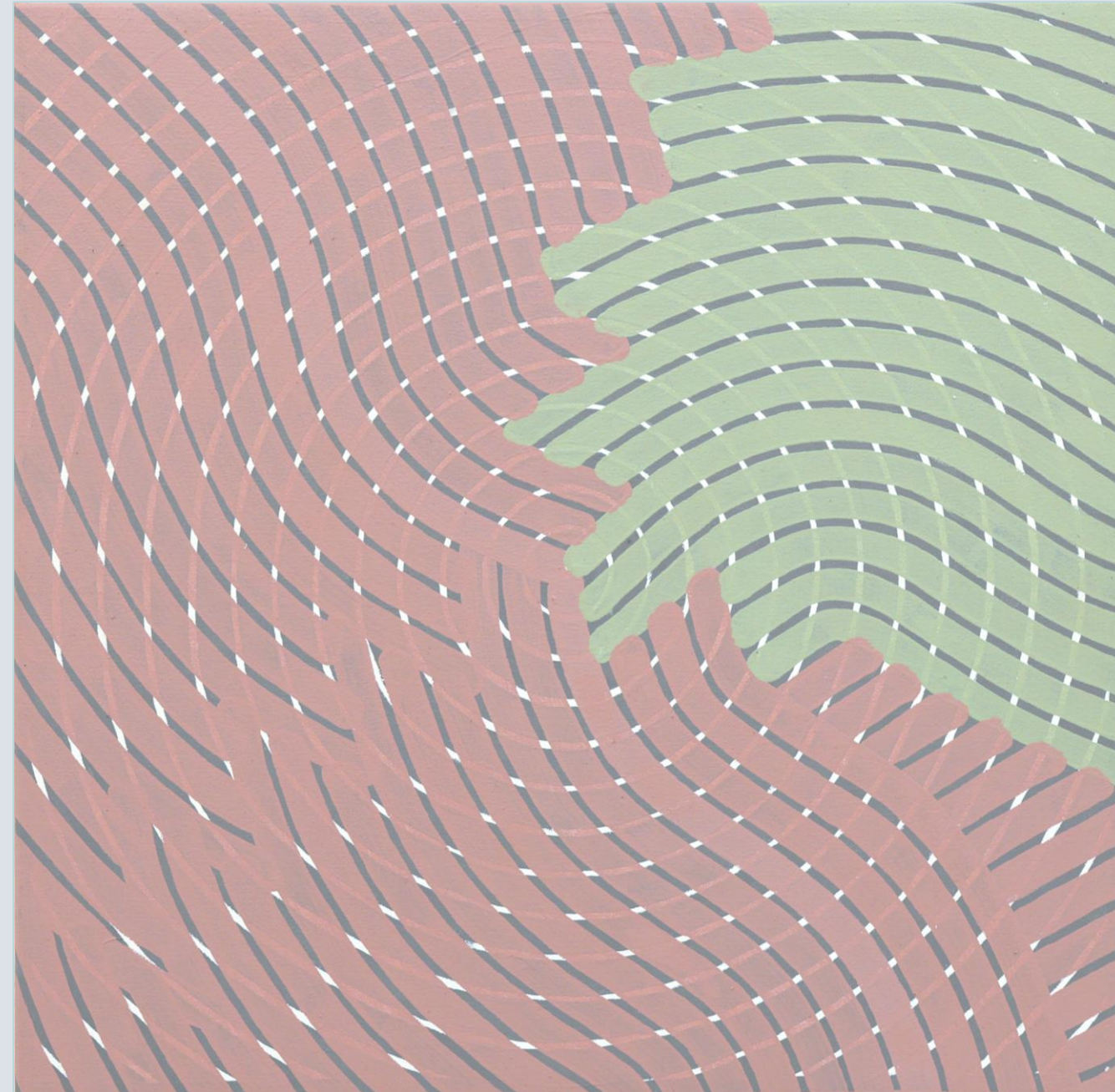
The phrase 'GAAGAL', translates to Ocean and is the totemic spiritual emblem of the Gumbaynggirr people.

This is reflected in the topographical nature of the painting and its visual relationship to oceanic current charts and movements.

We call the ocean Gaagal – it's a really important clan totem and holds a lot of healing elements for us. We are saltwater and freshwater people, and any body of water is sacred to us. My paintings are my interpretation of my connection to water, I use layered patterns to capture the flow of connection and the energetic rhythms of moving water.

The first layer uses traditional symbols, concentric circles, that are exaggerated and expanded out to represent water and the way it may move in ripples when struck by rain, wind, or if a rock were to hit its surface.

The top layer again references Gaagal through the representation of tidal charts, wave currents and flowing tides and emulating the non-stop movement of the ocean.



ABOUT THE ARTIST – OTIS HOPE CAREY

Otis Hope Carey (b.1988) lives and works in the Northern Rivers of New South Wales on Bundjalung country and is a proud Gumbaynggirr / Bundjalung man.

Since Carey's first solo exhibition in 2016, NGURAALMI, at China Heights gallery in Sydney, Australia, Carey has dedicated his practice to the spiritual totemic identity of the Gumbaynggirr people called Gaagal (Ocean). When surveying Otis Hope Carey's works in their totality, three distinct bodies of work can be discerned, those being; Gaagal (Ocean), Ngalunggirr Miinggi (Healing Spirit) which focuses on the Ocean's healing qualities and Ngiinda Darrundang Gaagal (I Thank The Ocean) which incorporates his interpretations of Gaagal Yuludarla which is a ceremonial Ocean dreaming dance. The pieces hold powerful visually metaphoric line work expressing the flow of tidal patterns, rippling energy emanating from dancing feet and the unison of spirit and country for his people.

Painting predominantly on stretched canvas, Carey has also expanded his practice into bark paintings, sculptural painted logs and large form murals. Distinguished by bold line work, meticulous composition and liberal colour selection, Carey's motif visual language in conjunction with his spirituality has earned him significant recognition within and beyond the Contemporary Art sphere. In 2018 Carey was a finalist in the Brett Whiteley Travelling Art Scholarship, in 2020 he was a finalist in the Wynne Landscape prize at the Art Gallery of New South Wales and in 2023 was named GQ Men's Artist of the Year.

Carey's works have been collected in both private and public collections along with a number of privately commissioned works, murals and collaborations. Outside of these endeavours, Carey is a noted professional surfer and pillar in First Nations communities.



OUR ORGANISATION

Rain Consulting is a purpose-driven consulting firm specialising in integrated water management (IWM), stormwater management planning (SWMP), hydrology, strategic advisory, sustainability, and social impact solutions. We work with organisations across various industries (including councils, builders, and private landowners) to develop ethical, innovative, and forward-thinking strategies that create lasting value for businesses, communities, and the environment. Our services also include training and capacity building, helping clients enhance their knowledge and skills in sustainable water management, resilience planning, and environmental stewardship.

We acknowledge the land and waterways on which we work have been cared for by Aboriginal and Torres Strait Islander peoples for tens of thousands of years. As the Traditional Owners, their deep cultural and ecological knowledge has guided sustainable water management practices for generations. We respect and seek to learn from this wisdom as we work to protect and improve our waterways, recognising that collaboration with First Nations peoples is essential to achieving resilient and sustainable water outcomes.

While our offices are in Perth (on Whadjuk Noongar Country) and Chelsea, Victoria (on Bunurong Country), our work spans many other regions and Countries across Australia. We recognise and pay our respects to the Traditional Owners and Custodians of all the lands and waterways on which we operate.

We are a small but dedicated team based in Australia, employing 12 people. While we do not collect background information on our employees, to the best of our knowledge, we do not currently have any Aboriginal or Torres Strait Islander team members. However, as an equal opportunity employer, we are committed to fostering an inclusive and diverse workplace and actively encourage applications from Aboriginal and Torres Strait Islander peoples.

Rain Consulting operates on a national scale, delivering impactful projects both locally and across the country. We have two office locations: Perth, Western Australia, on the land of the Whadjuk Noongar people, and Chelsea, Victoria, on the lands of the Bunurong People of the Kulin Nation. These locations allow us to engage closely with clients, stakeholders, and communities across key regions.

With a strong commitment to sustainability, ethical business practices, and inclusivity, Rain Consulting continues to expand its reach and drive meaningful change in the industries and communities we serve.

OUR RAP

At Rain Consulting, we recognise the importance of reconciliation and are committed to playing an active role in building respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples. We are developing a Reconciliation Action Plan (RAP) as a framework to help embed reconciliation into our workplace culture, business practices, and community engagement efforts.

As a consulting firm focused on sustainability, integrated water management, and social impact, we understand that our work is inseparable from the environments, waterways, and Countries on which we operate. We will continue to learn to listen to Country and learn from Traditional Custodians, recognising that our responsibility to care for land and water is informed by tens of thousands of years of knowledge, stewardship, and connection. Learning from generations who read the land like a story, their connection guides the way we aim to work.

Our approach to implementing our RAP will be thoughtful, action-driven, and collaborative. We intend to integrate reconciliation into our policies, procurement practices, and project work, while creating opportunities for our team to listen, learn, and engage meaningfully with Aboriginal and Torres Strait Islander peoples. This includes partnering with First Nations businesses where possible, working with organisations that share our commitment to reconciliation, incorporating cultural awareness and capability training for staff, and seeking ways to support initiatives that contribute to Aboriginal and Torres Strait Islander self-determination.

We acknowledge that progress is more than steel and stone. Respect for First Peoples' deep ties to Country reminds us that sustainable futures are grounded in relationships, reciprocity, and care. This ethos is reflected in our decision to update our company constitution so that the environment and community come before profit in all business decisions.

Our reconciliation journey is still in its early stages, but we are committed to continuous learning and meaningful action. As a small and diverse company, we are dedicated to fostering an inclusive workplace that welcomes Aboriginal and Torres Strait Islander peoples, and we recognise the value of diverse perspectives. We walk on Country guided by First Peoples' wisdom - a bond with land that shows a clearer way forward.

We are honoured to have Aboriginal artist Otis Hope Carey, a proud Gumbaynggirr/Bundjalung man, contribute his artwork to our Reconciliation Action Plan. His involvement brings depth and cultural significance to our reconciliation journey, and we are grateful to have him as part of this important work.

This work is being supported by Holly Edmunds, our Executive Assistant and RAP Champion, who is helping to coordinate our internal RAP efforts, engage with stakeholders, and encourage progress toward meaningful, sustained action.

OUR PARTNERSHIPS & CURRENT ACTIVITIES

At Rain Consulting, we are committed to reconciliation and fostering meaningful connections with Aboriginal and Torres Strait Islander communities. While our reconciliation journey is still developing, we have already begun engaging in initiatives that support cultural connection, social impact, and sustainability.

One of our most significant contributions to date has been our pro bono support for the Yaluk Langa gathering place, located on the land of the Wurundjeri Woi Wurrung people at the Heide Museum of Modern Art. This site provides a culturally safe space for Aboriginal and Torres Strait Islander peoples to connect, reflect, and strengthen ties to Country. Recognising the importance of this project to the local community, we offered our consulting services free of charge, ensuring that the space could be developed without financial barriers. Supporting Yaluk Langa aligns with our values and reinforces our commitment to social impact beyond our core business operations.

Internally, we are working to deepen our understanding of Aboriginal and Torres Strait Islander cultures and histories. We encourage our team to engage with National Reconciliation Week and NAIDOC Week activities and reflect on how our work can contribute to reconciliation. Each year, we publicly acknowledge NAIDOC Week celebrations and incorporate discussions during this week into our team meetings, fostering greater awareness and engagement within our workplace. Additionally, our reports and workshops include an Acknowledgement of the Traditional Owners and Custodians of the land on which we work, ensuring that respect for Aboriginal and Torres Strait Islander peoples is embedded in our professional practices.

We are also actively collaborating with the Indigenous Land and Sea Corporation on a project in Port Smith, working on land they have acquired. This partnership reflects our dedication to supporting First Nations -led land and water management initiatives and ensuring that our expertise contributes to projects that align with Traditional Owner aspirations.

On larger-scale strategic projects, we seek to engage meaningfully with Aboriginal and Torres Strait Islander communities and, where appropriate, align with local Reconciliation Action Plans. While this is an area, we are continuing to build capability in, our intention is to strengthen our engagement by collaborating with like-minded RAP partners and incorporating reconciliation principles into our project delivery. In the future, we aim to support and co-develop initiatives such as Aboriginal and Torres Strait Islander Engagement Strategies, co-design frameworks, and Aboriginal and Torres Strait Islander Procurement Plans. By embedding these practices into our work overtime, we hope to contribute to meaningful, locally driven reconciliation outcomes that enhance cultural understanding and inclusion.

As we continue this journey, we are committed to expanding our reconciliation efforts through ongoing learning, meaningful partnerships, and actionable initiatives that contribute to positive change.



**RECONCILIATION
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Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	December, 2025	Lead: Executive Assistant (RAP Champion) Support: Director
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	July, 2026	Lead: Executive Assistant (RAP Champion)
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2026	Lead: Executive Assistant (RAP Champion)
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May- 3 June, 2026	Lead: Executive Assistant (RAP Champion) Support: Operations Manager
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June, 2026	Lead: Director Support: Executive Assistant (RAP Champion)
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	March, June, Sept, Dec (annually)	Lead: Director Support: Executive Assistant (RAP Champion)
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	September, 2026	Lead: Executive Assistant (RAP Champion) Support: Directors
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	March 2026	Lead: Executive Assistant (RAP Champion)
	<ul style="list-style-type: none"> Publish RAP on our website 	December 2025	Lead: Directors Support: IT
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	May 2026	Lead: Executive Assistant (RAP Champion) Support: Directors
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	April 2026	Lead: Operations Manager



Respect			
Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	March, 2026	Lead: Executive Assistant (RAP Champion) Support: Directors
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	February, 2026	Lead: Director Support: External party
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	March and September 2026	Lead: Executive Assistant (RAP Champion)
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	March and September 2026	Lead: Executive Assistant (RAP Champion) Support: Director
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2026	Lead: Executive Assistant (RAP Champion)
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2026	Lead: Directors Support: Executive Assistant (RAP Champion)
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First Week of July 2026	Lead: Director Support: Executive Assistant (RAP Champion)



Opportunities			
Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	April 2026	Lead: Director Support: Associate
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	March 2026	Lead: Director Support: Associates
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	July 2026	Lead: Director Support: Operations Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	August, 2026	Lead: Executive Assistant (RAP Champion)



Governance			
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RWG to govern RAP implementation. 	December, 2025	Lead: Executive Assistant (RAP Champion)
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	February, 2026	Lead: Executive Assistant (RAP Champion)
2. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	March, 2026	Lead: Director Support: Operations Manager
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	February, 2026	Lead: Director
	<ul style="list-style-type: none"> Provide support to senior leaders to effectively champion our RAP internally 	March, 2026	Lead: Director
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	December, 2025	Lead: Executive Assistant (RAP Champion) Support: Operations Manager
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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 annually	Executive Assistant (RAP Champion)
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 August annually	Executive Assistant (RAP Champion)
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September, annually	Executive Assistant (RAP Champion)
4. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	November, 2026	Executive Assistant (RAP Champion)

CONTACT

To find out more about our RAP or for general enquiries please reach out to:

hello@rainconsulting.com.au

03 8907 0068

Contact details:

Name: Holly Edmunds

Position: Executive Assistant & RAP Champion



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