







Acknowledgement

Collection House Limited (Collection House) recognises Aboriginal and Torres Strait Islander peoples as Australia's First Peoples, and the Traditional Custodians of the land where we live and work.

We pay our respect to Aboriginal and Torres Strait Islander cultures; and to Elders past, present, and emerging.

A message from our Chairman



Leigh Berkley Chairman Collection House Limited

The Board of Collection House is proud to adopt Collection House Group's Reconciliation Action Plan (RAP), a Reflect RAP, setting out our formal commitment towards reconciliation with First Nations people in Australia.

As part of its commitment to a sustainable Environmental, Social and Governance framework, Collection House is committed to Diversity, Equity and Inclusion in every jurisdiction in which it operates. Reconciliation Australia's RAP Framework provides us with a well-developed, structured and respectful approach to advance reconciliation within our sphere of influence in Australia.

By launching and executing this RAP, our objective is to learn, build trust, relationships and connections that will allow us to further develop the diversity of our workforce, create opportunities for First Nations people, and allow us to better serve our customers. The Directors are firmly of the view that a more diverse and inclusive Collection House benefits the communities in which we operate, and that a combination of

diverse skills, experiences, and cultural backgrounds improves the effectiveness and sustainability of our business.

The actions we commit to within this RAP will provide solid foundations to ensure our future RAPs pave the way for long term sustainable reconciliation. Our Reflect RAP sets measurable targets for us to achieve over the course of the next year and will capture the resounding commitment, enthusiasm and desire of our people to contribute to the exciting initiatives set out in this RAP.

The theme for National Reconciliation Week 2021 was 'more than a word'. In launching our first RAP, our commitment is now more than a word. We commit to taking meaningful actions in partnership with our people, suppliers, customers and community now and moving forward.

I am honoured to officially present our RAP and embark on this journey towards reconciliation, with the full support of the Collection House business.



'Collection House Journey'

My name is Chern'ee Sutton and I am a contemporary Indigenous artist from the Kalkadoon people, this painting is my interpretation of Collection House and their reconciliation journey.

In my painting the large light-blue, navyblue, and white community symbol in the centre of the painting represents Collection House and is painted in their corporate colours with their logo in the centre. This community symbol is surrounded by the large yellow oval, which symbolises an imagination bubble and Collection House's Purpose which is 'Reimagine how debt is done. Better'. The diverse people and arrows around the outside of the oval represent Collection House's Intent which is 'We solve complex financial problems by focusing on human connections'. The coloured U symbols (people symbols) connected to the yellow oval represents the human connection at the heart of Collection House. The vellow circle in the bottom right corner of the painting surrounded by U symbols (people symbols) represents Collection House's Corporate Social Responsibility program. The four rings symbolise the four focus areas of the program: social responsibility, protecting

the environment, respect for the law and engaging stakeholders. The three blue and white stars scattered around the outside of the painting represent the determination to deliver high-quality experiences for employees, clients, and customers.

The nine yellow and blue-dotted circles connected by the yellow spirit trails symbolise the services Collection House provides – receivables management, customer engagement, asset location, recovery and sale, business process outsourcing, credit management training, learning and development, legal and insolvency services, and hardship management. The handprints around the outside of the painting symbolise connection, community engagement, and building partnerships with First Nations people which is the focus of Collection House's Reflect Reconciliation Action Plan (RAP).

Collection House offices in Australia, New Zealand, and the Philippines are represented in the top right corner. In Australia, again surrounded by people symbols to represent human connection which is so important to Collection House, even Internationally. The Australian offices are in Brisbane –

overlooking the Brisbane River; Sydney; regional Victoria; and Melbourne — overlooking the Yarra River. The boomerang in the bottom left corner represents customers and clients returning year after year since Collection House was founded in 1994, due to the quality work and dedication of the Company and their loyal employees. Finally, the footprints represent Collection House's journey from foundation in 1994, to being listed on the ASX in 2000, to the present where they are growing as a socially responsible company and continuing their reconciliation journey.





'Collection House Journey'
Artist: Chern'ee Sutton



About the Artist

Chern'ee Sutton is a proud Kalkadoon woman and artist from Mount Isa, Queensland, Australia who is passionate about her culture and history and wants to share that with the rest of the world through her art.

Her unique style combines two worlds – traditional Aboriginal heritage with a modern contemporary twist – and has caught the eyes of collectors around the world. Chern'ee's artwork hangs in The Royal Collection in Buckingham Palace, Queensland Parliament House, and Queensland State Library. She has exhibited her artworks in London, Tokyo, Singapore, Hong Kong, Melbourne, and Sydney.

Chern'ee's artworks have been commissioned by the Queensland Government, Tennis Australia, the National Rugby League, the Royal Australian Mint, Dreamworld Theme Park, the 2018 Commonwealth Games, Rainforestation, the Australian Defence Force, Northrop Grumman, the Australian Department of Veteran Affairs, and the Australian Public Service Commission.

Due to Chern'ee's passion for reconciliation and equality, she has been an Australia Day Ambassador for the past six years and has received accolades including National NAIDOC Youth of The Year, Australia Day Awards for 2013 and 2014, Queensland Pride of Australia Award, and local NAIDOC Awards including Artist of the Year.

Chern'ee has designed the NRL's Indigenous All Stars Jerseys for four years, the most recent being 2021. Her artwork appeared on the 2018 Commonwealth Games mascot, Borobi. In partnership with the Australian Defence Force and the Royal Australian Mint, she has designed a new Indigenous Military Service \$2.00 coin.

A message from our CEO



Doug McAlpine Chief Executive Officer Collection House Limited

Together with our Board of Directors, I am proud to present Collection House's first Reconciliation Action Plan (RAP), which represents the beginning of our long-term commitment to supporting financial and social inclusion for Aboriginal and Torres Strait Islander peoples.

Our reconciliation commitment is to achieve positive outcomes in employment, customer service, and supply through targeted initiatives. This is guided by our values of better solutions, better experience, and better connection to deliver our purpose of re-imagining how debt is done. Better.

Earlier this year we launched our Environmental, Social and Governance framework, The Collective Good, which sets out four strategic focus areas where we can have a greater social impact. Our RAP is a critical part of this and underpins our aspiration to improve the cultural diversity of our organisation and reflect the diversity of the communities in which we are privileged to operate.

In our inaugural RAP we have committed to 14 initiatives, some in partnership with communities, to address social challenges and disadvantage in a structured, meaningful, and measurable way.

Collection House's Reflect RAP will be implemented over the next 12 months. It provides direction to build trusted relationships internally and externally; deepen our understanding and respect for Aboriginal and Torres Strait Islander peoples' rich history, cultures, and achievements; and promote sustainable opportunities across our business. Starting our reconciliation journey with this Reflect RAP will ensure we are well-positioned to implement effective and mutually beneficial initiatives this year and in years to come as part of our commitment to reconciliation.

Our RAP has the full support of Collection House's executive leadership team who will all oversee and contribute to the execution of our deliverables set out in this plan. Our risk and audit team will monitor our progress to ensure we deliver on our promises and maintain momentum.

Working closely with Reconciliation Australia, Chern'ee Sutton, community groups, customer advocates and our people to develop our RAP has been rewarding, insightful and extremely valuable. I am looking forward to strengthening and broadening these relationships as we continue our reconciliation journey.



A message from Reconciliation Australia



Karen Mundine Chief Executive Officer Reconciliation Australia

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

Collection House 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 over 2.3 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 Collection
House 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 Collection House, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.





About Collection House

Collection House Limited (Collection House) is a leading Australasian receivables management company, providing organisations and individuals with world-class solutions in credit management, collections, and customer care.

Founded in 1994 and listed on the Australian Securities Exchange in 2000, the Group is made up of eight brands offering a range of professional, ethical, and effective products and services.

Collection House is the only publicly listed end-to-end receivables management company in Australia. Focused on our customers, we are known for ethical and compliant business practices, as evidenced by our industry-low complaints record, and for our use of technology to evolve our service and capabilities.

Most of our 800 employees are highly skilled collection and customer service officers. As well as operations in New Zealand and the Philippines, we have 500 people across Australia in Brisbane, Melbourne, regional Victoria, and Sydney.

This provides the capacity, resources and scale required to achieve the high-quality performance and customer outcomes for which we are renowned.

Currently, 1.04% of our domestic workforce identify as Aboriginal or Torres Strait Islander. We are committed to improving employment opportunities for First Nations peoples across our business and are working in partnership with organisations and community groups to achieve this objective.

At Collection House, we have challenged ourselves to reimagine how we can apply our expertise in solving complex financial problems to assist customers and create market-leading solutions through human-centered design.

We invest in our people, systems, and processes to ensure we are delivering best-in-class, innovative solutions across voice, digital and traditional engagement channels. Collection House has the capability and experience to create customer-centric and quality driven solutions that work for business.

We consider ourselves to be a purpose-driven organisation with a renewed focus on being a socially aware contributor both operationally and culturally within financial services.





Our Purpose, Intent and Values

Our Purpose

Reimagine how debt is done. Better.

Our Intent

We solve complex financial problems by focusing on human connections.

Our Values

The core values that we embrace to deliver our purpose are:



BETTER EXPERIENCE

We show up every day to better the lives of others



BETTER SOLUTIONS

Constantly improving to deliver exceptional outcomes



BETTER CONNECTIONS

Building a better place to work is the responsibility of everyone

Our Brands and Locations



LionFinance

CollectiveLearning

SAFE HORIZONS

COLLECTION HOUSE LIMITED

Debt collection and receivables management for third parties



Debt purchasing and recovery COLLECTIVE LEARNING AND

DEVELOPMENTNationally recognised registered training provider in financial services and

SAEE HODIZONS

leadership





CLH BUSINESS SERVICES

Customer service outsourcing for third parties



Legal services including insolvency administration



Tailored debt collection services, specialising in Local Government



New Zealand supplier of receivables and debt management





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Environmental, Social and Governance at Collection House

Collection House's approach to Environmental, Social and Governance is to create value for all our stakeholders.

Following extensive internal strategic work, Collection House has established The Collective Good – an employee-led approach to Environmental, Social and Governance (ESG).

The Collective Good incorporates initiatives that are already underway as well as future commitments designed to achieve social impact and reinforce our recovery and transformation.

COLLECTION HOUSE'S INTENTION IS TO:

- Create a range of employee-led corporate responsibility and social impact programs
- 2. Build support programs for our people beyond traditional learning and development approaches
- 3. Establish industry partnerships to achieve social impact in a positive, enduring way.

Our vision is to champion financial inclusion to enable better access to financial opportunities for all. Learn more about our approach to Environmental, Social and Governance at www. collectionhouse.com.au/community.

Diversity and inclusion at Collection House

We are committed to fostering a respectful and inclusive environment to support and develop our diverse workforce across Australia, New Zealand, and the Philippines.

We believe that initiatives focused on improving diversity and inclusion across the organisation result in a materially improved understanding of our customers' individual needs, perspectives, and expectations. It also means our people can be themselves at work and feel appreciated for their contribution to our success.

Our commitment to diversity and inclusion is driven by our view that our people, clients, customers, shareholders, and communities all benefit from a just, more equitable, and inclusive Collection House.





Our Reflect RAP

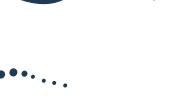
Collection House has transformed our business in recent years to improve outcomes for our customers, people, and community. We believe that now is the appropriate time to develop our first RAP, to form meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities, and increase First Nations' participation within our business.

As part of our commitment to our customers, we have a strong desire to ensure our people are appropriately equipped to have respectful and meaningful conversations with First Nations peoples and proactively seek ways to better support our customers and clients.

We are committed to learning more about the Traditional Owners of the lands on which we operate across Australia, identifying ways we can become more involved and create a deeper level of understanding and knowledge of Aboriginal and Torres Strait Islander cultures for our people.

Collection House's RAP Champion is our Customer Advocate, who will lead and oversee the development and implementation of our RAP and its actions. Our Reconciliation Action Plan Working Group are responsible for implementing our RAP by driving our action plan and working with internal and external stakeholders.







Our partnerships and current activities

Collection House has engaged with Aboriginal and Torres Strait Islander peoples and communities, informally, for many years. We now seek to formalise our strategic intentions through our inaugural RAP.

In early 2021, we started our journey toward greater inclusion of First Nations peoples by establishing our First Nations Participation Plan. This plan sets objectives to increase the number of First Nations people we employ by adopting targeted, culturally appropriate recruitment strategies and community engagement initiatives.

We have also set ourselves objectives on procurement and supplier diversity to ensure we proactively seek opportunities for Indigenous enterprise to tender and participate in our selection process for products and services we require as part of our supply chain.

We are proud to have sponsored and attended Financial Counselling Western Australia's inaugural Kimberley forum in May 2021 which focused on the experiences of Aboriginal and Torres Strait Islander peoples with banks, government, utility providers and debt collectors.

Throughout the Kimberley forum, key topics were discussed and workshopped with a common theme being accessibility. We consider this event and the learnings we have taken away as being key foundational work for our Reflect Reconciliation Action Plan (RAP) and look forward to participating again.

Collection House celebrate National Reconciliation Week and NAIDOC week across our business. We believe that reconciliation is a journey, and the execution of our RAP deliverables is just the beginning.

We are proud to be a corporate member of Reconciliation
Oueensland Incorporated.



Our action areas

Our deliverables within this Reflect RAP span across the following key action areas:

RELATIONSHIPS	
Building positive, m	_











Building positive, meaningful, and respectful relationships internally and externally	Developing improved levels of internal cultural awareness and capability	Adopting responsible and sustainable business practices	Measuring and transparently reporting our activities, impact, and learnings
Raising awareness of our RAP	Improving levels of support for culturally diverse customers and stakeholders	Improving opportunities for Aboriginal and Torres Strait Islander peoples through employment and procurement	Developing successive RAPs and initiatives focused on inclusion
Becoming an active contributor to communities in which we operate	Establishing cultural protocols	Improving financial inclusion and capability within our sphere of influence	Using our learnings for the purpose of continuous improvement



Relationships

Collection House will form internal and external relationships with Aboriginal and Torres Strait Islander peoples, businesses, and communities.

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.	Complete by September 2022	Lead: Customer Advocate Support: Head of People and Culture Support: RAP Working Group
	 Identify opportunities to attend, sponsor, and participate in community engagement events to strengthen understanding of the needs and expectations of Aboriginal and Torres Strait Islander peoples across the communities in which we operate. 	Monthly, review May, August, and November 2022	Lead: Customer Advocate
	 Research and embed best practice and principles that support respectful, productive partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Complete by May 2022	Lead: Customer Advocate Support: Head of People and Culture Support: RAP Working Group
	Research Aboriginal and Torres Strait Islander-led organisations that we could approach to collaborate with on our reconciliation journey.	Complete by June 2022	Lead: Customer Advocate Support: RAP Working Group
Participate in and celebrate National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people.	Complete by April 2022	Lead: Customer Advocate Support: Communication Officer Support: RAP Working Group
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2022	Lead: Customer Advocate Support: RAP Working Group
	Hold an internal event to celebrate NRW and encourage all employees to participate.	27 May – 3 June 2022	Lead: Customer Advocate Lead: Head of People and Culture Support: Chief Executive Officer Support: Chief Operating Officer Support: Communication Officer Support: RAP Working Group
	Encourage and support our people and senior leaders to participate in external events to recognise and celebrate NRW.	27 May – 3 June 2022	Lead: Customer Advocate Support: Head of People and Culture Support: Executive Leadership Team Support: RAP Working Group

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ACTION	DELIVERABLE

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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Establish a communication plan to raise awareness among all Collection House people about our Reconciliation Action Plan commitments and intent.	Complete by February 2022	Lead: Customer Advocate Support: Communication Officer Support: RAP Working Group
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Complete by April 2022	Lead: Customer Advocate Support: RAP Working Group Support: Head of People and Culture
	 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	Complete by April 2022	Lead: Customer Advocate Support: RAP Working Group
3. Promote reconciliation through our sphere of influence	Establish a plan to engage internal stakeholders to ensure they are aware of their Reconciliation Action Plan responsibilities.	Complete by March 2022	Lead: Customer Advocate Support: Head of People and Culture Support: Communication Officer Support: RAP Working Group
	Update the Executive leadership team on our Reconciliation Action Plan progress.	Monthly, review May 2022	Lead: Customer Advocate Support: RAP Working Group
	Communicate our Reconciliation Action Plan journey to our key external stakeholders through: Social Media Corporate Website Intranet Internal Communications Newsletters Community Engagement Events Client and Stakeholder Meetings Annual Report	Monthly, review February, May, August, and November 2022	Lead: Customer Advocate Support: Executive Leadership Team Support: Communication Officer Support: Operations Manager Support: Client Liaison Officer Support: RAP Working Group
	Develop and host a Reconciliation Action Plan launch event.	Complete by February 2022	Lead: Customer Advocate Support: Chief Executive Officer Support: Chief Operating Officer Support: Head of People and Culture Support: Communication Officer Support: RAP Working Group





Respect

Collection House will improve awareness and capability among our people about Aboriginal and Torres Strait Islander cultures, challenges, and achievements.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Investigate Aboriginal and Torres Strait Islander learning and development to improve cultural awareness and understanding.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights, within our organisation.	Complete by November 2022	Lead: Customer Advocate Support: Head of People and Culture Support: Head of Collective Learning Support: Learning and Development Specialist(s) Support: RAP Working Group
	Conduct a review of cultural learning needs within our organisation.	Complete by September 2022	Lead: Head of Collective Learning Support: Customer Advocate Support: Learning and Development Specialist
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Complete by July 2022	Lead: Customer Advocate Support: Site Manager Support: RAP Working Group
Demonstrate respect to Aboriginal and Torres	Prepare Acknowledgement of Country for our people when addressing an audience internally or externally.	Complete by September 2022	Lead: Customer Advocate Support: RAP Working Group
Strait Islander peoples by observing cultural protocols.	Increase our peoples understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Complete by September 2022	Lead: Head of People and Culture Support: Chief Executive Officer Support: Head of Collective Learning Support: Customer Advocate Support: Learning and Development Specialist Support: Communication Officer Support: RAP Working Group
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information among our employees about the meaning of NAIDOC Week.	3 July – 10 July 2022	Lead: Customer Advocate Support: Chief Executive Officer Support: Head of People and Culture Support: Head of Collective Learning Support: Communication Officer Support: RAP Working Group

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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Introduce our employees to NAIDOC Week by promoting external events in our local area.	July 2022	Lead: Customer Advocate Support: Chief Executive Officer Support: Head of Collective Learning Support: Head of People and Culture Support: RAP Working Group
	 Promote our participation in NAIDOC Week activities to key stakeholders to encourage other individuals and organisations to get involved. 	June - July 2022	Lead: Customer Advocate Support: Chief Executive Officer Support: RAP Working Group
	RAP Working Group to participate in an external NAIDOC Week event.	3rd July – 11 July 2022	Lead: Customer Advocate
8. Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance.	Develop a list of Aboriginal and Torres Strait Islander dates of significance to recognise and celebrate internally and externally.	Complete by February 2022	Lead: Customer Advocate Support: Communication Officer Support: RAP Working Group
	 Form internal working groups to develop and execute whole of organisation, employee engagement events and initiatives to celebrate Aboriginal and Torres Strait Islander dates of significance. 	Monthly, review May 2022	Lead: Customer Advocate Support: Head of People and Culture Support: Head of Collective Learning Support: Communications Officer Support: RAP Working Group



Opportunities

Collection House will actively pursue opportunities to improve economic, social, and financial inclusion for Aboriginal and Torres Strait Islander peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development across Collection House.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Complete by April 2022	Lead: Head of People and Culture Support: Chief Operating Officer Support: Customer Advocate Support: Chief Legal Officer Support: RAP Working Group
	 Develop detailed understanding of current Aboriginal and Torres Strait Islander employment demographics to inform future employment and professional development opportunities. 	Complete by April 2022	Lead: Head of People and Culture Support: Customer Advocate Support: RAP Working Group
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a shared internal understanding of the mutual benefits of sustainable procurement from Aboriginal and Torres Strait Islander owned enterprise.	Complete by April 2022	Lead: Customer Advocate Support: Chief Financial Officer Support: Chief Technology Officer Support: Facilities and Procurement Supervisor/Officer Support: RAP Working Group
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Complete by May 2022	Lead: Procurement Supervisor Support: Customer Advocate Support: Chief Financial Officer Support: Chief Technology Officer Support: Facilities and Procurement Officer Support: RAP Working Group
	Investigate Supply Nation and the potential benefits of membership to support our Reconciliation Action Plan.	Complete by July 2022	Lead: Customer Advocate Support: Facilities and Procurement Supervisor/Officer Support: RAP Working Group

Governance

Collection House will develop governance processes to inform and guide the implementation of our Reflect RAP. We will transparently report our progress and use our learnings to help shape future RAPs.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Form a RWG to inform and govern RAP implementation.	Formed by February 2022	Lead: Customer Advocate Support: Head of People and Culture
11. Establish and maintain an effective RAP Working	Draft a Terms of Reference for the RWG.	Complete by January 2022	Lead: Customer Advocate Support: Head of Compliance
Group (RWG) to drive governance of the RAP.	Establish Aboriginal and Torres Strait Islander employee representation on the RWG.	Complete by February 2022	Lead: Customer Advocate Support: Head of People and Culture
	Invite Collection House Board members and members of the Executive Leadership Team to join and participate in RAP meetings.	Monthly from February 2022	Lead: Chief Executive Officer Support: Customer Advocate
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource and funding needs for RAP implementation.	Complete by February 2022	Lead: Customer Advocate Support: Chief Financial Officer Support: Chief Executive Officer Support: Chief Legal Officer Support: Financial Controller Support: RAP Working Group
	Engage senior leaders in the delivery of RAP commitments.	Monthly, review June 2022	Lead: Customer Advocate Support: Chief Technology Officer Support: Chief Executive Officer Support: Chief Legal Officer Support: Chief Operating Officer Support: Chief Financial Officer Support: RAP Working Group
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Complete by January 2022	Lead: Customer Advocate Support: Senior Manager, Business Insights and Analytics Support: Head of Internal Audit Support: Project Manager Support: RAP Working Group

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	ACTION	DELIVERABLE	TIM
1	Build accountability and transparency		

DELIVERABLE	TIMELINE	RESPONSIBILITY

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.

Complete by 30 September 2022

Lead: Customer Advocate Support: Senior Manager, Business Insights and Analytics Support: RAP Working Group

- 14. Continue our reconciliation journey by developing our next RAP.
- Register via Reconciliation Australia's website to begin developing our next RAP.

Complete by December 2022

Lead: Customer Advocate Support: Head of People and Culture Lead: RAP Working Group

Contact

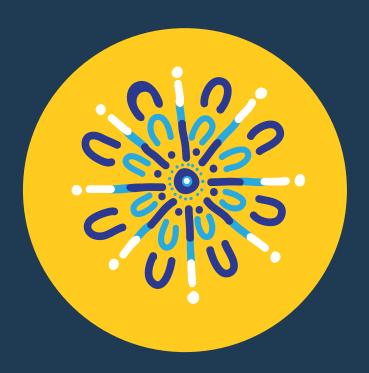
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