

ARIS ZINC GROUP Pty Limited (AZG) - ABN: 88 638 685 695 and Strategic Executive Solutions Pty Ltd (SES) - ABN: 49 088 226 822



# **ACKNOWLEDGEMENT OF COUNTRY**

We recognise and value the important contributions of First Peoples to our society and economy. In the spirit of reconciliation, we recognise and acknowledge the Traditional Custodians of country throughout the Commonwealth and their connections to land, sea, sky, and community. We continue to pay our respect to their Elders past, present and emerging. We are committed to reconciliation and promoting the rights and opportunities of all peoples.

This Reflect Reconciliation Action Plan outlines the foundations of our reconciliation journey. It represents our commitment to learning, listening, and building respectful relationships with Aboriginal and Torres Strait Islander peoples. This RAP focuses on establishing internal awareness, identifying partnerships, and embedding reconciliation principles into our governance and operations. Through reflection and action, we will prepare for our next stage — the Innovate RAP (2027–2029).

## FORWARD FROM THE MANAGING DIRECTOR

At Aris Zinc Group and our subsidiary Strategic Executive Solutions, we recognise that reconciliation is a shared responsibility built on mutual respect, understanding, and meaningful action. We are proud to reaffirm our commitment to reconciliation and to creating a future where Aboriginal and Torres Strait Islander peoples are respected, represented, and empowered. Through this Reflect Reconciliation Action Plan (RAP), we continue our journey to strengthen relationships between First Peoples and the broader Australian community. This plan builds upon our values of inclusion, diversity, and respect foundations that guide everything we do as an organisation.

We believe reconciliation is everyone's business too. It begins where we live, work, and connect as a community. We proudly stand with Reconciliation Australia in their mission to enable and inspire every Australian to contribute to a more reconciled nation. This belief underpins our decision to formally register our Reconciliation Action Plan (RAP) - RAP Registration ID: 067753. This revised Plan, Reflect Reconciliation Action Plan, has an Implementation Period of 1 July 2025 to 30 June 2027.

We recognise the importance of building strong, respectful, and mutually beneficial relationships with First Peoples in all communities. Our commitment to reconciliation is woven into our purpose to create opportunities, foster growth, and deliver impact that uplifts all communities.

**Manoj Achuthan** 

Managing Director, ARIS ZINC GROUP PTY LTD

RRAP AZG SES CBR 2025 v1.0





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# 1. OUR VISION, MISSION AND CORE VALUES

#### **Our Vision**

To help our people and our clients grasp new potential by creating meaningful opportunities, supporting growth at every stage, and delivering inclusive, human-centred services that empower lasting success.

#### **Inclusive Vision**

Our Reflection Inclusive Vision is to create a workplace that is inclusive, respectful, and supportive of First Peoples. We will strive to:

- Create mutual respect, building trust and understanding between our organisation and First Peoples communities.
- Increase First Peoples employment, training and career development opportunities.
- Procure products and services from First Peoples-owned and operated businesses as a priority.
- Recognise and celebrate First Peoples culture, history and achievements through sharing and learning "ngapartji nagpartji"

"together we innovate."

#### **Our Mission**

Making our work environment diverse and every customer experience collaborative and inclusive we are committed to fostering a culture where every individual is respected, supported, and empowered to contribute meaningfully.

Through our employee and contractor care programs, veteran transition support, and people-first service model, we deliver solutions that reflect the strengths of diverse perspectives and lived experiences.

We aim to lead by example integrating ethical practice, professional integrity, and a deep respect for human value into everything we do. From internal operations to client delivery, our mission is to create positive impact by building workplaces and partnerships that reflect the communities we serve.

"together we achieve"





#### Our Value Statement

## Integrity into Action

We look beyond the brief and encourage exploration. We uphold transparency, accountability, and ethical practice in every decision—earning trust through consistency and care.

"together we inspire."

#### **Our Values**

## Strength Through Inclusion

We believe diverse voices, backgrounds, and experiences strengthen our workplace, shape better solutions, and create lasting value.

## Courage to Adapt

We embrace change with confidence, using innovation and agility to turn uncertainty into opportunity for our people and clients.

## **Human-Centred Impact**

We design every service, program, and partnership to support real people with empathy, dignity, and long-term wellbeing at the core.

# 2. OUR STORY

We are committed to achieving gender equality and pay parity, recognising their importance in driving organisational success and social responsibility. Through transparent remuneration practices, diverse leadership development, and measurable inclusion goals, we create a workplace where every individual can thrive.

Our commitment to Diversity, Equity, and Inclusion (DEI) ensures that all peoples especially those historically under-represented are given fair access to opportunity, respect, and belonging.

# Our Guiding Philosophy - Ngapartji Ngapartji ("Giving Back")

At the heart of inclusiveness lies reciprocity. *Ngapartji ngapartji* reminds us that giving back is not an act of charity but a relationship of shared respect, responsibility, and benefit. Through this principle, we aim to ensure that every collaboration, every programme, and every success contributes meaningfully to the advancement of First Peoples and their communities.





## 3. OUR COMMUNITY

We recognise that diversity strengthens decision-making, innovation, and long-term business success. Our goal is to create an environment where all employees and partners regardless of gender, culture, background, or ability can reach their full potential.

#### "together we innovate."

We acknowledge "First Nations peoples," "Aboriginal and Torres Strait Islander peoples," and "First Peoples" are used interchangeably throughout this document, acknowledging the diversity and sovereignty of Aboriginal and Torres Strait Islander communities across Australia.

## 4. OUR COMMITMENT

We align our practices with our obligations under WGEA (Workplace Gender Equality Agency) reporting standards by maintaining:

- Transparent salary structures and equitable remuneration practices.
- Regular pay equity audits.
- Balanced gender representation across all levels of leadership.

We also set clear diversity and inclusion goals linked to performance metrics, leadership accountability, and community engagement outcomes.

Why it matters: Companies that prioritise DEI experience stronger morale, higher engagement, improved retention, and greater innovation across all levels of the organisation.

# Our Reconciliation Roadmap 2025 - 2031

- Reflect RAP (2025–2027) "Building the Foundations"
- Innovate RAP (2027–2029) "Deepening Relationships and Action"
- Inspire RAP (2029–2031) "Leadership and Legacy"

# Monitoring & reporting

We monitor and report on the progress of our RAP through the following measures:

Regular reporting on our First Peoples employment, training and procurement targets and progress;





- Annual reviews of our RAP and consultation with First Peoples stakeholders to ensure its ongoing relevance and effectiveness;
- Engagement with external stakeholders, such as Reconciliation Australia, to seek feedback and support;
- WGEA government reporting; and
- Collaboration projects through our charity: ARIS TECH Foundation & Academy

## 5. OUR ACTION FOR FIRST NATIONS

- Leadership development for women and under-represented groups.
- Mentorship and return-to-work pathways for parents and carers.
- Flexible work arrangements that support work-life balance.
- Equal access to professional development and promotion opportunities.
- Clear career pathways with certification support for all.
- "Life After Uniforms" transition programs to help veterans build new careers.
- Internships and traineeships embedded across all managed service teams.
- Inclusion awareness initiatives celebrating all cultures together.

## 6. RECONCILIATION COMMITMENT

# **Acknowledgement of Country**

We recognise and value the important contributions of First Peoples to our society and economy. In the spirit of reconciliation, we acknowledge the Traditional Custodians of Country throughout Australia and their enduring connections to land, sea, sky, and community. We pay our respects to their Elders past, present, and emerging and reaffirm our commitment to promoting reconciliation and the rights and opportunities of all peoples.

At Aris Zinc Group (AZG) and Strategic Executive Solutions (SES), reconciliation is more than a statement of recognition it is an organisational and personal responsibility. It represents our belief that genuine progress begins with understanding, continues through collaboration, and is sustained by accountability.

We recognise that reconciliation is not a single initiative but a continuous journey that calls for commitment, reflection, and growth. We stand together with Aboriginal and Torres Strait Islander peoples to foster relationships built on respect, trust, and shared purpose.





#### **Our Commitment in Practice**

Our reconciliation actions are embedded across our culture, business systems, and community engagement programmes. We strive to ensure reconciliation is not a symbolic gesture but an operational pillar guiding how we lead, recruit, educate, and invest.

## **Embedding Cultural Awareness and Learning**

- Incorporating Aboriginal and Torres Strait Islander cultural awareness into all staff inductions and leadership development programmes.
- Partnering with First Peoples educators and organisations to deliver learning experiences that build understanding, empathy, and shared respect.
- Celebrating key cultural events such as National Reconciliation Week and NAIDOC Week, ensuring participation across all sites and teams.

#### Cultural Safety and Inclusion in the Workplace

- Creating culturally safe work environments that empower employees to share their identity without fear or bias.
- Providing leadership and HR teams with training on cultural competency, inclusive recruitment, and respectful engagement.
- Reviewing workplace policies to ensure alignment with principles of equity, fairness, and cultural respect.

## Supporting Employment, Training, and Career Pathways

- Increasing opportunities for Aboriginal and Torres Strait Islander peoples through employment, training, internships, and contracting pathways.
- Working with community-led employment services, universities, and training organisations to support Indigenous participation in STEM, management, and environmental projects.
- Offering scholarships, mentorships, and leadership development initiatives for emerging First Nations professionals.

## Indigenous Procurement and Economic Empowerment

- Prioritising procurement from Aboriginal and Torres Strait Islander–owned businesses across all operational areas, including project delivery, consultancy, and community engagement.
- Registering and participating in Supply Nation and similar platforms to expand access to Indigenous suppliers.
- Embedding Indigenous procurement targets into departmental budgets and ESG performance frameworks.





#### Community Partnerships and Social Impact

- Partnering with local Aboriginal community-controlled organisations, Elders, and youth programmes to create mutual benefit and long-term impact.
- Supporting educational and cultural preservation initiatives that strengthen intergenerational connection and learning.
- Engaging our staff in volunteering and community participation programmes that support reconciliation on a local level.

## Governance, Reporting and Accountability

- Integrating reconciliation objectives into business strategy and executive KPIs.
- Conducting annual internal reviews of our RAP progress and external consultation with First Peoples advisors and Reconciliation Australia.
- Reporting transparently on employment, procurement, and engagement outcomes to WGEA and other relevant bodies.
- Publishing progress updates within the ARIS TCH Foundation & Academy platform to promote shared learning and continuous improvement.

## 7. INCLUSIVENESS

At Aris Zinc Group and Strategic Executive Solutions, inclusiveness is not a policy it is a shared principle that defines who we are and how we operate. Our commitment extends beyond compliance or acknowledgment; it is about embedding respect, representation, and equity in every interaction, decision, and partnership.

We recognise that true inclusiveness begins with awareness and continues through action by creating systems, environments, and opportunities that empower First Peoples to participate fully and lead meaningfully in our organisation, our industry, and our community.

We will continue to create a workplace that is inclusive, respectful, and supportive of All Peoples, including First Nations Peoples. This means actively designing a adaptive culture where every person regardless of heritage, background, or ability feels seen, heard, and valued.





# 8. CULTURAL SAFETY AND WELLBEING

We are committed to creating culturally safe workplaces where Aboriginal and Torres Strait Islander employees, clients, and partners feel respected, valued, and supported.

Cultural safety extends beyond awareness—it is about ensuring that our systems, communication, and leadership enable everyone to participate freely and confidently without fear of discrimination or marginalisation.

## Our Approach

- Embed cultural safety principles in our HR and People & Culture frameworks.
- Provide leaders with training on culturally responsive management and engagement.
- Ensure inclusive practices in recruitment, onboarding, and daily operations.
- Designate cultural liaison contacts in each region to provide confidential support.
- Celebrate and respect cultural and ceremonial leave for Aboriginal and Torres Strait Islander employees.

## Our Wellbeing Focus

We recognise the intersection between culture, identity, and wellbeing. Our wellbeing initiatives will:

- Offer access to culturally competent counselling and Employee Assistance Program (EAP) services.
- Promote peer support and mentoring networks for Aboriginal and Torres Strait Islander employees.
- Integrate wellbeing and belonging as part of performance and leadership metrics.

By fostering cultural safety and wellbeing, we ensure reconciliation is lived through respect and care for every individual in our organisation.

# 9. MONITORING & REPORTING

We monitor and report on the progress of our RAP and DEI initiatives through:

Regular reporting on First Peoples employment, training, and procurement targets.





- Annual reviews of our RAP with consultation from First Peoples stakeholders to ensure relevance and effectiveness.
- Engagement with external partners such as Reconciliation Australia for guidance and feedback.
- Compliance with WGEA government reporting and diversity metrics.
- Collaboration projects through ARIS TECH Foundation & Academy, supporting community learning and development.

# 10. OUR BUSINESS

Organisational Context	Description
Organisation	Aris Zinc Group Pty Ltd and subsidiaries (including Strategic Executive Solutions Pty Ltd).
ABNs	AZG – 88 638 685 695   SES – 49 088 226 822
Industry	Professional & Managed Service   ICT Services   Workforce Solutions   ESG Consulting   Payroll Services
Number of Employees in Australia	10
Number of Interns in Australia	2
Number of Contractors in Australia	150+
Number of Aboriginal and/or Torres Strait Islander (First Nations) Employees and Contractors	"Currently our organisation has 2 known staff who identify as First Nations Peoples. Through this RAP, we will explore culturally appropriate ways to collect this information and increase this by 2 more by July 2026."
Geographic Reach	National
Operating City Locations	Canberra (Head Office)   Sydney   Melbourne   Brisbane   Adelaide   Hobart   Perth   Darwin

# 11. BASELINE DATA AND TARGETS

Establishing clear baseline data and measurable targets ensures transparency and accountability in our reconciliation journey.

# Current Baseline (as of June 2025)

Aboriginal and/or Torres Strait Islander | First Nations employees: 2





- Indigenous suppliers engaged: 1 (baseline year).
- Cultural awareness training participation: 100% of staff

# Targets (for 1 July 2025 – 1 July 2027)

Area	Baseline	Target by 2027	Measure
Employment	2	Minimum 2 Aboriginal and/or Torres Strait Islander employees	HR data
Procurement	1	At least 5 Indigenous suppliers and/or service partners by Q4 2026	Procurement records
Cultural Training	20%	100% of staff trained annually	Training register
Community Engagement	Ad hoc	Participate in minimum 2 community projects per year	ESG report
RAP Engagement	Initial setup	Quarterly reporting and annual external review	RAP dashboard

Note: By publicly committing to these targets, we aim to translate our intentions into measurable action and ensure continuous progress.

# 12. OUR RAP

# Reason for Developing a RAP

To formalise our commitment to reconciliation, promote cultural understanding, and strengthen engagement with Aboriginal and Torres Strait Islander communities.

# Implementation Overview

- Quarterly internal RAP progress reports | inclusion in Annual Report.
- Engagement with First Nations stakeholders for advice and validation.
- Each business division represented in the RAP Working Group.
- Establishment of a First Nations Advisory Panel for consultation.
- Leadership accountability for implementation outcomes.

# 13. GOVERNANCE AND ACCOUNTABILITY

Reconciliation is a shared responsibility guided by leadership accountability and supported by clear governance.





# **RAP Oversight**

The Managing Director serves as the main RAP Champion, ensuring strategic alignment and executive sponsorship.

- The Board of Directors receives biannual RAP progress reports.
- The RAP Working Group (RWG) drives implementation, reporting quarterly to the FSG Office.

## Leadership Accountability

- RAP objectives are linked to executive and departmental KPIs.
- All senior leaders are responsible for integrating reconciliation commitments into operational planning.
- Progress is measured through defined indicators, including cultural training participation, Indigenous procurement outcomes, and engagement feedback.

## Transparency and Reporting

- RAP outcomes are reported internally via the staff intranet and externally through ESG and WGEA submissions.
- Annual reconciliation achievements will be featured in the Aris Zinc Group Sustainability Report.
- This governance model ensures that reconciliation is embedded across leadership, operations, and culture not managed in isolation.

# 14. OUR PARTNERSHIPS / RELATIONSHIPS

While our reconciliation journey is still developing, we continue building and expanding networks with Indigenous | First Nations suppliers to enhance community participation.

Our future focus includes:

- Collaborative projects with First Peoples organisations.
- Cultural learning and immersion programmes for staff.
- \* Recognition and celebration of NAIDOC Week and Reconciliation Week.
- Shared learning exchanges with Indigenous business networks.

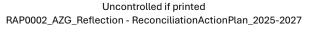
# 15. CASE STUDIES AND LEARNINGS

Practical examples bring our commitments to life and demonstrate how reconciliation informs real outcomes.

# Case Study 1 – Cultural Awareness in Action

During NAIDOC Week 2025, staff across Canberra participated in cultural learning RRAP AZG SES CBR 2025 v1.0 Published Page







through local First Nations artists. These sessions deepened understanding of connection to Country and inspired cross-team dialogue about respect, identity, and inclusion. "Feedback from participants is being used to refine our 2026–2027 action priorities and inform the design of our next Innovate RAP."

## Case Study 2 – Procurement Collaboration

All tenders for managed services through Strategic Executive Solutions engaged a First Nations company for procurement and cyber security inclusion. Further, the leadership team undertook First Nations awareness and inclusion training. This partnership not only strengthened our supplier diversity program but also built lasting relationships with community business leaders. "Feedback from participants and community partners is being used to refine our 2026–2027 action priorities and inform the design of our next Innovate RAP."

## **Learning Outcomes**

- Staff expressed a stronger sense of purpose and cultural awareness.
- Managers developed practical knowledge of Indigenous procurement processes.
- The organisation identified opportunities to expand community partnerships across new regions.

# 16. PILLARS AND DELIVERABLES

Pillar	Action	Outcome	Timeline
Relationships	Acknowledge Country at all corporate and community events	Continue to promote respect and cultural awareness across teams	Ongoing
Respect	Deliver cultural awareness training annually	Continue to build understanding and respect for Aboriginal and Torres Strait Islander cultures	Annually
Opportunities	Our procurement policies favour Indigenous-owned businesses	Continue to increase First Peoples participation in our supply chain by adding more first nations suppliers	Ongoing
Governance	Establish RAP Working Group and First Nations Advisory Panel	Continue to ensure accountability, guidance, and reporting integrity.	Q4 2025



RECONCILIATION ACTION PLAN

Pillar	Action	Outcome	Timeline
Education	We include cultural learning in induction and leadership programs	Identify and engage a local First Nations consultant or Elder advisor to join the RWG. Host first joint advisory session with community stakeholders.  Continue to embed reconciliation into organisational culture	Ongoing
ESG	Environmental Social Governance and ISO 26000 adoption	Include a permanent First Nations representative or advisory seat on the ESG Committee.	Q1 2026

# 17. RISK MANAGEMENT

To maintain integrity and momentum, we proactively assess risks that could affect RAP delivery and set mitigation actions.

Potential Risk	Impact	Treatment Strategy: Mitigation
Lack of cultural representation or input	Reduced relevance and authenticity	Engage Indigenous consultants to guide implementation
Insufficient staff engagement	Slower progress or tokenistic participation	Conduct regular communication, training, and inclusion events
Data gaps or inaccurate reporting	Inability to track progress	Develop centralised RAP data dashboard via ESG Office
Competing business priorities	Risk of deprioritisation	Integrate RAP deliverables into business KPIs and ESG framework
Reputational risk from inaction	Credibility damage	Publicly report on progress and invite community review annually

Note: Proactive risk management ensures accountability and sustainability throughout the RAP cycle.





## 18. RAP WORKING GROUP

- RAP Champions: Manoj Achuthan, Managing Director and Soni Shrestha, BMCO
- Members: Representatives from Culture, CIS and ESG Office, Leadership, and Operational Teams.
- Aboriginal and/or Torres Strait Islander (First Nations) Representation: We are currently seeking to engage with a local First Nations leader to ensure representation and cultural oversight and to establish quarterly dialogue with local Elders or a community reference group to guide RAP progress and ensure cultural appropriateness to satisfy the Reflect RAP expectation for ongoing community consultation.

## 19. NEXT STEPS: OUR RECONCILIATION ROADMAP

## Reflect RAP (2025-2027) Building the Foundations

This Reflect Reconciliation Action Plan (RAP) lays the groundwork for a sustainable and long-term reconciliation journey within Aris Zinc Group and its subsidiaries. During this period, our focus is on establishing awareness, structure, and relationships that will form the basis of future growth and collaboration with First Peoples communities.

Our key priorities during the Reflect stage are to:

- Embed reconciliation principles within our corporate values, ESG framework, and operational policies.
- Strengthen internal cultural awareness and competency across all levels of the organisation.
- Identify and build relationships with local Aboriginal and Torres Strait Islander stakeholders, Elders, and suppliers.
- Establish baseline data, targets, and governance mechanisms to measure and report progress transparently.
- Develop confidence, understanding, and leadership accountability around reconciliation.

By the conclusion of this RAP cycle, we will have developed a strong foundation of internal engagement, authentic community relationships, and measurable progress in employment, procurement, and inclusion.

# Innovate RAP (2027–2029) Deepening Relationships and Action

Our next milestone will be the development of an *Innovate RAP* that builds upon the relationships, systems, and understanding established during this period.





This phase will deepen the relationships and systems established through our Reflect RAP, moving from planning and awareness to implementation and impact.

During this stage, we will:

- Expand our engagement with Aboriginal and Torres Strait Islander businesses, creating long-term partnerships and commercial opportunities.
- Increase employment, training, and leadership pathways for First Nations peoples across all business divisions.
- Introduce structured mentoring programmes that pair emerging Indigenous leaders with Aris Zinc Group executives.
- Embed cultural learning and accountability into performance frameworks, leadership KPIs, and ESG reporting cycles.
- Establish memoranda of understanding (MOUs) with community-controlled organisations, education providers, and cultural partners to formalise collaboration.
- Publish an annual Reconciliation Impact Report highlighting measurable progress, challenges, and future commitments.

The Innovate RAP will represent a period of implementation, maturity, and collaboration, where reconciliation becomes fully integrated into our culture, systems, and community relationships.

# Inspire RAP (2029-2031) Leadership and Legacy

By 2029, our goal is to transition into the *Inspire RAP*, a phase defined by leadership, advocacy, and measurable national impact.

Through the Inspire RAP, we will shift from internal integration to external influence, championing reconciliation across our industry and within the communities we serve.

Our vision for this phase includes:

- Establishing Aris Zinc Group as a recognised reconciliation leader within the corporate and professional services sector.
- Expanding our network of First Nations suppliers, partners, and joint ventures to drive economic empowerment.
- Launching education, innovation, and technology initiatives through the ARIS TECH Foundation & Academy to support Indigenous youth and entrepreneurs.
- Providing scholarships, traineeships, and leadership development opportunities that create tangible pathways for success.
- Hosting national roundtables or forums that bring together industry leaders, community representatives, and policymakers to promote reconciliation through innovation.





Sharing our learnings and models of success with other organisations seeking to begin or strengthen their reconciliation journey.

The Inspire RAP will symbolise our long-term legacy — where reconciliation is no longer a project but a living, enduring practice woven into the fabric of our business and community impact.

# Our Long-Term Vision

From reflection to innovation, and finally to inspiration, our reconciliation journey is one of continual growth, shared responsibility, and transformation.

Each stage will strengthen our ability to contribute meaningfully to a reconciled Australia where equality, respect, and opportunity are lived values, not aspirations.

#### **Future Goals**

- Expand employment and procurement initiatives with measurable community outcomes.
- Formalise First Nations partnerships through Memoranda of Understanding (MOUs).
- Increase leadership participation in reconciliation activities and public reporting.
- Integrate reconciliation into every business division's operational strategy.

"Our journey does not end with reflection—it evolves into action, partnership, transformation, empowerment, and enduring impact" Elizabeth J Christiansen, Global Partner | CTO Aris Zinc Group

# 20. PUBLIC CONTACT INFORMATION

# **Designated RAP Contacts**

Culture Program	Safety and Security Program
Name: Soni Shrestha	Name: Kay Bambawale
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