



RECONCILIATION
ACTION PLAN

REFLECT

Reconciliation *Action* Plan

January 2025 – January 2026



Acknowledgement of Country

The BlueFit Group acknowledges the Traditional Owners of Country throughout Australia. We pay our respects to Elders past and present.

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RAP Artwork



Artwork Explanation

This artwork design centres around the community of BlueFit, and the range of programs that cater to the diverse communities they service. The artwork tells a story of reconciliation through respect, partnerships, connection to Country and community.

The background has symbols of people and meeting places to represent all the various locations and communities of Bluefit. I have also included symbols of waterholes and wattle to represent connection to Country as well as sustainability as a contributor to reconciliation.

In the centre of the artwork is a beautiful big meeting place to represent BlueFit as a nationwide organisation where community members come together to enjoy leisure centres, community sport and recreational programs. Branching out of this meeting place are 6 interconnected symbols which have been strategically chosen to reflect BlueFit's values.

Community

These footsteps are all travelling in the same direction, representing a collective effort in supporting one another and to achieve goals together. Three sets of footsteps have been included which symbolise the past, present and future communities which BlueFit shares a connection with.



Partnership

Two hands coming together, representing the partnership between First Nations Groups and the wider community working together towards reconciliation. This also aligns strongly with BlueFit who pride themselves on offering a true transparent partner in leisure service delivery, asset management and community sport and recreation planning.



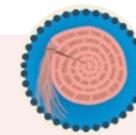
Transparency

A symbol that represents clarity and optimism, the sun was chosen to shine light onto BlueFit. Transparency is part of BlueFit's best practice, and is their commitment to true partnership.



Innovation

Weaving shows resourcefulness, cultural continuity and adaptability. At BlueFit whether it is driving digital transformation within the industry or implementing environmentally sustainable practices within their facilities, they are driven by the passion to innovate.



Quality

The waterhole, reflecting on quality water as the giver and sustainer of life, and tying back into the key element of BlueFit's leisure and aquatic centres.



Safety

Pipis have a natural hard shell which protects its vulnerable interior. This symbolises the importance of creating a safe environment that keeps individuals and communities safe from harm.

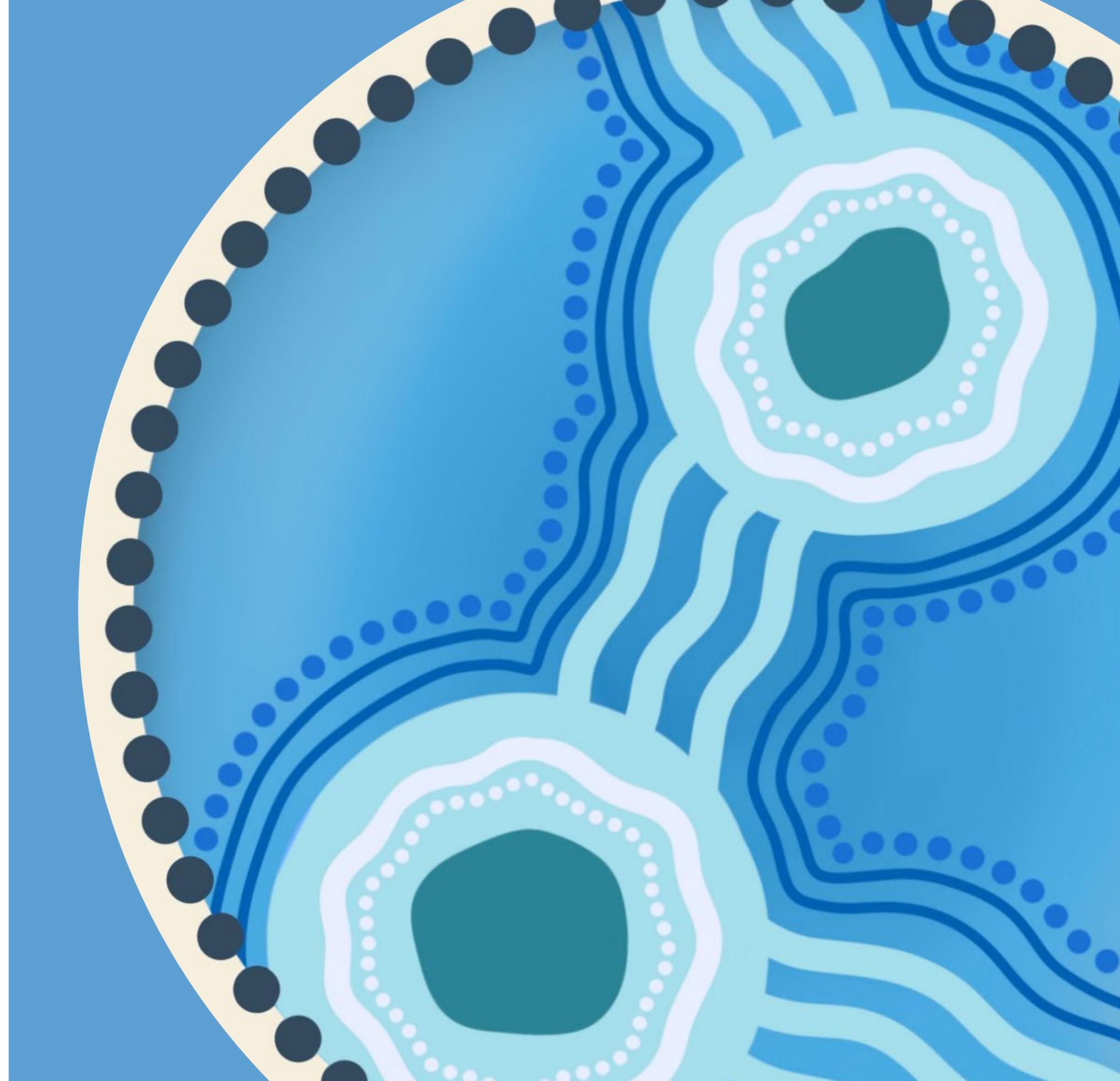


About the Artist

Caitlin Trindall is a proud Gomeri woman and the creator of Mirii Art. As a mixed-media artist and business-woman, Caitlin draws upon her own life experiences to create unique contemporary artworks that bring Aboriginal art and culture into everyday spaces and conversations.

Born and raised in Sydney, on Dharawal Country, Caitlin has always been encouraged to explore her creativity, with her parents and grandparents all engaging in various creative art forms. Caitlin first began painting in 2016 as a way to connect to her Grandfather in Narrabri despite being physically apart. Inspired by her Grandfather, she has since developed a strong love and passion for creating all kinds of artworks including painting on canvas, digital art, large-scale murals, jewellery and homewares. Caitlin's artwork is a considered combination of both traditional and contemporary art. She uses traditional symbols to share stories and messages within the artwork, and will pair these with bright vibrant colours to create a modern feel. In addition to this, Caitlin delivers creative workshops within the community, embedded with cultural knowledge, to ensure Aboriginal knowledge and traditions are passed on to future generations.

Caitlin has worked with many clients across Australia, and enjoys building connections with people and communities through her artistic journey.



Message From Our CEO

At BlueFit, our mission to Inspire Community Activity goes hand in hand with our commitment to fostering inclusive, welcoming, and culturally safe spaces. As a national leisure facility management company, we are privileged to operate on the lands of Aboriginal and Torres Strait Islander peoples and take seriously our responsibility to honour and celebrate the histories, cultures, and contributions of First Nations peoples within the communities we serve. Our inaugural Reconciliation Action Plan (RAP) is a significant milestone in our journey toward reconciliation. While we are in the early stages of formalising this journey, the values of respect, equity, and inclusion have always been central to how we operate. This RAP provides a framework for us to deepen our understanding, build stronger relationships, and embed reconciliation into every facet of our business. With over 60 facilities nationwide, more than 10 million annual attendees, and over 2,600 staff members, BlueFit is uniquely positioned to influence meaningful change. Our RAP underscores our dedication to recognising and celebrating the contributions of Aboriginal and Torres Strait Islander peoples, not only in the communities we serve but also within our workforce. I am particularly proud of the pathways we have established, such as our school-based traineeships through Leisure Employment Australia and the accessible training opportunities provided by Southern Education.

These initiatives, alongside our growing workforce of First Nations staff, reflect our commitment to creating opportunities and fostering inclusivity. Our RAP is supported by a passionate Working Group, led by experts from across the BlueFit Group. This team will oversee the implementation of our strategies and ensure that our reconciliation journey is meaningful and enduring. Their dedication, coupled with the support of our local teams, will help us transform our vision into actions that resonate with the communities we serve. Reconciliation is not a destination but a journey—one that requires ongoing learning, reflection, and collaboration. As we continue on this path, we are committed to listening to and learning from Aboriginal and Torres Strait Islander peoples, ensuring that their voices are heard and respected across our facilities and programs. On behalf of the BlueFit Group, I extend my gratitude to everyone who has contributed to this RAP. Together, we are shaping a future where reconciliation is not just a principle we value but a practice we live by every day.



Todd McHardy
Chief Executive Officer | BlueFit Group

Reconciliation Australia CEO Statement

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

BlueFit 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.

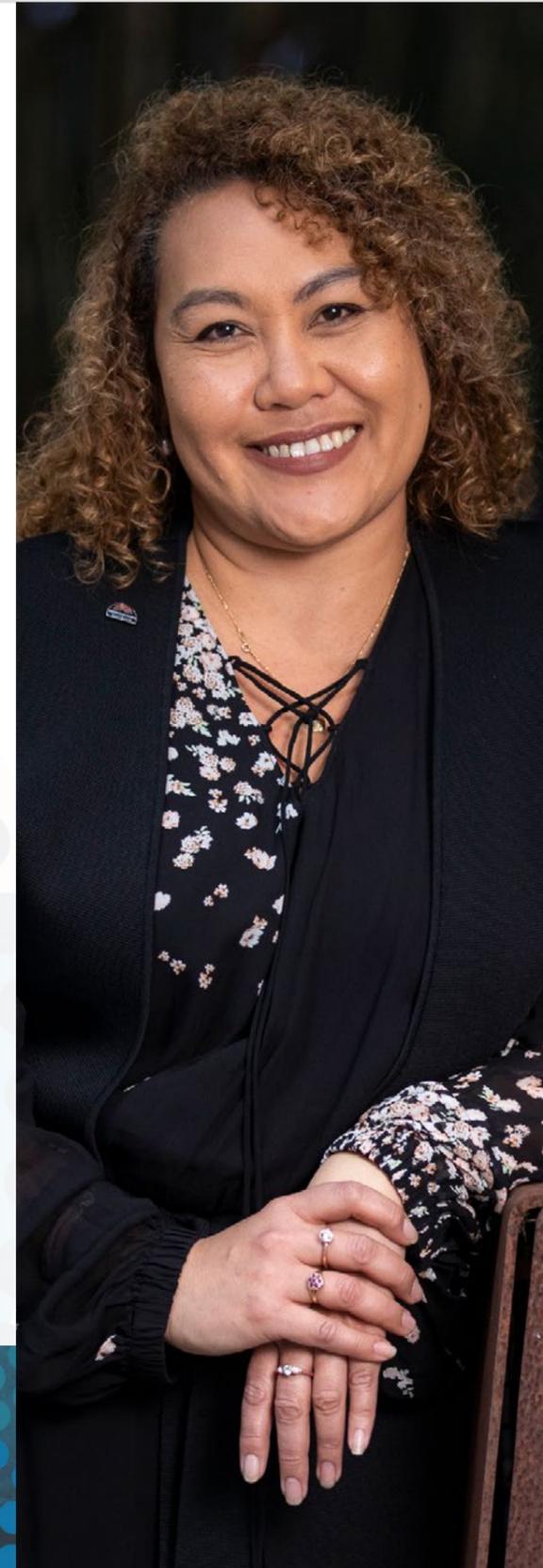
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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 BlueFit 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 BlueFit, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer | Reconciliation Australia



Our Business | Inspiring Community Activity

BlueFit is a leisure facility management company established in Sydney in 2007. We pride ourselves on offering a true transparent partnership with local councils and partners in leisure service delivery, asset management and community sport and recreation programming.

A proven hard-working and hands-on approach has led to significant achievements in community participation. Since its establishment, BlueFit manages more than 60 community leisure facilities around Australia recording over 10 million attendees across the network each year.

The BlueFit family culture and commitment to Inspire Community Activity is unmatched in the industry. Our team remains constantly dedicated to the facilities we manage, servicing all areas of each community we work within.

Our services include providing diverse communities affordable access to high-quality facilities and programs. These facilities include well-established health clubs, aquatic facilities, golf courses, tennis courts, creche, cafés and high-ball stadiums.

All of our programs are developed and designed with a particular focus on safety and skill development across all demographics.

The product of our services is a healthy community of like-minded people on a mission to improve quality of life through creating healthier lifestyle changes. Our teams achieve this through developing a welcoming community amongst our team, members and the local community.



Leisure Employment Australia

As a subsidiary of the BlueFit Group, LEA provides school-based traineeships in aquatic, sports, and community recreation to upskill individuals through a structured training program. LEA partners with local schools and RTOs to offer these traineeships in most states, including Victoria. Since its inception in 2014, LEA has grown to become the largest and most successful school-based traineeship program in Australia, with more than 150 students currently employed as lifeguards, swim instructors, sport coaches, customer service staff, and cafe assistants.

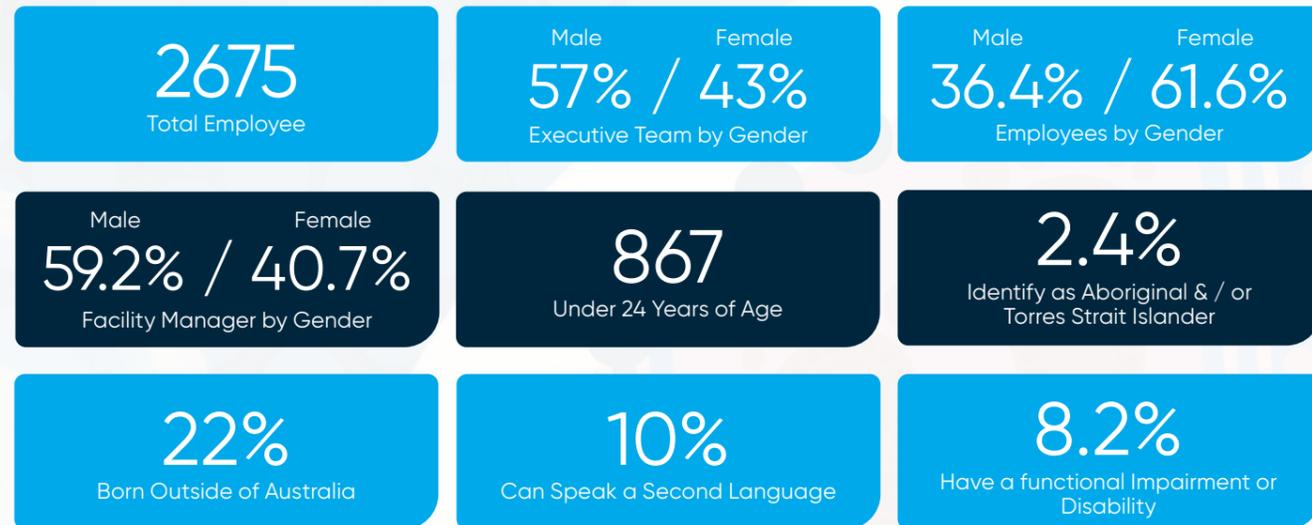
Our people undergo robust screening when joining the BlueFit team. They are provided with ongoing training, development, tools, and support to ensure they are equipped to keep children and young people safe.

Southern Education

In 2018, BlueFit purchased its own registered training organisation, Southern Education, as part of its commitment to development of its workforce. Southern Education provides accredited training courses to its employees at a heavily subsidised rate, understanding not all employees have the financial means to undertake the minimum requirements to gain employment. These courses cover a range of topics, including customer service, first aid, pool lifeguarding, and coaching. Southern Education delivers these courses, both online and face-to-face which also supports our employees with geographic barriers to participation in our courses.

Our People

As an employer of over 2,600 staff members, BlueFit is proud to be an inclusive provider with a range of people of all ages and abilities working to deliver leisure services nationally. We believe our employees, volunteers and partners should reflect the communities in which we are servicing and as such we have developed a number of pathway programs to support the onboarding and development of our employees. The makeup of our employee base is also a strong reflection of our inclusivity. Currently we have 44 staff who identify as an Aboriginal and/or Torres Strait Islander person.



Our Locations

We currently operate the following sites across Australia.

Victoria

- Bayfit Leisure Centre, Altona
- BlueFit Site Support (Head Office), Essendon
- BlueFit Swimming, Bacchus Marsh
- BlueFit Swimming, Bayside
- BlueFit Swimming, Botanic Ridge
- BlueFit Swimming, Hoppers Crossing
- BlueFit Swimming, Mill Park
- BlueFit Swimming, South Morang
- Brighton Golf Course, Brighton
- Club Jubilee, Wyndham Vale
- Club Bridgefield, Rockbank
- Glen Waverley Sports Hub, Glen Waverley
- Laverton Swim & Fitness Centre, Laverton
- Melton Waves Leisure Centre, Melton
- MOVE - Riverside Golf & Sports Centre, Ascot Vale

- Oakleigh Golf Course, Oakleigh
- Orrong Park Tennis Centre, Prahan
- Sandringham Family Leisure Centre, Sandringham
- Southern Education (Head Office), Essendon
- Windy Hill Fitness Centre, Essendon

New South Wales

- Beresfield Swimming Pool, Newcastle
- BlueFit Swimming, Bankstown
- BlueFit Swimming, Casula
- BlueFit Swimming, Chatswood
- BlueFit Swimming, Dee Why
- BlueFit Swimming - Prospect
- BlueFit Swimming, Top Ryde
- BlueFit Swimming, St Leonards
- BlueFit Swimming, Sylvania
- BlueFit Swimming, Willoughby
- Camden Outdoor Pool, Camden
- Greenwich Baths, Greenwich
- Hurstville Aquatic Leisure Centre, Hurstville
- Lambton Swimming Pool, Newcastle
- Lane Cove Aquatic Centre, Lane Cove
- Leisure Employment Australia (Head Office), Hurstville
- Mayfield Swimming Pool, Newcastle
- Norm O'Neill Cricket Facility, Hurstville
- Hurstville Golf Course, Hurstville
- Mosman Swim Centre, Mosman
- Moss Vale War Memorial Aquatic Centre, Moss Vale
- Mount Annan Leisure Centre, Mount Annan
- Oran Park Leisure Centre, Oran Park
- Sans Souci Leisure Centre, Sans Souci
- Stockton Swimming Pool, Newcastle
- Wallsend Pool, Newcastle

Queensland

- Beerwah Aquatic Leisure Centre, Beerwah
- BlueFit Swimming, Carrindale
- BlueFit Swimming, Lutwyche
- Buderim Aquatic Centre, Buderim

- Coolum Aquatic Centre, Coolum Beach
- Cotton Tree Aquatic Centre, Cotton Tree
- Dal Ryan War Memorial Pool, Laidley
- Eumundi Aquatic Centre, Eumundi
- Lockyer Valley Sports & Aquatic Centre, Gatton

South Australia

- Aquadome, Elizabeth
- BlueFit Swimming, Payneham
- BlueFit Swimming, Royal Park
- Ingle Farm Recreation Centre, Ingle Farm
- Gardens Recreation Centre, Parafield Gardens
- Salisbury Aquatic Centre, Salisbury North

Western Australia

- Belmont Oasis Leisure Centre, Belmont
- BlueFit Swimming, Cannington
- BlueFit Swimming, Lakelands



Our RAP

BlueFit's mission is to Inspire Community Activity by getting more people active, more often, through accessible, affordable and high quality facilities and services. As part of this mission, we are committed to creating inclusive and welcoming spaces for everyone.

As a business we believed that it was important to develop a **Reconciliation Action Plan** (RAP) as it would provide us with opportunities to build on already established relationships with Aboriginal and/or Torres Strait Islander people, build new relationships and gain a more detailed understanding of the important histories and diversity of our First Nations people, especially those within the communities BlueFit serves.

Through our RAP we aim to build upon, and strengthen our commitment to recognise, support, celebrate and welcome Aboriginal and Torres Strait Islander people to not only our facilities, but also our workforce. We aim to strengthen our employment opportunities and pathways within our workplaces for Aboriginal and Torres Strait Islander people.

There is a shared commitment across all BlueFit Group businesses in implementing this RAP and this is reflected by the membership of our RAP Working Group

Leonie Shaw - *BlueFit Group, Project Lead*
Candice LeMarchant - *BlueFit Group, Human Resources Manager*
Nikala Siever - *Leisure Employment Australia, NSW Traineeship Consultant and First Nations Mentor*
Karishma Chand - *Southern Education, Compliance and Training Manager*

The group, chaired by our Workforce Planning & Development Manager will oversee and coordinate the implementation of strategies, business cases and action items identified in this RAP. They will promote and embed our reconciliation journey by engaging the workforce, stakeholders and community members

in our reconciliation education and activities. They will also respond to emerging issues and identify additional actions to ensure our workplaces and facilities remain culturally safe places to work and engage the local community.

The BlueFit Group's RAP Working Group will be supported by our local teams that will champion the roll out of our RAP action items within our facilities around Australia.

By developing this RAP we have the opportunity to transform ideas for reconciliation into positive actions that will become ongoing business practices and ensure reconciliation is at the forefront of all our business activities.

While we are at the early stages of our formal reconciliation journey, we have already taken some initial steps towards reconciliation. These steps include:

- 1. Internal Discussions:** We have initiated internal conversations and discussions on reconciliation, raising awareness among our staff about the importance of reconciliation.
- 2. Participation in events:** We participated in local events during NAIDOC week as well as supporting the week by displaying posters within all our facilities and posts on our social media channels.
- 3. Community Partnerships:** we have established partnerships with Aboriginal and Torres Strait Islander peoples organisations, such as Clontarf.

We recognise that reconciliation is an ongoing process, and we are eager to learn, grow and collaborate to make a positive impact.



Our partnerships & current activities

As mentioned previously, we are at the early stages of our formal reconciliation journey, but have already delivered internal activities and initiatives.

NAIDOC Week 2023

The following internal activities took place in the led up and during NAIDOC Week 2023

BlueFit

1. NAIDOC Week Support

We participated in local events during NAIDOC week as well as supporting the week by displaying posters within all our facilities and posts on our social media channels.

2. Email Footers & Websites

All email footers and websites have the following statement

'In the spirit of reconciliation BlueFit acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.'

Leisure Employment Australia

3. School Based Trainees Survey

In the lead up to NAIDOC week the team at LEA surveyed all school-based trainees to gauge their knowledge of Indigenous histories to help shape their NAIDOC Week First Nations Workshop.

4. LEA NAIDOC Week Workshop

This workshop is designed to engage and educate trainees about Indigenous histories traditions and contributions and is open to all LEA trainees.

5. First Nations Mentorship Program

School Based trainees who identify as Aboriginal or Torres Strait Islander are offered a place within the First Nations Mentorship Program. This program is overseen by RAP Working Group member Nikala Siever.

Southern Education

6. Aboriginal Cultural Awareness Training

RAP Working Group member and Southern Education Manager, Karishma Chand attended an Aboriginal Cultural Awareness training delivered by our Council Contract Partner in Moonee Valley, Victoria.

Relationships



The following internal activities took place in the led up and during NAIDOC Week 2023

Relationships				
#	Action	Deliverable	Timeline	Responsibility
1	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Islander stakeholder and organisations within our local area or sphere of influence	February, 2025	Project Lead
		Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	January, 2025	Project Lead & BlueFit General Manager
		Establish/strengthen relationships with local council departments that oversee programs and support for Aboriginal and Torres Islander people.	February, 2025	Project Lead & HR Manager
2	Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, annually	Chief Experience Officer
		RAP Working Group members to participate in an external NRW event.	27 May - 3 June, annually	Project Lead
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, annually	Project Lead & HR Manager
		Where possible, having a stall to promote employment, training and program opportunities at local facilities.	27 May - 3 June, annually	Chief Experience Officer & LEA NSW Traineeship Consultant and First Nations Mentor
3	Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	March, 2025	Chief Executive Officer
		Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March, 2025	HR Manager
		Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March, 2025	Project Lead & BlueFit General Manager
		Reconciliation Action Plan Landing Page on BlueFit website to promote our reconciliation journey. This page is to include a link to employment landing page that will have a dedicated section for Aboriginal and Torres Strait Islander community members.	February, 2025	Chief Experience Officer
		Develop an annual plan of opportunities to communicate & educate our commitment to reconciliation through our workforce and local community members who attend our facilities.	April, annually	Project Lead
4	Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination	April, 2025	HR Manager
		Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April, 2025	HR Manager

Respect



Opportunities



Respect				
#	Action	Deliverable	Timeline	Responsibility
5	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July, 2025	Project Lead & LEA NSW Traineeship Consultant and First Nations Mentor
		• Conduct a review of cultural learning needs within our organisation.	March, 2025	HR Manager & Project Lead
		• Each BlueFit facility to have either education material or an educational display (depending on size of facility) to further build respect for Aboriginal and Torres Strait Islander cultures and histories with the local communities we serve.	August, 2025	Chief Experience Officer & Project Lead
		• Develop an online staff training video that provides advice & tools on how to assist and support Aboriginal and Torres Strait Islander community members to overcome barriers to participation and employment as an educational resource for the BlueFit Group workforce.	September, 2025	HR Manager & Project Lead
		• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	February, 2025	Southern Education Compliance & Training Manager and LEANSW Traineeship Consultant and First Nations Mentor
6	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April, 2025	HR Manager and Project Lead
		• Develop internal procedures to ensure Acknowledgement of Country occurs at BlueFit formal meetings, events and official documents.	April, 2025	Project Lead and BlueFit General Manager
		• Develop internal procedures to ensure Acknowledgement of Country occurs at Southern Education formal meetings, events and official documents.	March, 2025	Project Lead and Southern Education Compliance & Training Manager
		• Develop internal procedures to ensure Acknowledgement of Country occurs at Leisure Employment Australia formal meetings, events and official documents.	March, 2025	Project Lead and LEA NSW Traineeship Consultant and First Nations Mentor
		• Develop a business case to investigate the possibility and appropriateness of conducting a Welcome to Country and Smoking Ceremony performed by a local elder at new business acquisitions and transitions or significant annual events.	June, 2025	Project Lead and BlueFit General Manager
		• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June & July 2025	Chief Experience Officer and Project Lead
7	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	First week in July 2025	Chief Experience Officer and LEA NSW Traineeship Consultant and First Nations Mentor
		• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	RAP Working Group

Opportunities				
#	Action	Deliverable	Timeline	Responsibility
8	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.	November, 2025	HR Manager & BlueFit General Manager
		• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April, 2025	HR Manager and LEA NSW Traineeship Consultant and First Nations Mentor
		• Research partnership/funding opportunities with external Aboriginal & Torres Strait Islander employment agencies	October, 2025	HR Manager & BlueFit General Manager
		• Develop an Aboriginal and Torres Strait Islander employment, retention, and professional development strategy.	October, 2025	HR Manager & BlueFit General Manager
9	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March, 2025	BlueFit General Manager
		• Investigate Supply Nation membership.	April 2025	BlueFit General Manager

Governance



Governance				
#	Action	Deliverable	Timeline	Responsibility
10	Maintain effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain RWG to govern RAP implementation.	January 2025	Project Lead
		• Maintain Terms of Reference for the RWG.	January 2025	Project Lead
		• Establish Aboriginal and Torres Strait Islander representation on the RWG.	January 2025	Project Lead and LEA NSW Traineeship Consultant and First Nations Mentor
11	Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	January 2025	Project Lead & HR Manager
		• Engage senior leaders in the delivery of RAP commitments.	January 2025	Project Lead & HR Manager
		• Appoint a senior leader to champion our RAP internally.	January 2025	Chief Executive Officer
		• Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2025	Project Lead & HR Manager
12	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	June, annually	Project Lead
		• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	Project Lead
		• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Project Lead and Southern Education Compliance & Training Manager
		• Monthly report to BlueFit Executive & Board reporting on action plan status	Monthly, 2025-26	Project Lead and Southern Education Compliance & Training Manager
13	Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	November 2025	Project Lead

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