



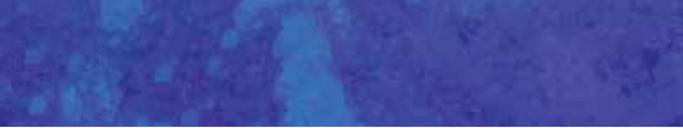
RECONCILIATION
ACTION PLAN

INNOVATE



Innovate
Reconciliation
Action Plan

October 2023 – October 2025



Acknowledgement

RAA acknowledges the Kurna people as the Traditional Owners of the Adelaide regions on which our head office is located, and this document was prepared. We recognise their cultural, spiritual, physical and emotional connection with their land. We honour and pay respects to Kurna Elders, both past and present, and all generations of Kurna people, now and into the future.

We also acknowledge and pay respects to the Traditional Owners and communities on which our shop network is located including the Barngarla, Barkindji, Boandik, Kurna, Meru, Narangga, Nawu, Ngadjuri, Ngarrindjeri, Nukunu, Peramangk, Ramindjeri and Wilyakali peoples as well as those across regional SA and Broken Hill, NSW, where our wider services operate.

We also acknowledge the rights of Aboriginal and Torres Strait Islander peoples to live free from discrimination, and to exercise and enjoy their rights to family and culture in accordance with the principles of the United Nations Declaration of the Rights of Indigenous Peoples.

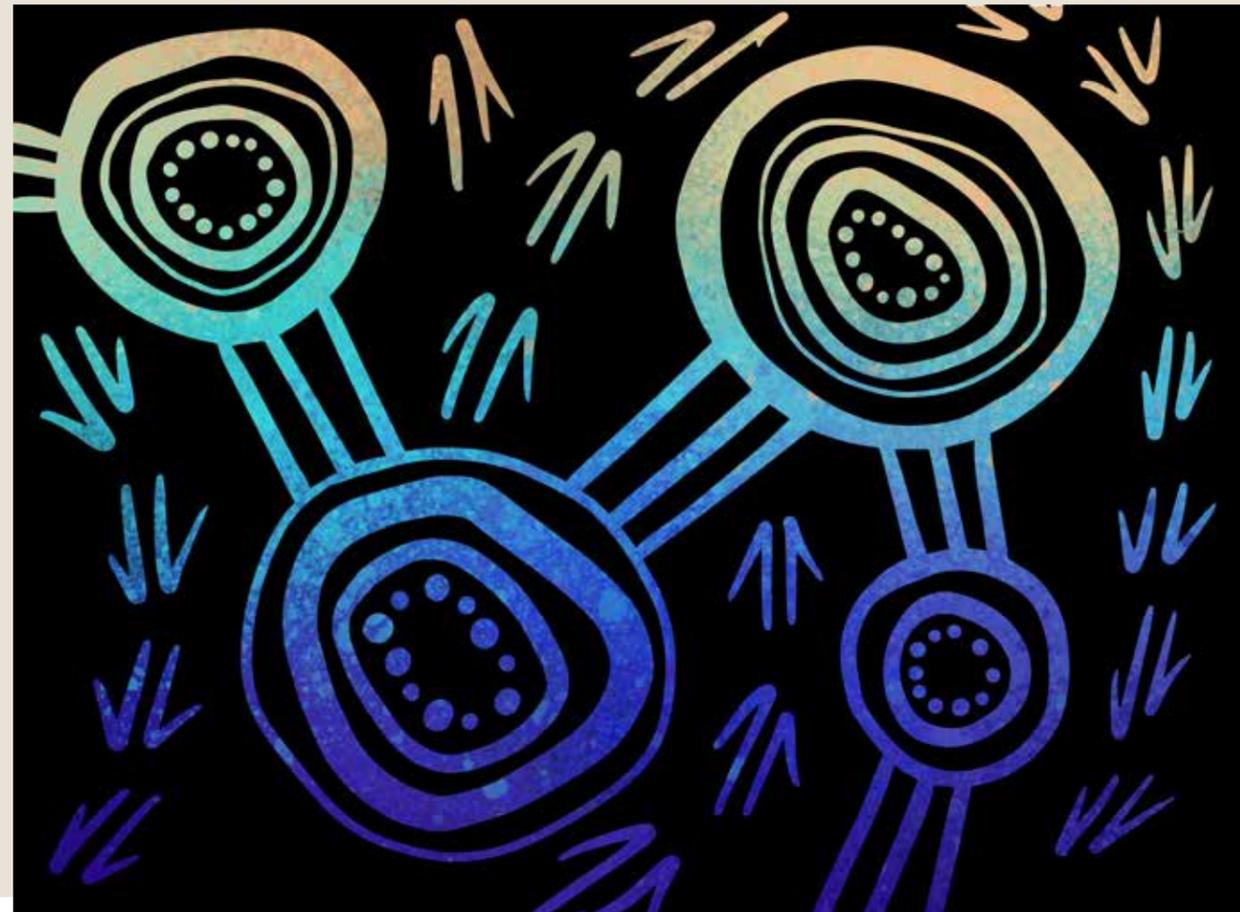
Cultural Sensitivity Statement

Aboriginal and Torres Strait Islander readers should be advised that the following content may contain images of people who have passed away.



The artwork

Elizabeth Close is a Pitjantjatjara and Yankunytjatjara woman, whose family links are to the communities of Pukatja and Amata in the APY. Elizabeth is a mid-career, Aboriginal Visual Artist living and working on Unceded Kurna Country. She has spent the past 16 years crafting a dynamic and bold multi-disciplinary arts practice that speaks to her own personal Connection to Country, the concept of connection to place and space and Aboriginal and Torres Strait Islander relationships with the landscape. Elizabeth also seeks to create works that spark considered discussion and thought around the broader politics that underpin her practice. She works primarily in the mediums of 2D arts, large scale public art and digital media; thriving in experimentation, collaboration and challenge.



The narrative for the artwork created for RAA's Reconciliation Action Plan is profoundly informed by the notion that Acknowledging Country is a key concept that underpins genuine and meaningful Reconciliation efforts. It also speaks to the core values of the RAA. The palette speaks to the relationship with the landscape upon which the RAA works, stretching across the state of South Australia. It references the elements of earth, sky, water and our beautiful South Australian coastline. The primary narrative is that of journey. Journey takes many forms; spiritual, cultural, physical, learning, and many more. Ultimately, journey is at the core business of the RAA, and it seemed an appropriate link between the work the RAA is doing in the reconciliation space and the artwork that reflects this.

I have used circles which feature heavily in my practice to speak to connection; to space, place, community and one another. I have referenced the Milky Way through the use of dots to speak to the relationship between our Celestial Stories and the landscape. These stories speak directly to Country; our very life force as Aboriginal and Torres Strait Islander People more broadly. These dots also speak to the notion of Community and our connection with one another. 'Journey Lines' and kangaroo tracks also feature, again speaking to the concept of journey in its many forms; non-linear and undulating.

Elizabeth Close,
Pitjantjatjara and Yankunytjatjara Artist.



Message from Reconciliation Australia CEO



Reconciliation Australia commends the Royal Automobile Association of South Australia (RAA) on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for RAA to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, RAA will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships*, *respect*, and *opportunities* emphasises not only the importance of fostering consultation and collaboration with

Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. RAA is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals RAA's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations RAA on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer,
Reconciliation Australia



Message from President and CEO

Peter Siebels

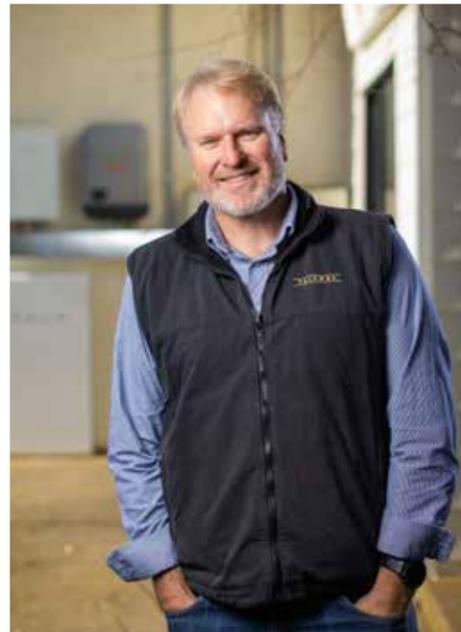
I'm thrilled to see RAA's reconciliation vision continue to come to life in our second Reconciliation Action Plan (RAP), our Innovate RAP.

When the RAA Board first outlined its vision for our contribution to reconciliation in 2021, we knew this would be a long and important journey and bringing our employees, members and the community with us would be critical.

The launch of our first Reflect RAP in March 2022 was the first official step in that journey, reflecting the role we see RAA can play, as a leading South Australian member organisation, to educate, inform and advocate for reconciliation.

There has been genuine progress over the past year, with strong support from the RAA Board and Executive for RAA to play its part in reconciliation, diversity and inclusion. This is a legacy of which I am especially proud as RAA President.

Earlier this year, the Board and Executive team publicly supported the Uluru Statement from the Heart. This was an important milestone for RAA and one that helps shape our Innovate RAP as we continue to educate our



employees, members and community on the importance of the Statement's reforms - Voice, Truth and Treaty going forward.

We look forward to building on our foundational Reflect RAP in our Innovate RAP, as we help celebrate, recognise and educate ourselves and stakeholders about the rich cultures and histories of Aboriginal and Torres Strait Islander peoples.

Peter Siebels
RRAA President and Chairman.

Nick Reade

As RAA continues to grow, so too does our appreciation, understanding and knowledge of Aboriginal and Torres Strait Islander histories and cultures, which we continue to acknowledge and express across all our sites.

At the centre of this work is our Reconciliation Action Plan (RAP) and I'm so proud of all we've achieved so far, in particular how our workforce has embraced the opportunity to learn and embrace reconciliation within our own organisation.

The creation of a dedicated RAP Specialist position has signalled our commitment to the work outlined in our Innovate RAP and, in particular, the building of authentic and genuine relationships with Aboriginal and Torres Strait Islander communities.

More than 250 of RAA's 1,200 employees have completed Cultural Awareness Training, most have heard a Welcome to Country or Acknowledgement of Country at an RAA meeting or event, and awareness and interest in Aboriginal and Torres Strait Islander cultures, histories and significant events has greatly increased.



Our 2023 National Reconciliation Week activities built on our 2022 efforts with more employees engaging with a range of activities. We are looking forward to expanding these during our Innovate RAP.

RAA also uses its presence and profile to champion reconciliation to our more than 800,000 members and community, a vital role we will continue to play in our Innovate RAP.

Under three main areas of Relationships, Respect and Opportunities, this RAP outlines the actions we will take in



the next two years to contribute to the five dimensions of reconciliation: Race Relations; Equality and Equity; Institutional Integrity; Unity and Historical Acceptance.

We have set ourselves some ambitious deliverables in our Innovate RAP and as we work to achieve these, I'm excited to see RAA continue to evolve in this next chapter of our reconciliation journey.

Nick Reade,
RAA Chief Executive Officer.



Tjindu Foundation first game March 2022

Our vision for reconciliation

Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples and non-Indigenous people walk alongside each other, creating a shared nation that recognises and achieves self-determination for First Nations peoples. Our position in the South Australian community empowers us to challenge and influence institutional systems, and journey to a reconciled Australia together.

RAA commits to making a positive impact through improved understanding and greater awareness of Australia's true history. Through our sphere of influence, we can help our members, staff and wider community embrace Aboriginal and Torres Strait Islander cultures and create a shared identity for all South Australians. We are grateful to live in a country that has one of the world's oldest living cultures at its foundations and believe this should be celebrated. Through our commitment to reconciliation, including through our partnerships, procurement and as an employer, we can play a role in the private sector to influence outcomes within targets 5 (students achieve their full learning potential), 7 (youth are engaged in employment or education) and 8 (strong economic participation and development of people and their communities) of the National Agreement on Closing the Gap.

Guided by Aboriginal and Torres Strait Islander voices, we will build strategies,

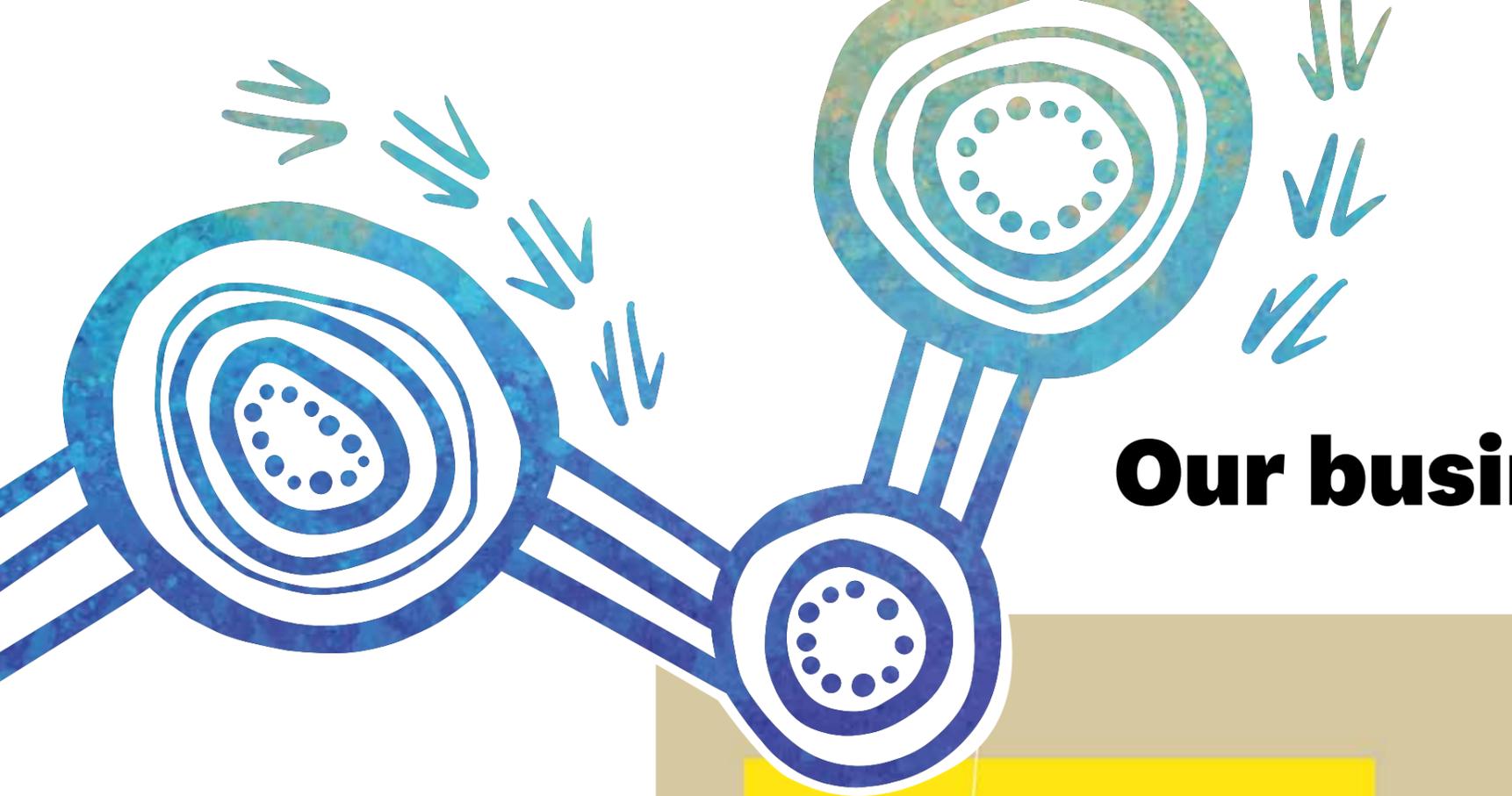
programs and services to grow our knowledge, understanding, and embed practical action throughout RAA, including investing in self-determination and Aboriginal and Torres Strait Islander peoples-led service delivery. Our organisation will value Aboriginal and Torres Strait Islander peoples helping us understand that we all benefit from their unique experiences and knowledge. We commit to the continuation of two-way learning through early engagement and fostering respectful, trusting relationships with Aboriginal and Torres Strait Islander communities.



Uluru Statement from the Heart

RAA is committed to using our influence to educate and engage with our employees and our members to progress the principles of the Uluru Statement from the Heart. Our Board and Executive recently publicly communicated their support for the statement and its proposed reforms. They also acknowledged that – as individuals and as an organisation – they work, live and play on what was, is and always will be Aboriginal and Torres Strait Islander lands. RAA's Board and Executive team support the Statement's call for truth-telling about our history and better alignment between governments and Aboriginal and Torres Strait Islander peoples. They also highlighted their strong belief in the empowerment of Aboriginal and Torres Strait Islander peoples to make decisions on matters that impact their communities, peoples and future.

As an organisation, we've committed to learning more about the past 200 years and how they've impacted Aboriginal and Torres Strait Islander peoples and cultures.



Our business



RAA provides services across South Australia and into Broken Hill

RAA was founded in 1903 by a small group of motoring pioneers as a recreational automobile club. Today, more than 800,000 members across metropolitan and regional SA and Broken Hill choose our trusted range of motor, home and travel products and services.

We've grown, and so has our vision. We're more than just a motoring business. Our members are at the heart of everything we do, and we're always looking for new ways to improve their lives. We started with road service and car insurance, and now proudly provide a broad range of products including home insurance, solar, battery and Electric Vehicle products, trusted trades services, domestic and international travel services.

Our purpose is to make life better for members and our community. We live our purpose every day by backing local teams and events that matter, and the causes that count. We're a voice for South Australians, leading the charge for safer roads.

More than 1200 RAA employees across 21 sites contribute to our purpose every day, making a positive impact on our members and our State. RAA currently has three staff who identify as Aboriginal and/or Torres Strait Islander people and, while we do not currently capture this information from our membership,

we are committed to gathering this in future. This knowledge will support the continuation of two-way learning through early engagement, and fostering respectful, trusting relationships with the Aboriginal and Torres Strait Islander communities we serve.

Our shops are located on the Traditional Lands of many Aboriginal peoples - from the Adelaide Plains to SA's West Coast, and SA's South East to Broken Hill, NSW.





Our values

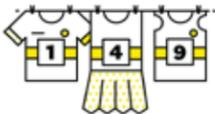
Underpinning our purpose of **“Better for members, better for our community”**, RAA’s Board and employees live and breathe our values. We seek partners, stakeholders and suppliers that also uphold similar values, helping us to deliver for those we serve. Our vision for reconciliation is guided by these values. We recognise the success of this RAP starts with us – our organisation and employees. Our values will sustain the purpose and momentum of our contribution to self-determination, challenging institutional systems and supporting Aboriginal and Torres Strait Islander peoples-led service delivery.



We are member obsessed



We do the right thing



We deliver together



We courageously challenge



RAA staff at History Trust of SA IMPACT training



Ngarrindjeri and Kaurna Elder Major “Moogy” Sumner



Our RAP

The Reconciliation Action Plan process defines our path from creating the necessary internal change to using our sphere of influence to grow our contribution to reconciliation over time. We've committed to learning more about Australia's true history and how it has impacted on the connection, vitality and wellbeing of Aboriginal and Torres Strait peoples and their cultures. We hope to use this knowledge and understand to change the way we work and positively impact the communities where we operate.

Through our Reflect Reconciliation Action Plan (RAP) we have built a solid foundation that we will continue to build on by:

- Enhancing cultural awareness and actively-engaged employees and members who will contribute to reconciliation in South Australia and Broken Hill.
- Address inequity and contribute to reconciliation within RAA's core capabilities and through our advocacy, including:
 - improving road safety outcomes and workforce participation opportunities (through licencing and vehicle access) among Aboriginal and Torres Strait Islander peoples
 - supporting, promoting and empowering sustainable cultural tourism opportunities
 - amplifying Aboriginal and Torres Strait Islander voices, and reconciliation action, to members, governments, and the broader community through stakeholder engagement and owned media channels.
- Increase Aboriginal and Torres Strait Islander participation in RAA's workforce and ensure a safe and inclusive work environment and supporting structures for our people.
- Create mutually beneficial community partnerships and commercial opportunities with Aboriginal and Torres Strait Islander organisations.
- Ensure RAA responds to the needs of Aboriginal and Torres Strait Islander members in metropolitan and regional areas and looks for opportunities to develop new products and services that address the needs of all Australians, including Aboriginal and Torres Strait Islander peoples.
- Create a platform for RAA to establish new relationships with, and listen to, Aboriginal and Torres Strait Islander peoples and align our core capabilities to respond to community opportunities and needs.

RAA's Innovate RAP demonstrates our commitment to reconciliation. Our RAP will guide us to grow our Aboriginal and Torres Strait Islander workforce to lead and reflect the needs of the communities we service. We will learn from the experiences and opportunities of our Reflect RAP and continue to champion allyship and community connection.

Our Board and senior leadership will continue to have strategic oversight of our RAP journey and support resourcing needs to enable action delivery.

Emily Perry, GM Community and Corporate Affairs is RAA's RAP Champion. Emily is responsible for driving and championing internal engagement and awareness of the RAP at the Executive level. The RAP Specialist role also sits within Emily's responsibility and her role will be to support the continuation and expansion of this role over time.

Our RAP Working Group (RWG) of 11 non-Indigenous, and 3 Aboriginal people will underpin the governance of our Innovate RAP co-ordination, delivery and accountability. To elevate Aboriginal and Torres Strait Islander voices we have engaged Aboriginal representation in co-chair Kellie Graves, General Manager Tjindu Foundation, and our newly appointed RAA RAP Specialist Lindsay Thomas, and Mark-Ricky Hannam from our Roadside Assistance Call Centre.

RAP Working Group members:

- Co-Chairs: Kellie Graves, General Manager Tjindu Foundation and Grace Jennings, Senior Manager Environment and Social Impact
- Emily Perry, General Manager Community and Corporate Affairs
- Laura Schonfeldt, Chief People Officer
- Lindsay Thomas, RAP Specialist
- Mark Ricky Hannam, RAC Dispatch Consultant
- Senior Manager Organisational Development
- Yvette French, Manager, Member Experience
- Annie Di Silvio, Senior Marketing Coordinator
- Callum Reid, Retail Learning and Development Consultant
- Rebecca Taylor, Insurance Learning and Development Consultant
- Sarah Culley, Procurement Strategy Manager
- Ben Haythorpe, Senior Manager Community Engagement
- Alex Samy, Patrol A6 Team



RAP Working Group members with RAA CEO Nick Reade in reconciliation tops featuring art by Elizabeth Close in front of RAA's Reflect RAP art by Damien Coulthard.

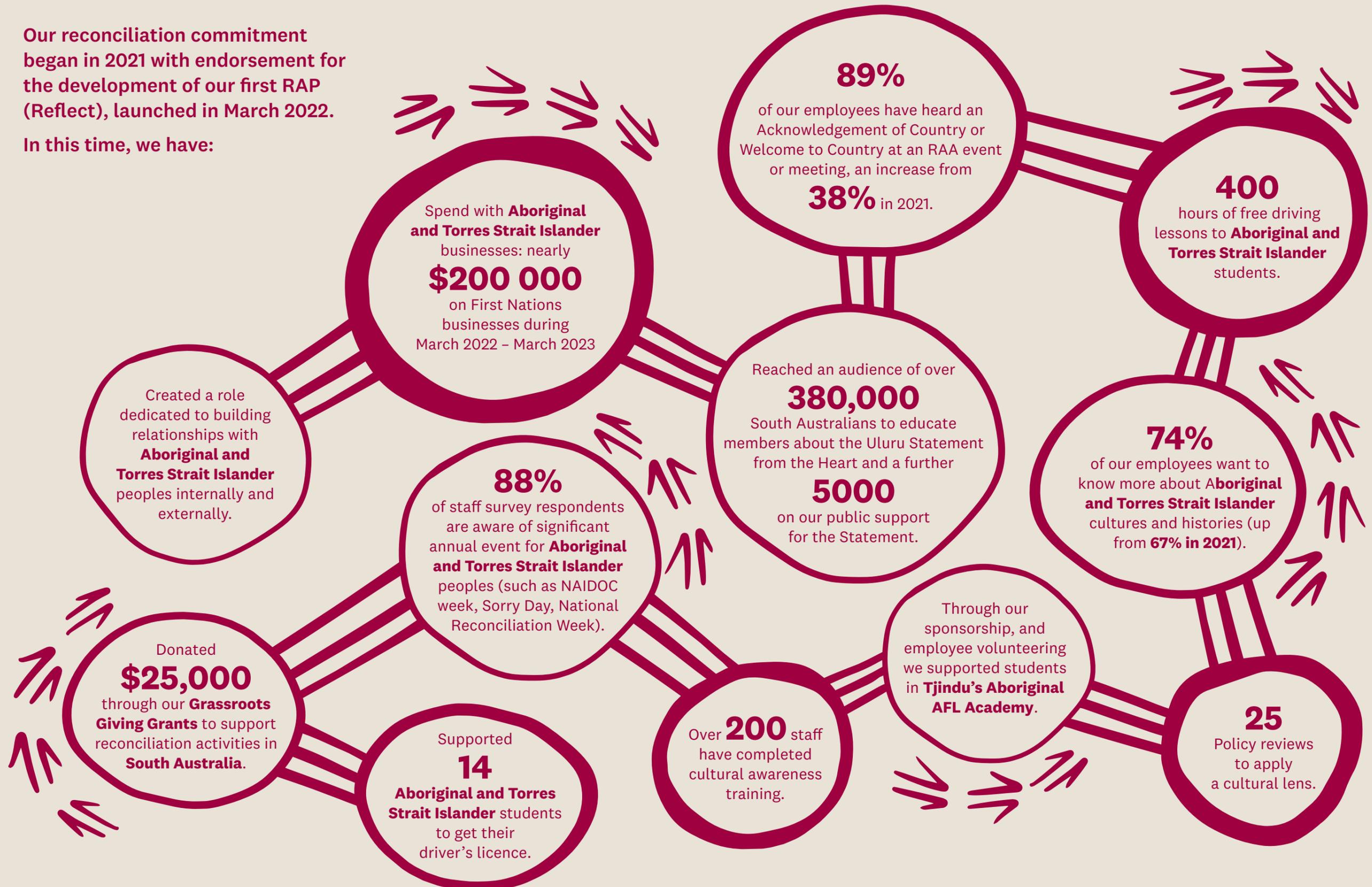
Recognising that reconciliation is everyone's business, the working group continues to engage non-Indigenous representation across RAA, in our Automotive Services, Travel and Distribution, Community and Corporate Affairs, Marketing, Membership, Digital and Business Development, and Finance areas.

Throughout our Reflect journey, the RWG has been integral. Coordinating, monitoring and tracking our progress and impact, and communicating to the wider organisation keeps our commitment front of mind in day-to-day operations.

Our RWG is supported by a RAP Committee with Executive representatives Emily Perry, General Manager (GM) Community and Corporate Affairs; Laura Schonfeldt, Chief People Officer; Kellie Graves, GM Tjindu Foundation; Lindsay Thomas, RAP Specialist; Grace Jennings, Senior Manager Environment and Social Impact; RAA's Senior Manager Organisational Development, all of whom also sit on the RWG. The RAP Committee reports through to the RAA Board via our Environment, Social and Governance (ESG) Steering Group chaired by CEO Nick Reade and including RAA Board and Executive members.

Our reconciliation commitment began in 2021 with endorsement for the development of our first RAP (Reflect), launched in March 2022.

In this time, we have:



Our learnings

We are proud of the achievements delivered through our Reflect RAP and are equally proud of what we learned in the process. We acknowledge that our contribution to reconciliation will always involve learnings and we are excited about how we can incorporate these into our Innovate RAP.

We have a greater appreciation of the need to understand the current level of cultural knowledge of our employees, members, partners and stakeholders. As a member organisation, relationships are core to our business. It is vital as we enter the Innovate phase that we bring our members and partners on this journey.

We have learnt that making sure reconciliation is known and felt by everyone at RAA is a key indicator to success. Our annual internal RAP survey identified which business areas are more engaged with reconciliation. As we look forward, we can use this information to target teams and leaders within the business to highlight reconciliation as part of our core operations. We have learnt that taking a public stand on causes that matter will uncover prejudices and racism, highlighting the important role we play in education and advocacy in our community.

We know how important it is to continue to establish and deepen genuine relationships with our local Aboriginal and Torres Strait Islander peoples, communities, suppliers and businesses. Our RAP work has helped us to evolve from transactional relationships and foster those built on reciprocal and trusting foundations.

Sustained resourcing is pivotal to the success of our RAP delivery. Our senior leadership will continue to invest as we build on our RAP efforts and develop new innovative programs that can have a positive impact.



RAA staff at NAIDOC Week March, Adelaide 2023

As we embark on this new RAP, we strive to be innovative in our approach, and consider the five dimensions of reconciliation in all we do:

- Equality and equity
- Historical acceptance
- Race relations
- Institutional integrity
- Unity.





Our key focus areas

We will have greatest impact and actively support reconciliation and **Closing the Gap** initiatives through the following key focus areas:

- Building our Workforce
- Embedding Cultural Awareness and Truth Telling
- Innovative Services and Awareness Programs
- Our Sphere of Influence
- Enhancing Economic Participation.

We will:

- Establish clear and accessible employment pathways for Aboriginal and Torres Strait Islander peoples including exploring flexible employment models across our organisation (action 11).
- Develop culturally aware and actively engaged employees who will contribute to reconciliation in SA and Broken Hill (action 3).
- Amplify Aboriginal and Torres Strait Islander voices, and reconciliation action, to governments, members and the broader community through stakeholder engagement (action 3)
- Support our suppliers and partners to begin or continue their own reconciliation journey to create a ripple effect throughout SA (action 3).
- Elevate Aboriginal and Torres Strait Islander voices and economic prosperity for First Nations organisations supporting self-determination through our community partnerships framework, including our Grassroots Giving program (action 6).
- Investigate expanding our Licence to Work program to have a positive impact on more students, including Aboriginal and Torres Strait Islander young peoples (action 13).
- Investigate new products and services that address the needs of all Australians, including Aboriginal and Torres Strait Islander peoples (action 10).
- Explore the increased role we can play in supporting all Australians, including Aboriginal and Torres Strait Islander peoples with positive financial security and employment pathways through insurance and membership education, pre-purchase car inspections, education on the role of financial services, and motoring advice (action 13).
- Measure this impact throughout our Innovate RAP term to share with our employees, community, and the public (actions 3 and 16).



Wade Thompson, Tjindu Foundation, delivers Cultural Awareness Training for RAA staff

Our case studies



Case study 1: **Our RAP Specialist**

Lindsay Thomas is a proud Kokatha Mirning Wirangu man, originating from Port Lincoln on the west coast of South Australia. Lindsay has a sporting background, spending 13 years playing AFL football, 12 with North Melbourne and one with Port Adelaide. Before joining RAA, Lindsay worked in recruitment helping to mentor Aboriginal and Torres Strait Islander peoples.

“Working in community and with my people is my passion, I hope to bring that energy and passion to help RAA make a significant contribution to reconciliation in our community,” Lindsay said.

Signifying a significant step in RAA’s journey to contribute to reconciliation, our RAP Specialist role is the first role dedicated to building relationships in the Aboriginal and Torres Strait Islander community across RAA and externally. Lindsay will also coordinate and support the delivery of RAA’s existing RAP commitments and development of RAA’s future RAPs.



RAA staff members Drew and Kim raising money for Tjindu Foundation at the 2022 Movie Night

Case study 2: **National Reconciliation Week 2022 Movie Night**

On 28 May 2022, RAA members, partners and employees were invited to a free viewing of the film **Mabo** at the Capri Theatre, Goodwood.

In the week of the decision’s 30th anniversary, 200 people attended the event to learn and reflect on the story behind the High Court challenge that overthrew the fiction of terra nullius. Aboriginal Elder Uncle Moogy and Torres Strait Island Elder Uncle Eddie welcomed attendees with a Smoking Ceremony and Welcome to Country.

The success of the event has helped to highlight the power of RAA’s sphere of influence and the important role we play in educating our members and employees.



Case study 3: Licence to Work

Young people, particularly those with social and financial difficulties, often meet barriers when it comes to obtaining their driver's licence. This has a far-reaching impact, including lack of social connection and difficulties accessing employment and further education. Many young people experience significant difficulty meeting the current graduated licensing scheme (GLS) requirements, particularly accessing a supervising driver and/or vehicle to gain the required 75 supervised driving hours. This is mostly relevant in lower socio-economic communities, where young, disadvantaged people across Australia have reported passing up job opportunities simply because they did not have a driver's licence.

Building on a pilot program run in 2018, and aligning to our Reflect RAP, Licence to Work launched in 2022 to deliver supervised instruction tailored to the specific needs of Aboriginal and Torres Strait Islander students. Delivered through not-for-profit Aboriginal and Torres Strait Islander youth organisation Tjindu Foundation and local secondary schools including Warriappindi, Seaton and Findon, this adapted model has provided supervised driving instruction to 20 Aboriginal and Torres Strait Islander students, and it's anticipated that these numbers may double by the end of 2023.

Justice commenced with the Tjindu Foundation's Aboriginal AFL Academy education program in 2021 as a year 10 student. Despite experiencing homelessness and becoming her own legal guardian at the young age of 16 Justice successfully completed school, the first in her family, and additionally gained her license. The Tjindu Foundation Aboriginal AFL Academy program gave Justice strong motivation to continue with her studies, in a safe culturally and nurturing environment. Justice attended weekly and through the Academy program participated in the License to Drive program through the RAA. At the end of her year 12 Justice successfully gained her license which enabled her to become employed, purchase her first car and enrol into further tertiary education.

“During my struggles while being homeless I dealt with a lot.....what kept me pushing was being part of this Academy.

I completed my SACE (South Australian Certificate of Education) and also got my P's (provisional license) thanks to the RAA and my good friend Wasse (instructor). I have since purchased my first car, a Mitsubishi VRX. I have 2 jobs and am now living independently on my own in my own place. I wouldn't have gotten any of those things if it wasn't for this program and I'm so thankful” Justice said.



RAA is proud to partner with the **Tjindu Foundation** to help impart practical life skills and confidence on our state's future leaders through education and football programs. The Tjindu foundation is a not-for-profit that drives positive outcomes for Aboriginal and Torres Strait Islander children and young people in South Australia. They achieve this through education, cultural engagement programs and an Aboriginal AFL Academy. Our partnership includes employee volunteer opportunities, and support for our RAP Working Group through Kellie Graves, GM Tjindu who is co-chair of the RWG.



Relationships

Building and maintaining strong, open and respectful relationships with Aboriginal and Torres Strait Islander peoples and communities is fundamental to our commitment to reconciliation. Through building reciprocal and trustworthy relationships, we will understand the specific needs of First Nations peoples we work with, enabling us to deliver shared opportunities and use our influence to improve outcomes for First Nation peoples across South Australia and Broken Hill, NSW.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Apr 2024	RAP Specialist
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Oct 2024	RAP Specialist
	Develop an ongoing internal register of cultural services contacts for staff to engage during events of significance or as required to implement the engagement plan.	Dec 2024	RAP Specialist
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.	May 2024, 2025	Communications Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 Jun 2024, 2025	RAP Specialist
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 Jun 2024, 2025	Senior Manager Environment and Social Impact (ESI)
	Organise at least one NRW event each year.	27 May- 3 Jun 2024, 2025	RAP Specialist
	Register all RAA NRW events on Reconciliation Australia's NRW website .	May 2024, 2025	RAP Specialist



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a whole of staff engagement strategy to raise awareness of reconciliation across our workforce and develop culturally aware and actively engaged employees.	Dec 2023	Communications Manager
	Communicate our commitment to reconciliation publicly via our external communication channels in accordance with our RAP communications strategy.	Feb 2024	Communications Manager
	Engage partner organisations to promote the impact of our commitment to reconciliation.	Jun 2025	Senior Manager ESI
	Communicate RAA's reconciliation work and impact to members.	Nov 2024	Communications Manager
	Communicate RAA's reconciliation work and impact to key partner organisations including promoting cultural immersion experiences through our RAP network.	Nov 2024	Communications Manager
	Support our suppliers and partners to continue their own reconciliation journey to create a ripple effect through SA.	Sep 2025	RAP Specialist
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Aug 2024	Senior Manager ESI
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Feb 2025	Senior Manager ESI
	Share RAP progress with stakeholders and members.	Nov 2024	Communications Manager
	Engage with RAA Board members to present RAP achievements, impacts and key learnings across their networks.	Aug 2025	Senior Manager ESI
	Explore options to host a RAP impact workshop within our sphere of influence to expand opportunities for reconciliation activities.	May 2025	Senior Manager ESI
Amplify Aboriginal and Torres Strait Islander voices, and reconciliation action, to governments, members and the broader community through stakeholder engagement.	Sep 2025	Senior Manager ESI	
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Oct 2023	Senior Manager Organisational Development (OD)
	Develop, implement, and communicate an anti-discrimination policy for RAA.	Feb 2024	Senior Manager OD
	Review, update and communicate our anti-discrimination policy annually.	Feb 2025	Senior Manager OD
	Develop, implement, and communicate an anti-discrimination campaign to accompany policy.	Feb 2025	Senior Manager OD
	Engage with Aboriginal and Torres Strait Islander staff and/or advisors to consult on our anti-discrimination policy.	Nov 2023	Senior Manager OD
	Provide the opportunity and resources to educate Staff on the impact of racism, the importance of Allies and what it means to be an Ally.	Aug 2025	Senior Manager OD
	Include an overview of our RAP commitments and anti-racism policy and campaign in new employee induction processes.	Feb 2024	Senior Manager OD
	Create a list/register of educational resources to facilitate discussions around racism, particularly in the workplace.	Jul 2024	Senior Manager OD
Educate senior leaders on the effects of racism.	Dec 2024	Senior Manager OD	
5. Increase internal knowledge and awareness of RAP across internal divisions and regions.	Share key findings and achievements from Reconciliation Australia's RAP Impact Report and Australian Reconciliation Barometer internally aligning with communications plan.	May 2024, 2025, Nov 2024, 2025	Communications Manager
	Annually, conduct one RAP roadshow per business unit, updating on the RAP's progress and achievements.	Nov 2023, 2024	RAP Specialist
	At internal roadshows, highlight opportunities for staff of all levels to be involved in reconciliation at RAA.	Nov 2023, 2024	RAP Specialist
	Explore opportunities for a RAP ambassador at each RAA operating region.	Mar 2024	Senior Manager ESI
6. Strengthen our connection with Aboriginal and Torres Strait Islander communities through community assistance programs that align with the calendar of significant events.	Elevate Aboriginal and Torres Strait Islander voices, supporting self-determination by encouraging participation of Aboriginal and Torres Strait Islander organisations within our Community Partnerships Framework through targeted promotion and selection criteria, including our Grassroots Giving Program.	Mar 2024, Aug 2024, Mar 2025, Aug 2025	Events and Community Partnerships Manager
	Sponsor and encourage employee volunteering at First Nations Community Events across South Australia working with Aboriginal and Torres Strait Islander Community Owned and run organisations including state-wide, large scale sporting events.	Jun 2025	Events and Community Partnerships Manager



Respect

As a service provider and member-based organisation that operates on traditional lands of one of the oldest living cultures on earth, we have an obligation to understand, value and respect Aboriginal and Torres Strait Islander cultures, including value systems, kinship systems, traditional and sacred knowledge, and historical experiences.

Action	Deliverable	Timeline	Responsibility
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Nov 2023	Senior Manager OD
	Conduct an internal engagement survey annually to assist the review of cultural learning needs and measure impact.	Nov 2023	Senior Manager OD
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Nov 2023	Senior Manager OD
	Develop, implement, and communicate a cultural learning strategy document for our staff.	Feb 2024	Senior Manager OD
	Explore options for developing a suite of resources at RAA for staff to continue self-paced Cultural Education.	Jun 2024	Senior Manager OD
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Jun 2025	Senior Manager OD
	Investigate opportunities for future cultural experiences for RAA and RAA Insurance Board and integrate into our cultural learning strategy.	Feb 2024	Senior Manager OD
8. 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.	Apr 2024	Communications Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Oct 2023	RAP Specialist
	Develop an online toolkit of resources for staff to access prior to events or weeks of significance to enhance learning and promote cultural acceptance.	Jul 2024	Senior Manager OD
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jul 2024, 2025	RAP Specialist
	Encourage senior leadership to share an Acknowledgement of Country in staff communications of significance or any other event where appropriate.	Apr 2024	Senior Manager ESI
	Make available to senior leaders opportunities to undertake language and protocol education with appropriate cultural authorities.	Apr 2025	Senior Manager OD
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Oct 2023, 2024, 2025.	GM Community and Corporate Affairs

Action	Deliverable	Timeline	Responsibility
9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2024, 2025	Senior Manager ESI
	Engage with First Nations Communities and stakeholders to host or support NAIDOC week events.	June 2024, 2025	Senior Manager ESI
	Communicate with staff and within our sphere of influence the meaning of NAIDOC Week and the difference between NRW and NAIDOC.	Jul 2024, 2025	Communications Manager
	Promote NAIDOC Week events annually and purchase tickets/tables accordingly.	June 2024, 2025	RAP Specialist
	Review HR policies and procedures to identify barriers to staff participating in NAIDOC Week.	Mar 2024, 2025	Senior Manager OD
	Promote and encourage participation in external NAIDOC events to all staff.	First week in Jul 2024, 2025	Communications Manager
10. Promote early engagement for Aboriginal and Torres Strait Islander voices in our programs, products, and services	Investigate options to guide greater inclusion of Aboriginal and Torres Strait Islander members' voices in our research into new and existing products and services	Sept 2024	Manager Research
	Develop a business case to support Aboriginal and Torres Strait Islander employees to apply a cultural lens to RAA programs, products and services	Dec 2024	GM Community and Corporate Affairs
	Include RAP Specialist in all engagement with Aboriginal and Torres Strait Islander stakeholders, peoples and communities through our education programs (including school programs and drive school) to guide cultural safety in our delivery.	Feb 2024	Senior Manager Community Education
	Maintain and expand our relationships with existing partners in reconciliation including Tjindu Foundation, Plan Pintyanthi, Kuma Kaaru and Ochre Dawn.	Jun 2024	RAP Specialist





Opportunities

We will build new ways of developing and delivering programs and services to include Aboriginal and Torres Strait Islander peoples. We will be flexible in providing opportunities to communities in ways that they feel will enhance their lives. We will focus on attracting, developing and retaining Aboriginal and Torres Strait Islander peoples to our organisation to have a positive economic impact, and enhance the delivery of our services to reflect the population across the areas in which we operate and reach.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Mar 2024	Chief People Officer
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Mar 2024	Chief People Officer
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy to establish clear and accessible employment pathways for Aboriginal and Torres Strait Islander peoples including exploring flexible employment models across our organisation.	Aug 2024	Chief People Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Aug 2024	Chief People Officer
	Recognise cultural values and contributions in our HR systems and process, acknowledging the unique knowledge Aboriginal and Torres Strait Islander staff bring to the organisation through connection to communities.	Aug 2025	Chief People Officer
	Educate through access to resources, cultural awareness training and awareness of policy changes for senior leaders of Aboriginal and Torres Strait Islander staff to support connection to community.	May 2024	Senior Manager OD
	Through education, HR Business Partners and RAP Specialist, support senior leaders of Aboriginal and Torres Strait Islander staff to participate in community events of significance as part of their employment where possible.	May 2024	Senior Manager OD
	Include a statement in recruitment advertising that encourages Aboriginal and Torres Strait Islander people's participation in our workforce.	Mar 2024	Chief People Officer
	Increase Aboriginal and Torres Strait Islander workforce with the RAA by 10 employees over the next 2 years	Oct 2025	Chief People Officer
	Develop a business case for establishing targets for different levels of Aboriginal and Torres Strait Islander employment within the business.	Oct 2025	Chief People Officer
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Oct 2023	Senior Manager OD	
Communicate HR policy review and reform to HR business partners and broader teams within RAA	Dec 2023	Chief People Officer	

Action	Deliverable	Timeline	Responsibility
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May 2024	Procurement Strategy Manager
	Engage with the First Nations Entrepreneur Hubs to build relationships and identify opportunities for collaboration.	Feb 2024	Procurement Strategy Manager
	Investigate Supply Nation membership.	Oct 2023	Procurement Strategy Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Dec 2023	Procurement Strategy Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jun 2024	Procurement Strategy Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Sep 2024	Procurement Strategy Manager
13. Increase accessibility of RAA products and services to Aboriginal and Torres Strait Islander communities	Work with key Aboriginal and Torres Strait Islander stakeholders to identify current or potential barriers to Aboriginal and Torres Strait Islander peoples accessing our services and products.	Mar 2025	Senior Manager Membership
	Investigate processes to remove identified barriers, increase awareness and further develop products and services that are inclusive starting with our Insurance products.	Jun 2025	Head of Strategy and Innovation
	Explore the increased role we can play in supporting Aboriginal and Torres Strait Islander peoples with positive financial security and employment pathways through insurance and membership education, pre-purchase car inspections, education on the role of financial services, and motoring advice.	Sep 2025	GM Community and Corporate Affairs
	Investigate expanding Licence to Work to remove driver's licence barriers for more South Australian Aboriginal and Torres Strait Islander Students.	May 2024	GM Community and Corporate Affairs



Governance

Maintaining a good governance structure inclusive of the diverse levels in RAA. In particular, participation from senior leadership will enable effective decision-making, help overcome internal barriers, and full action implementation. Our governance will uphold our accountability and ensure we are transparent.

Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG and RAP Committee.	Oct 2023, June 2024, 2025	Senior Manager ESI
	Review, update and apply our Terms of Reference for the RWG and RAP Committee.	Oct 2023	RAP Specialist
	Meet at least four times per year to drive and monitor RAP implementation.	Oct 2023, Apr, Jul, Oct, Dec 2024, 2025	Senior Manager ESI
15. Establish a First Nations Advisory Panel to guide our organisation's work and engagement	Develop a plan to create an external First Nations Advisory Panel to help support and guide appropriateness for delivery of actions that involve community.	Sept 2024	GM Community and Corporate Affairs
	Ensure resourcing of the First Nations Advisory panel so that members are paid for their time in accordance with similar panels in South Australia.	Sept 2024	GM Community and Corporate Affairs
	Establish and apply terms of reference for the panel.	Sept 2024	RAP Specialist
16. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Mar 2024, 2025	Senior Manager ESI
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Mar 2024, 2025	Senior Manager ESI
	Embed key RAP actions in performance expectations of senior management.	Jul 2024	Senior Manager OD
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Sept 2024	RAP Specialist
	Maintain Executive representation on the RAP Committee to ensure senior management RAP Champions.	Oct 2023	GM Community and Corporate Affairs
	RAP Committee to investigate developing a framework to measure the social impact created through reconciliation projects.	Nov 2024	Senior Manager ESI

Action	Deliverable	Timeline	Responsibility
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Jun annually	RAP Specialist
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug annually	RAP Specialist
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep, annually	RAP Specialist
	Report RAP progress to all staff and senior leaders quarterly through internal roadshows throughout RAA.	Dec 2023, Mar, Jul, Oct 2024	RAP Specialist
	Publicly report our RAP achievements, challenges and learnings, annually.	Nov 2023, 2024	Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Senior Manager ESI
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Oct 2025	RAP Specialist
18. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Jun 2025	RAP Specialist



Contact details

Lindsay Thomas | RAP Specialist

Phone: +61 8 7092 8355

Email: reconciliation@raa.com.au

