



**Diversity Council Australia (DCA)**  
**Reflect Reconciliation Action Plan**  
July 2019 – July 2020



**DIVERSITY  
COUNCIL  
AUSTRALIA**



**RECONCILIATION  
ACTION PLAN**  
**REFLECT**



**DCA acknowledges the Traditional Custodians of Country throughout Australia. We pay our respect to them, and to Elders past, present and emerging and thank them for their ongoing custodianship of this land and community.**

## **Knowledge Streams**

Much like water, Diversity Council Australia plays an integral role in connecting and sustaining respectful relationships with businesses and communities to create inclusive environments. Diversity Council Australia acknowledges the importance of having Aboriginal and Torres Strait Islander people as the central voices leading the way.

As relationships strengthen, natural streams form from experiences. Water on communities and cultures is education and knowledge sharing. Knowledge and education on the Reconciliation journey is the first step towards equality.

Rachael Sarra (*Goreng Goreng*)

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## OUR VISION FOR RECONCILIATION

We share Reconciliation Australia's vision of a just, equitable and reconciled Australia.

Our vision is an Australia where Aboriginal and/or Torres Strait Islander voices are central in any discussions around recognition and reconciliation; and where Aboriginal and/or Torres Strait Islander peoples feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to workplaces across the country.

## OUR ROLE

Diversity Council Australia's (DCA's) role in achieving this vision is to support Australian organisations to develop their capacity to create inclusive workplaces that understand and respect the diversity of Aboriginal and/or Torres Strait Islander peoples, cultures and histories, and provide safe, welcoming and culturally competent environments for Aboriginal and/or Torres Strait Islander peoples to work.

Aboriginal and/or Torres Strait Islander peoples have experienced significant exclusion from Australian society for many years. We believe that ending that exclusion is foundational to diversity and inclusion, and must be a fundamental element of any workplace's diversity and inclusion strategy and planning.



## OUR GUIDING PRINCIPLES

Our *Reflect* RAP was developed on the basis of two guiding principles: **Inclusion and Reconciliation**.

DCA defines **inclusion** as occurring when a diversity of people feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation.

Genuine inclusion must begin with **reconciliation**. There can be no genuine workplace inclusion while our First Nations Peoples are excluded from opportunities, and we as a nation do not address race relations, equality and equity, unity, institutional integrity, and historical acceptance.



## MESSAGE FROM LISA ANNESE,

### DCA CEO & RAP CHAMPION

Diversity Council Australia aspires to be a place where Aboriginal and/or Torres Strait Islander peoples, their heritage, cultures and spirituality are valued and respected. DCA wants to empower its member organisations to have the same aspirations.

Aboriginal and/or Torres Strait Islander peoples are the oldest continuous living culture on the planet and want and deserve to take greater control over the language used to describe their experiences and the ways in which their stories are told. It is critical for employers who want to be best practice to listen to these voices, including the diverse voices amongst all Aboriginal and/or Torres Strait Islander peoples.

Our vision for reconciliation is broad. DCA members represent a significant portion of the labour market and an even greater portion of the future potential labour market. We hope that by advocating for recognition and reconciliation at a national level and by enabling our members to build knowledge, share stories, engage with their employees and create opportunities for Aboriginal and/or Torres Strait Islander peoples, we will go some way to closing the employment gap.

In DCA's Reconciliation Action Plan, we know that this starts with us. Our commitment to our own employees, and our services in the labour market and the community, are key stepping stones to achieving genuine reconciliation.

**This was, is and always will be Aboriginal Land.**

## MESSAGE FROM KATE RUSSELL,

### DCA BOARD DIRECTOR & CHAIR OF DCA ABORIGINAL &/OR TORRES STRAIT ISLANDER EXTERNAL ADVISORY PANEL

It is an honour to be the Chair of DCA's first Aboriginal and/or Torres Strait Islander External Advisory Panel. **DCA are leaders in the diversity and inclusion space and with our first RAP, we are stepping up to formalise our commitment to reconciliation and support our networks and members to do the same.**

DCA is in the unique position as a knowledge holder and storyteller to provide our members education and information to build their capability and actively participate in the reconciliation conversation. The RAP formalises an approach that DCA has been taking for some time, that Aboriginal and/or Torres Strait Islander peoples need to be at the forefront of, and leading, Aboriginal and/or Torres Strait Islander issues. We do this by empowering and supporting Indigenous voices through research, events and programs.

**This RAP forms the building blocks of how we conduct business today and more importantly, the results will inform our future work empowering Indigenous peoples and communities. However, this RAP requires support to bring it to life, support from our staff, Board and DCA members.**

I'm looking forward to seeing how our first RAP will influence not only our work, but also the national reconciliation conversation.



## MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia is delighted to welcome Diversity Council Australia to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Diversity Council Australia joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Diversity Council Australia a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Diversity Council Australia will lay the foundations for future RAPs and reconciliation initiatives.

We wish Diversity Council Australia well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

**“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”**

On behalf of Reconciliation Australia, I commend Diversity Council Australia on its first RAP, and look forward to following its ongoing reconciliation journey.

**Karen Mundine**

**Chief Executive Officer  
Reconciliation Australia**



## OUR BUSINESS

**Diversity Council Australia (DCA) is the independent not-for-profit peak body leading diversity and inclusion in the workplace. We provide unique research, inspiring events and programs, curated resources and expert advice across all diversity dimensions to a community of member organisations.**

**DCA's mission is to encourage and enable Australian organisations to create diverse and inclusive workplaces, which drive performance and wellbeing, and reflect the Australian communities in which we live.**

Over 535 Australian based organisations are members of DCA, many of whom are Australia's business diversity leaders and biggest employers. Some of our founding members include ANZ Bank, AMP, BHP, Boral, Coles, IBM Australia, Myer, Orica, Rio Tinto and Westpac.

**DCA is not government funded - its income is generated from membership fees, sponsorships and services to business/employers.**

DCA, formerly known as the Council for Equal Opportunity in Employment Ltd, was established in 1985 as a joint initiative of the Australian Chamber of Commerce and Industry and the Business Council of Australia to demonstrate the business community's commitment to equal opportunity for women.

Our focus since then has expanded to cover all aspects of diversity in employment, reflecting changes in practice to embrace all areas of the diversity of human resources.



DCA works in partnership with members to generate ground breaking evidence-based diversity and inclusion resources that enable Australian organisations to fully leverage the benefits of a diverse talent pool.

- **DCA resources are ahead of the curve.** They establish leading diversity thinking and practice, enabling Australian organisations to re-imagine and reconfigure the way they manage talent in today's dynamic operating environments.
- **DCA resources drive business improvement.** They are high impact, driving business improvement through providing evidence-based guidance.
- **DCA resources are practice focused.** They respond to the information needs of industry leaders and the people they employ.
- **DCA resources speak to the Australian context.** DCA projects generate leading diversity thinking and practice that speaks to Australia's unique and distinctive institutional, cultural and legal frameworks.
- **DCA resources considers all diversity dimensions.** The full spectrum of diversity dimensions are investigated including age, caring responsibilities, cultural background and identity, disability, Aboriginal and/or Torres Strait Islander status, sexual orientation, gender identity, intersex status, and work organisation.

DCA currently employs 16 permanent staff with one of those staff members identifying as Aboriginal.

DCA's Executive Assistant to the CEO and Officer Manager, Simone Empacher Earl, commenced employment in 2013 and has undertaken the following development opportunities through her employment with DCA:

- Certificate in Aboriginal Cultural Education Program, and
- Certificate of Aboriginal Knowledge for the Workplace.

As part of her role, Simone was appointed DCA's first Aboriginal Liaison in 2018, and is currently completing her Diploma of Aboriginal Studies for Professional and Community Practice through Eora College of Sydney TAFE.

Over the past decade, DCA has made concerted efforts to connect with Aboriginal and/or Torres Strait Islander professional and community networks, and has required recruitment agencies to include Aboriginal and/or Torres Strait Islander candidates. DCA actively values Aboriginal and/or Torres Strait Islander background in our selection process and the expertise, cultural knowledge and lived experience our Aboriginal and/or Torres Strait Islander employees have provided to DCA over the past 10 years.

In 2018, DCA actively sought an Aboriginal and/or Torres Strait Islander voice for the DCA Board of Directors and in July appointed Kate Russell, Director Diversity and Culture, NSW Department of Planning and Environment as the first DCA Board member to identify as Aboriginal. Kate not only brings her vast professional experience in government and diversity to the Board but contributes cultural knowledge, lived experience and expertise as a proud Awabakal woman and Chair of the DCA Aboriginal and/or Torres Strait Islander External Advisory Panel.

DCA has offices located in Sydney and Melbourne. However, as DCA has a national reach, staff work across all states and territories.



## OUR RECONCILIATION ACTION PLAN

DCA is passionate about promoting and facilitating reconciliation between the wider Australian community and Aboriginal and/or Torres Strait Islander peoples, with respect in particular to better labour market engagement and recognition of the talents and untapped potential of Aboriginal and/or Torres Strait Islander peoples.

DCA has developed a *Reflect* Reconciliation Action Plan (RAP) to enable us to reflect on the work done to promote reconciliation, and to strengthen our commitment to create an Australia that takes meaningful action on reconciliation between Aboriginal and/or Torres Strait Islander peoples and non-Aboriginal and/or Torres Strait Islander people, in a way that is informed and led by Aboriginal and/or Torres Strait Islander peoples.

**Creating this *Reflect* RAP helped us to recognise areas where DCA needs to build deeper and more meaningful relationships with Aboriginal and/or Torres Strait Islander peoples and peak groups across *all areas* of our business.**

We believe it is critical to commit the time needed to adequately assess the internal needs of our organisation to progress our journey.

Our *Reflect* RAP is a framework to build on our existing relationships, and lay strong foundations for development of future RAPs. We will continually review our work under this RAP with the intention to advance to the *Innovate* level with our next iteration.

This RAP has been designed to build internal awareness, understanding and cultural competency for all DCA staff to improve the way DCA works internally, and externally, allowing DCA to lead by example within the Australian business community. We will utilise our unique position as an organisation that supports Australian employers to build their capability to embed inclusion for Aboriginal and/or Torres Strait Islander peoples across Australian workplaces.

This RAP has been developed by DCA's RAP Working Group, led and chaired by Simone Empacher Earl, DCA's Indigenous Liaison and proud Awabakal woman from the NSW Hunter Valley.

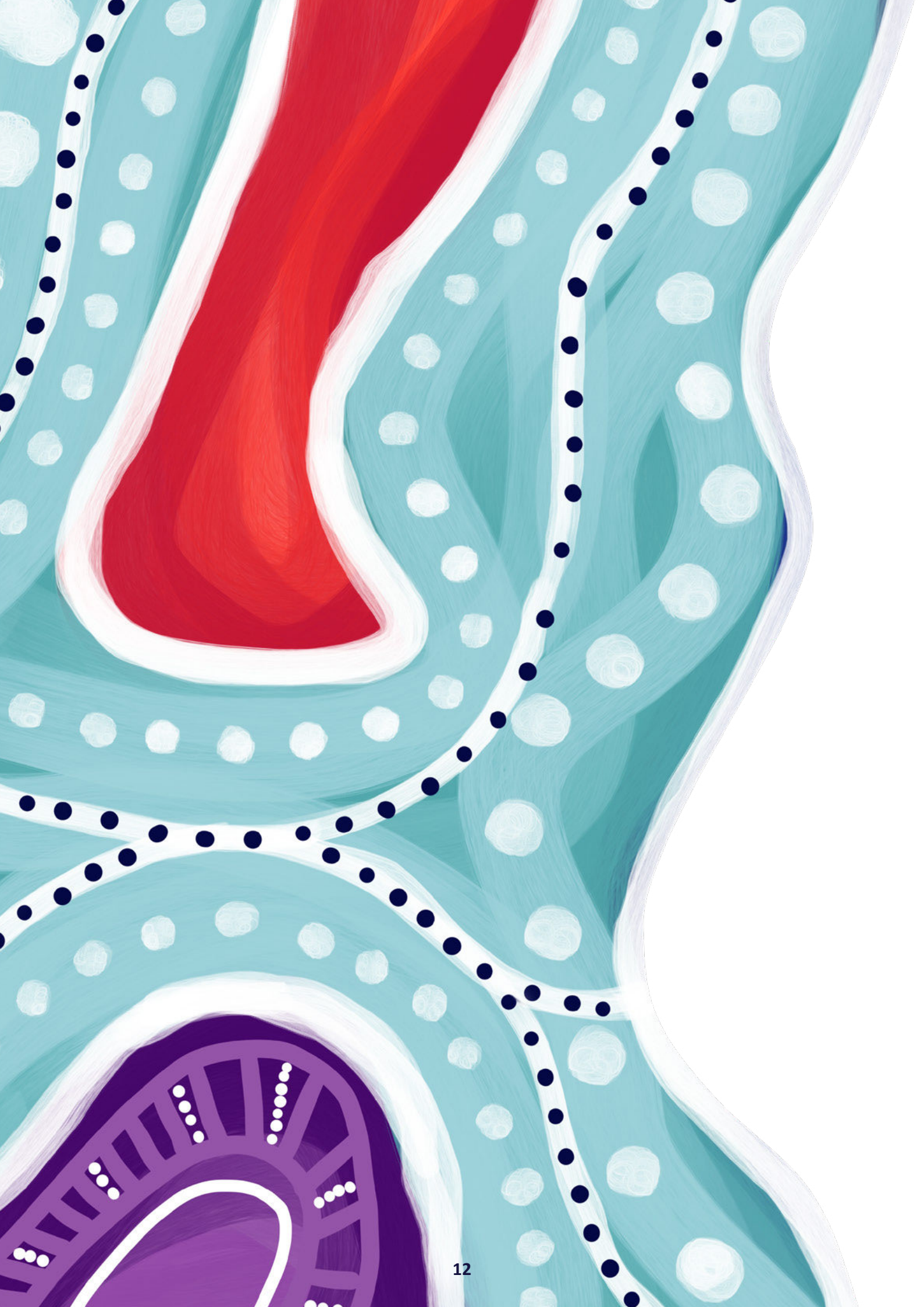
The RAP Working Group is also made up of:

- Lisa Annese, DCA's Chief Executive Officer and RAP Champion
- Dr Jane O'Leary, DCA's Research Director and RAP Champion
- Cathy Brown, Research & Policy Manager
- Karla Dunbar, Governance, Policy & Research Officer.

This work has been supported by DCA's Knowledge and Development Manager, Andrew Maxwell.

As part of this RAP, DCA established its first Aboriginal and/or Torres Strait Islander External Advisory Panel, to provide guidance, support, cultural knowledge and advice throughout our reconciliation journey. Our panel is made up of respected Aboriginal and/or Torres Strait Islander community members across Country, with representatives throughout Australian states and territories.

DCA also consulted with staff and the DCA Board of Directors, during this process, to ensure support throughout all levels of the organisation.





# OUR RECONCILIATION JOURNEY

- 2007** DCA appoints CEO Nareen Young, first identified Aboriginal Executive leader, who spearheaded DCA's engagement in the Aboriginal and/or Torres Strait Islander employment space.
- 2009** DCA research [Engaging Aboriginal Australians in the Private Sector](#) released, in partnership with National Australia Bank.
- 2011** The [National Indigenous Corporate Network](#) launched in partnership with Reconciliation Australia as a forum for Aboriginal and/or Torres Strait Islander peoples in the corporate sector to come together to share experiences, discuss the challenges they may face in the workplace and promotes career and talent development opportunities.
- 2013** Partnered with Reconciliation Australia and Lendlease on research, [Closing the Work Gap in Corporate Australia: Indigenous Perspectives on Effective Engagement Between Aboriginal and/or Torres Strait Islander Communities and the Private Sector](#).
- 2016** [Building Workplace Capability for Indigenous Australia Network](#) established, sponsored by Lendlease, to examine leading practice in attraction, retention and promotion of Aboriginal and/or Torres Strait Islander talent, improve understanding of Aboriginal and/or Torres Strait Islander cultures and issues and build organisational capability in this area.
- Partnered with PwC Indigenous Consulting to produce, [Words At Work: Building Indigenous Cultural Inclusion Through the Power of Language](#) guide.
- 2017** DCA-Suncorp [Inclusion@Work Index](#) released, creating the first national benchmark for inclusion in Australian workplaces.
- Two members of the RAP Working Group attended the Eora College (TAFE) Aboriginal Cultural Education Course.
- DCA's Inaugural [Diversity and Inclusion Oration](#) delivered by Stan Grant, Indigenous Affairs Editor for the Australian Broadcasting Corporation and special advisor to the Prime Minister on Indigenous constitutional recognition.
- 2018** DCA held a [Building Workplace Capability for Indigenous Australia Network on the topic of the Uluru Statement from the Heart and Constitutional Recognition](#). At this event we explored what the *Uluru Statement* means for corporate Australia in terms of our own action.
- DCA established its RAP Working Group.
- Kate Russell, Awabakal woman appointed to the DCA Board of Directors.
- DCA [Aboriginal and/or Torres Strait External Advisory Panel](#) formed.
- DCA podcast series [The Art of Inclusion](#) launched. Each episode begins with an Acknowledgment of Country to recognise the Traditional Owners of the land on which that episode was recorded. The episode '*Connecting Country*' featured the Hon. Linda Burney MP, Karen Mundine and Auntie Norma Ingram who gives a Welcome to Country.
- DCA made a [submission](#) to the *Joint Select Committee on Constitutional Recognition Relating to Aboriginal and/or Strait Islander Peoples*. We consulted with our Aboriginal and/or Torres Strait Islander External Advisory Panel and DCA members to survey how Australian organisations could, and should, contribute to constitutional recognition and reconciliation.



## RELATIONSHIPS

At DCA, 'partnering to include' is key to what we do. We are conscious it is not the role of non-Aboriginal and/or Torres Strait Islander organisations to lead this discussion, and so instead we aim to partner with and support Aboriginal and/or Torres Strait Islander peoples and organisations to create a collective voice.

**We believe that it is essential to be advised by Aboriginal and/or Torres Strait Islander peoples on issues that affect them.**

Action	Deliverable	Timeline	Responsibility
<b>RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting</b>	RWG oversees the development, endorsement and launch of the RAP.	<b>July 2019</b>	RAP Working Group Chair Research & Policy Manager Governance, Policy & Research Officer
	Ensure Aboriginal and/or Torres Strait Islander peoples are represented on the RAP Working Group.	<b>July 2019, 2020</b>	CEO Research Director
	Meet quarterly to monitor and report on RAP implementation.	<b>July 2019, October 2019, January 2020, April 2020, July 2020</b>	RAP Working Group Chair CEO Research Director Research & Policy Manager Governance, Policy & Research Officer
	Establish Terms of Reference for the RAP Working Group.	<b>July 2019</b>	Research & Policy Manager
<b>Build internal and external relationships</b>	Continue to partner with Aboriginal and/or Torres Strait Islander communities, groups and organisations to assist with our reconciliation journey.	<b>July 2019, 2020</b> <b>Review progress in Dec 2019</b>	RAP Working Group Chair
	Develop a list/internal directory of Aboriginal and/or Torres Strait Islander peoples, communities and organisations, including staff from DCA member organisations, within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.	<b>December 2019</b>	Governance, Policy & Research Officer
	Develop a list of RAP organisations and other like-minded organisations (i.e. in the services and/or not for profit sectors) that we could approach to connect with on our reconciliation journey.	<b>September 2019</b>	Governance, Policy & Research Officer

Action	Deliverable	Timeline	Responsibility
<b>Build internal and external relationships continued</b>	Engage with other RAP organisations to enhance our reconciliation journey, including participation in reconciliation events and promoting research outcomes of other RAP organisations.	<b>December 2019</b>	RAP Working Group Chair
	Foster the sharing of knowledge, information and building of relationships between Aboriginal and/or Torres Strait Islander peoples and non-Aboriginal and / or Torres Strait Islander peoples through DCA's <i>Building Workplace Capability for Indigenous Australia Network</i> .	<b>November 2019</b>	RAP Working Group Chair Events Manager
	Actively recruit an Aboriginal and/or Torres Strait Islander academic or Diversity and Inclusion practitioner to join the DCA Research Committee.	<b>December 2019</b>	Research Director
	Continue to support our state/territory based reconciliation councils.	<b>July 2019, 2020</b>	RAP Working Group Chair
<b>Participate in and celebrate National Reconciliation Week (NRW)</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	<b>May 2020</b>	Governance, Policy & Research Officer
	Encourage all staff to attend a NRW event.	<b>May 2020</b>	DCA RAP Champions: CEO; and Research Director
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	<b>May 2020</b>	RAP Working Group Chair
	Continue to promote NRW and NRW events to our members and subscribers through our social media channels and communications pieces.	<b>April 2020</b>	Communications Director



Action	Deliverable	Timeline	Responsibility
<b>Raise internal and external awareness of our RAP</b>	Develop and implement a plan to raise awareness among all staff across the organisation about our RAP commitments.	July 2019	Research & Policy Manager
	Publish RAP on DCA website so it's accessible to all staff.	July 2019	Communications Director
	Amend new staff induction checklist to include RAP.	July 2019	RAP Working Group Chair
	Develop and implement a plan to engage and inform key stakeholders of their responsibilities within our RAP.	August 2019	Research & Policy Manager
	Raise external awareness of DCA's RAP through communications and launch it at one of the 2019 <i>Building Cultural Capability for Indigenous Australia Network</i> events.	July 2019	CEO; RAP Working Group Chair; and Events Manager
	Continue to encourage our members to embark on their own reconciliation journey and develop a RAP, through our events, research and member engagement.	July 2019, 2020	CEO



## RESPECT

**“The most important part of any effective engagement is the building of respectful relationships, and the most important part of showing respect is to take the necessary time to do this properly and to do it early in any process, rather than wait until the end.”**

- Closing The Work Gap In Corporate Australia, DCA 2013

Action	Deliverable	Timeline	Responsibility
<b>Investigate Aboriginal and/or Torres Strait Islander cultural learning and development</b>	Develop a business case for increasing awareness of Aboriginal and/or Torres Strait Islander cultures, histories and achievements within Australian organisations.	<b>November 2019</b>	Research & Policy Manager
	Publish the developed business case as part of the resources available to DCA Members.	<b>December 2019</b>	Communications Director
	Investigate including online cultural competency training as part of on-boarding of new staff.	<b>December 2019</b>	CEO, and RAP Working Group Chair
	Develop a list of cultural competency programs, and suggested training that staff can consider for their annual development and training needs.	<b>August 2019</b>	CEO, and RAP Working Group Chair
	Encourage all staff to undertake further Aboriginal and/or Torres Strait Islander cultural awareness education through professional development studies, seminars and by attending workshops and events.	<b>July 2019, 2020</b>	DCA RAP Champions: CEO & Research Director

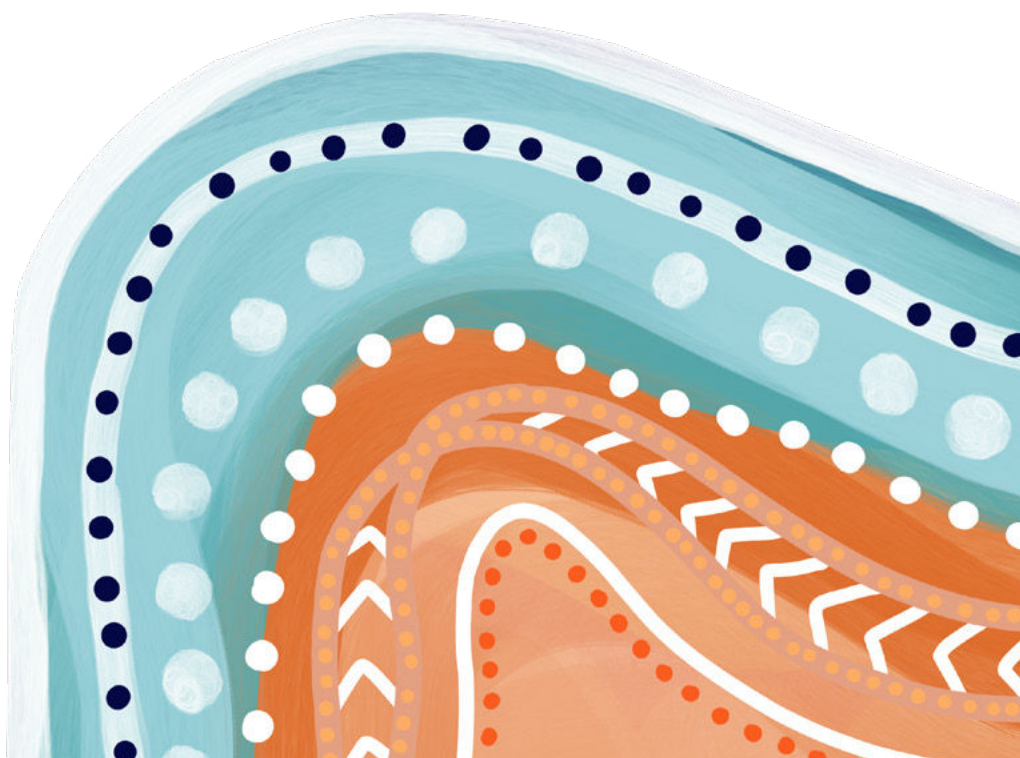
Action	Deliverable	Timeline	Responsibility
<b>Investigate Aboriginal and/or Torres Strait Islander cultural learning and development continued</b>	Conduct a review of cultural awareness training needs within our organisation.	<b>September 2019</b>	Research & Policy Manager, and RAP Working Group Chair
	Organise a meeting about cultural awareness with DCA staff to talk about their current level of knowledge and understanding of Aboriginal and/or Torres Strait Islander cultures, histories and achievements.	<b>June 2020</b>	CEO, and RAP Working Group Chair
	Develop a list of cultural immersion tours run by local Traditional Owners of the lands and waters within our organisation's sphere of influence.	<b>December 2019</b>	RAP Working Group Chair
<b>Participate in and celebrate NAIDOC Week</b>	Include NAIDOC Week banners in all staff email signatures.	<b>July 2019</b>	Communications Director
	Raise awareness and share information among staff of the meaning of NAIDOC Week, including information about the local Aboriginal and/or Torres Strait Islander peoples and communities.	<b>July 2019, 2020</b>	RAP Working Group Chair
	Encourage all staff to participate in an external NAIDOC Week event by promoting community events in our local areas.	<b>July 2019, 2020</b>	DCA RAP Champions: CEO; and Research Director
	Recognise paid NAIDOC leave for Aboriginal and/or Torres Strait Islander staff to attend cultural events during NAIDOC Week, as part of DCA's cultural leave for Aboriginal and/or Torres Strait Islander staff.	<b>July 2019, 2020</b>	CEO



Action	Deliverable	Timeline	Responsibility
<b>Participate in and celebrate NAIDOC Week continued</b>	Display other NAIDOC Week marketing materials (i.e. e-mail banners, posters) around all DCA offices to raise awareness.	<b>July 2019, 2020</b>	RAP Working Group Chair
	Promote NAIDOC Week and NAIDOC Week events to our members and subscribers through our social media channels and communications pieces.	<b>July 2019, 2020</b>	Communications Director, Digital Content and Social Media Advisor; and Communications Advisor
	Ensure our RAP Working Group participates in an external NAIDOC Week event.	<b>July 2019, 2020</b>	RAP Working Group Chair; Governance, Policy & Research Officer; and Research & Policy Manager
	Develop NAIDOC Week specific resource for DCA members utilising findings from DCA's existing research on evidence-based strategies for inclusion of Aboriginal and/or Torres Strait Islander peoples at work.	<b>Jan 2020, June 2020</b>	Research & Policy Manager

Action	Deliverable	Timeline	Responsibility
<b>Raise internal understanding of the meaning and significance of Aboriginal and/or Torres Strait Islander cultural protocols</b>	Update DCA's online resources relating to Aboriginal and/or Torres Strait Islander Inclusion to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols). Ensure this information is shared with staff and communicated to DCA members.	<b>September 2019</b>	Research & Policy Manager; Communications Director, Digital Content and Social Media Advisor
	Continue to ensure an Acknowledgement of Country or Welcome to Country are performed at all external events.	<b>July 2019, 2020</b>	CEO Research Director
	Introduce an Acknowledgement of Country at the commencement of significant internal staff meetings and encourage all staff to take turns in providing.	<b>July 2019, 2020</b>	CEO
	Ensure a relevant Acknowledgement of Country is included in the facilitation of Knowledge Programs, speaking engagements and all other external events delivered by DCA staff.	<b>July 2019, 2020</b>	Knowledge Program Manager
	Ensure a visible Acknowledgement of Country is on our website.	<b>July 2019</b>	RAP Working Group Chair, and Communications Director
	Explore who the Traditional Owners are of the lands and waters in our local area.	<b>December 2019</b>	RAP Working Group Chair
	Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence.	<b>December 2019</b>	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
<b>Celebrate and promote Aboriginal and/or Torres Strait Islander cultures within DCA and to our broader members</b>	Continue to communicate and promote Aboriginal and/or Torres Strait Islander cultural dates and events through our online resources for members, DCA's E-newsletter, emailed to staff, member organisations and subscribers.	July 2019, 2020	RAP Working Group Chair, and Communications Director
	Raise visibility of Aboriginal and/or Torres Strait Islander peoples' cultures and histories within DCA offices by displaying Aboriginal and/or Torres Strait Islander flags, artwork and language map and anything else that is deemed relevant.	January 2020	RAP Working Group Chair
<b>Explore opportunities to support Constitutional recognition</b>	Continue to raise awareness of and explore opportunities to support Constitutional recognition and reconciliation of Aboriginal and/or Torres Strait Islander peoples.	July 2019, 2020	DCA RAP Champions: CEO & Research Director





## OPPORTUNITIES

Many organisations are committed to engaging with Aboriginal and/or Torres Strait Islander peoples and providing employment opportunities is a key part of this engagement.

**But genuine inclusion is about more than simply creating employment opportunities. Genuine inclusion requires creating an organisation that understands and respects Aboriginal and/or Torres Strait Islander cultures.**

Accordingly, providing a safe and welcoming environment should be a critical part of any workplace's diversity and inclusion strategy and planning.



Action	Deliverable	Timeline	Responsibility
<b>Investigate Aboriginal and/or Torres Strait Islander employment</b>	Develop a business case for Aboriginal and/or Torres Strait Islander employment within our organisation.	<b>December 2019</b>	CEO
	Identify current Aboriginal and/or Torres Strait Islander staff to inform future employment and development opportunities.	<b>September 2019</b>	CEO
	Ensure all recruitment advertisements include a statement encouraging applications from Aboriginal and/or Torres Strait Islander peoples.	<b>July 2019, 2020</b>	CEO (and relevant recruiting Director)
<b>Investigate Aboriginal and/or Torres Strait Islander supplier diversity</b>	Develop resources for DCA members and staff about the mutual benefits of procurement from Aboriginal and/or Torres Strait Islander owned businesses and publish these to DCA member resources section of DCA website.	<b>December 2019</b>	Research & Policy Manager
	Develop a list of Aboriginal and/or Torres Strait Islander owned businesses (suppliers) that DCA should consider when making major purchases or seeking new services.	<b>Dec 2019, July 2020</b>	RAP Working Group Chair
	Develop a business case for procurement from Aboriginal and/or Torres Strait Islander owned businesses.	<b>July 2019, 2020</b>	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
Promote Aboriginal and/or Torres Strait Islander inclusion strategies within DCA member organisations	Support and raise the profile of Aboriginal and/or Torres Strait Islander researchers and research in the area of diversity and inclusion through our <i>Building Workplace Capability for Indigenous Australia</i> network.	July 2019, 2020	Events Manager
	Update DCA's online resources relating to Aboriginal and/or Torres Strait Islander Inclusion including organisational leading practice, case studies, resources and toolkits.	December 2019	Research & Policy Manager
	Continue to ensure that our own, and member, workplace initiatives involve Aboriginal and/or Torres Strait Islander and non-Indigenous peoples as <i>active and equal partners</i> – active in advocating, being role models, and being change agents.	July 2019, 2020	CEO, Research Director, RAP Working Group Chair, Research & Policy Manager
Incorporate Aboriginal and/or Torres Strait Islander perspectives into the DCA events and podcast series	Continue to ensure Aboriginal and/or Torres Strait Islander panellists are included in events, whether the event is focused specifically on Aboriginal and/or Torres Strait Islander employment or other diversity and inclusion topics.	July 2019, 2020	Events Manager
	Ensure that there is an episode focused on the experiences of Aboriginal and/or Torres Strait Islander peoples in every season of the DCA Podcast series <i>The Art of Inclusion</i> .	November 2019	Communications Advisor & Podcast Producer

## Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
<b>Build support for the RAP</b>	Define resource needs for RAP development and implementation.	<b>July 2019</b>	CEO
	Define systems and capability needs to track, measure and report on RAP activities.	<b>July 2019</b>	Research & Policy Manager
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	<b>September 2019</b>	RAP Working Group Chair
<b>Review and Refresh RAP</b>	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	<b>January 2020</b>	RAP Working Group Chair
	Submit draft RAP to Reconciliation Australia for review.	<b>February 2020</b>	RAP Working Group Chair
	Submit draft RAP to Reconciliation Australia for formal endorsement.	<b>June 2020</b>	RAP Working Group Chair

For any enquiries regarding this Reconciliation Action Plan, please contact DCA's Aboriginal Liaison and RAP Working Group Chair, Simone Empacher Earl: [simone@dca.org.au](mailto:simone@dca.org.au).





DIVERSITY  
COUNCIL  
AUSTRALIA

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