




Diversity Council Australia (DCA)
Innovate Reconciliation Action Plan
January 2021 – January 2023



**DIVERSITY
COUNCIL
AUSTRALIA**



**RECONCILIATION
ACTION PLAN
INNOVATE**



DCA acknowledges the 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. This always was and always will be Aboriginal and Torres Strait Islander land and seas.

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.

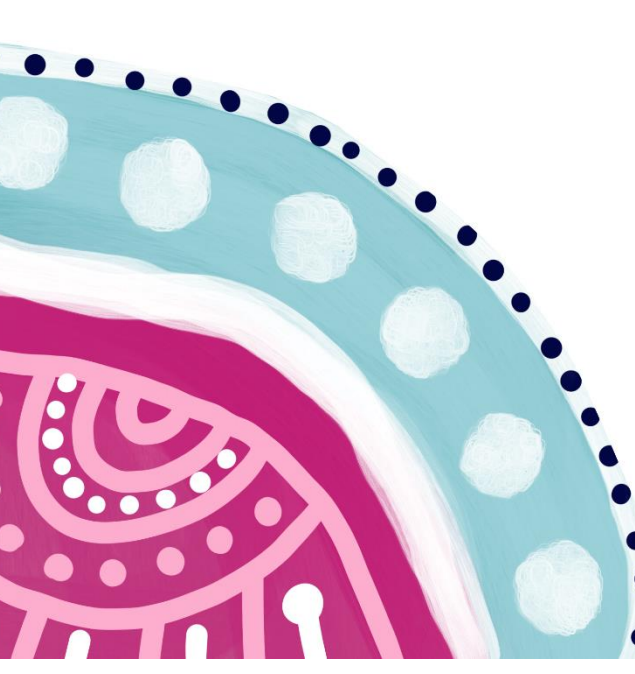
As relationships strengthen, natural streams form from experiences. Water on communities and cultures is education and knowledge sharing. Knowledge and education on the Reconciliation journey is the first step towards equality.

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 Torres Strait Islander voices are central in any discussions around recognition and reconciliation; and where Aboriginal and 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 Torres Strait Islander peoples, cultures and histories, and provide safe, welcoming and culturally competent environments for Aboriginal and/or Torres Strait Islander people to work. DCA also collaborates and supports organisations who are starting out on their reconciliation journey, through providing education, resources and connections with Aboriginal and Torres Strait Islander organisations.

Aboriginal and Torres Strait Islander peoples have experienced significant exclusion and racial injustices in 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

In 2019 our [Reflect RAP](#) was developed on the basis of two guiding principles: **Inclusion and Reconciliation**. Our Innovate RAP will build on these principles.

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 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

Diversity Council Australia Chief Executive Officer

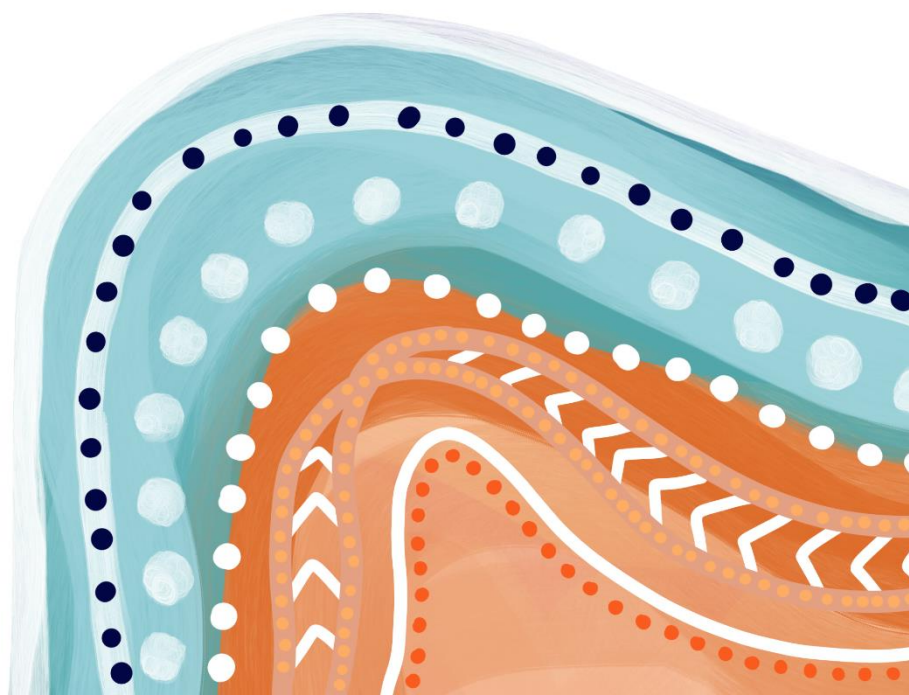
DCA RAP Champion

Diversity Council Australia is pleased to be launching our second Reconciliation Action Plan. Over the past two years, we have reflected on the work that we do as an organisation to support and empower First Nations Peoples. This has been an important and valuable process for us, and we have been humbled by the generous support and guidance of DCA's Aboriginal and/or Torres Strait Islander External Advisory Panel.

This RAP was developed throughout 2020, against the backdrop of COVID-19 and the Black Lives Matter movement. For many Australian organisations, it was the coalescence of these two events that changed the way they understand, and address, issues of racial justice and reconciliation. DCA was delighted to use our network to give First Nations Peoples a platform to speak truth about these issues to Australian organisations.

For DCA, the events of 2020 also reminded us of the importance of and need for inclusive and culturally safe workplaces. This was reflected in *Gari Yala: speak the truth* a major piece of research that DCA undertook in conjunction with the Jumbunna Institute in 2020. This research showed us that culturally safe organisations are still not the norm for all First Nations Peoples. DCA is committed to using our influence address this issue.

In this new RAP, DCA reaffirms our commitment to Reconciliation Australia's vision of a just, equitable and reconciled Australia. Something we will continue to strive for, both within DCA and with our members.



MESSAGE FROM KATE RUSSELL

DCA Board Director

Chair, Aboriginal and/or Torres Strait Islander External Advisory Panel

Director Place, Design and Public Spaces – Dept of Planning, Industry and Environment

Over the past year I've had the pleasure of watching DCA continue their cultural journey from reflection to innovation. Both in my role on the DCA Board and as Chair of the Aboriginal and/or Torres Strait Islander External Advisory Panel (EAP), I have witnessed their commitment to furthering the national conversation on complex and sensitive issues such as constitutional recognition and the experiences of First Nations People at work. DCA has drawn on its organisational strength as an educator to raise the cultural capability level of its members. DCA's support for First Nations' voices and perspectives in these conversations has enhanced their credibility in both Community and the corporate world. As always, DCA has approached these conversations with an intersectional lens and a focus on inclusion.

I'd like to thank the DCA RAP Working Group for allowing us to deliver an incredible Reflect RAP and driving us forward with this Innovate edition. Further thanks to the DCA Aboriginal and/or Torres Strait Islander External Advisory Panel for their ongoing support, guidance and candour. We are very fortunate that you are so generous with your time and knowledge.



MESSAGE FROM RECONCILIATION AUSTRALIA

Karen Mundine

Chief Executive Office

Reconciliation Australia

Reconciliation Australia commends Diversity Council Australia (DCA) on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

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

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. DCA continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that DCA will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to DCA using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for DCA to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, DCA will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of DCA's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations DCA on your second RAP and I look forward to following your ongoing reconciliation journey.



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 700 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 and inclusion 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 17 permanent staff with one of those staff members identifying as Aboriginal.

DCA's Events Coordinator and Aboriginal Liaison, Simone Empacher Earl, commenced employment in 2013 and has undertaken the following development opportunities through her employment with DCA:

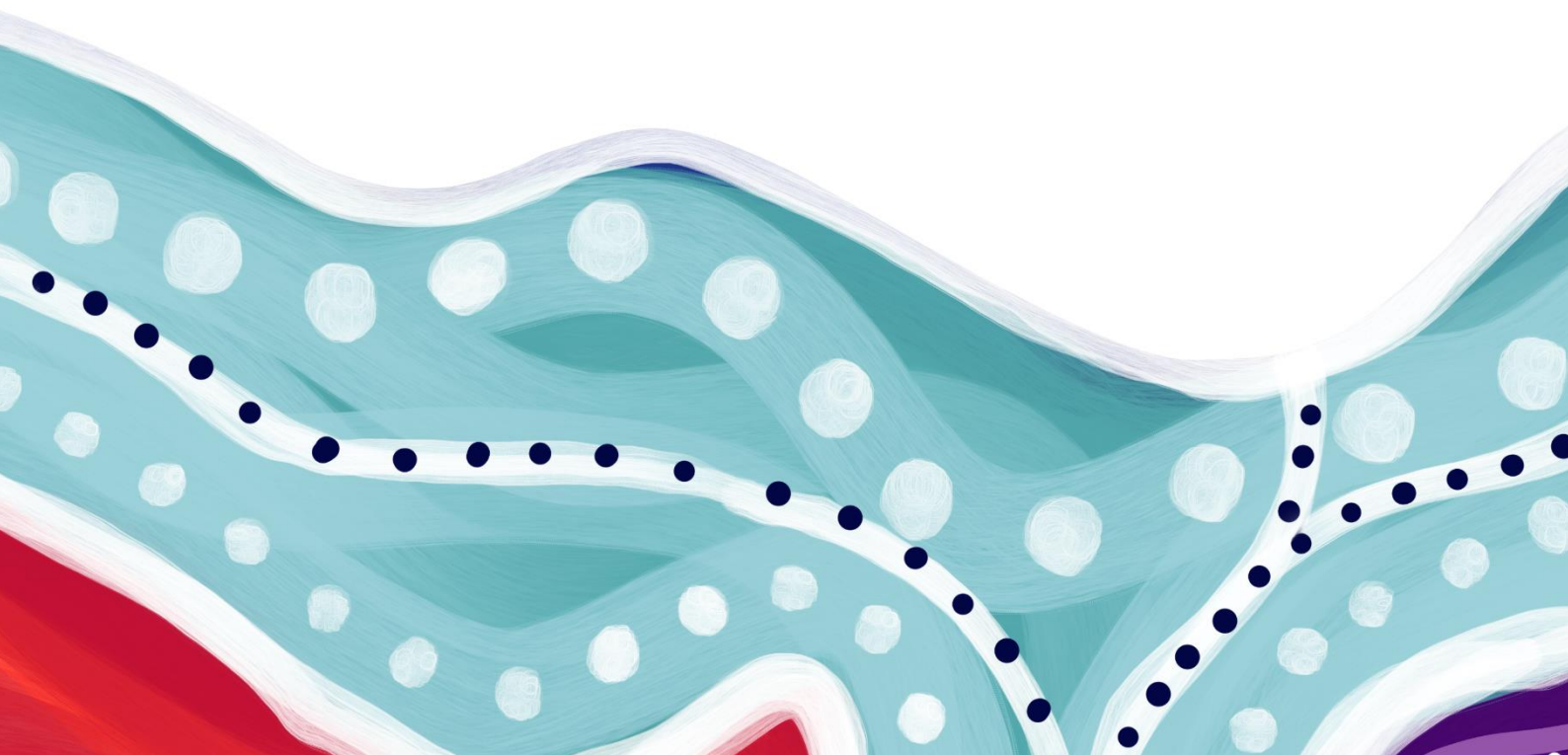
- Certificate in Aboriginal Cultural Education Program,
- Certificate of Aboriginal Knowledge for the Workplace,
- Diploma of Aboriginal Studies for Professional and Community Practice through Eora College of Sydney TAFE

Simone was appointed as DCA's first Aboriginal Liaison in 2018.

Over the past decade, DCA has made concerted efforts to connect with Aboriginal and 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 people 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 Place, Design and Public Spaces – Department of Planning, Industry 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, Melbourne, Brisbane and Canberra. 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 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 people.

DCA has progressed to an *Innovate* Reconciliation Action Plan (RAP) to enable us to build on the work DCA has done to promote reconciliation. Through our *Innovate* RAP we hope to develop an aspirational and innovative approach to our commitment to create an Australia that takes meaningful action on reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous people, in a way that is informed and led by Aboriginal and Torres Strait Islander peoples.

DCA's 2019 *Reflect* RAP helped us to recognise areas where DCA needs to build deeper and more meaningful relationships with Aboriginal and Torres Strait Islander peoples and peak groups across **all areas** of our business. Our next step will be focussing on strengthening these relationships.

In order to do this, we believe it is critical to commit the time needed to adequately assess the internal needs of our organisation to progress our journey, as well as our sphere of influence. We looked at what we were currently doing and how we could use this as a foundation for our RAP process.

Our *Innovate* RAP is a framework to work together to develop innovative strategies to ensure the self-determination and inclusion of First Nations People in our workplaces. We will continually review our work to ensure we proceed to improve, as individuals and as an organisation, in this area.

This RAP has been designed to foster and develop 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 continue to utilise our unique position as an organisation that supports Australian employers to build their capability to embed inclusion for Aboriginal and 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 Aboriginal 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, Research Director and RAP Champion
- Cathy Brown, Director, Policy & Programs
- Karla Dunbar, Governance, Policy & Research Officer.

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

As part of DCA's initial RAP journey, we established our first [Aboriginal and/or Torres Strait Islander External Advisory Panel](#), to provide guidance, support, cultural knowledge and advice throughout our reconciliation journey, our work and RAP. 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 Aboriginal and/or Torres Strait Islander External Advisory Panel Members

Kate Russell

Awabakal (NSW)

DCA Aboriginal and/or Torres Strait Islander External Advisory Panel Chair

DCA Board Director

Director Place, Design and Public Spaces – Department of Planning, Industry and Environment

Luke Briscoe

Kuku Yalanji (QLD)

Co-Founder and Company Director, Indigilab

Lauren Letton

Ngarrindjeri (SA) and Narungga (SA)

Planning and Audit Officer, South Australia Police

Thomas Mayor

Zenadth Kes (TSI)

Northern Territory Branch Secretary, Maritime Union of Australia

Jason Mifsud

Gunditjmara (VIC)

Managing Director, Mifsud Consulting

Nareen Young

Inner City Sydney (NSW)

Professor Indigenous Policy (Indigenous Workforce Diversity), University of Technology Sydney

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 Torres Strait Islander employment space.
2009	DCA research Engaging Aboriginal Australian 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 people 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 Strait Islander Communities and the Private Sector .
2016	<p>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.</p> <p>Partnered with PwC Indigenous Consulting to produce, Words At Work: Building Indigenous Cultural Inclusion Through the Power of Language guide.</p>
2017	<p>DCA-Suncorp Inclusion@Work Index released, creating the first national benchmark for inclusion in Australian workplaces.</p> <p>DCA's <i>Building Workplace Capability for Indigenous Australia Network</i> events, sponsored by Lendlease, explored:</p> <ul style="list-style-type: none"> • Engaging and empowering Indigenous women leaders, the keynote presentation was delivered by The Hon Linda Burney MP • Tackling unconscious bias to progress Indigenous talent, Jodie Sizer, Owner & Co-CEO, PwC Indigenous Consulting, delivered the keynote address. <p>Two members of the RAP Working Group attended the Eora College (TAFE) Aboriginal Cultural Education Course.</p> <p>The inaugural Diversity and Inclusion Oration was delivered by Stan Grant, Indigenous Affairs Editor for the Australian Broadcasting Corporation and special advisor to the Prime Minister on Indigenous constitutional recognition.</p>

2018	<p>DCA's <i>Building Workplace Capability for Indigenous Australia Network</i> events, sponsored by Lendlease, explored:</p> <ul style="list-style-type: none"> • Exploring what the Uluru Statement means for corporate Australia in terms of our own action, Thomas Mayor, Northern Territory Branch Secretary, Maritime Union of Australia delivered a keynote address. • The process of developing and progressing a RAP, a keynote presentation was delivered by Andrea Kelly, Deputy Chief Executive Officer of Reconciliation Australia. <p>DCA established its RAP Working Group.</p> <p>Kate Russell, Awabakal woman appointed to the DCA Board of Directors.</p> <p>DCA Aboriginal and/or Torres Strait External Advisory Panel formed.</p> <p>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 '<i>Connecting Country</i>' featured the Hon. Linda Burney MP, Karen Mundine and Auntie Norma Ingram who gives a welcome to Country.</p> <p>DCA made a submission to the <i>Joint Select Committee on Constitutional Recognition Relating to Aboriginal and/or Strait Islander Peoples</i>. 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.</p>
2019	<p>Launch of DCA's first Reflect Reconciliation Action Plan.</p> <p>DCA partnered with University of Technology Sydney, Jumbunna Institute for Indigenous Education and Research to launch its world first Indigenous People and Work Research and Practice Hub.</p> <p>DCA's <i>Building Workplace Capability for Indigenous Australia Network</i> events, sponsored by National Australia Bank, explored:</p> <ul style="list-style-type: none"> • Improving Indigenous cultural competence • Championing Indigenous women leaders, the keynote presentation was delivered by Dr Tess Ryan. <p>The second season of DCA's podcast series, the Art of Inclusion, included an episode on the cultural protocols for death in Indigenous communities – and how workplaces can better understand and support this practice, 'Sorry Business', and another on Constitutional recognition and the role wider Australian workplaces play, 'Unfinished Business'.</p> <p>DCA released a guide on Creating Inclusive Multi-Faith Workplaces, which included information on Aboriginal and Torres Strait Islander spiritualities.</p> <p>DCA's Counting Culture: Six Principles for Measuring Cultural Diversity of Your Workplace guide was released. The guide recommends organisations recognise Aboriginal and/or Torres Strait Islander people's unique position by separating Aboriginal and Torres Strait Islander peoples from the broad category of 'cultural diversity' when Counting Culture.</p>

Jackie Huggins AM spoke at DCA's [2019 Annual Diversity Debate](#) on whether backlash is good for diversity and inclusion.

DCA launched the second iteration of the [Inclusion@Work Index](#) which highlighted the experiences of inclusion and exclusion in the workplace for Aboriginal and/or Torres Strait Islander Workers.

As part of DCA's *Reflect* RAP, the Aboriginal and Torres Strait Islander Peoples information on the website were updated. The website provides information for DCA members on:

- [Inclusive language](#)
- [The business case for Aboriginal and Torres Strait Islander employment](#)
- [The key issues effecting Aboriginal and/or Torres Strait Islander worker's experiences](#)
- [Leading practice principles](#)
- [Surveying and benchmarks](#)
- [Toolkits](#).

DCA [officially announced](#) its support of the *Uluru Statement from the Heart* campaign to secure constitutional recognition for Aboriginal and Torres Strait Islander peoples.

DCA staff attended a cultural awareness program ran by Shared Knowledge.

2020

DCA's *Building Workplace Capability for Indigenous Australia Network* events, sponsored by National Australia Bank, explored:

- [Progress on Constitutional recognition and the Uluru Statement from the Heart](#)
- [Exploring the impacts of COVID-19 on Indigenous people and work](#)
- [Indigenous workforce engagement](#).

A webinar was held on [how organisations can move beyond tokenism to real action on racism](#), focusing on how the US Black Lives Matter movement has shone a light on the continued injustices and inequalities experienced by Aboriginal and Torres Strait Islander Peoples in our society.

DCA and the UTS, Jumbunna Institute for Indigenous Education and Research launched a nationwide survey to find out the truths about Indigenous Australians employment experiences in Australia, sponsored by National Australia Bank and Coles. The [Gari Yala](#) (which means speak the truth'in Wiradjuri) survey aims to be a voice for Aboriginal and Torres Strait Islander workers, capturing the state of play when it comes to workplace cultural safety, inclusion and exclusion/racism.

DCA staff completed the SBS Inclusion Program: Aboriginal and Torres Strait Islander course.

DCA's CEO interviewed John Paul Janke about what is needed to recognise Australia's ongoing racial injustices and how we can shift the dial to create a future that includes Australia's First Nations people. [The interview can be viewed](#) on the DCA website.



RELATIONSHIPS

At DCA, 'partnering to include' is key to what we do. We are conscious it is not the role of non-Aboriginal and Torres Strait Islander organisations to lead this discussion, and so instead we aim to partner with and support Aboriginal and 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 people on issues that affect them.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	January 2022, January 2023	RAP Working Group Chair
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	June 2021	Director, Policy & Programs
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials and events to our staff and external stakeholders. 	May 2021, May 2022	RAP Working Group Chair Communications Director
	<ul style="list-style-type: none"> RAP Working Group members and all DCA staff to participate in an external NRW event. 	27 May-3 June 2021, 27 May-3 June 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May-3 June 2021, 27 May-3 June 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May-3 June 2021, 27 May-3 June 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2021, May 2022	RAP Working Group Chair
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation. 	March 2021	RAP Working Group Chair CEO

Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	January 2021, January 2022, January 2023	CEO Communications & Operations Director
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	January 2021, January 2022, January 2023	CEO Communications & Operations Director
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. 	January 2022, January 2023	RAP Working Group Chair
	<ul style="list-style-type: none"> Use social media and communication platforms to promote and raise awareness of reconciliation topics. 	January 2021, January 2022, January 2023	Communications & Operations Director
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	February 2021, February 2022	Governance, Policy & Research Officer
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	December 2021, December 2022	Governance, Policy & Research Officer
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	February 2022	Governance, Policy & Research Officer
	<ul style="list-style-type: none"> Engage external provider to educate senior leaders on the effects of racism. 	January 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Present <i>Gari Yala</i> research findings to the team and facilitate discussion to engage staff. 	December 2021, December 2022	Research Director
	<ul style="list-style-type: none"> Create and circulate a hub containing resources on anti-discrimination reading material, videos, movies and research. 	June 2021	RAP Working Group Chair



RESPECT

Genuine inclusion requires creating an organisation that understands and respects Aboriginal and 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.

"For workplaces to be authentic, they needed to ensure that actions are not being taken for tokenistic reasons, instead showing genuine respect for Indigenous cultures, and valuing the contributions of staff." Gari Yala: Speak the Truth 2020

Action	Deliverable	Timeline	Responsibility
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.	March 2021, March 2022	RAP Working Group Chair
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March 2021, March 2022	RAP Working Group Chair
	• Develop, implement and communicate a cultural learning strategy for our staff.	March 2021, March 2022	RAP Working Group Chair
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2021, - March 2022	RAP Working Group Chair
	• Circulate a list/hub of resources focussing on reconciliation reading material, videos, movies and research.	May 2021, May 2022	RAP Working Group Chair
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 2021, April 2022	RAP Working Group Chair

	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	<i>April 2021</i>	RAP Working Group Chair
	<ul style="list-style-type: none"> Continue to have local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	<i>January 2021, January 2022</i>	RAP Working Group Chair
	<ul style="list-style-type: none"> Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of all team and Board meetings. 	<i>January 2021, January 2022</i>	CEO
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	<i>July 2021, July 2022</i>	RAP Working Group Chair
	<ul style="list-style-type: none"> Communicate the provisions put in place, and outlined in the DCA staff HR handbook and policies, to remove barriers towards Aboriginal and/or Torres Strait Islander staff participating in NAIDOC Week or requiring cultural leave. 	<i>January 2021</i>	CEO
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	<i>July 2021, July 2022</i>	RAP Working Group Chair
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all DCA members. 	<i>July 2021, July 2022</i>	Communications & Operations Director
Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance	<ul style="list-style-type: none"> Investigate adding the option for DCA staff participation in external Aboriginal and Torres Strait Islander days significance events as part of staff development plans 	<i>September 2021</i>	CEO
Enhance the understanding and appreciation of the importance of cultural safety across the DCA membership	<ul style="list-style-type: none"> Encourage DCA members to learn about the importance of cultural safety by accessing and reading <i>DCA's Gari Yala</i> research. 	<i>June 2021</i>	CEO

- Host specific events for DCA Members on cultural safety, highlighting research and recommendations from DCA's *Gari Yala* research.

April 2021

Senior Manager
Events &
Sponsorship



OPPORTUNITIES

Many organisations are committed to engaging with Aboriginal and 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.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none">Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2021, June 2022	CEO
	<ul style="list-style-type: none">Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2021, June 2022	CEO
	<ul style="list-style-type: none">Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2021, June 2022	CEO
	<ul style="list-style-type: none">Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2021, June 2022	CEO
	<ul style="list-style-type: none">Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2021, June 2022	CEO and Relevant hiring Director
	<ul style="list-style-type: none">Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2021, June 2022	Governance, Policy & Research Officer CEO
	<ul style="list-style-type: none">Review DCA recruitment and selection practices to ensure that they are inclusive of, and align with, best practice for the recruitment and selection of, Aboriginal and Torres Strait Islander people.	June 2021, June 2022	CEO

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Ensure that all DCA recruitment processes encourage applications from Aboriginal and Torres Strait Islander people via a diversity statement in the job advertisement inviting Aboriginal and Torres Strait Islander people to apply. 	June 2021, June 2022	CEO
	<ul style="list-style-type: none"> Continue to encourage DCA members and stakeholders to improve Aboriginal and Torres Strait Islander recruitment, retention and professional development through education, resources and events. 	February 2022	Communications Director CEO
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	January 2023	Communications Director CEO
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	May 2022, May 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	June 2022, June 2023	Aboriginal Liaison
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	July 2022	Aboriginal Liaison

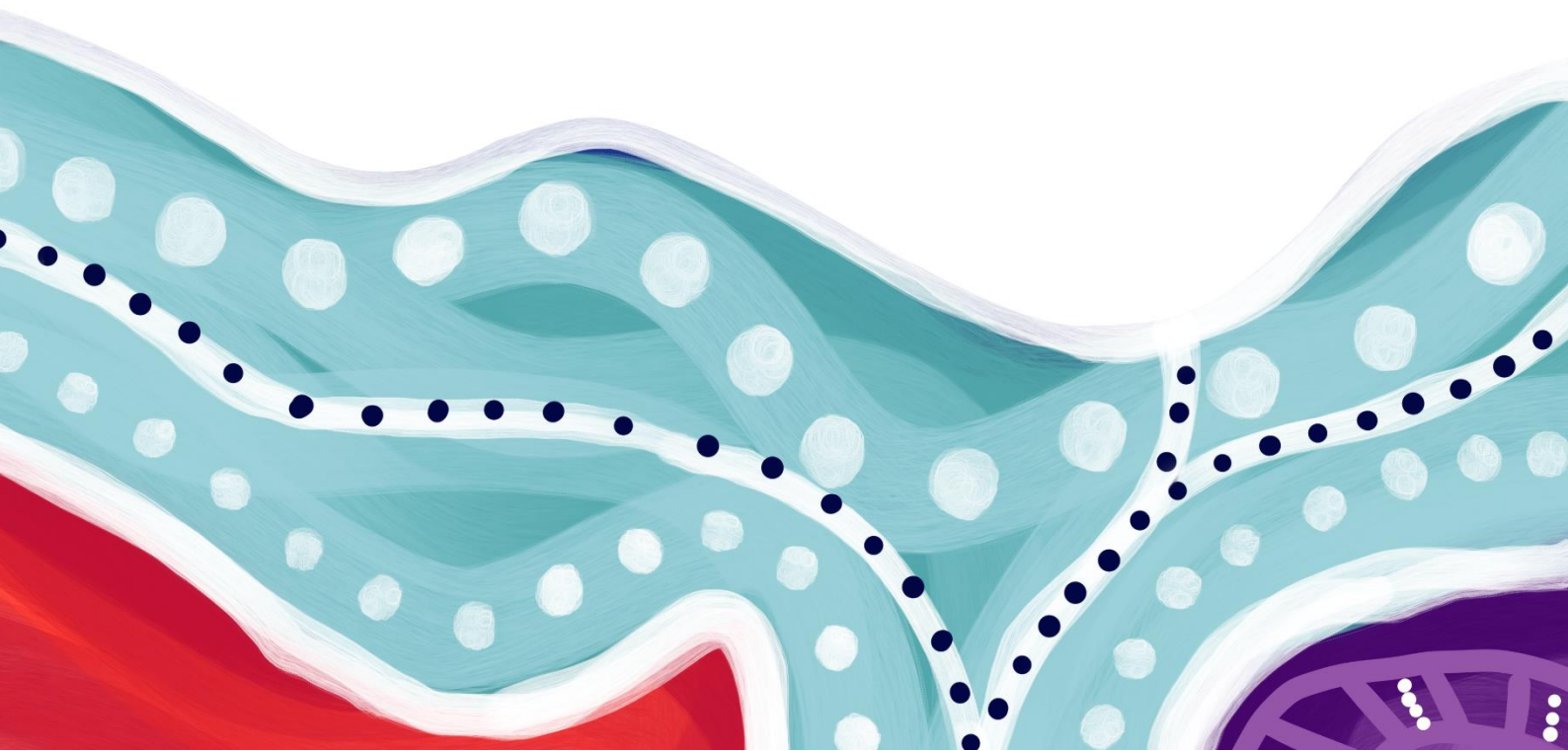


GOVERNANCE

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	January 2022, January 2023	CEO
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	August 2022	Governance, Policy & Research Officer RAP Working Group Chair
	<ul style="list-style-type: none"> Continue to meet at least four times per year to drive and monitor RAP implementation. 	February 2021, May 2021, August 2021, November 2021, February 2022, May 2022, August 2022, November 2022	RAP Working Group Chair
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	February 2021	RAP Working Group Chair
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	January 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	January 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	January 2022, January 2023	RAP Working Group Chair
1. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	September 2021, September 2022	RAP Working Group Chair
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	February 2021, May 2021, August 2021, November 2021, February 2022, May	RAP Working Group Chair

		2022, August 2022, November 2022	
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	June 2021, January 2022	Communications Director Governance, Policy & Research Officer
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	April 2022	Governance, Policy & Research Officer
2. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	July 2022	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.





DIVERSITY
COUNCIL
AUSTRALIA

Diversity Council Australia Ltd

Hub Customs House
Level 3 & 4, 31 Alfred St
Sydney NSW 2000
Phone: (02) 8014 4300
www.dca.org.au