



FOOTBALL
AUSTRALIA

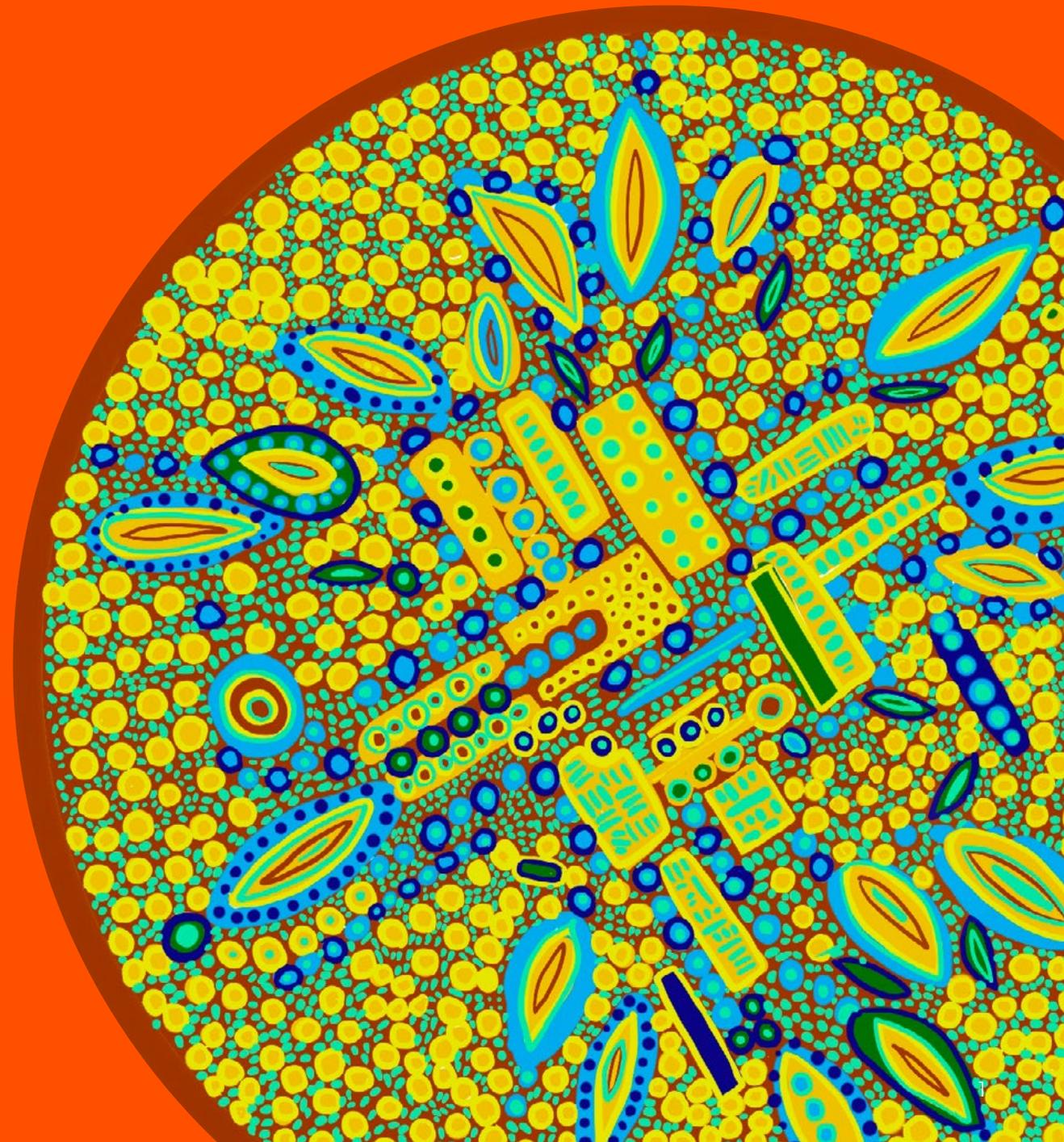
Reconciliation Action Plan

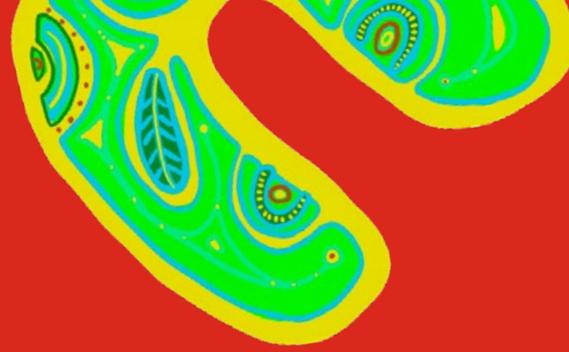
Feb 2022 – Feb 2023



RECONCILIATION
ACTION PLAN

REFLECT





Acknowledgement Statement



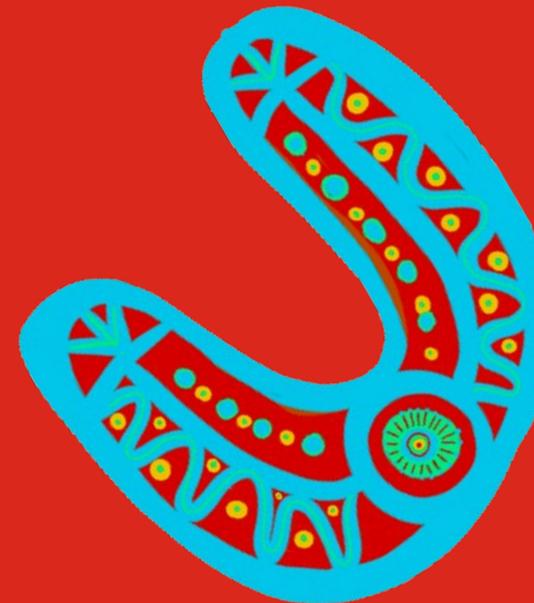
Football Australia acknowledges Aboriginal and Torres Strait Islander peoples as the first inhabitants of the land now referred to as Australia and that sovereignty was never ceded. We proudly embrace First Nations peoples and cultures as an integral foundation of who we are and our identity as a national and global sport.

We respectfully acknowledge all Aboriginal and Torres Strait Islander peoples, cultures, and communities as the Traditional Custodians of the land, skies and seas. We extend this respect and acknowledgement to First Nations elders past and present, as we continue to cherish their guidance and wisdom toward the continuation of educational, spiritual, and cultural practices of Aboriginal and Torres Strait Islander peoples.

Football Australia Headquarters are located on the lands of the Gadigal people in Barangaroo, Sydney and we pay our respects to the traditional custodians who have cared for the land since time immemorial.

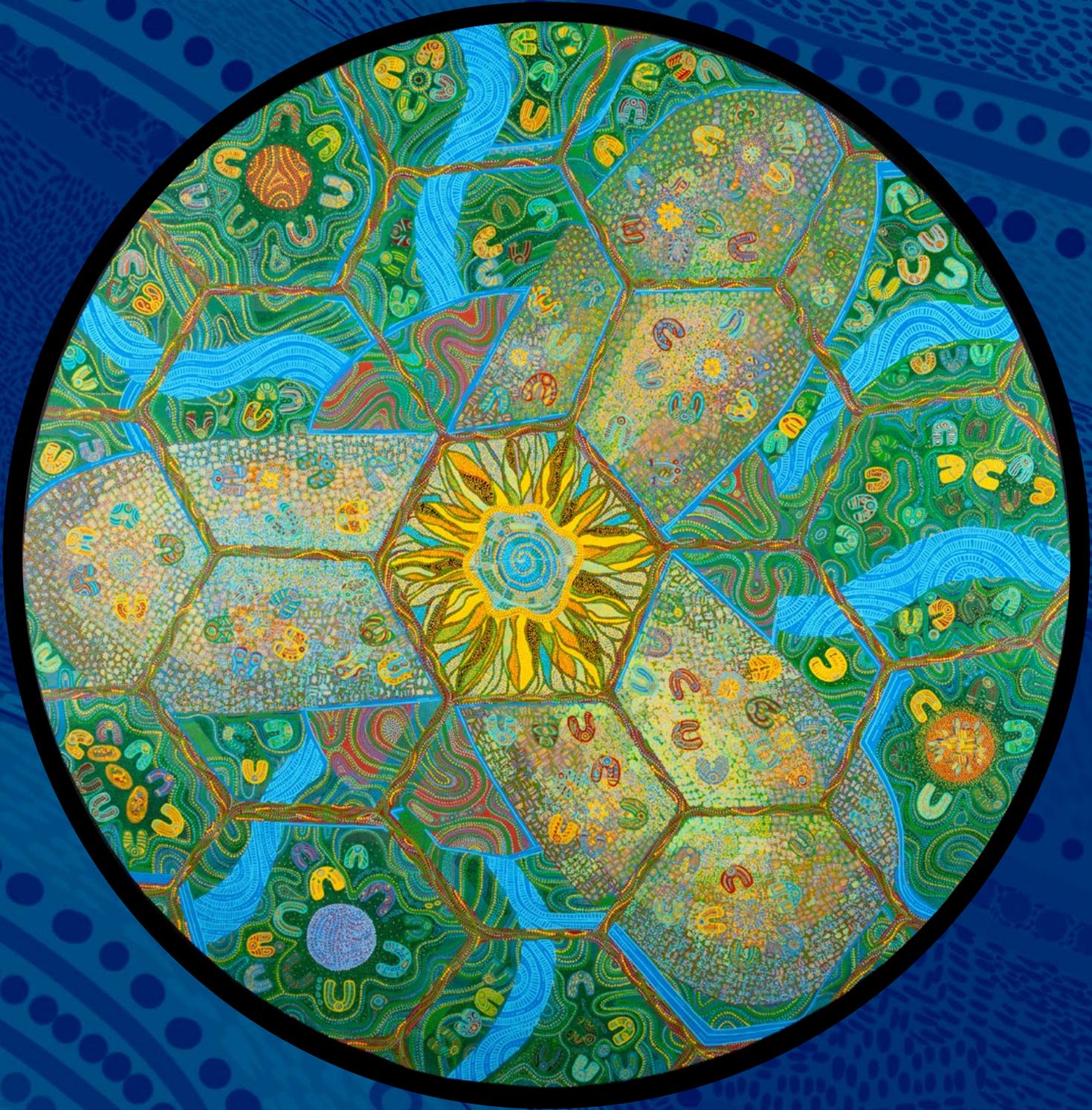
As football commences our Reconciliation journey, we recognise that our sport is played on the grounds and the earth that First Nations people have been living custodians of. In valuing that history we acknowledge all locations in which Football Australia and its Member Federations operate by their Traditional Placenames; Adelaide (Tartanya), Brisbane (Meaanjin), Canberra (Ngambri), Darwin (Garramilla), Hobart (Nipaluna), Melbourne (Naarm), Newcastle (Mulubinba), Perth (Boorloo) and Sydney (Gadigal).

There are many First Nations and non-Indigenous contributors to the commencement of a vibrant and rich history of Indigenous participation and representation in the global game. There are countless organisations, foundations and individuals across decades who deserve appropriate recognition and acknowledgement for their work. As Football commence their reconciliation journey we aim to connect, share and celebrate these people and their stories as we build on this legacy for years to come.



TERMS

Football Australia acknowledges the complexities and limitations for the use of encompassing terms such as Indigenous and First Nations. Throughout this Reconciliation Action Plan and all Football Australia publications the terms Aboriginal and Torres Strait Islander Peoples, First Nations Peoples and First Peoples, will be of use – interchangeably.





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About the Artwork

As we walk together in unity for reconciliation, we acknowledge and value the original peoples of this land.

As we come together to sit and listen to our past, we will ignite the fire within, nurturing the flames that are our stories and diverse backgrounds.

Through our yarning we can open minds to embrace and celebrate the energy that connects us to the oldest continuing living culture in the world.

To learn together is to know together, so we can build mutual, respectful relationships for a better future.

Through the ongoing conversations, actions, and time, we can develop new ways to overcome challenges in building a field of dreaming, that is our place for healing and growing as one nation, many cultures on our country of Australia and beyond.



About the Artist

Mununjali Wiradjuri Artist
Kim Walmsley

Mununjali Wiradjuri Artist – Kim Walmsley

Self-taught artist Kim started exploring art as a teenager.

Kim's art over the years has expanded through different mediums and was taught to her through experimental use of mediums, textures and design concepts. Kim explores her connection to her culture and life's experiences through her art adding her own original and modern feel to the more traditional elements of Aboriginal design with a twist.

"My ability to create is connected to my heritage. Being Aboriginal is a gift and being an artist is my passion. I have been raised by wonderful people and have lived a life that has taught me to appreciate & respect many cultures & people. I hope that my art contributes to the survival of story and spirituality."

Kim has worked with many organisations over the past 20 years creating large scale murals to facilitating small workshops with young people and adults. Her talent is diverse and vibrant. She believes in being proactive regardless of the challenges and that art supports the ongoing maintenance of the mindset and is a tool that we should all access. Visual art, writing, storytelling music, dance and sport. We all need an outlet. Kim enjoys encouraging the underdog and those who struggle with belonging and understanding their own identity and strengths as she has done.

Kim explores numerous mediums and design elements and has a distinctive and original style in translating of the written to the canvas. Ignited through her desire as a young child to reconnect with her natural heritage. At 27, Kim started that journey of reconnecting with her natural family and believes she is privileged to have both families in her life.

Kim has called Toowoomba home for over 20 years and acknowledges the Jarawoir & Giabul people as the Traditional custodians of the land, like many other Aboriginal people who have travelled from their country to live in Toowoomba. The people of the Mununjali were visitors of this land many years ago. Attending ceremonies on the outskirts of Toowoomba and Festivals in the Bunya Mountains with many groups from around Queensland and beyond, Mununjali has a clear connection with this land and it's past. It is important to Kim to acknowledge and respect that when creating her works.

Kim's art is an explosive expression of this connection with her traditions and cross-cultural experiences and her connectedness to the earth and its elements.



Chairman and CEO Statement

Football Australia understands and welcomes the integral role football can play in our nation's reconciliation journey.

It is with great pride that we present Football Australia's inaugural Reconciliation Action Plan (RAP).

We strongly believe that Australian football, in all its richness, as Australia's largest and most diverse club-based participation sport, with over two million participants, has an important opportunity to be a sport that shapes modern Australia and central to that is to acknowledge and embrace First Nation communities which have contributed so significantly to Australian society and to the history of our great game.

As a sport, the development of our Reflect RAP has provided an opportunity to examine our sport's history with our First Nations community and embark on building a more equitable future. First Nations communities have embraced football for many generations and Football Australia acknowledges that more must be done to recognise this contribution.

Football Australia's capacity to advance reconciliation through sport, spectatorship and the wider local and global community cannot be understated. Our Reflect RAP provides a framework to examine our sport's history with our First Nations community and embark on building a more equitable future.

Our Reflect RAP is our initial step towards delivering on our commitment to be an inclusive and diverse game. It highlights the key areas where football can take meaningful steps in its work with First Nation communities through a clear and concise framework for our staff, our participants and the whole of our game that ensures our efforts are measurable, impactful, and aligned to our values. It underpins our long-term vision and strategy for football's support for reconciliation and achieving greater outcomes for Aboriginal and Torres Strait Islander peoples through football.

We are proud that through our Reflect RAP, Football Australia can acknowledge those who have contributed to First Nations football across the country and commence our reconciliation journey.



Chris Nikou
Football Australia
Chairman



James Johnson
Football Australia
CEO

National Indigenous Advisory Group Co-chair Statement

Jade North – Biripi

First and foremost, thank you to the First Nations community – our culture is bright, resilient, unwavering, and strong. First Nations football today stands on the shoulders of giants. First Nations footballers have a breadth of history entrenched in the progression of the civil rights movement of Aboriginal and Torres Strait Islander people.

It was a privilege growing up as an Aboriginal kid playing football – the game that I love, and cherishing all the special moments it has created for me. Now, to be able to Co-chair the National Indigenous Advisory Group is one of the most significant achievements in my career.

To have the backing of a talented group of individuals, not only to help pave the way for up and coming brothers and sisters – but to finally have a voice as one, to be united and move forward together.

I celebrate this opportunity in seizing the moment and world attention heading into the FIFA Women's World Cup™ in 2023 to showcase an Australian identity rich in multiculturalism that is underpinned by the history, practices, and culture of 80,000 years by First Nations people.

Football provides fertile ground for Aboriginal and Torres Strait Islander people and non-Indigenous Australians, to come together under the banner of mutual respect and sportsmanship

The future of football is bright, courageous, unapologetic, and strong.



Reconciliation Australia CEO Statement



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

Football Australia joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

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

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Football Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

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

A handwritten signature in black ink, appearing to read 'Karen Mundine'.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Lydia Williams – Noongar
Kyah Simon – Anaiwan and Biripi
Jada Whyman – Wiradjuri and Yorta Yorta



Our Business

Football by the numbers:

2million **200⁺**

Participants

Cultures

2,400 **1.4m**

Clubs

Players

9

Nation teams

Australian football is a melting pot of two million participants representing over 200 different cultures. Football's story is intrinsically tied with Australia's rich and complex story and no other sport within the Australian sporting landscape offers the inherent diversity present in football. This diversity in culture, ideas, and experience makes us strong and prepares us to take advantage of the opportunities available to the game to ensure it represents and embraces a modern Australia.

Football Australia took transformative steps in 2020 and released its *XI Principles – for the future of Australian football (XI Principles)*, which outlines the principles that underpin a bold and innovative 15-year vision and new strategic agenda for Australian football.

At the heart of the XI Principles is the recognition of the strength and multicultural natural of the Australian football family.

As the global game, it plays a pivotal role in the hearts and minds of billions across the world. With the intense passion and connection the participants have to the game, Australian football has a crucial role in the progression toward equality and equity for all and utilising the sport to change the face of Australian society.

Reconciliation is embedded within the values and ethos of football, therefore Football Australia is incredibly honoured to work with First Nations people and Reconciliation Australia to create tangible, significant contributions to closing the gap, voicing and actioning initiatives contributing to equality.

Played in every community across the country, football delivers significant economic, social, physical, and mental health benefits; promotes social cohesion and multicultural inclusion; and will play a leading role as Australia recovers from the effects of the pandemic.

Legacy '23 is our plan to realise a truly meaningful legacy that delivers enduring benefits for all, co-hosting the FIFA Women's World Cup Australia & New Zealand 2023™. Legacy '23 will introduce crucial programs that aim to increase the accessibility of football to our diverse participant base, leveraging the largest women's sporting event in the world as a vehicle for positive societal change.



Our Purpose

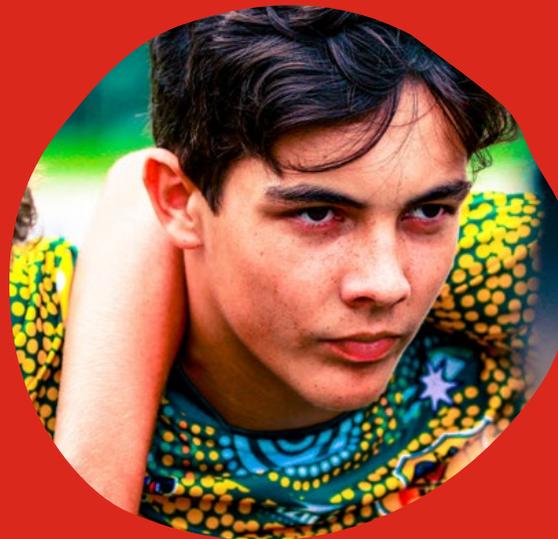
Bringing communities together through football and connecting Australia to the world. The vision of Football Australia is 'a leading football nation where everyone is inspired to live and love the game.'

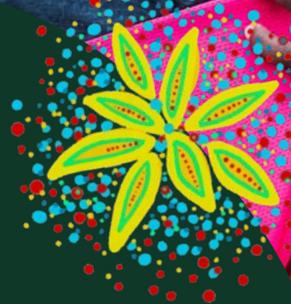


Our Values

We strive to:

- **Create an impact on and off the field.**
- **Be inclusive and diverse football for all.**
- **Lead as a united team; and**
- **Trust.**





A Truly Australian Story

Australia's Indigenous Footballers

As currently recorded 30 First Nations peoples have been selected for Australian national teams or played in our national leagues.

Charles Perkins

Adam Sarota

Kyah Simon

John Moriarity

Frank Farina

Lydia Williams

Gordon Briscoe

Tahj Minniecon

Tanya Oxtoby

Harry Williams

Karen Menzies

Tashina Roma

Jade North

Bridgette Starr

Kayleen Jansen

Travis Dodd

Felicity Huntington

Belinda Dawney

Kasey Wehrman

Allira Toby

Leanne Edmundson

David Williams

Jada Whyman

Gema Simon

Tate Russell

Shadeene Evans

Lorenzo Sipi

James Brown

Fred Agius

Jacob Collard

A group of five Indigenous Australian children of various ages are smiling and posing for a photo outdoors. They are leaning forward and looking towards the camera. The background shows a grassy area, trees, and a white vehicle. The text 'Our Reconciliation Journey' is overlaid in large white font across the bottom half of the image.

Our Reconciliation Journey

Our Reconciliation Journey

In June 2021, Football Australia engaged Two Point Co. to assist with the ideation and initial development stages of their first 2022-2023 Reflect Reconciliation Action Plan (RAP). Two Point Co. is a 100% Aboriginal and Torres Strait Islander owned strategic consultancy specialising in Indigenous engagement through strategy design, facilitation, community consultation, research and social impact assessment.

To support the development of the RAP, Two Point Co. designed and facilitated a series of online RAP workshops tailored for Football Australia to ideate their Vision for Reconciliation and a set of aspirational and achievable deliverables for a 12-18 month strategy. Two Point Co. worked closely with the Football Australia RAP Working Group who will be responsible for crafting the final version of the RAP draft for endorsement from Reconciliation Australia (RA), and for the implementation of the deliverables.

Football Australia were extremely privileged to also undertake 'Arrilla' cultural awareness training delivered by Arrilla Indigenous Consulting in collaboration with KPMG, where digital training is now a compulsory component of staff onboarding. Football Australia's RAP Working Group and the Leadership Team are committed to meaningful engagement and respectful relationships with the Aboriginal and Torres Strait Islander community, and they are clear that their first RAP needs to be authentic and genuine.

The following framework ideated by the RAP Working Group, predominantly aligns with the Reflect RAP that includes key focus areas such as Cultural Education, Employment, Supplier Diversity and Community and Stakeholder Engagement. Two Point Co. has incorporated compulsory content required by RA guided by the Reflect RAP template and set within the required Respect, Relationships and Opportunities strategy pillars.

Football Australia conducted an organisation wide cultural competency training session, with all new staff required to undertake the same course as part of induction process.

In August 2021, Football Australia hired Courtney Hagen (Butchulla and Gubbi Gubbi) into the role as Engagement Lead – Aboriginal and Torres Strait Islander Peoples. Guidance from Football Australia's Reconciliation Action Plan Working Group and the recently established National Indigenous Advisory Group has forged more actions and community guidance in the establishment of Football Australia's first Reflect Reconciliation Action Plan.

In September 2021, Football Australia launched the National Indigenous Advisory Group who will play an integral role in guiding Football in this process.



National Indigenous Advisory Group:



Jade North (co-chair) Biripi. Soccerroo Cap #466. Indigenous captain of the Soccerroos. Olympian. Founding Director of Kickin with a Cuz Indigenous football program. Ambassador of Mental Health Awareness Foundation.



Sarah Walsh (co-chair) Football Australia Head of Women's Football, Women's World Cup Legacy & Inclusion. Matildas Cap #125.



Kenny Bedford Traditional Owner from the Meuram clan of Erub (located in the Torres Strait Islands). Member of the Torres Strait Regional Authority. Board Member of Reconciliation Australia.



Frank Farina OAM Torres Strait Islander. Soccerroos Cap #329. Indigenous captain of the Soccerroos. Olympian. Football coach and educator.

Reconciliation Action Plan Working Group:

Sarah Walsh Executive Sponsor: Head of Women's Football, Women's World Cup Legacy & Inclusion

Courtney Hagen RAP WG Chair: Engagement Lead – Aboriginal and Torres Strait Islander Peoples

Katrina Hicks RAP WG Secretariat: General Manager Fundraising

Janet Drakos National Female Wellbeing Manager

Jacob Knero Commercial Partnerships Executive

Rebecca To HR Coordinator

Nicole Zosh General Manager Marketing

Ann Odong Media Officer

Liana Buratti Digital Content Project Manager

Paul Orgad National Competitions Manager

Marius Papi Junior Programs Officer



Selina Holtze Gurindji, Jingili (NT) and Yawuru (WA). Football Northern Territory Board Member. Government relations, governance, and community engagement.



Narelda Jacobs Whadjuk Noongar. Welcome to Country Board Member. Ambassador for WA Aboriginal Leadership Institute, The Pinnacle Foundation, and the Disability Services Commission. Well respected presenter on Channel 10 and NITV.



Professor John Maynard Worimi. Esteemed academic. Chair of Aboriginal History at the University of Newcastle. Director of the Purai Global Indigenous History Centre. Executive Committee of the Australian Historical Association.



Doctor Karen Menzies Wonnarua. Matildas Cap #30. First Indigenous woman to play for the Australian Women's National Team. Esteemed academic. Lecturer, Discipline of Aboriginal and Torres Strait Islander Health. Senior Research Fellow, Australian Centre for Child Protection.



Tanya Oxtoby Yamaji. Football coach and educator. UEFA A licence coach. Qualified sports psychologist. First Indigenous captain of a W-League side (Perth Glory).



Kyah Simon Anaiwan and Biripi. Current Commonwealth Bank Matilda Cap #157. Olympian. First Indigenous footballer to score at FIFA World Cup. Founding Director of Kyah Simon Football Clinics.



Courtney Hagen (secretariat) Butchulla and Gubbi Gubbi. Football Australia Engagement Lead, Aboriginal and Torres Strait Islander Peoples.



Our RAP Vision

As the largest team-based participation sport in the nation and the most diverse, inclusive and multicultural, we have an enormous opportunity to lead in shifting perceptions and changing the face of Australian society. As our nations home of the World Game – Reconciliation is firmly on our strategic agenda.

Football Australia shares the vision of Reconciliation Australia to realise a reconciled Nation. Our Reflect RAP vision is to carefully consider and implement the most effective way Football Australia, as a RAP partner, can act and draw on its influence for reconciliation as the world game.

The method to embed this vision follows the key themes within this RAPs title – ‘Connect, Reflect and Respect’ emphasising our opportunity to pay respect to the triumphs and stories of past First Nations footballers and thread it into our identity today. Connecting with First Nations Communities across the country and internationally will ensure community ownership, sustainability, and cherished guidance to engage and create lifelong participation in football in all facets.

Football in it’s purest form transcends race, language, religion, gender and culture.

Relationships

Establishing strong relationships with Aboriginal and Torres Strait Islander communities is a vital part of our first steps on our reconciliation journey. Football Australia is committed to establishing and building on further effective two-way relationships.



Internal and external celebration and education through our global sphere of influence – especially on days of significance.

Connecting and engaging with National, International and local First Nations organisations, services and individuals.

Implementing best practice strategies to showcase First Nations Football community past, present and emerging.

Relationships

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2022 – ongoing	External Relations Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2022 – ongoing	Community Engagement Lead
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 1 – June 3 2022	Marketing & Communications Lead
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2022	Reconciliation Action Plan Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2022	Engagement Lead – Aboriginal and Torres Strait Islander
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2022 – ongoing	CEO
	1. Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2021 – ongoing	Partnerships Lead
	2. Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2022 – ongoing	Partnerships Lead
	3. Review upcoming marketing campaigns to incorporate Aboriginal and Torres Strait Islander peoples, languages and respect for Country.	January 2022 – ongoing	Marketing and Communications Lead
	4. Investigate the feasibility for an Indigenous Round across our code.	January 2022 – ongoing	Marketing Lead
Promote positive race relations through anti-discrimination strategies.	5. Research best practice and policies in areas of race relations and anti-discrimination.	January 2022 – ongoing	Head of People and Culture
	6. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2022 – ongoing	Head of People and Culture
	7. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2022 – ongoing	Head of People and Culture

Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories and lived experiences is fundamental to strengthening our identity internally and in society more broadly. Football Australia is committed to celebrating the unique cultures of Aboriginal and Torres Strait Islander people of diverse genders and sexualities and to supporting the advancement of their human rights.

Embedding respectful cultural protocol and practices for all matches and events.

Developing cultural learning strategy for Football Australia staff and support personnel.

Facilitating major leadership meetings on areas of cultural significance.



Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	January 2022 – ongoing	Engagement Lead – Aboriginal and Torres Strait Islander
	Conduct a review of cultural learning needs within our organisation.	January 2022 – ongoing	HR Coordinator
	Plan at least one cultural experience annually for all FA staff.	January 2022 – ongoing	Engagement Lead – Aboriginal and Torres Strait Islander
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop, implement and communicate a cultural learning strategy for all staff with priority given to RAP Working Group members, HR managers and leadership staff.	January 2022 – ongoing	HR Coordinator supported by Engagement Lead – Aboriginal and Torres Strait Islander
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	January 2022 – ongoing	Engagement Lead – Aboriginal and Torres Strait Islander
	Include Acknowledgement of Country across Football Australia Communications.	November 2021 – ongoing	Media Officer
	Develop and implement a cultural protocol and education document for all FA events comprising Welcome to Country and Acknowledgement of Country to distribute throughout the industry.	January 2022 – ongoing	Engagement Lead – Aboriginal and Torres Strait Islander
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	January 2022 – ongoing	Engagement Lead – Aboriginal and Torres Strait Islander + Events
	Ensure a Welcome to Country is performed before all games.	January 2022 – ongoing	Events/Game Operations
	Investigate opportunity and create best opportunity for Welcome to Country and other culturally respectful initiatives to be on broadcast.	January 2022 – ongoing	Marketing and Comms Lead
	Facilitate 1x Board Meeting per year 'On Country' in place of cultural significance.	January 2022 – ongoing	CEO/Secretariat
	Facilitate 1x Executive Meeting per year 'On Country' in place of cultural significance.	January 2022 – ongoing	Executive RAP Sponsor
	Facilitate 1x National Indigenous Advisory Group Meeting per year 'On Country' in place of cultural significance.	January 2022 – ongoing	NIAG Secretariat
Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	January 2022 – ongoing	All Staff, Lead by CEO and ELT	
Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2022	Engagement Lead – Aboriginal and Torres Strait Islander	
RAP Working Group to participate in an external NAIDOC Week event.	July 2022	Engagement Lead – Aboriginal and Torres Strait Islander	

Opportunities

Action is integral to respecting the relationships we are building within the community. We are determined to make Australian Football an environment where Aboriginal and/or Torres Strait Islander staff, volunteers and clients feel welcomed, supported, and celebrated.

We are committed to making sure Aboriginal and/or Torres Strait Islander people in our communities have access to opportunities to embrace the world game to it's full potential, whether it be as a participant, fan, employee, coach, official, Soccerroo or Matilda.

Developing sustainable partnerships with Indigenous suppliers.

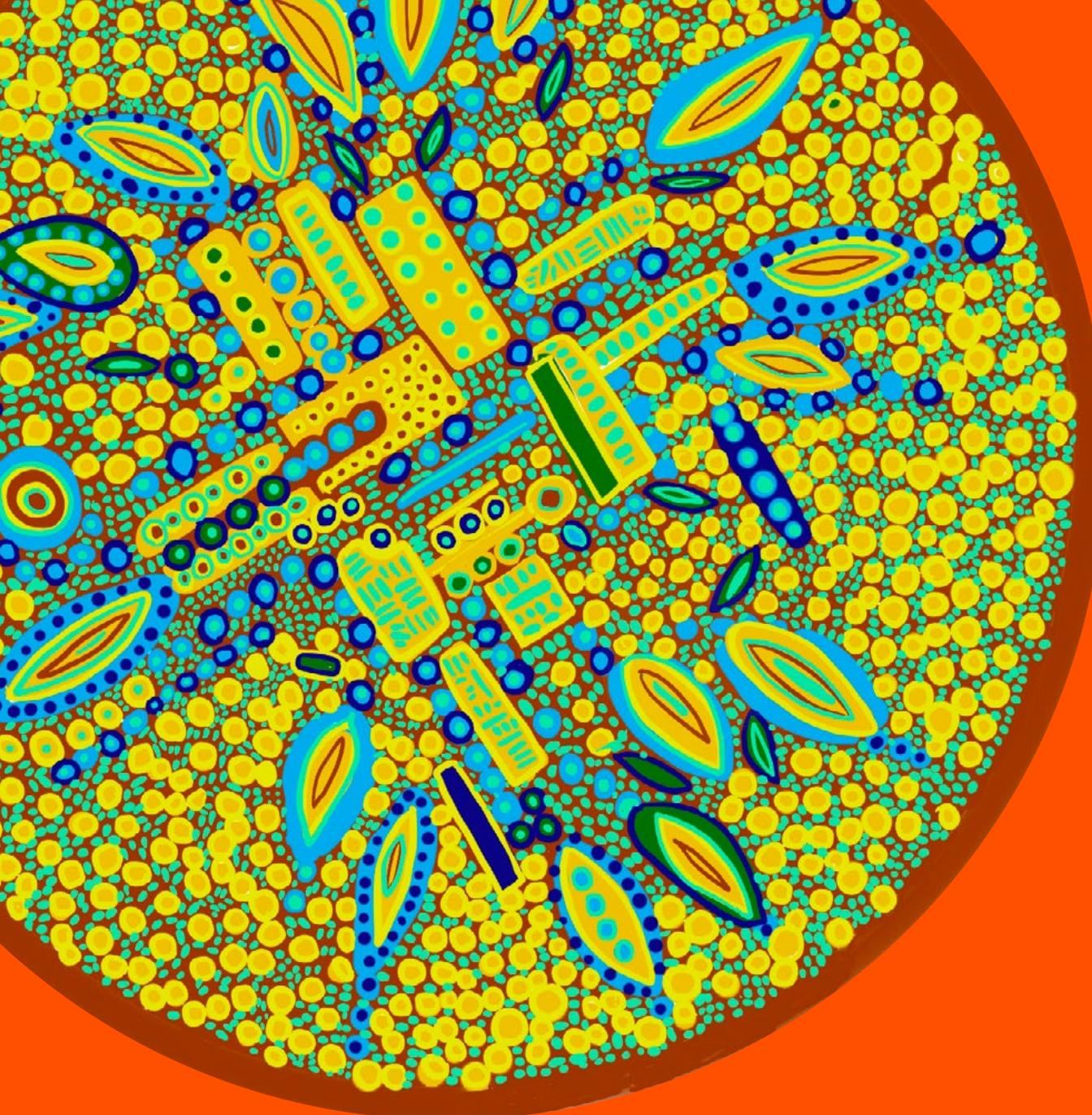
Diversifying procurement processes embedding First Nations.

Creating new pathways for casual, contract and full time employment of First Nations Employees.



Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	January 2022 – ongoing	HR Lead
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2022 – ongoing	HR Lead
	Review current recruitment process and identify best practice methods to attract Aboriginal and Torres Strait Islander candidates.	January 2022 – ongoing	HR Lead
	Identify and establish employability pathways for Aboriginal and Torres Strait Islander people by engaging with educational institutions.	January 2022 – ongoing	HR Lead
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	January 2022 – ongoing	Procurement Lead
	Investigate Supply Nation membership.	January 2022 – ongoing	Procurement Lead
	Develop sustainable partnerships with Indigenous suppliers.	January 2022 – ongoing	Supplier Diversity Lead
	Conduct a review of current procurement processes.	January 2022 – ongoing	Procurement Lead



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Contact

Courtney Hagen – Engagement Lead
Aboriginal and Torres Strait Islander Peoples
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