

# 2021 RAP IMPACT REPORT

**Capturing the data, stories and progress of the  
Reconciliation Action Plan program**



**RECONCILIATION**  
AUSTRALIA

# RECONCILIATION AUSTRALIA

Reconciliation Australia fosters positive relationships between Aboriginal and Torres Strait Islander peoples and the broader Australian community, promoting relationships built on trust, respect and understanding.

**Our vision** is for a just, equitable and reconciled Australia. **Our purpose** is to inspire and enable all Australians to contribute to the reconciliation of the nation.



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Reconciliation Australia acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to the Traditional Owners of Country and their cultures; and to Elders both past and present.

**Cover image:** Innovate RAP partner, the AFL, organises the Sir Douglas Nicholls round every year for National Reconciliation Week. Here a Welcome to Country is given before the 2021 AFL Round 11 match between the West Coast Eagles and the Essendon Bombers at Optus Stadium. Read more about the AFL on p. 5. Photo: Daniel Carson/AFL Photos



# 2020-2021 – CELEBRATING 15 YEARS OF THE RAP PROGRAM

**Reconciliation Action Plans (RAPs) are an integral tool to advance genuine and durable national reconciliation. One of our flagships, the RAP program is unique – there is nothing else quite like it in the world.**

Organisations work with Reconciliation Australia to develop RAPs tailored to their own needs, capacities, size and core business. Every RAP is bespoke. The idea of a ‘generic RAP’ runs counter to the spirit and intent of the whole program.

It’s all about individual organisations using the RAP framework to shape their own responses to the challenge of achieving reconciliation and embedding RAP activities, modes of behaviour and ways of conducting business deep into their internal wiring.

More than **2,200** organisations now have RAPs and are actively engaged with implementing the actions and realising the goals they contain.

RAP organisations range in size and geographic reach – from small organisations embedded in their local community, to iconic Australian brands with branches across the nation, and others representing the Australian operations of some of the world’s largest and best-known companies. RAP partners touch the lives of millions of Australians every day.

Key to the program is that they are all, in a sense, working together. That’s because they are all engaged in their own ways, but working to a common goal – a better, fairer, more just and more reconciled nation.

And when such a range of organisations at every level of the Australian community, government and economy drive together towards that goal, the combined effect is transformative.

Reporting on information drawn from our **RAP Impact Measurement Questionnaire**, collected from **1,134** RAP organisations, this report sets out to demonstrate the extraordinary impact of all this activity in the **2021 financial year**.

For the first time, this report includes results from the **Leadership Survey**; a new research tool that takes a snapshot of perceptions and attitudes on reconciliation within Stretch and Elevate RAP partners. Surveying **8,192** employees from **24** organisations, the pilot Leadership Survey sets the benchmark for continued study on the partners at the forefront of the RAP network.

**Karen Mundine**  
Chief Executive Officer



Reconciliation Australia CEO Karen Mundine. Photo: Joseph Mayers

# WHAT ARE RAPS BUILT ON?

## Action plans in five dimensions

**Reconciliation Australia understands and measures progress towards reconciliation through five interrelated dimensions:**

### Race Relations

All Australians understand and value First Nations cultures, rights, and experiences. This will create stronger relationships based on trust, knowledge and respect and relationships free of racism.

### Equality and Equity

Aboriginal and Torres Strait Islander peoples participate equally in all the life opportunities Australia has to offer and their unique rights are recognised and upheld.

### Unity

Australia and all Australians value Aboriginal and Torres Strait Islander cultures and histories and take pride in them as part of our shared national identity.

### Institutional Integrity

Australia's community, business and political structures actively support and advance national reconciliation.

### Historical Acceptance

All Australians comprehend and accept the wrongs inflicted on First Nations peoples since European arrival and the ongoing harm they have caused. Australia makes amends for destructive past policies and practices and takes concrete steps to ensure they are never repeated.

As organisations mature and develop on their individual RAP journeys, they leverage their business structures and spheres of influence to make progress against these five dimensions.

## Rise up with your RAP

There are four distinct types of RAPs, which are designed to suit an organisation at different stages of their reconciliation journey.

- **Reflect RAP – scoping**

The first step. Scope and nurture relationships. Develop your own vision for reconciliation.

- **Innovate RAP – implementing**

Commit to real action. Strengthen relationships. Engage staff. Test innovative approaches for your business and your sector.

- **Stretch RAP – embedding**

Embed activities through every part of the organisation. Serve as a leader in the RAP movement. Extend yourself with long-term strategies and measurable goals. Embed activities through every part of the organisation. Make reconciliation business as usual.

- **Elevate RAP – transforming**

Lead transformation to advance reconciliation in your business, sector, and beyond. Maintain a strong foundation where activities are embedded throughout your organisation. Serve as key leaders of the RAP movement. Commit to driving systemic change at scale.

Every RAP type is valuable, creating a flexible structure that encourages organisations to continuously reassess and redevelop commitments. It's a framework that allows newcomers an accessible entry point and the time necessary to acclimate staff and structures to the RAP process.

This framework is not linear and the types are not necessarily sequential. Some organisations choose to focus longer on building strong foundations, and others relish the challenge of extending themselves. Others choose a specific RAP type to respond to particular events or challenges taking place in their business.

The leadership cohort consists of the Stretch and Elevate RAP partners – approximately 10 percent of the network.

The RISE framework is not just internally focussed. Organisations are members of a network, now over 2,200 strong, which can help and mutually support one another in advancing the cause of reconciliation.

# 15 YEARS OF PROGRESS

**The 2020-21 reporting year marked a decade and a half since just eight organisations embarked on the journey to advance reconciliation through a RAP.**

In partnership with Reconciliation Australia, those eight led the way and where they journeyed, thousands have now followed.

Organisations that develop a RAP take on a serious and long-term challenge, much like embarking on a journey. It begins with initial actions to create a 'safe space' in which reconciliation can take root and thrive.

As the journey continues, it inevitably gets into territory where RAP organisations need to accept feeling less 'safe' and more 'brave'.

This means a willingness to have difficult conversations, confront some uncomfortable truths about Australia's past and present and take on some genuinely challenging issues with how their organisations relate to their employees, organise their management structures and conduct themselves with external parties.

This notion of moving the whole RAP program from 'safe to brave' has been a major emphasis for Reconciliation Australia, as we mark 15 years of the program. This report for the 15th year of RAPs (2020-2021) demonstrates how far we've come. It's timely now to recalibrate so we can keep the momentum rolling.

While we are proud of the work we and our partners have done and the remarkable progress we've made over those years, we believe the work ahead may be even more challenging.

We aim for nothing less than to hard-wire reconciliation into the structures and practices of our thousands of existing partners, as well as welcome many new organisations and advocates for reconciliation to our ranks.

To maintain and increase the rate of growth in the size and impact of the RAP program will require a more determined, more active and especially **braver** approach to keep the gains coming in the next 15 years as they have in the first 15.

To all our partner organisations, whether the original eight, or more recent partners, as well as to all the thousands of potential new partners, brace yourselves.

It's time to be brave and make change.



# RAPS IN ACTION – BUILT ON PILLARS OF STRENGTH

Every RAP stands on three core pillars, with strong governance as its foundation: *relationships, respect and opportunities*. The **2021 RAP Impact Measurement Questionnaire** found the following extraordinary results across these three pillars – collected from **1,134** RAP organisations.



## Relationships



**3,907,472**

people work or study in a RAP partner organisation



**4,692**

formal partnerships



**8,899**

informal partnerships



**4,173**

National Reconciliation Week events

## ROYAL FLYING DOCTOR SERVICE STRETCH RAP

The Royal Flying Doctor Service (RFDS) relied on long-standing relationships to breakdown vaccine hesitancy to protect vulnerable First Nations communities during the COVID-19 pandemic.

In partnership with health authorities, Aboriginal Community Controlled Organisations and the communities themselves, RFDS administered more than 75,000 doses of vaccine in 379 locations, some in the most remote parts of Australia. Culturally safe vaccine resources RFDS developed with the First Peoples Disability Network were shared widely on social media.

In Wilcannia NSW, RFDS collaborated with Maari Ma Health Aboriginal Corporation to overcome entrenched vaccine hesitancy and vaccinate the majority of the population. By investing time, answering all questions, offering vaccinations at the town hall and door-to-door, when COVID-19 finally did arrive, the team did not see anyone in Wilcannia get seriously ill or require evacuation.



Tyrone Hand and RFDS nurse, Kate, after he received his first vaccination. Photo: RFDS

In Broome, Western Australia, the RFDS staged a 'Vaxathon' alongside community health organisations. The event was a triumph – the teams administered 1,199 vaccine doses over two days.

The RFDS teams learned many things during the COVID-19 response, but none more important than the priceless value of relationships. The bonds of trust and personal connections built over many years proved to be a potent shield against dangerous misinformation.



## AUSTRALIAN FOOTBALL LEAGUE (AFL) INNOVATE RAP

The AFL promotes reconciliation and celebrates First Nations peoples, history, and cultures every year during National Reconciliation Week with the Sir Doug Nicholls Round.

Guided by the AFL's own First Nations team members, the AFL developed resources that assisted football clubs to celebrate 'Indigenous Round' matches and events respectfully.

Over 230 state leagues received the information packs which enabled them to celebrate and educate their community and further drive the reconciliation efforts locally.

(L-R) Aliesha Newman of the Magpies, Anthony McDonald-Tipungwuti of the Bombers, Kysaiah Pickett of the Demons, Bradley Hill of the Saints, Brandon Parfitt of the Cats, Daniel Rioli of the Tigers, Chad Wingard of the Hawks, Jy Simpkin of the Kangaroos, Jack Martin of the Blues and Jamarra Ugle-Hagan of the Bulldogs pose for a photograph during the 2021 Indigenous Round Media Opportunity at the Melbourne Cricket Ground. Photo: Michael Willson/AFL Photos



## **Respect**



**102,245**

**employees in RAP organisations** participated in a cultural immersion program



**506,086**

**participated in online cultural learning**



**140,653**

**participated in face-to-face cultural learning**



**66%**

**of RAP organisations** have changed core operations and/or services as a result of their RAP

### **GLEN EIRA CITY COUNCIL INNOVATE RAP**

For the past three years on 26 January, the anniversary of European colonisation now known as 'Australia Day', Glen Eira City Council in Melbourne has marked the occasion by lowering the Aboriginal and Torres Strait Islander flags outside the Council building to half-mast and hosting an event called 'Koorie Chill Out'. This was done on advice from the Traditional Owners of the lands on which Glen Eira sits – the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation.

This response drew criticism. Some residents wrote to the Mayor and CEO voicing their displeasure and criticised Council on social media.

Rather than be intimidated by this criticism, the CEO, Mayor and Councillors responded privately and on social media, making the case for Council's support for reconciliation and its abiding respect for the local Traditional Owners and their feelings regarding 26 January.

As part of Council's RAP, it conducts training sessions for new Councillors at the start of each new Council term, in which Traditional Owners provide cultural awareness training and First Nations perspectives on the Australia Day question and other issues. Rather than bowing to criticism, Council has set out to equip its officers and elected officials to respond and defend its commitment to reconciliation as embodied by its RAP.

For elected Councillors, taking such a stance requires political courage.



Smoking ceremony taking place at Glen Eira City Council's annual Koorie Chillout event, on 26 January. Photo: Glen Eira City Council

The response from the community has been overwhelmingly positive. In 2021 Glen Eira was awarded the Helping Achieve Reconciliation Together (HART) Award by Reconciliation Victoria.

First Nations residents who attended the Koorie Chill Out event that year remarked that the flag lowering and the event itself had created a culturally safe place where they felt genuinely respected.





## CAMPBELLTOWN CITY COUNCIL INNOVATE RAP

Campbelltown City Council's Yarning Circle  
at Koshigaya Park, on Dharawal Country.  
Photo: Campbelltown City Council

In 2019 Council launched its Our Voice, Our Place – Aboriginal Interpretation Strategy to embed and highlight Dharawal culture across the city and the Local Government Area (LGA), working alongside local First Nations communities.

Marking the bicentenary of the city in 2020, the keystone project became the creation of a Yarning Circle in Koshigaya Park - created in partnership with the local Aboriginal Land Council, Men's Group, Elders and local Native Title claimants who all emphasised the importance of increasing the presence of Dharawal language across the LGA.

It quickly became a powerful platform for demonstrating respect for the Dharawal people, culture and language right across the built environment and public spaces of the city.

The Yarning Circle is a huge success locally and has been embraced by many of the culturally and linguistically diverse communities which make up modern Campbelltown.

The visible display of Dharawal language in public areas across the city has deepened the respect across the community for the Dharawal people and their culture.

## Opportunities



**61,263**

Aboriginal and/or Torres Strait Islander people were **employed by RAP organisations** in the 2020-2021 reporting year



**\$2,799,542,877**

**worth of goods and services were procured** from Aboriginal and Torres Strait Islander owned businesses



**362**

Aboriginal and/or Torres Strait Islander people **sat on Boards**



**388**

Aboriginal and/or Torres Strait Islander people were in **executive leadership roles**

## DAVID JONES INNOVATE RAP

In 2020 veteran Australian retailer, David Jones (DJs), partnered with Darwin Aboriginal Art Fair Foundation (DAAFF) to create the Australian Indigenous Pathways Program, to push the Australian fashion industry to better showcase First Nations cultures and designs.

The Pathways Program supports First Nations designers through business development and cultural exchange. It works with designers and brands such as MAARA Collective, Native Swimwear, Ngali, Liandra Swim, Indii Swimwear and Kirrikin and pairs them with established Australian design houses such as Aje, Bassike, Bianca Spender, Viktoria and Woods, and Esse.

In 2021 the Indigenous Fashion Projects runway featured prominently in Australian Fashion Week. It was curated by Perina Drummond and showcased collections from First Nations designers to a national and international audience. It celebrated Aboriginal and Torres Strait Islander women from all over Australia and the cultures, stories and especially design talent.

It culminated with the launch of DJs First Nations Capsule Collection featuring five of the programs emerging design talents.



Resort-wear brand, MAARA Collective, on the Indigenous Fashion Projects Runway, a partnership between David Jones and the Darwin Aboriginal Art Fair Foundation. Photo: David Jones PR



# LEADERS AT THE FOREFRONT

**Reconciliation Australia closely tracks the results of the RAP program, to find what's working, what's not and what can be improved for maximum impact on the road to reconciliation.**

Last year, the 2019–2020 RAP Impact report found that sustained, visible and engaged leadership from senior management and executives is required for RAP organisations to effectively embed reconciliation into their operations.

But what about the leaders of the RAP network – Stretch and Elevate partners? How effectively are reconciliation principles being embedded into the organisations at the forefront of the program?

To find this out, this year we piloted a new research tool: the **Leadership Survey**. For the first time, this survey takes an in-depth snapshot of the perceptions and attitudes present in Stretch and Elevate organisations, to gain a more complete understanding of those leading the program.

Stretch and Elevate partners commit to guiding and inspiring their peers in the RAP network, as well as setting the aspirational benchmark for reconciliation in their industries.

Elevate partners in particular look for ways to leverage their reach and influence to create transformational, systemic change at scale.

After 15 years of the RAP program, more partners than ever before are formalising their commitment to reconciliation – and likewise, the number of organisations challenging themselves to embark on a Stretch or Elevate RAP is on the rise.

These RAP partners now represent the top 10 percent of the RAP network. They hold an important responsibility to both advance reconciliation in their own organisation and to partner with Reconciliation Australia (and each other) to lead the broader RAP network.

The pilot of the Leadership Survey was designed to support this group of RAP partners, capturing data to enhance existing measurement tools, so they may identify areas of strength and weakness in their reconciliation activities. Answering the Survey was a requirement for organisations that wished to participate in the 2022 Elevate RAP Peer Review process, while others chose to participate because they were interested in the results the Survey would garner.

Collecting data from **8,192 employees at 24 organisations**, the Leadership Survey includes results across senior leadership and Aboriginal and Torres Strait Islander and non-Indigenous employees. Shedding light onto employees' perceptions of RAP activities and policies, it investigates how effective they are, as well as how deeply reconciliation principles have been embedded within organisations.

Alongside stories from Stretch and Elevate partners leading with brave action – The Smith Family; Commonwealth Bank of Australia; University of Canberra; and City of Melville and City of Cockburn – the Leadership Survey provides crucial insights into organisations at the forefront of reconciliation.

## THE SMITH FAMILY STRETCH RAP

The Smith Family were planning their Centenary – 100 years of direct help to the most vulnerable and poverty afflicted Australians.

They had established internal and external working groups which recognised the need to front up to any criticism from communities or individuals who felt they had been let down by organisation.

In particular, they acknowledged that, over 100 years, there would doubtless have been Aboriginal and Torres Strait Islander people or communities who encountered racism and disrespect. They decided to confront this head-on and respond to such criticism in culturally safe and appropriate ways.

They worked with their own Aboriginal Staff Network and Advisory Group to acknowledge this buried history and give First Nations Australians who had endured such treatment the chance to be heard, have their pain acknowledged and take part in a process of resolution with the Healing Foundation.

Rather than continue in the 'safety' of not acknowledging past wrongs, they decided it was time for the 'bravery' of truth-telling, however discomforting.

The Smith Family believes this process, while difficult, was immensely worthwhile, especially for their First Nations employees and stakeholders.



## Stretch and Elevate partners: In general

- **65 per cent** of employees in leadership RAP organisations felt reasonably well prepared by their organisation to speak up and confront racially tainted falsehoods, stereotypes or derogatory remarks
- **88 per cent** believe their organisation has a clear public stance against racism
- **68 per cent** believe their organisation has processes to deal with racism towards Aboriginal and Torres Strait Islander staff
- **78 per cent** believe their organisation shows a strong public commitment to reconciliation
- **65 per cent** have personally witnessed senior leaders speak passionately about the importance of reconciliation in the workplace

## Among senior leaders

Perhaps unsurprisingly, our findings establish quite clearly that the leading organisations have active and committed leaders.

- **77 per cent** of senior managers staff took part in cultural learning in the 12 months up to the survey
- **92 per cent** of senior managers are aware of their organisation's RAP, while only 71 per cent of general staff knew about the RAP
- Executive and management level staff are more likely to believe their organisation would support additional cultural learning

## COMMONWEALTH BANK OF AUSTRALIA ELEVATE RAP

In August 2020 Commonwealth Bank of Australia (CBA) held a panel event called 'Conscious Inclusion – a conversation about race', which was webcast and open to all employees across Australia.

Facilitated by its Cultural Diversity Employee Network, Mosaic, and its internal reconciliation network Yana Budjari, the event was all about difficult conversations, such as the Black Lives Matter demonstrations and the disproportionate impact of COVID-19 on First Nations communities.

These tougher issues were not 'kicked downstairs' to middle management. They were taken on by CBA Group Executive Priscilla Brown, Indigenous Advisory Council member Mick Gooda and Race Discrimination Commissioner Chin Tan.

This created new resources for staff to learn about issues and reconciliation. It began a continuing learning experience for CBA staff, with Mr Gooda commenting that "having these discussions is a great start, but we just have to keep the momentum going."

He urged all CBA staff to "preach to the unconverted" and convince colleagues to watch the event online and engage with the topics. It is by having these hard conversations and encouraging the reluctant or resistant to get involved that we can all advance the cause of reconciliation.



The filming of CBA's panel, Conscious Inclusion – a conversation about race. Photo: CBA

## Among non-Indigenous employees

The leading RAP organisations, with the most experience, are now fine-tuning their RAP activities and making big strides towards reconciliation.

- **71 per cent** believe their organisation has prepared them to engage with First Nations customers or other key stakeholders
- **56 per cent** believe it has prepared them to engage with First Nations Elders and community leaders

## Among Aboriginal and Torres Strait Islander employees

In the leading RAP organisations, First Nations employees are finding their voices and believe they are being heard. They believe their organisations are sincere and committed to reconciliation.

- **78 per cent** believe their organisation has a visible stance against racism
- **66 per cent** believe they are consulted on business decisions that affect First Nations employees or stakeholders; but only
- **47 per cent** believe their workplace is welcoming and respectful for new First Nations employees with an emphasis on cultural safety

## UNIVERSITY OF CANBERRA STRETCH RAP

University of Canberra's (UC) Marina Martiniello, an Arrernte woman and Educational Designer, teamed up with Kirsten Tapine, a Gamilaroi woman and Associate Director of the Office of Aboriginal and Torres Strait Islander Leadership and Strategy, to create the 'Yarning about ...' project.

Together they identified shortcomings across the University to create a myth-busting video series, allowing the whole campus community to safely 'yarn about' critical gaps and missing perspectives.

Staff and students were encouraged to submit questions particularly in areas they found uncomfortable. First Nations staff and students answered these questions and, in the process, created a whole cohort of allies across the campus.

This video series is intended to be a valuable resource for academics embedding Aboriginal and Torres Strait Islander ways of being, knowing and doing into teaching practices, and professional development material for all UC staff.

UC awarded Marina and Kirsten the Mana-Mangi Djara (Industrious Star) Award at the annual University Professional Staff Awards in 2021 in recognition of their achievements in reconciliation and cultural understanding.



Marina Martiniello. Photo: University of Canberra



Kirsten Tapine. Photo: University of Canberra

## Among employees following a reported incidence of racism

Perceptions of how a real-life instance of racism at work would be dealt with vary a lot depending on who you are. Senior management believe the handling would be prompt and textbook, First Nations employees are not so sure.

- **48 per cent** of First Nations employees believe senior management would take it seriously, respond quickly, investigate and act; compared to
- **83 per cent** of senior management believe they would respond this way
- **68 per cent** of non-Indigenous employees believe this would be the response of their senior leaders

Plenty of First Nations employees have first-hand experience of racism at work, many more would be aware of it. Relatively few senior managers share this awareness.

- **23 per cent** of First Nations employees have experienced or witness prejudice or racism at work
- **Only 25 per cent** of senior executives have personally witnessed or heard about incidences of racism occurring in their workplaces

## The first Leadership Survey: a useful benchmark

Overall, the pilot of the Leadership Survey gives us thought and consideration about where the Stretch and Elevate partners stand today on embedding reconciliation throughout their organisations. It provides critical data to help Reconciliation Australia – and our partners – to assess the impact of reconciliation activities and identify areas that need further attention.

The survey offers us a benchmark to continue to assess the cohort on what is working well and what needs more attention. In this enhanced data, perceptions of success and good outcomes were more common among non-Indigenous staff than their First Nations co-workers across a host of different measures. This was especially true when it came to noticing or ‘seeing’ instances of racism in their workplaces. This insight underscores an area where future Leadership Surveys may call for more focussed work.

Similarly, concentrated attention is needed to cement the perception among all staff that the organisation’s commitment to reconciliation is steadfast and that it will not be pressured or intimidated into weakening it.

## CITY OF MELVILLE AND CITY OF COCKBURN STRETCH RAPS

These two forward-thinking cities joined forces to counter racism directly. They were inspired by the Black Lives Matter movement and theme for National Reconciliation Week 2021, *More than a word, reconciliation takes action*.

The councils set out to tackle the difficult and uncomfortable task of truth-telling on issues relating to racism and the history of treatment of Aboriginal and Torres Strait Islander peoples since colonisation, especially in their own local areas.

The Let’s Talk About Racism workshop was designed to address the enduring impacts of racism on Aboriginal and Torres Strait Islander people and to come up with solutions. The intent was to nurture non-Indigenous allies within the councils and actively work towards promoting culturally safe workplaces.

The pilot program was highly successful and will now be implemented across both Council areas with a continuing program of workshops.



Participants (L-R) Barbara Freeman, Marlee Kickett, Leanne Woods and Christine Young at the City of Melville and the City of Cockburn’s Let’s Talk About Racism workshops. Photo: supplied



# CONCLUSION

## **Our 2021 RAP Impact Report, marking the 15th year of the RAP program, has thrown the spotlight on leadership.**

Results from the RAP Impact Measurement Questionnaire paint a compelling picture of partners continuing to forge ahead in their contribution to reconciliation, creating extraordinary impact across their diverse network of hundreds of partner organisations, and beyond.

More than the numbers, the case studies threaded through this report show exemplary and aspirational models of what can be achieved when partners are willing and committed to going the extra mile for reconciliation.

Key findings from the first Leadership Survey make it plain that the leading RAP partner organisations – those with Stretch and Elevate RAPs – are also the ones with the most engaged and committed senior managers, driving reconciliation from the top, embedding it as a genuine organisational value. Leaders from these organisations took the brave step to ask their employees for honest feedback on the state of their reconciliation journey, even on tougher issues like racism.

As with last year's report, the stories of the stats also contain clues to where further progress might be made. Asked to consider how an instance of workplace racism would be dealt with, 83 per cent of senior managers believe it would be firm and fast, a view shared by 68 per cent of non-Indigenous employees.

Among First Nations employees? Less than half share that cheerful view. This disparity applies across a range of perceptions about the success of RAP outcomes and shows where a lot more work is needed.

A key lesson of this year's report is that, if significant numbers of your own Aboriginal and Torres Strait Islander employees remain unimpressed by your organisation's efforts, even among leading RAP partners, more is needed to bring them with you on the journey.

It may be time your organisation's actions and commitment to reconciliation moved out of the cosiness of the 'safe' zone and into the far less comfortable arena of the 'brave'.



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