



RECONCILIATION
ACTION PLAN

STRETCH

July 2019 - July 2022



Acknowledgement of Country

The NRMA acknowledges the Traditional Custodians of the land and waterways on which our organisation operates. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and future.

About the artwork

Keep Country Moving by Riki Salam is a lasting symbol of our Reconciliation Action Plan (RAP). We worked collaboratively with Gilimbaa, an Aboriginal and Torres Strait Islander owned creative agency, to uncover our vision for reconciliation and explore how it aligns with our values and strategic direction. The resulting bespoke artwork represents movement, clear pathways and connected communities.

*Lines flow, country is connected, travelling through, ceremony is performed.
Deep within, richness is uncovered, we are together working as one.
Nature is transformed, through knowledge of country the spirit is renewed.
Songs are sung, the sun shines bright on a brand new day.
Respect for land, respect for people, respect for culture.*

About the artist

Riki Salam was born and raised in Cairns on Yidindji land in 1972. He is a member of Muralag, Kala Lagaw Ya, Meriam Mer and Kuku Yalanji peoples on his father's side and a member of the Ngai Tahu people of the South Island of New Zealand on his mother's side. Educated in Cairns and Brisbane, he has more than 20 years' industry experience as a graphic designer and artist. Riki has worked on many high profile projects, including Yananyi Dreaming, a painted B747 commissioned by Qantas. He works with pen and ink, gouache on paper and acrylic paints, exploring concepts of traditional culture in a contemporary format.



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Our vision for reconciliation

At the NRMA, we believe that all communities thrive when we all keep moving. As one of Australia's most well known and trusted organisations, we recognise our responsibility to use our skills and services to help close the gap between Aboriginal and Torres Strait Islander peoples and other Australians.

Our vision for reconciliation is one in which First Australians have equal access to the social and economic opportunities that everyone enjoys in Australia. Also, that all Australians acknowledges and celebrates the richness and diversity of Aboriginal and Torres Strait Islander cultures.

By providing learning and employment initiatives for Aboriginal and Torres Strait Islander peoples, as well as supporting the development of Aboriginal and Torres Strait Islander businesses, we give First Nations peoples a platform for sharing their stories, thereby fostering greater cultural understanding and respect.



Contact
Manager Community Programs
02 8741 6000
community@mynrma.com.au



spirit
creative agency
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A message from our CEO

Welcome. I am proud to present the NRMA Stretch Reconciliation Action Plan (RAP). This is our second RAP and is built on the work we undertook for our first Innovate RAP, which was launched in December 2016. Since then, our achievements have included new partnerships with community organisations that advance Aboriginal and Torres Strait Islander employment pathways, such as the Tribal Warrior Aboriginal Corporation. We have also partnered with the Australian Red Cross, through our Indigenous Driver Mentor Learner Program (IDMLP) to support young Aboriginal and Torres Strait Islander people from NSW regional communities to gain their P1 driver licences, empowering them to gain employment or seek further study.

For nearly 100 years, the NRMA has helped Australians on their journeys, and we strive to keep our communities moving together. We are people moving people.

Our second RAP signifies our continued dedication to provide meaningful and sustainable outcomes for Aboriginal and Torres Strait Islander peoples and their communities. Furthermore, we have accelerated our reconciliation commitments by integrating the RAP into our refreshed business strategy.

As the NRMA is transforming from a roadside assistance company into a transport and tourism organisation, we have made sure this RAP's direction is anchored in our motoring

heritage and incorporated into our newly acquired businesses in the transport and tourism sector.

Further to this, we have sought to create a sense of ownership in our employees and business partners. With this in mind, we based the RAP on Reconciliation Australia's three core pillars: Relationships, Respect and Opportunities. We worked in collaboration with key stakeholders and consulted closely with our internal RAP working committees and our Indigenous Advisory Group, as well as our Aboriginal and Torres Strait Islander employees, partners and suppliers.

This RAP maintains our focus on education and employment for Aboriginal and Torres Strait Islander peoples. We seek to foster the rich cultural heritage and protocols of First Nations peoples, and partner with organisations that enable opportunities for skills training and employment in local communities. We're also committed to opening doors for Aboriginal and Torres Strait Islander talent in our expanded travel and tourism businesses through the creation of additional pathways to employment. Furthermore, we support initiatives such as the CareerTrackers Indigenous Internship Program, which helps Aboriginal and Torres Strait Islander university students to transition to employment.

In partnership with Supply Nation, we continue to challenge ourselves to create and develop sustainable commercial opportunities for Aboriginal and Torres Strait

Islander businesses. Our procurement policy includes the mandatory guideline that we invite Aboriginal and Torres Strait Islander owned and operated businesses to participate in tendering opportunities.

We acknowledge that for First Nations peoples — inequality and the issues that arise from it — are still prevalent today. As one of Australia's most trusted brands, the NRMA can play a key role in helping to close the gap and ensure that our First Australians are afforded the learning and social inclusion opportunities that everyone enjoys in Australia.

We know our reconciliation journey has a long way to go, but we are strongly committed to building a lasting foundation. As we implement this RAP, I look forward to the NRMA leveraging opportunities and strengthening valuable relationships with Aboriginal and Torres Strait Islander peoples through mobility. I'm excited about seeing the meaningful contribution the NRMA can make to a better Australia.

Rohan Lund
Group CEO NRMA



A message from Reconciliation Australia

Reconciliation Australia congratulates the NRMA on its past successes and continued commitment to reconciliation, as it implements its second Reconciliation Action Plan (RAP); its first Stretch RAP.

The RAP program is a fast-growing collective of over 1,000 organisations that have developed and implemented practical plans of action that aim to drive reconciliation across three key pillars of the program: relationships, respect and opportunities.

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As Australia's largest member organisation, the NRMA has utilised resources and sphere of influence to deliver on some very ambitious RAP actions, with the aim to break down some of the systematic barriers faced by Aboriginal and Torres Strait Islander peoples in relation

to obtaining a driver's licence. An example of this is its Learner Driver Mentor program, which the NRMA partners with community organisations to deliver, by providing licensing support for First Nations people. As at 2017, 30 Aboriginal and Torres Strait Islander people had graduated from the program.

In this RAP, the NRMA will continue to work collaboratively with community organisations to deliver on its RAP actions, and is currently partnering with the Australian Red Cross to provide licensing support to a further 100 Aboriginal and Torres Strait Islander people.

Having made such great strides in its previous RAP, I am excited to see what the NRMA achieves in this Stretch plan.

On behalf of Reconciliation Australia, I congratulate the NRMA for adopting its first Stretch RAP, and look forward to following its continued steps toward reconciliation.

Karen Mundine
Reconciliation Australia CEO

Our organisation

The NRMA has a proud history of keeping people moving — our unrivalled roadside assistance has been keeping people moving for almost 100 years. Today, as Australia's largest member organisation, we're evolving to meet the changing needs of our 2.6 million Members and 4.9 million customers across Australia and New Zealand.

Our Members and customers have relied on us to be there when they need us, on the side of the road and for most things motoring. This has helped to form the platform of trust on which we are able to build and grow.

We are a purpose led organisation, which means we're always searching for ways to meet the needs of our Members, while solving big issues faced by the wider community. We're harnessing the power of scale to create real change for significant problems, such as access to efficient, affordable transport and connectivity with rural and regional Australia.

To build a strong and sustainable future, we're broadening our core services beyond motoring and looking at new horizons in

transport and tourism. With increased population in our cities and regional communities struggling to survive, we must find ways to solve today's key challenges and keep people moving.

Our products and services include:

Assistance: roadside, car servicing and repairs, driver training

Transport and tourism: My Fast Ferry, Fantasea, Thrifty car rental, holiday parks, hotels (including Travelodge)

Membership: NRMA Blue, advocacy

We are proud to be regarded as one of Australia's most trusted brands, and we have our great people and workplace culture to thank for getting us there. Supporting and developing our 2,670 employees across six corporate offices is an important part of how we do business, and an estimated 2% (approximately 50) of our employees identify as Aboriginal and/or Torres Strait Islander peoples.

Our reconciliation journey

As the NRMA nears its centenary in 2020, we believe as one of Australia's most enduring organisations that we have a shared responsibility for reconciliation.

With Aboriginal and Torres Strait Islander communities and organisations, we can make a practical contribution to positive change for First Nations peoples. Our RAP, created with input from across the business, applies to every division.

Since the release of our first RAP in December 2016, we have made good progress. We are well positioned to continue to realise our vision — to help close the social and economic gap between First Nations peoples and other Australians. To view our progress and learnings, please refer to page 12.

We know we have a long way to go. Our second RAP is an integral part of this journey. This RAP will allow us to take our vision for reconciliation to a higher level, committing us to further practical and meaningful actions for a more unified and equitable nation.

Timeline

2014

Founded Indigenous Learner Driver Mentor Program, in partnership with the Australian Red Cross.

Became a member of Supply Nation.

2015

Established cross functional Aboriginal and Torres Strait Islander Engagement Working Group.

May: Invited Shelley Reys, Director, Arilla Training and Development, to facilitate a session with our Group Executive Committee and members of the Engagement Working Group, to increase awareness of Aboriginal and Torres Strait Islander history and cultures, as well as the need to close the gap.

Aboriginal and Torres Strait Islander Engagement Working Group delivered a proposal, which recommended the NRMA develop a RAP.

July: Group Executive Committee approved RAP strategy.

August: NRMA Board noted its commitment.

2016

To celebrate National Reconciliation Week, CEO Rohan Lund signed a Statement of Commitment to our first RAP.

RAP Working Group completed training in cultural awareness and competency with proud Noongar man Gordon Cole.

November: Welcomed back Shelley Reys, Director, Arilla Training and Development, to facilitate training of our Executive Leadership Team and Board.

December: Launched first RAP.

2017

Partnered with the Australian Red Cross to help 100 Aboriginal and Torres Strait Islander people to get their driver licences.

Recruited three interns via CareerTrackers.

May: Moved our head office to Sydney Olympic Park, where, in our reception area, we installed a permanent Acknowledgement of Country.

July: During NAIDOC Week, we installed Riki Salam's Keep Country Moving permanently in our head office.

November: Formalised our external Aboriginal and Torres Strait Islander Advisory Group.

2018

March: Published 'Come Home Safe' report, which recommends additional funding for our Learner Driver Mentoring Program in Indigenous and at risk communities.

Invited an Elder to perform Welcome to Country at several events, including a National Reconciliation Week event, our My Thanks Awards breakfast, a NAIDOC Week event and our AGM.

Collaborated with Sydney Olympic Park Authority to produce a NAIDOC Week event, which was open to everyone and aimed to increase understanding of Aboriginal and Torres Strait Islander cultures, as well as shared history.

12.5% of our car servicing apprentices identified as Aboriginal and/or Torres Strait Islander.

Increased our procurement from Aboriginal and Torres Strait Islander-owned businesses by 83% and added Position Promo and Shine People Solutions to our preferred supplier list.

Launched 'Are We There Yet?' paper, which calls for greater support of Aboriginal and Torres Strait Islander tourism products and services.

September: Helped 22 Aboriginal and Torres Strait Islander people to get their driver licences, 19 of whom gained employment or upgraded from part time to full time work, via our Indigenous Learner Driver Mentor Program.

Signed a Statement of Commitment with the Tribal Warrior Aboriginal Corporation to provide training for Aboriginal and Torres Strait Islander people, including commercial maritime certification and other qualifications in preparation for a career in the maritime industry, and to work collaboratively to create Indigenous tourism products that will achieve growth

2019

Displayed Acknowledgement of Country and Keep Country Moving in our office in Barrack Place, Sydney.

Added Enigma Indigenous Peoples Ltd to our procurement list.

By May, helped 15 Aboriginal and Torres Strait Islander people to get their driver licences, 12 of whom gained full time employment or pursued further education or training, via our Indigenous Learner Driver Mentor Program.

By June, recruited two interns via CareerTrackers.

Our people



Ashleigh Bridge
CareerTrackers Intern

I am a proud Wiradjuri woman and currently studying a Bachelor of Laws and Global Studies degree at the Australian Catholic University. I was a summer intern through the CareerTrackers internship program at the NRMA and, when I first started working there, I had very limited experience in a corporate workplace. I learnt so much, like the value of asking questions, and the importance of colleagues' willingness to answer these questions. To me, the NRMA stands as the strongest model of a positive, collaborative and respectful workplace.

There were many highlights during my time at the NRMA, but one that springs to mind is I was given the opportunity to attend a meeting at Parliament in Canberra surrounding the upcoming RAP. This showed the NRMA valuing of First Nations representation and voice on situations and concerns facing First Nations peoples.

What I enjoyed most at the NRMA was its workplace culture, as well as being asked my opinion and stance on projects and circumstances surrounding First Australians. This showed to me practical cultural consideration and value. I think that organisations having a RAP is extremely important to Australia's reconciliation journey, as it's wonderful to see genuine, thoughtful and informed acts towards reconciliation.



Michael Betteridge
General Manager,
Member Marketplace
RAP Steering
Committee member

It was a chance connection how I got involved with Babana Indigenous Men's Group. I was telling a friend that I didn't discover that my dad and his family were Aboriginal until I was 30 (quite some years back now!). He said I had to meet Mark Spinks — an incredible leader in community who is Founder and Chairman of Babana Aboriginal and Chairman of Tribal Warrior Aboriginal Corporation. He comes from a similar area that my father did — Far North Western NSW. Since then, I've shown my support by providing tourism advice to Tribal Warrior and connected My Fast Ferry with Tribal Warrior to support the employment of maritime graduates. I've also attended their events that focus on suicide prevention and creating employment opportunities for Aboriginal and Torres Strait Islander peoples.

I'm so proud to be a part of shaping the NRMA second RAP. I live a very privileged life, ironically because my dad disconnected from culture and country. It shouldn't have had to be this way. He should have been able to have been proud of his identity.

I believe no Australian business should be without a RAP. All non-Indigenous Australians, whether they be individuals or businesses, must lead from the front to respect our First Australians, accept diversity and advocate for positive change.



Daniel Alexander
Manager, Social Media
& Engagement
RAP Working
Group member

I started supporting Babana Aboriginal Men's Group as I saw the opportunity to get a better understanding of the challenges Indigenous groups face in finding employment. I think Australia is a wonderful place to call home and as an Australian in waiting (citizenship being finalised), I want to understand the history of this nation and contribute meaningfully to its future.

Being in the NRMA social media team, I regularly use its Facebook, Instagram and LinkedIn channels to share my experiences with Babana and often speak to my team about the positive personal impact this group has had on me. Reconciliation is a powerful imperative. Working towards it is something I want to be a part of.



A reflection of our key learnings, achievements and challenges

After we launched our first RAP in 2016, our journey over the following two years was challenging, inspiring and rewarding for our employees and stakeholders. We have made good progress, particularly in meeting our goals to develop genuine, trusting relationships and improve Aboriginal and Torres Strait Islander employment outcomes.

We have also learnt valuable lessons along the way. These have made us better understand our limitations and required us to rethink our approach towards reconciliation. On reflection, some of our key learnings emerged during the delivery of our first RAP actions. We introduced these at a time of significant change in our business when we were acquiring new businesses and welcoming new senior leaders.

Learnings

As our organisation evolves and grows, we realised we cannot contribute to reconciliation unless we narrowed our focus in areas that we can have a meaningful impact. This insight has shaped the vision for our second RAP as we strive to contribute to closing the education and employment gap between Aboriginal and Torres Strait Islander peoples and other Australians.

From our first RAP, we also learnt that we must:

- Be more flexible and adaptable, by further integrating our RAP commitments into our newly acquired companies.

- Continue to find opportunities for our stakeholders and employees to get involved, in order to harness their engagement and maintain the RAP's momentum.
- Ensure RAP initiatives are properly resourced, so we can achieve our RAP targets.
- Outline clearer responsibilities for our RAP working committees, and increase support from senior leaders.

Key Achievements

As we are on an exciting journey of change and growth, we recognise that attracting and retaining talent is essential to our success. We know we need people who can truly understand and communicate with our diverse Members and customers. That's why in our first RAP we focused on increasing our Aboriginal and Torres Strait Islander employment outcomes. Another priority was to build our workforce's cultural proficiency by enhancing their understanding of the histories and cultures of Australia's First Peoples.

Our other achievements include:

12% of our car servicing apprentices and three corporate interns identify as Aboriginal and/or Torres Strait Islander peoples. These capable and passionate employees are key to navigating our next stage of development.

From October 2014: Becoming a proud member of Supply Nation, which helps us offer Aboriginal and Torres Strait Islander owned businesses opportunities to compete for supplier contracts.



Increasing our procurement from Aboriginal and Torres Strait Islander businesses by 83%, and adding Position Promo and Shine Recruitment to our preferred supplier list.

From December 2016: Introducing a formalised cultural awareness training strategy, which helps our staff to work in a way that respects Aboriginal and Torres Strait Islander culture and practices.

Organising more than 31 company events that observed Aboriginal and Torres Strait Islander protocols, including celebrations during NAIDOC Week and National Reconciliation Week.

From May 2017: Installing an Acknowledgement of Country and Riki Salam's Keep Country Moving permanently at our head office in Sydney Olympic Park.

From June 2017: Partnering with Aboriginal Employment Strategy and CareerTrackers to recruit Aboriginal and Torres Strait Islander talent.

From July 2017: Supporting Rotary Club of Raymond Terrace and Wahroonga Aboriginal Corporation to help 10 Aboriginal and Torres Strait Islander participants to get their driver licences.

September 2017: Partnering with Australian Red Cross to support 100 Aboriginal and Torres Strait Islander people to get their driver licences and open pathways to study and work.

2018: Supporting Sarah Hatch, a CareerTrackers intern, to work with Local Aboriginal Land Councils, to help us recognise the Traditional Owners of the lands on which our businesses operate, through the development of a cultural protocol document.

Working with Arrilla and Corporate Culcha to provide face to face training for 95 of our employees in Aboriginal and Torres Strait Islander cultures and traditions, as well as our shared history.

Participation of our Executive Leadership Team members and senior leaders, including our Chief of Technology, Chief Financial Officers and General Manager of Procurement, in forums, such as Supply Nation's Leadership Roundtable.

Growing our Learner Driver Mentor Program, which helps Aboriginal and Torres Strait Islander people to get their driver licences. Via the Graduated Licencing Scheme, participants receive end to end assistance, including access to registered vehicles, NRMA driver training and volunteer mentors.

"Thrifty is proud to be the only car rental company with Supply Nation membership. It has allowed us to successfully gain new corporate contracts as an increasing number of businesses look to expand their Aboriginal and Torres Strait Islander participation and community commitment."

Graham Ward — Executive General Manager, Thrifty



Opening new doors for Paula

Paula, a Kamilaroi woman, grew up in the Aboriginal community of Walgett and has been living in the regional city of Wagga Wagga for the past seven years. With two jobs at either side of town, and limited public transport, Paula has spent a long time walking.

Paula never thought she'd get a driver licence. But now, at the age of 40, she's behind the wheel. The individual support and guidance she received from the NRMA, in partnership with Australian Red Cross, gave her the confidence to sit her initial tests and take on the training.

"I didn't realise I could do something like that, so it was a real mind-opener. It opened doors in my mind, my

heart to learn more things and not be afraid to learn more things as well," Paula said. Having a licence can also help people go to school, better meet the needs of their families and be an active part of their community.

For many participants of our driver learning program, it means there's someone to talk to, and after 120 hours in the car with another person, many people find they see the world differently. They can see better opportunities and make better decisions.

When it comes to younger drivers, this program teaches them to be safe as well.

Challenges

Since developing our first RAP in 2016, we've refreshed our company strategy. We're now a leading transport and tourism provider, following our investment in innovative transport options and our acquisition of tourism products and services. Consequently, we've reshaped our strategic direction and identified opportunities for stronger internal governance and stronger targets.

In our second RAP, we've introduced more robust responsibilities and accountabilities for our RAP Working Group, recognising their commitment to driving the outcomes of our reconciliation aspirations. Further to this, in late 2017, we established an external Indigenous Advisory Group (IAG), which is made up of seven Aboriginal or Torres Strait Islander and non-Indigenous professionals. These experts in their fields provide us with independent guidance and counsel relating to Aboriginal and Torres Strait Islander matters that impact our business and industries.

RAP governance

We've strengthened our RAP governance structure, which oversees our commitments to reconciliation. The structure includes:

Indigenous Advisory Group:

The Indigenous Advisory Group (IAG) provides advice to our Working Group. We are grateful to all members of the IAG for their commitment to our journey and for sharing their knowledge.

Laura Berry
CEO, Supply Nation

Paul Dodd
CEO and Director, Corporate Culcha

Shannon Foster
D'harawal Saltwater Knowledge Keeper

Michael Gabriel
CFO, NRMA and RAP Executive Champion*

Phil Lockyer
Indigenous Engagement Manager, IAG

Ivan Simon
President, Aboriginal Children's Advancement Society

Mark Spinks
Chairperson, Babana Aboriginal Men's Group

*Michael Gabriel is our RAP Executive Champion. He leads the delivery of our RAP across the business, determines priorities and inspires all staff to participate.

RAP Steering Committee:

The RAP Steering Committee (RSC) is responsible for executing and championing our RAP commitments internally and externally. The RSC's members are internal senior leaders from across the business. Among them is an employee from the Kamilaroi nation and another with direct Aboriginal heritage.

Michael Gabriel
Chief Financial Officer, RAP Executive Champion

Simon Denic
General Manager, Roadside Delivery

Andrew Storzaker
General Manager, Commercial & Operations
My Fast Ferry

Amarto Basu
General Manager, Commercial Finance

Mark Harbidge
General Manager, Property & Procurement

Carlita Warren
General Manager, Policy & Stakeholder Relations

Michael Betteridge
General Manager, Member Market Place

Tim Moggridge
Service Delivery, First Nations Employee Representative
(Kamilaroi)

Deborah Holland
General Manager, Marketing, Sales and Revenue
NRMA Parks and Resorts

Jo Cullen
General Manager, Cultural Leadership & Talent

Siobhan Spoljaric
Senior Manager, Sustainability

RAP Working Group:

The RAP Working Group (RWG) informs the development and oversees the implementation of our RAP, with the support of our Executive Leadership Team and our RSC.

RWG members are staff from across our business, who are passionate about making effective change and contributing to reconciliation. This group also includes an Aboriginal employee who is a proud Darug woman from the Gurangai nation.



Working together



Our RAP focus areas



Aboriginal and Torres Strait Islander Employment and Training Pathways

Aboriginal and Torres Strait Islander Cultural Competency

Creating Unique Australian Tourism Experiences

Developing Supplier Diversity

Aboriginal and Torres Strait Islander Employment and Skills Training Pathways

A driver licence opens much more than the door to a car. It also opens new opportunities and improves accessibility to community support services. This is particularly the case for people from Aboriginal and Torres Strait Islander communities, who face additional barriers to gaining a driver licence. This is why we will continue to invest in building viable career and skills development opportunities for Aboriginal and Torres Strait Islander peoples.

In early 2017, we commenced a two year partnership with the Australian Red Cross to enable Aboriginal and Torres Strait Islander peoples to get their driver licence and open pathways to work. Through this program, 50 participants in the Shoalhaven and Wagga Wagga, NSW, are able to earn their P1 driver licence. The program provides access to NRMA driver training and volunteer driving mentors, who help participants to accrue hours behind the wheel, as well as necessary experience and knowledge.

Developing Supplier Diversity

We recognise that Aboriginal and Torres Strait Islander owned and operated businesses are more likely to employ First Australians than other businesses. Therefore, it makes good sense to incorporate Aboriginal and Torres Strait Islander cultures and tourism experiences into our business activities.

Through our supply chain and networks, we aim to encourage prosperity for Aboriginal and Torres Strait Islander enterprises. We hope to help drive more activity, as well as build business capabilities and confidence.

Create Unique Australian Tourism Experiences

Our goal is to support the economic development of Aboriginal and Torres Strait Islander owned and operated products and services. We aim to incorporate their unique offerings into our newly acquired travel and tourism businesses, including our parks, resorts and marine transportation.

We know this will also greatly enhance our customers' experience, by building their appreciation of the rich histories and cultures of Australia's First Peoples.

Aboriginal and Torres Strait Islander Cultural Competency

We are committed to recognising the past, celebrating the cultures of Aboriginal and Torres Strait Islander peoples and learning more about their cultures. We will continue to acknowledge the cultural events and protocols that promote diversity and inclusion across our businesses and supply chains. Also, by helping our staff members understand the challenges, aspirations and rich cultures of Aboriginal and Torres Strait Islander peoples, we will help them become better informed of our reconciliation commitments.

Relationships



We will deepen the connections between the NRMA and Aboriginal and Torres Strait Islander communities so that we better understand the needs and ambitions of our local regions. We will harness our people's commitment in celebrating Aboriginal and Torres Strait Islander cultures and addressing social and economic disparities with Aboriginal and Torres Strait Islander communities.

Action	Target	Timeline	Responsibility
Celebrate National Reconciliation Week (NRW), to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff	Organise four internal NRW events every year	May 2020, 2021, 2022	General Manager, Group Marketing Manager, Community Programs
	Register all NRW events via Reconciliation Australia's NRW website	May 2020, 2021, 2022	General Manager, Group Marketing
	Encourage staff and senior leaders to participate in external events that recognise and celebrate NRW through our communication mediums, including intranet, social media and staff roadshows	May 2020, 2021, 2022	RAP Executive Champion
	Ensure our RAP Steering Committee and Working Group participate in at least two external NRW events every year	May 2020, 2021, 2022	RAP Executive Champion
	Ensure all senior leaders (approximately 50) attend at least one external NRW event or cultural activity	May 2020, 2021, 2022	RAP Executive Champion
Build and strengthen meaningful partnerships with Aboriginal and Torres Strait Islander community organisations and providers through our businesses	Support the Tribal Warrior Aboriginal Corporation by delivering actions outlined in the Statement of Commitment	June 2022	General Manager, My Fast Ferry General Manager, Member Marketplace
	Leverage our partnership with the Australian Red Cross and our relationships with government stakeholders to advocate for additional funding for our Indigenous Learner Driver Mentor Program, in order to achieve long term scalability	September 2019, 2020, 2021, June 2022	General Manager, Policy & Stakeholder Relations
	Identify at least two additional partnerships with organisations that can host and provide "wrap around" support for our Indigenous Learner Driver Mentor Program in NSW and/or ACT	June 2022	Manager, Community Programs



Action	Target	Timeline	Responsibility
Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders	November 2019	Manager, Community Programs
	Meet with 10 local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	April 2022	Manager, Community Programs
	Commit to establishing three formal two-way partnerships to build capacity in Aboriginal and Torres Strait Islander organisations and/or communities relevant to our sphere of influence	June 2022	Manager, Community Programs
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders	June 2022	Manager, Community Programs
	Promote reconciliation through ongoing active engagement with internal and external stakeholders through various communication mediums, such as Yammer, intranet, staff roadshows, social media channels, invitations to NAIDOC events and guest speaker presentations	July 2019, 2020, 2021, 2022	Manager, Community Programs
	Engage our senior leaders in the delivery of RAP outcomes through our Steering Committee, Working Group and key meetings throughout the year	December 2019, 2020, 2021	Manager, Community Programs
Promote positive race relations through anti-discrimination strategies	Continuously review, improve and communicate HR policies and procedures concerned with anti-discrimination	December 2019, 2020, 2021	General Manager, Cultural Leadership & Talent
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy	July 2019, 2020, 2021	General Manager, Cultural Leadership & Talent
	Provide ongoing education opportunities for senior leaders and managers on inclusive leadership, unconscious bias and the effects of racism	December 2019, 2020, 2021	General Manager, Cultural Leadership & Talent
	Ensure senior leaders publicly support initiatives and stances on the importance of a diverse and inclusive organisation, and promote our position of anti-discrimination and anti-racism	December 2019, 2020, 2021	General Manager, Cultural Leadership & Talent

Respect



We believe that, at its essence, reconciliation is about learning from one another and developing greater awareness and appreciation of one another's cultures and traditions. We are deeply committed to building further recognition and respect of the rights and contributions of all Aboriginal and Torres Strait Islander peoples. We aim to do this by forming respectful relationships with Aboriginal and Torres Strait Islander entities, and celebrating rich Aboriginal and Torres Strait Islander cultures and aspirations with our people and stakeholders.

Action	Target	Timeline	Responsibility
Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements	Continue to implement our Cultural Competency Engagement Framework to build our staff's awareness of cultural competency	May 2022	General Manager, Cultural Leadership & Talent
	Annually review and update our Aboriginal and Torres Strait Islander cultural awareness training strategy, which defines continuous cultural learning needs of employees across our business and consider various ways to provide cultural learning	December 2019, 2020, 2021	General Manager, Cultural Leadership & Talent
	Ensure all new starters, leaders and key frontline staff complete 'Essentials' cultural awareness online training module	July 2022	General Manager, Cultural Leadership & Talent
	All members of the NRMA Senior Leadership Team (approximately 50) to complete cultural awareness 'Essentials' online learning module	July 2022	RAP Executive Champion General Manager, Cultural Leadership & Talent
	Ensure all members of our RAP Working Group participate in cultural learning activities	July 2022	Manager, Community Programs RAP Working Group
	Ensure at least 80 group staff members undertake face to face cultural awareness training every year	June 2020, June 2021, June 2022	General Manager, Cultural Leadership & Talent
	Provide overnight 'on country' experiences via our Aboriginal and Torres Strait Islander community partners to two NRMA Group employees every year	December 2019, 2020, 2021	General Manager, Cultural Leadership & Talent Manager, Community Programs
Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	Communicate and circulate our cultural protocol document for Welcome to Country and Acknowledgement of Country by making it available on our intranet and website	October 2019	Manager, Community Programs
	Invite a Traditional Owner to provide a Welcome to Country at two significant events every year, such as our Annual General Meeting and employee roadshows	May 2020, 2021, 2022	Manager, Community Programs
	Ensure staff and senior leaders provide an Acknowledgement of Country at all external events	May 2020, 2021, 2022	Manager, Community Programs
	Maintain and review annually a list of key contacts for organising a Welcome to Country	May 2020, 2021	Manager, Community Programs
	Include an Acknowledgement of Country at the commencement of half yearly staff roadshows, quarterly Board meetings and internal meetings	December 2019, 2020, 2021	Senior Manager, Internal Communications Manager, Community Programs



Action	Target	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions	Display Acknowledgment of Country signs/decals at all our offices, locations, branded holiday parks and Motor Serve stores, and on our roadside assistance vehicles and branded ferries	December 2019, 2020, 2021, July 2022	General Manager, Marketing, Sales and Revenue, NRMA Parks and Resorts General Manager, Roadside Delivery General Manager, My Fast Ferry
	Include information about the significance of the land, where appropriate, through NRMA Parks and Resorts communication channels, such as external websites	December 2019, 2020, 2021, July 2022	General Manager, Marketing, Sales and Revenue, NRMA Parks and Resorts
	Prominently display an Acknowledgment of Country plaque in two corporate office building: Sydney Olympic Park and Wynyard locations	July 2022	Group Asset Manager, Property & Procurement
	Embed Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to State and/or Territory and specific local communities	June 2022	Manager, Community Programs
	Ensure the significance of Aboriginal and Torres Strait Islander cultural protocols are included in our cultural awareness education activities, including face to face training workshops	July 2019	General Manager, Cultural Leadership & Talent
	Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week	Review HR policies and procedures to ensure there are no barriers to staff participation in NAIDOC Week activities	October 2019, 2020, 2021
Explore and implement the best tool, i.e. leave, to enable Aboriginal and Torres Strait Islander employees to participate in NAIDOC Week events		September 2019	General Manager, Cultural Leadership & Talent
Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events		July 2019, 2020, 2021, 2022	General Manager, Cultural Leadership & Talent
Promote NAIDOC Week events to staff and encourage their participation via internal communication channels, including Yammer, intranet and senior leader communications		July 2019, 2020, 2021, 2022	Manager, Community Programs
Commit to holding at least one internal or public NAIDOC Week event, in consultation with Aboriginal and Torres Strait Islander employees and external stakeholders, such as relevant Aboriginal Land Councils in NSW and/or ACT		July 2019, 2020, 2021, 2022	Manager, Community Programs

Respect



Action	Target	Timeline	Responsibility
Raise the profile of our commitment to reconciliation through our reconciliation artwork	Ensure RAP visual content is incorporated in external and company owned channels, including annual reports, roadshows, intranet, website, campaigns and centenary celebrations	July 2019	General Manager, Group Marketing
	Display our reconciliation artwork at major business locations, including our Gosford, Sydney Olympic Park and Barrack Place offices	December 2019, 2020, 2021, July 2022	Group Asset Manager, Property & Procurement
	Ensure culturally appropriate communication materials accompany all NRMA reconciliation artwork displays and are distributed to management, staff, customers and passengers	December 2019, 2020, 2021, July 2022	General Manager, Marketing, Sales and Revenue, NRMA Parks and Resorts General Manager, Roadside Delivery General Manager, My Fast Ferry

Opportunities



To drive reconciliation forward, we aim to deliver outcomes that bring real change for Aboriginal and Torres Strait Islander peoples. Through our corporate, travel and tourism businesses, as well as our supply chains, we have identified opportunities that will create sustainable employment and economic development for Aboriginal and Torres Strait Islander peoples and entities. Our focus is the provision of opportunities that enable prosperity for Australia's First Peoples.

Action	Target	Timeline	Responsibility
Provide effective skills training programs to assist Aboriginal and Torres Strait Islander people in transitioning to employment and/or higher education and training opportunities	Continue to leverage our partnership with the Australian Red Cross via our Learner Driver Mentoring Program and expand its operating regions by at least one, in order to reach more participants	September 2019, 2020, 2021, June 2022	Manager, Community Programs
	Increase delivery of driving training hours through our Learner Driver Mentoring Program program, as follows: – 450 hours in 2019-20 – 500 hours in 2020-21 – 600 hours in 2021-22	June 2020, 2021, 2022	Senior Manager, Safer Driving Roadside Operations
Increase Aboriginal and Torres Strait Islander recruitment and retention across the NRMA group	Annually review and update the Aboriginal and Torres Strait Islander employment and retention strategy for the entire NRMA Group, with a focus on professional development opportunities	December 2019, 2020, 2021, June 2022	General Manager, Culture Leadership & Talent
	Increase Aboriginal and Torres Strait Islander employment to 3% (80 employees)	June 2022	General Manager, Culture Leadership & Talent
	Develop and implement a recruitment and retention program specifically for frontline and non-frontline roles across the NRMA Group	June 2022	Service Delivery RAP Steering Committee member General Manager, Culture Leadership & Talent
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development	June 2022	Service Delivery RAP Steering Committee member General Manager, Culture Leadership & Talent
Increase Aboriginal and Torres Strait Islander supplier diversity	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	December 2019	General Manager, Property & Procurement
	Procure at least \$1 million in goods and services from Aboriginal and Torres Strait Islander owned businesses	July 2022	General Manager, Property & Procurement
	Develop at least 30 active supply relationships with Aboriginal and/or Torres Strait Islander businesses	July 2022	General Manager, Property & Procurement

Opportunities



Action	Target	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity	Continue to partner with Supply Nation, meeting at least twice a year to identify Aboriginal and Torres Strait Islander businesses offering relevant goods and services	December 2019, June and December 2020 and 2021, June 2022	General Manager, Property & Procurement
	Provide mentoring to at least one Aboriginal and Torres Strait Islander business, through our relationship with Supply Nation to build skills and business acumen necessary to future bid opportunities	July 2022	General Manager, Property & Procurement
Develop, implement and support career and training opportunities for Aboriginal and Torres Strait Islander peoples through our maritime businesses	Develop and implement a recruitment and retention program for Aboriginal and Torres Strait Islander employees in our maritime business	June 2022	General Manager, My Fast Ferry
	Identify and support an external pilot program to develop careers for Aboriginal and Torres Strait Islander women in the maritime industry	June 2022	General Manager, My Fast Ferry General Manager, Member Marketplace
Provide distinctive Aboriginal and Torres Strait Islander products, content and services to our customers, NRMA Blue Members and employees	Investigate at least three Aboriginal and Torres Strait Islander tourism products and/or services, in partnership with Tribal Warrior Aboriginal Corporation, with a view to incorporating them into our tourism experiences on Sydney Harbour	July 2022	General Manager, Member Marketplace
	Include at least two Aboriginal and Torres Strait products and/or services in regional activation initiatives as part of our centenary celebrations	December 2020	General Manager Group Marketing
	Identify appropriate tourism content for Aboriginal and Torres Strait Islander communities in Open Road and digital publications	July 2022	General Manager Group Marketing
	Include Aboriginal and Torres Strait Islander tourism as a priority in our tourism advocacy	July 2022	Manager, Community Programs
Partner with Aboriginal and Torres Strait Islander communities and providers through our travel, tourism and hospitality businesses and services, with the aim of promoting cultural tourism opportunities	Identify, onboard and promote at least two Aboriginal and Torres Strait Islander products and/or services in the transport, tourism and/or hospitality sectors, for inclusion in NRMA Blue	July 2020, 2021, 2022	General Manager, Member Marketplace
	Identify and partner with local Aboriginal and Torres Strait Islander tourism providers to offer a suite of cultural activities at NRMA Parks and Resorts	July 2022	General Manager, Marketing, Sales and Revenue, NRMA Parks and Resorts General Manager, Member Marketplace
	Promote appropriate cultural tours on the NRMA Parks and Resorts website	July 2020, 2021, 2022	General Manager, Marketing, Sales and Revenue, NRMA Parks and Resorts
	Incorporate relevant, appropriate Aboriginal and Torres Strait Islander cultural experiences into existing marine products and/or services	December 2019, 2020, 2021, June 2022	General Manager, My Fast Ferry

Anthony's dream to keep people moving



Anthony Lewis is a proud Aboriginal man from the Walgalu tribe. Growing up, his dream was to become an automotive technician and he is building his mechanic skills through the NRMA Apprenticeship Program.

I've always had a passion for cars. When I was young, I'd spend time helping my dad and uncle in the backyard. My love of cars certainly hasn't changed – I'm currently building a 1968 Chevrolet C10!

In my apprenticeship, I'm always learning. No matter how many times I work on the same car, there will always be something new that I can learn. Completing my Certificate III in Light Vehicle Mechanical Technology was a big highlight, as there were times when I struggled. But I pushed through and got a great result. It's nice to be the first Indigenous car servicing apprentice at the NRMA.

I want to build my confidence across the business before moving to a technician role. That's why I'm now looking at studying advanced diesel and hybrid diagnostics to increase my skill base.

I really enjoy working at the NRMA Tuggeranong Car Service Centre as the people I work with are good people, and always happy to help out if needs be. Also, I'm really thankful for the opportunity to learn more than my trade. I also get practical training that, not only equips me with skills to become an excellent technician, but also means I'm on the road to achieving my dream job.



Governance and reporting

We recognise that a robust governance structure will greatly assist our reconciliation vision. We have restructured our RAP governance model to increase accountability and ensure we report our achievements, challenges and learnings – internally and externally.

Action	Target	Timeline	Responsibility
Maintain an effective RAP Working Group and Indigenous Advisory Group to drive governance	Oversee the development, endorsement and launch of our RAP	July 2019	Manager, Community Programs
	Ensure at least two Aboriginal and Torres Strait Islander employees are on the Working Group	July 2019, 2020, 2021	Manager, Community Programs
	Meet at least four times per year to monitor and report on RAP implementation	July, Oct 2019 Feb, Apr, July, Nov 2020 Apr, July, Nov 2021 Feb, May 2022	Manager, Community Programs
	Continue to recruit at least one senior staff member as an active RAP Champion	December 2019, 2020, 2021	RAP Steering Committee
	Update Terms of Reference for the RAP Steering Committee and RAP Working Group	September 2019	Manager, Community Programs
	Maintain an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance	May 2022	Manager, Community Programs
Report RAP achievements, challenges and learnings internally and externally	Publicly report our achievements, challenges and learnings	May 2022	Manager, Community Programs
	Communicate quarterly updates on progress to all staff	Aug, Nov 2019 Feb, May, Aug, Nov 2020 Feb, May, Aug, Nov 2021 Feb, Apr 2022	RAP Executive Champion Manager, Community Programs

Action	Target	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia	Develop and implement capability and systems for tracking, measuring and reporting on activities	November 2019	Senior Manager, Sustainability
	Complete the RAP Impact Measurement Questionnaire and submit it to Reconciliation Australia	30 September 2019, 2020, 2021	Senior Manager, Sustainability Manager, Community Programs
	Investigate participation in the RAP Barometer	May 2020, 2022	Senior Manager, Sustainability
Review, refresh and update RAP	Liaise with Reconciliation Australia to develop our third RAP, based on learnings, challenges and achievements	November 2021	Manager, Community Programs
	Send draft RAP to Reconciliation Australia for feedback	February 2022	Manager, Community Programs
	Submit draft RAP to Reconciliation Australia for formal endorsement	June 2022	Manager, Community Programs

