



# Reflect Reconciliation Action Plan

October 2024 – October 2025



*Listen, learn and lead with action*





# Acknowledgement of Country

Champions of Change Coalition acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and custodians of the lands on which we work and live. We pay our respects to Elders past and present and commit to building a brighter future together. Our head office is located on the lands of the Gadigal people of the Eora Nation. The 'Eora people' was the name given to the coastal Aboriginal peoples around Sydney. 'Eora' means 'here' or 'from this place'.

The workplaces of our people and Champions of Change Coalition Members span the nation and the world. We extend our respects to the Traditional Custodians of all the lands on which we and our Members work and live.

## About our Artwork

### Yuwaalaraay and Muruwari artist Kirsten Gray

Champions of Change Coalition commissioned Yuwaalaraay and Muruwari artist Kirsten Gray to create an artwork that reflects its broad commitment to reconciliation and equality and particularly to the rights of Aboriginal and Torres Strait Islander women.

The artwork, entitled *Be the change* showcases the work taking place all across the country by Champions of Change Coalition (at the centre) and its countless partners, communities and individuals in the name of moving our country forward towards gender equality.



The stories and history of country can be seen in this piece and are the basis of the work the Coalition undertakes with Aboriginal and Torres Strait Islander peoples – informed by our ways of knowing and doing.

Two sides of a coolamon sit atop and at the bottom of this piece signifying the importance of Aboriginal and Torres Strait Islander women and the ongoing role they continue to play in the life of their families and nation alike.

# Message from **Annika Freyer**

Chief Executive Officer  
and RAP Champion

As the Chief Executive Officer of Champions of Change Coalition, I am proud to present our first Reflect Reconciliation Action Plan (RAP). This Reflect RAP marks a significant step in our ongoing commitment to reconciliation and inclusion, recognising the importance of amplifying the voices and cultures of Aboriginal and Torres Strait Islander peoples in our journey towards true equality.

At Champions of Change Coalition, we have long advocated for gender equality and the advancement of women in leadership. However, we acknowledge that this work cannot be truly intersectional unless it is grounded in reconciliation with First Nations peoples. As we embark on this RAP, we commit to deep listening, learning, and taking meaningful action to ensure that Aboriginal and Torres Strait Islander peoples are central to our vision for a more inclusive and equitable society.

Our journey begins with humility and a recognition that this is just the start. We will seek to build strong partnerships with Aboriginal and Torres Strait Islander communities, organisations, and leaders. We will encourage our member organisations, which span across Australia and the globe, to join us in this important work and to lead by example in their own reconciliation efforts. We have much to learn from the 60,000 years of knowledge and culture that Aboriginal and Torres Strait Islander peoples hold. I am confident that by working together, we will not only deepen our understanding but also contribute to creating a future where respect, equality, and inclusion are a reality for all Australians.

I look forward to seeing the progress we will make as we embark on this important journey and to sharing our learnings and achievements along the way.

**Annika Freyer**  
Chief Executive Officer  
Champions of Change Coalition



# Statement from CEO of Reconciliation Australia

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

Champions of Change Coalition joins a network of more than 3,000 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 Champions of Change Coalition 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 Champions of Change Coalition, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





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## Our Business

Champions of Change Coalition is a globally recognised, innovative strategy to protect the human rights of women by advancing and promoting gender equality; advocating for and supporting a significant and sustainable increase in the representation of more and diverse women in leadership; and building respectful and inclusive workplaces. The Coalition was established in 2010 in response to the lack of women in leadership and the glacial pace of change on gender equality. As part of the Coalition's strategy, influential leaders of Australian-based and global organisations lead, and are accountable for, accelerating progress on inclusive gender equality in their organisations and communities.

Our head office is located on Gadigal land in Sydney, New South Wales. However, we work flexibly across the lands of many First Nations peoples including, but not limited to, the lands of the Dharawal Gamaragal and Cammeraygal peoples in Sydney, Gundungurra land of regional New South Wales, in Melbourne on Wurundjeri land of the Kulin nation, in regional Victoria, on the lands of the Wotjobaluk Nation, and Wadawurrung and Dja Dja Wurrung in Canberra on the lands of the Ngunnawal and Ngambri peoples, and Kurna land in Adelaide.

Champions of Change Institute currently employs (15-20) staff, comprising a team of diverse skills and identities. While we do not currently employ any Aboriginal or Torres Strait Islander staff, we are deeply committed to improving our employment of Aboriginal and Torres Strait Islander peoples and to actively engage with First Nations stakeholders throughout all of the work that we undertake.

Our sphere of influence, beyond our Institute team and through our organisation's membership has a national and global reach through our 250+ Member organisations. As we progress through RAP stages, we aim to amplify our impact by leveraging these connections to support First Nations women and peoples' rights to self-determination, their participation in decision-making, and ensure respect for and protection of culture, equality and non-discrimination.

## Our Vision

Our long-term vision is that Aboriginal and Torres Strait Islander people's knowledge and cultures are listened to, learned from, fully respected and embraced in efforts to achieve inclusive gender equality within our organisation, across our Members' organisations and society.

We acknowledge that our Reflect RAP is just our starting point on the path to this expansive vision and commit to building on our work as we progress through RAP stages.



# Our Reconciliation Action Plan

As a human rights organisation our work includes consideration of *Convention on the Elimination of All Forms of Discrimination Against Women* (CEDAW) and *United Nations Declaration on the Rights of Indigenous Peoples*. At Champions of Change our approach to gender equality is to "Listen, Learn and Lead with Action". We intend to adapt and apply this approach to implementing our RAP. We will listen openly and actively to Aboriginal and Torres Strait Islander leaders, Elders, individuals, and communities who are open to sharing their stories and engaging in truth-telling. We will learn every step of the way from the 60,000 plus years of knowledge that Australia's First Nations peoples have to impart, through mutually beneficial partnerships and collaboration. And we will lead and amplify the voices of those who are unheard, by leveraging our platforms and connection to Member organisations, government departments, academic institutions, and peak industry bodies.

In 2023, Champions of Change Coalition refreshed its strategy and as part of this refresh included applying an intersectional lens to all our work. In Australia, a genuinely intersectional approach must be grounded in reconciliation and inclusion of First Nations peoples in our commitments and activities. A key first step forward in reconciliation is to develop our Reflect RAP. We have support and buy-in from our Board and senior leaders to take this first step and commit to building a brighter future together with Aboriginal and Torres Strait Islander peoples and communities. The RAP Champion is our CEO who will leverage her influence to promote our commitment to reconciliation and sustainable practices within the broader business.

## Our Partnerships/Current Activities

We understand the importance of elevating Aboriginal and Torres Strait Islander voices and look forward to building formal community partnerships that emphasise our commitment to valuing First Nations people, rights, knowledges and relationships. Champions of Change Coalition acknowledges the importance of being a good ally to the First Nations community and this approach and our broader commitments will be expressed in our RAP activities and everyday work.

We have a floating holiday policy in place for 26 January, where staff can choose to either take the day or swap it out for another day in lieu. In 2024, and annually, we will research and share a list of local events and activities for all team members to engage with during National Reconciliation Week and NAIDOC Week, including allocating time during work hours to participate. The team learning will continue as we host a webinar including First Nations speakers to educate and engage our people and will embed reconciliation into every aspect of our business.

As part of our commitment to fostering an inclusive workplace and to further our learning and development, we've implemented a mandatory SBS Inclusion program featuring a specialised First Nations training module to ensure our staff gain a comprehensive understanding of First Nations cultures, traditions, and beliefs. This initiative equips our team with essential knowledge and fosters empathy, respect, and meaningful engagement with First Nations people.

# RELATIONSHIPS



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutual beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	October 2024	RAP Working Group (RAPWG) Chair & Program Director
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2024	RAPWG Champion: CEO
2. Board representative builds relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	RAPWG Chair
	2.2 RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025	RAPWG Champion: CEO
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025	RAPWG Champion and Chair
3. Deepen understanding of reconciliation and promote our commitment through our organisation.	3.1 Communicate our commitment to reconciliation to all staff.	March 2025	RAPWG Champion: CEO
	3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2025	Program Director
	3.3 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	November 2024	Program Director
4. Advance positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination, and distribute to all RAPWG Members.	November 2024	RAPWG Champion: CEO
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Finance Manager





Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2025	CEO and Finance Manager
	1.2 Conduct a review of cultural learning needs within our organisation and develop a plan to address the needs identified.	July 2025	RAPWG Chair
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols in our activities and processes.	2.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2025	RAP Chair and Program Director
	2.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025	Communications Manager
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	3.1 Raise awareness and share information among our staff about the meaning of NAIDOC Week.	June 2025	RAPWG Chair
	3.2 Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	RAPWG Chair
	3.3 RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	RAP Chair and Program Director
	3.4 All staff to participate in at least one local activity during NAIDOC week.	First week in July 2025	RAPWG CEO & Chair
	3.5 All staff to share experiences and lessons learned from NAIDOC week.	July 2025	Program Director

# OPPORTUNITIES



Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	1.1 Develop a plan for Aboriginal and Torres Strait Islander employment within our organisation.	August 2025	RAPWG Champion and Member: CEO & Director of Operations, Finance and Development
	1.2 Scope opportunities for Aboriginal and Torres Strait Islander recruitment and career paths in line with broader staffing strategy for the organisation.	August 2025	RAPWG Champion and Member: CEO & Finance Director
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	2.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2025	RAPWG Chair & Finance Manager
	2.2 Investigate Supply Nation membership.	October 2025	RAPWG Chair & Finance Manager







Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.	1.1 Form a RAPWG to govern RAP implementation.	October 2024	RAPWG Chairs and CEO
	1.2 Draft a Terms of Reference for the RAPWG.	October 2024	RAPWG Chairs
	1.3 Establish Aboriginal and Torres Strait Islander representation on the RAPWG.	October 2025	RAPWG Chairs & Program Associate
2. Provide appropriate support for effective implementation of RAP commitments.	2.1 Define resource needs for RAP implementation.	October 2024	RAPWG Chairs
	2.2 Appoint a senior leader to champion our RAP internally.	October 2024	Communications Manager & CEO
	2.3 Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2024	RAPWG Champion: CEO
	2.4 Engage senior leaders in the delivery of RAP commitments.	August 2025	RAPWG Chair & WG members
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	3.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	October 2024	RAPWG Chair
	3.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025	RAPWG Chair
	3.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025	RAPWG Chair
4. Advance positive race relations through anti-discrimination strategies.	4.1 Register via Reconciliation Australia's website to begin developing our next RAP.	July 2025	RAPWG Chair

# CONTACT DETAILS

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