Innovate Reconciliation Action Plan

October 2026-September 2028
(2026-2028)



RECONCILIATION ACTION PLAN
INNOVATE

RAC
For the better

Acknowledgement of Country

RAC acknowledges the Aboriginal peoples of Western Australia as the Traditional Custodians of the lands on which RAC have been operating since 1905. We are privileged to share their lands, throughout Western Australia.

Boorloo (Perth) is where RAC Headquarters is based, the place where we work with and alongside Aboriginal and Torres Strait Islander families and communities. RAC honours and pays respect to Aboriginal Elders, past and present across the lands of Western Australia.

Note: Throughout this document some Aboriginal words and phrases are used or spelt differently based on the preferences of the individuals concerned. RAC respectfully advises Aboriginal and Torres Strait Islander peoples that this document may contain images, stories or names of people who have passed away, including in future editions and updates.

Our vision for reconciliation

Our commitment to reconciliation is aligned with our purpose to be the driving force for a better WA.

Since 1905, RAC has been giving back to WA. As a purpose-led member organisation, we reinvest our profits to serve our members and the wider WA community.

At RAC, our vision for reconciliation is a Western Australia where Aboriginal and Torres Strait Islander peoples are respected, empowered, and have equitable access to opportunities.

We aspire to drive positive change by embedding reconciliation into our operations - championing cultural understanding, fostering genuine partnerships, and ensuring our services, workplaces, and advocacy reflect and celebrate the diversity of all peoples.

Our ultimate goal is to create a Western Australia where Aboriginal and Torres Strait Islander voices shape decisions, benefit from opportunities, and experience positive outcomes - contributing to a more inclusive Western Australia for all.

Through our actions, we will:

- Increase Aboriginal and Torres Strait Islander representation and participation across our workforce, leadership, and supply chains.
- Build cultural capability and understanding among our people and members.
- Support initiatives that drive social, economic, and community outcomes for Aboriginal and Torres Strait Islander peoples.
- Work with Traditional Owners to improve road safety and increase community connection – aligned with our Vision 2030.

This vision guides our commitment to reconciliation and inspires every action within our RAP.

One of our LEAD behaviours is to achieve together, and achieving the outcomes of our RAP is no different. Our people have a key role to play in the success of our RAP and we look forward to continuing our reconciliation journey together.

National Reconciliation Week 2026 mural painting at Collier Pass, facilitated by local artist Deborah Bonar from Scribblebark, exploring culture, creativity and storytelling.



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends the Royal Automobile Club (RAC) WA Inc on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. RAC WA continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

Congratulations RAC WA on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

National Reconciliation Week 2026 event at Koorlup, facilitated by Jayden Boundry from Mirliny.



A message from our Group CEO

On behalf of Councillors, Directors, and all RAC people I am proud to share RAC's third Innovate Reconciliation Action Plan (RAP) 2026-2028.

Our RAP outlines our strategic approach to creating opportunities, promoting cultural awareness and fostering a workplace where everyone, regardless of their background, has an opportunity to thrive. Where our people can "Be Yourself. Embrace All."

RAC's reconciliation journey began just over 10 years ago when we established our first Reflect RAP, marking our formal commitment to reconciliation.

Our progress over this time has focused on continued education and learning for our people, including Cultural Awareness Training, facilitated by Danny and Jonathan Ford from Kambarang Services, and opportunities to learn about First Nations history and engage with activities during National Reconciliation Week and NAIDOC Week.

We're proud of how we've built and strengthened relationships with Aboriginal and Torres Strait Islander employees, suppliers and stakeholders. Our longstanding Community Ambassador Program, in partnership with Jawun, is one such relationship that not only builds capacity and empowers Aboriginal and Torres Strait Islander peoples and their communities, it also provides an opportunity for our people to learn, grow and share their skills.

Since 2014, we've had 50 RAC people complete fully paid six-week secondments in the Kimberley and South West regions of WA, and virtually. In addition, 11 of our executive team members have completed executive visits.

I am proud of the progress we have made so far, but I also acknowledge we have more work to do to create meaningful change for our Aboriginal and Torres Strait Islander people, members and the broader WA community.

I would like to thank and acknowledge our RAP working group for their continued efforts to drive positive change. I would also like to acknowledge our executive team members and our leaders for their support.

My deepest gratitude and thanks extend to Kambarang Services, as well as Reconciliation WA and Reconciliation Australia, for their ongoing support, advice and guidance on our reconciliation journey.

As an organisation, we're committed to standing in solidarity with Aboriginal and Torres Strait Islander people and maintaining momentum to advance reconciliation. Our 2026-2028 Innovate RAP provides us with clarity and a renewed passion for driving meaningful change.

Rob Slocombe
Group Chief Executive Officer
RAC Group

RAC Mobile Tyre Service van wrapped in the Uthudu Wajjoo Wilu artwork, created by Rhianna Couzens, 2025.



The driving force for a better WA

RAC is a purpose-led member organisation which has been proudly reinvesting in Western Australia since 1905.

From our origins as a small club of motoring enthusiasts, RAC has evolved into one of the most trusted and recognised brands in WA, serving more than 1.3 million members.

RAC represents the interests of our members on issues such as road safety, fuel pricing, transport planning, community connectivity and sustainable mobility. Our Vision 2030 is for a safer, sustainable and connected future for West Australians.

RAC now employs more than 2,200 people across Western Australia, with fourteen employees identifying as Aboriginal or Torres Strait Islander people. Our people are located at centres in the Perth metropolitan area (Whadjuk Country), regionally from Albany (Kinjarling), Bunbury (Goomburrup) and Geraldton (Jambinu), and at our nine Parks and Resorts, which are located as far north as Broome (Rubibi) and as far south as Esperance (Kepa Kurl).

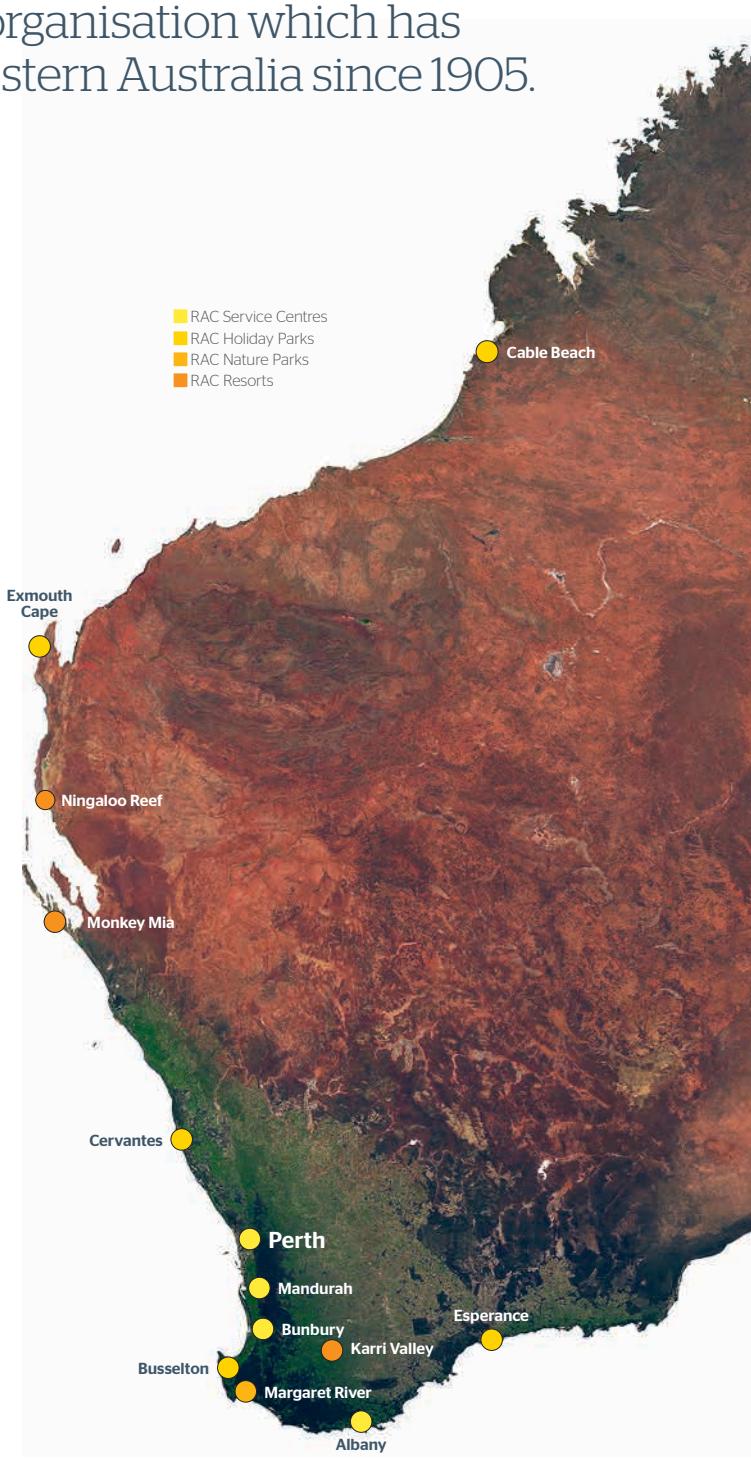
In addition to being a member organisation, RAC also provides several services to members through Roadside Assistance, Auto Services, Batteries, Tyres, Insurance, Home Security, Travel and Tourism, and Finance.

As a purpose-led member organisation, we understand our role extends beyond our core services and recognise the need to reflect the diversity and changing needs of our members.

As we continue to grow and invest in the local community, so does our ability to meaningfully engage with our members.

Our capacity to align with the collective voice of our members means that we have an ongoing opportunity to significantly drive change at a grassroots level.

Through our leadership and sphere of influence, we are committed to fostering positive relationships between the broader community and Aboriginal and Torres Strait Islander peoples.



Our artwork: Uthudu Wajjoo Wilu by Rhianna Couzens

Telling our RAC story through Indigenous artwork.

About the artist

Rhianna Couzens is a Nhanda-Wajarri woman born and raised in Carnarvon. Her ancestral lands are the Kalbarri and Murchison River areas. Rhianna's art is a representation of country, family and telling shared stories. She was taught to paint by her Uncle Dougie Ryder as a child and continues to honour his legacy through her work.

About the artwork

We partnered with Rhianna Couzens and Nani Creative to develop new artwork for RAC that reflects our history, our role as a member organisation in the WA community, and our ongoing commitment to learning from, engaging with, and supporting Aboriginal peoples.

Rhianna created a remarkable piece titled *Uthudu Wajjoo Wilu*, which means *Land, Road and Sea* in Nhanda language.

The artwork captures the essence of RAC and our connection to WA. Three large circles represent RAC and its members, with their varying sizes symbolising the different generations of RAC throughout the years. The 'U'-shaped symbols depict people, while the animal tracks bring elements of WA's unique wildlife into the piece.

Formations of Country and waterways are featured throughout, with the background sections representing different areas of Country. The top symbolises land, the bottom showcases waterholes to reflect our river systems, and the blue and white section represents the coastline.

At the bottom, interconnected circles represent towns and communities, with journey lines linking each place - evoking the spirit of road trips and exploration across our vast state.

Uthudu Wajjoo Wilu (Land, Road and Sea), artwork by Nhanda-Wajarri artist Rhianna Couzens, 2025.



Rhianna Couzens, Nhanda-Wajarri artist and creator of Uthudu Wajjoo Wilu (Land, Road and Sea), 2025.



RAC Executive

Our Executive provides leadership and direction for achieving our Reconciliation Action Plan (RAP). They will continue to assist with implementation and encourage the participation of all RAC people to make sure we deliver on our RAP commitments.

Inclusion Council

Reconciliation is a key pillar of RAC's commitment to Diversity and Inclusion. The Inclusion Council is the overarching body to ensure the successful execution of RAC's Diversity and Inclusion Strategy. The Inclusion Council aims to achieve its strategy through support of, and collaboration with, the Identity Resource Groups, Working Groups, and Diversity and Inclusion Communications Group.

Reconciliation Action Plan Working Group Executive Sponsor

Our RAP Working Group, which leads the implementation of RAP actions, is sponsored by Terry Durant, Group Executive Social and Community Impact.

Reconciliation Action Plan Working Group

A key part of RAC's diversity, equity, inclusion and belonging focus and governance is the inclusion of four Identity Resource Groups, including our RAP Identity Resource Group.

The RAC RAP Identity Resource Group comprises people from a range of roles, business units and seniority from across the organisation. The working group are passionate about helping to drive greater understanding and respect of Aboriginal and Torres Strait Islander cultures.

The group is chaired by John Griffiths, General Manager Motoring & Home Services, with the group meeting at least bi-monthly. Together, they are the driving force behind our reconciliation efforts and activities.

Our terms of reference allow for interested Aboriginal and Torres Strait Islander peoples to join the working group at any time and we currently have two Aboriginal members.

Uthudu Wajjoo Wilu Artwork launch event, Koorlup 2025.



Terry Durant (Executive Sponsor)	Group Executive Social & Community Impact
John Griffiths (Chair)	General Manager Motoring & Home Services
Anne Twomey (Secretary)	Personal Assistant, General Manager Motoring & Home Services
Dean Massie	General Manager Operations, Parks & Resorts
Courtney King	Senior Manager Enterprise Change
Laurence Williams	Senior Manager Sales and Service
Scott Bradley	Senior Manager Project Delivery
Caroline Narbey	Commercial Contracts Specialist
Dahna Stead	Volunteering Manager
Nes Mohammed	Talent Acquisition Partner
Karen Kelleher	Strategy & Operations Lead
Kristy Thomas	Volunteering Advisor
Renee Jones	Internal Communications Adviser
Lejaun Holmes	Program Coordinator
Dee Adeyemi	Organisation Solutions Lead
Cass Stella	Youth Engagement Adviser
Kate Leone	Product Owner Dynamics Marketing

Our people

RAC people are encouraged to participate in our RAP activities and events, communicate our reconciliation message, and influence peers to build positive relationships between Aboriginal and Torres Strait Islander peoples and organisations.



Danny Ford from our Advisory Group, Kambarang Services.

Advisory Group

RAC has been fortunate to work closely with our Advisory Group, Kambarang Services. We are extremely grateful for Danny Ford and Jonathan Ford and value their advice to our organisation over many years.

Kambarang is 100 per cent Aboriginal owned and managed, beginning as a private independent consultancy more than 15 years ago.

In addition to their advisory, Danny and Jonathan Ford also share their time and knowledge with our people as part of our Cultural Awareness program, which they have facilitated for our people since 2020.

All our people leaders at RAC are enrolled in this powerful session, cultivating a shared understanding of Aboriginal histories, with a focus on the Noongar cultures and histories.

We are grateful to Danny and Jonathan Ford for their advice and support in developing and launching our new RAP, and we look forward to continuing together on this journey.

Our RAP reflections

Our reconciliation journey began in 2014 with our first RAP, which helped establish a baseline understanding of cultural awareness within our organisation and laid the foundations for ongoing commitment.

During our Reflect RAP, we focused on getting the basics right—forming a RAP Working Group, creating a trusted RAP Advisory Group of key Aboriginal representatives, commencing our Corporate Partnership with Jawun, and setting up an external stakeholder, supplier, and advisory database of Aboriginal-owned businesses.

Building on this, our first Innovate RAP strengthened relationships with Aboriginal and Torres Strait Islander peoples and businesses and deepened cultural understanding across our organisation. We embedded cultural protocols, installed Acknowledgement of Country plaques at our locations, and supported key reconciliation dates.

Our next Innovate RAP continued this progress, but also highlighted three areas for improvement:

- **Relationships** - Procurement reporting revealed several Aboriginal-owned businesses were not classified correctly in our systems. We have since improved processes and raised awareness across the organisation to ensure accurate classification and stronger engagement with Aboriginal and Torres Strait Islander businesses.
- **Respect** - To enhance cultural awareness, all people leaders were enrolled in Cultural Awareness Training delivered by Kambarang Services. While participation targets were not consistently met due to factors such as attrition and varied work locations, we have adapted our approach to better suit these challenges—resulting in increased attendance.

Our people at the 2025 Walk for Reconciliation in Boorloo (Perth).



» **Opportunities** – We currently have fourteen Aboriginal and Torres Strait Islander employees at RAC, which is below our employment target. To address this, we launched a squad to review hiring and information collection processes. This work has identified opportunities to improve how diversity data is captured and addressed throughout the employee lifecycle, making the process more inclusive and supportive.

As a result of feedback from our Advisory Group, Kambarang Services, we've also added a new action to the Opportunities section of our RAP to engage with Aboriginal and Torres Strait Islander service organisations to consult on our recruitment, retention, support and professional development processes, as well as investigate the use of external Aboriginal mentors for our RAC Aboriginal team members.

As we prepare to launch our third Innovate RAP, we have worked to review the above learnings, as well as our previous targets, to ensure we understand the key requirements to achieve them.

In this RAP, we have included some additional targets under the Opportunities pillar aligned with our Vision 2030 for a safe, sustainable, and connected future for all West Australians. These targets reflect our commitment to working with Traditional Owners to improve road safety and increase community connection.

After 10 years on our reconciliation journey, we look forward to continuing this important work and achieving even greater outcomes together.



Our journey to date

RAC participates in several activities in the spirit of reconciliation.

In 2014, RAC formally committed to our first 'Reflect' Reconciliation Action Plan, established our RAP Advisory Group, and launched our RAP Working Group. Over the past 10 years, our reconciliation journey has continued and grown with the delivery of key projects aligned with our RAP commitments. Below are some of our key achievements.



Voice to Parliament Lunch & Learn with Jody Nunn, then CEO of Reconciliation WA, and Nolan Hunter, Reconciliation WA Board Member, attended by RAC people to support learning, understanding and discussion on reconciliation and constitutional recognition.

2014

RAC establishes its first RAP.

RAC purchases Monkey Mia Resort and in doing so is assigned the native title agreement that has obligations with the **Malgana Aboriginal Working Group**.

RAC commences our Corporate Partnership with **Jawun**.

2016

RAC develops its first **'Innovate' RAP**.

Parks and Resorts meet with the Malgana claimants and confirms its commitment to honour the native title agreement which includes hosting two **indigenous traineeships** with a Certificate 2 in Hospitality Operations.

2017

RAC re-names meeting rooms at all West Perth, Joondalup, Campbell Street and Welshpool offices with names in the local **Noongar Language**.

RAC establishes an agreement to support **Reconciliation WA** via RAC's Corporate Volunteering program.

2018

Large **Indigenous trade representation** during the construction of the newly redeveloped RAC Monkey Mia Dolphin Resort.

2019

RAC **sponsors events** such as the National Reconciliation Action Plan Conference and World Indigenous Tourism Conference.

RAC joins **Supply Nation**.

RAC extends its commitment to the **Jawun** program by adding the South-West region.

Acknowledgement of Country Plaques are placed at over 22 sites that house RAC office locations in WA.

The RAC Diversity and Inclusion Strategy is launched as part of our **NAIDOC** week celebrations.



NAIDOC Week smoking ceremony at Koorlup, facilitated by Matthew McGuire, Traditional Owner of Whadjuk Noongar Boodjar, 2020.

RAC team member participating in a collaborative painting activity at the Walk for Reconciliation, Kaarta Koomba (Kings Park), 2023.



2020

- Face-to-face **Cultural Awareness Training** for Leaders commences, facilitated by Danny Ford of Kambarang Services.
- Appointment of a new role, **RAP Program Advisor**, to drive our RAP Commitments.
- Launched the **Acknowledgement of Country art project, featuring local artists** from Whadjuk, Yamatji, Wardandi, Yawuru and Menang Country on billboards and/or public transit buses within their Country during National Reconciliation Week, as well as National Road Safety Week and the WA Day long weekend.
- During our West Perth office refurbishment, we partnered with Professor Len Collard, Traditional Owners, and senior leaders at RAC to name our new office and spaces within the building with Noongar names. Our office is now known as **Koorlup,** meaning the place of 'coming and going' in Noongar.

2021

- RAC develops an **Artist in Residence program** to give Aboriginal and Torres Strait Islander high school students the opportunity to work with a local Aboriginal artist.
- Motoring & Home Services have five vans wrapped featuring the artwork **'Whadjuk Country'** by Beverley Egan.

2022

- Peter Williams, Chief Member Officer, embarked on a three-day **Jawun** experience in the West Kimberley, primarily in Yawuru (Broome), with other executives from across Australia.

2023

- Hosted a lunch and learn to educate RAC employees about **The Voice referendum**, presented by Jody Nunn, CEO Reconcilation WA, and Nolan Hunter, Board Member Reconciliation WA.
- Nicola Amos, Group Executive Group Strategy, embarked on a three-day **Jawun** experience in Kununurra with other executives from across Australia.

2024

- Terry Durant, Group Executive Social & Community Impact, embarked on a three-day **Jawun** experience in Broome with other executives from across Australia.
- Commenced the development of our third **Innovate RAP**.
- Commenced work with **Nani Creative** and **Rhianna Couzens** to develop new RAC brand artwork.

2025

- To date, 50 people and 14 of our executive team have completed **Jawun** secondments.
- Launched **'Uthudu Wajjoo Wilu'** - our new artwork by Nhanda-Wajarri woman Rhianna Couzens. The artwork captures RAC's history, our role as a member organisation in WA, and our ongoing commitment to Aboriginal peoples.





Galup meeting room, one of several spaces within Koorlup named after significant Noongar places and landmarks.

Case studies from our previous RAP

Case Study 1

Koorlup – the place of coming and going

As part of our West Perth office refurbishment in 2021-2022, we partnered with Professor Len Collard from Moodjar Consultancy to help us with the Noongar naming of our new office space.

A series of workshops were facilitated by Professor Collard where Traditional Owners and senior leaders came together to actively participate in a set of linguistic Noongar language de-coding exercises to reveal and recommend a suitable set of Noongar names and associated meanings for spaces and the building.

'The Noongar Naming Methodology' enabled participants to use a variety of information sources including Traditional Owner knowledge and oral histories, Noongar naming cards (developed by Community Arts Network & Moodjar Consultancy), and the electronic place naming database developed by Professor Collard. Traditional Owners also worked in language and shared family stories of certain landscape features.

The name Koorlup, meaning the place of coming and going, was selected by our Executive team following a series of workshops facilitated by Professor Collard.

By renaming our building in this way, we pay respect to the language and histories of the Whadjuk Noongar peoples – the Traditional Owners of the West Perth office site.

In addition, the following names were developed for new spaces – Kaal (fire and home), Marr (wind), Boodjar (earth, land or country), Kep (water), Manitj (white cockatoo), Yaakin (Long Neck turtle), Kaatinup (Kings Park Area), Mandalup (Claisebrook), Wardanup (Ocean) and Beel (River or body of freshwater).

Dimension	Action
Relationships	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
Respect	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
Respect	Demonstrate RAC's commitment to reconciliation by displaying visible examples in RAC workplaces.

Professor Len Collard from Moodjar Consultancy, who facilitated the Noongar naming process for RAC's West Perth office and Koorlup building.



Case Study 2

Acknowledgement of Country art project

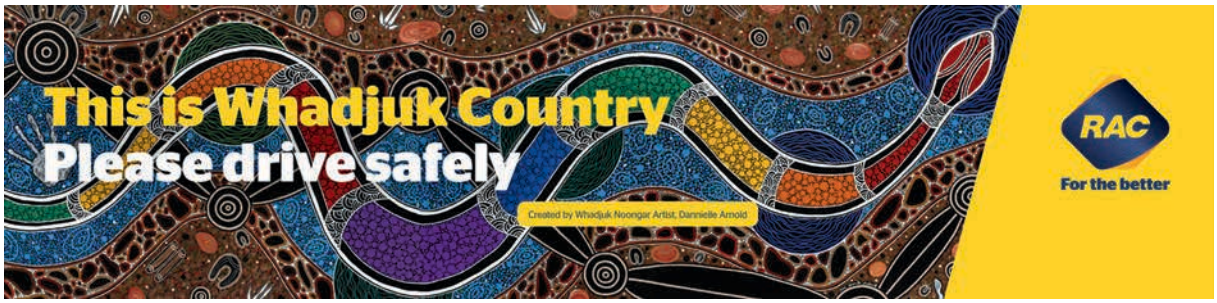
During National Reconciliation Week 2022, we launched our Acknowledgement of Country art project. Five Aboriginal artists across five different Countries were chosen to represent their culture and heritage through our public artwork. The original artworks were proudly displayed at the RAC locations on the Country the artwork represents.

In collaboration with Aboriginal graphic design firm Nani Creative, the artists and our Creative Services team, the pieces were digitised so they could be temporarily displayed throughout communities during National Reconciliation Week, National Road Safety Week, and the WA Day long weekend.

These outdoor displays, featured across billboards and buses, not only helped us raise awareness of Aboriginal lands and cultures, but also encourage people to take care on the roads, during their journey.

Dimension	Action
Relationships	Build relationships through celebrating National Reconciliation Week (NRW).
Relationships	Promote reconciliation through our sphere of influence.
Relationships	Demonstrate RAC's commitment to reconciliation by communicating messages which support reconciliation to RAC members and the community.
Respect	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.
Respect	Demonstrate RAC's commitment to reconciliation by displaying visible examples in RAC workplaces.
Opportunities	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Bilya Nyitting, artwork by Whadjuk Noongar artist Dannielle Arnold, featured as part of the project.



Acknowledgement of Country artwork featured on freeway roadside billboard, recognising Whadjuk Country and encouraging safer journeys, 2022.





Country: Whadjuk
Artist: Dannielle Arnold, Whadjuk Noongar artist
Title: Bilya Nyitting
(Title meaning: River Dreaming in Nyoongar Language)



Country: Wardandi
Artist: Tahneqa Dann, Wardandi Yamatji Wongi artist
Title: Season's Journey



Country: Yawuru
Artist: Leanne Dolby, Bard-Yawuru Yamatji artist
Title: Goorlil



Country: Yamatji
Artist: Godfrena Gilla, Yamatji Noongar artist
Title: My Land



Country: Menang
Artist: Michael Cummings, Menang artist
Title: How the Menang Men Hunted the Gray Kangaroo.

Community mural created by young people from the Polly Farmer Foundation's Follow the Dream program through an RAC-partnership in Port Hedland, 2023.





Case Study 3

Award-winning youth engagement in Port Hedland

In 2023, RAC's Youth Engagement team partnered with young people from Polly Farmer Foundation *Follow the Dream* to empower them to create a safer, more sustainable and better-connected community.

The project, delivered in collaboration with the Town of Port Hedland and Town Team Movement saw the young people cleverly curate a street calming initiative along Wise Terrace that was notorious for speeding and illegal parking.

After workshopping ideas, they decided a supersized mural on the stretch of road in front of the shopping centre would be the perfect fit. Slowing down cars and inviting people to come together and celebrate the local culture.

The Town of Port Hedland agreed to close off the road temporarily to create a pedestrian plaza and allow the artwork to be created.

The Youth Engagement team connected the young people with artists to co-design and create the mural based on their local stories and connection to Country. It took four days to install, and local community members commented on how wonderful it was to see young people making their mark.

The mural has since catalysed the stretch of road to become a permanent pedestrian plaza that includes newly planted trees and seating, addressing dangerous driving concerns and creating a better connected space in the heart of the town centre.

The project has won a number of awards including:

- Best Regional Contribution at the Parks and Leisure Australia WA Awards in November 2023.
- State and National Winner of the "Best Regional Contribution" category at the 2023 Parks and Leisure Australia Awards.
- State Award Winner of the "Great Place" and "Community Wellbeing and Diversity" categories at the 2023 Planning Institute of Australia National Awards for Planning Excellence.
- National Award Winner of the "Community Wellbeing and Diversity" category at the 2024 Planning Institute of Australia National Awards for Planning Excellence.



Community collaboration, Port Hedland, 2023.

Dimension	Action
Relationships	Build relationships through celebrating National Reconciliation Week (NRW).
Relationships	Promote reconciliation through our sphere of influence.
Relationships	Demonstrate RAC's commitment to reconciliation by communicating messages which support reconciliation to RAC members and the community.
Respect	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.
Respect	Demonstrate RAC's commitment to reconciliation by displaying visible examples in RAC workplaces.
Opportunities	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Past RAP learnings: challenges and opportunities

Procurement and supplier engagement

Challenges

A key challenge from a procurement and supplier engagement perspective is the identification and engagement of Aboriginal and Torres Strait Islander suppliers. This is compounded by a broader organisational challenge: business units may be reluctant to change existing suppliers for current spend or to consider new suppliers for upcoming activities. As a result, even where suitable Indigenous suppliers exist, they are not always visible or actively considered during procurement processes.

Opportunities

There is opportunity to improve supplier visibility and accessibility. Planned initiatives such as establishing a centralised supplier listing on the RAC Intranet — including details of suppliers already engaged by RAC — would support greater awareness and confidence in using Indigenous suppliers. Better utilisation of external resources, particularly Supply Nation, as a first point of reference presents another opportunity. Ensuring these resources are easily accessible would further reduce barriers and encourage consistent consideration of Indigenous suppliers across the business.

Recruitment and employment

Challenges

Previous Aboriginal and Torres Strait Islander employment efforts have not always achieved the desired levels of traction or long-term retention. While roles have been successfully filled, it has become evident that additional support is required during onboarding and throughout ongoing employment. Current onboarding processes and workplace systems are largely designed for a broad, standardised workforce and do not always respond effectively to individual needs. There is also limited flexibility within existing policies to accommodate cultural responsibilities, family obligations or attendance at significant cultural events.

Opportunities

Recent experiences highlight the value of partnering with external organisations that specialise in First Nations employment, as demonstrated through the successful placement of an Aboriginal apprentice in Auto Services and early engagement with South Metro TAFE's Aboriginal Jobs and Skills Centre.

These examples present an opportunity to formalise partnerships that provide tailored support before, during and after onboarding. Reviewing and adapting onboarding approaches to be more culturally responsive, and exploring greater policy flexibility, would strengthen inclusion and improve retention. More broadly, there is an opportunity to create a welcoming and supportive workplace by embedding cultural understanding into everyday practices and people processes.



Jawun Executive Visit in Rubibi (Broome), West Kimberley, bringing together Yawuru Elder Aunty Di Appleby, Jawun leaders, partners, RAC secondees and leaders, 2025.

Local engagement and relationships

Challenges

While there are strong examples of local engagement, these practices are not yet consistent across all locations. Effective engagement often depends on local knowledge and established relationships, meaning success can vary by region. There is also a risk that valuable learnings remain informal and are not systematically shared or embedded across teams.

Opportunities

Parks and Resorts, particularly within the Shark Bay region, provide strong examples of meaningful engagement with local Aboriginal communities. Relationships with the Malgana people have supported local employment, traineeships and the use of Indigenous-owned businesses, including local tourism operators and contractors.

Initiatives such as the Indigenous apprenticeship at RAC Monkey Mia Dolphin Resort and plans for the Malgana Cultural Centre demonstrate the opportunity to deepen cultural connection and economic participation. These examples can be leveraged more broadly by capturing and sharing learnings, and by proactively integrating local Indigenous engagement into procurement, planning and operational decision-making across all properties.


JAWLIN
JAWLIN

RAC Reconciliation Action Plan

October 2026-September 2028

Relationships

Building strong and lasting relationships is a key pillar in our plan towards reconciliation. Developing and maintaining respectful relationships is the foundation of mutually beneficial and sustainable opportunities.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to improve our guiding principles for future engagement.	Annually in September	Group Executive Social and Community Impact
	Review engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations and incorporate learnings.	Annually in September	Group Executive Social and Community Impact
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to RAC people.	May 2026, 2027 & 2028	Group Executive Social and Community Impact
	Encourage all RAP Working Group members to participate in an external NRW event.	27 May – 3 June annually	Group Executive Social and Community Impact
	Encourage and support RAC people and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2026, 2027 & 2028	Group Executive Social and Community Impact
	Organise at least one NRW event each year.	May 2026, 2027 & 2028	Group Executive Social and Community Impact
	Register any public or private NRW events organised by RAC on Reconciliation Australia's NRW website.	May 2026, 2027 & 2028	Group Executive Social and Community Impact
Promote reconciliation through our sphere of influence.	Continue to support employee secondments and other partnerships that achieve reconciliation outcomes.	September 2026	Group Executive Social and Community Impact
	Review and refine employee engagement strategy to raise awareness of reconciliation across our workforce.	December 2026	Group Executive Social and Community Impact
	Communicate our commitment to reconciliation publicly via Horizons Magazine and other owned channels.	September 2026	Group Executive Social and Community Impact
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	September 2026	Group Executive Social and Community Impact
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2027	Group Executive People
	Communicate RAC's anti-discrimination policy and undertake a refresh of online learning modules.	June 2027	Group Executive People
	Engage with Aboriginal and Torres Strait Islander peoples and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2027	Group Executive People

RAC people visiting Ngumpan Community through Jawun, learning from and supporting Kimberley Aboriginal partner Organisations, 2025.

Respect

Respect is built on the understanding and acceptance of our individual and collective differences. RAC aims to build on this understanding and create acceptance and respect through these activities. This is an important step for building a strong foundation towards reconciliation.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Conduct an annual review of cultural learning needs within our organisation to assess progress.	October 2026 and annually	Group Executive People
	Continue consultation with Aboriginal and Torres Strait Islander advisors to review and broaden the elements of RAC's cultural learning strategy.	July 2027	Group Executive People
	Develop, implement, and communicate an Aboriginal and Torres Strait Islander cultural clause within RAC's learning strategy.	July 2027	Group Executive People
	Provide opportunities for RAP Working Group members, HR managers and other key leaders to participate in formal and structured cultural learning.	September 2026	Group Executive People
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to increase our peoples' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Annually in July	Group Executive Social and Community Impact
	Review and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Annually in July	Group Executive Social and Community Impact
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	> RAC Stars event August 2026, 2027 and 2028 > President's Cocktail function November 2026, 2027 and 2028	Group Executive Social and Community Impact
	Continue to encourage staff on personalisation of Acknowledgement of Country at the commencement of important events and meetings with suggestions of local landmarks in the region.	Review annually in July	Group Executive Social and Community Impact
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026, 2027, 2028	Group Executive Social and Community Impact
	Ensure HR policies and procedures to support attendance at NAIDOC week are shared with staff in June each year prior to NAIDOC week.	Annually in June	Group Executive People
	Promote and encourage participation in external NAIDOC events to all RAC people.	Annually in June	Group Executive Social and Community Impact
Demonstrate RAC's commitment to reconciliation by displaying visible examples in RAC workplaces.	Investigate options through interior design and/or artwork to enhance the connection to RAC locations.	November 2026	Group Executive Social and Community Impact
	Provide uniform options such as polo shirts, ties and lanyards, which incorporate our new artwork, Uthudu Wajjoo Wilu by Rhianna Couzens, for RAC people to demonstrate their respect for Aboriginal and Torres Strait Islander peoples.	March - September 2026	Group Executive Social and Community Impact

Opportunities

RAC aims to create opportunities for Aboriginal and Torres Strait Islander peoples through employment, community engagement and building business capability. We recognise that by focusing on these key areas we can create opportunities, leading to positive outcomes that will support Reconciliation.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander needs to inform future employment, and professional development/engagement opportunities for existing and future RAC people.	July 2027	Group Executive People
	Engage with Aboriginal and Torres Strait Islander advisors to consult on our recruitment, retention and professional development processes and/or applicable strategies. Investigate use of external Aboriginal mentors for our RAC Aboriginal team members.	July 2027	Group Executive People
	Develop and implement specific processes to support Aboriginal and Torres Strait Islander recruitment, retention and professional development.	July 2027	Group Executive People
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2026	Group Executive People
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2026	Group Executive People
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review the Aboriginal and Torres Strait Islander procurement strategy.	January 2027	Group Chief Financial Officer
	Explore opportunities to engage with Aboriginal suppliers/industry bodies.	Current and ongoing Review July 2027	Group Executive Social and Community Impact
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to RAC people.	September 2026	Group Executive Social and Community Impact
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2026	Group Executive Social and Community Impact
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2027	Group Executive Social and Community Impact
Build partnerships with Aboriginal and Torres Strait Islander peoples to improve road safety, community engagement and developing capability.	Consult with Aboriginal and Torres Strait Islander peoples on the design of targeted learn to drive programs to improve road safety outcomes for the community and the creation of a targeted implementation plan with particular focus in regional and remote communities.	February 2027	Group Executive Social and Community Impact
	Investigate ways to use local knowledge to inform our secondary school road safety education programs (e.g. Project Road Smart) in regional Western Australia to increase engagement of Aboriginal peoples.	February 2027	Group Executive Social and Community Impact
	Engage Aboriginal and Torres Strait Islander young peoples in our RAC Ignite street makeovers to deliver good urban design and enhanced social connectedness in our communities, with a particular emphasis in regional Western Australia.	February 2027	Group Executive Social and Community Impact
	Increase connection with young Aboriginal and Torres Strait Islander peoples throughout WA by encouraging and supporting Aboriginal and Torres Strait Islander representation on the RAC Ignite Leadership Program.	November 2026	Group Executive Social and Community Impact
	Increase connection with young Aboriginal and Torres Strait Islander peoples throughout WA by exploring the opportunity for a regional RAC Ignite Leadership Program.	April 2027	Group Executive Social and Community Impact
	Investigate ways to utilise the Acknowledgement of Country artwork to share road safety messaging across the state for road safety campaigns during National Road Safety Week 2027 and 2028.	Annually in February	Group Executive Social and Community Impact

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Current – June 2028	Group Executive Social and Community Impact
	Review and refresh the Terms of Reference for the RWG.	October 2026	Group Executive Social and Community Impact
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2027, May 2028	Group Executive Social and Community Impact
	Engage our senior leaders and RAC people in the delivery of RAP commitments.	October 2026	Group Executive Social and Community Impact
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2026	Group Executive Social and Community Impact
	Appoint and maintain an internal RAP Champion from senior management.	October 2026	Group Executive Social and Community Impact
	Review the Terms of Reference for external Aboriginal and Torres Strait Islander Advisory to provide cultural advice and guidance to RAC.	October 2026	Group Executive Social and Community Impact
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	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.	July annually	Group Executive Social and Community Impact
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	July annually	Group Executive Social and Community Impact
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Group Executive Social and Community Impact
	Report RAP progress to all people and senior leaders quarterly.	October 2026	Group Executive Social and Community Impact
	Publicly report our RAP achievements, challenges, and learnings, annually via the Social and Community Impact Report and other owned channels.	September 2026	Group Executive Social and Community Impact
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	July 2026, April 2028	Group Executive Social and Community Impact
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Group Executive Social and Community Impact
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Six months prior to RAP expiry date	Group Executive Social and Community Impact

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For further information please contact
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RAC acknowledges those individuals featured in the photographs within this document for their engagement with RAC.