



**BUSINESS
NSW**

Innovate Reconciliation Action Plan

October 2023 - October 2025

Djaama
Gambirra Illume
2023





Djaama, Gambirra Illume, 2023

Cover Artwork

“Djaama”

By Gambirra Illume

About the artist

Gambirra is a Yolngu woman from the Gumatj Clan of northeast Arnhem Land, NT, currently residing on Worimi Country, NSW. Gambirra has travelled extensively throughout Australia throughout her career, learning from the Traditional Custodians, with whom she connects with on Country.

Gambirra has over two decades experience as a professional performer; musician, singer songwriter, producer, exhibiting visual artist, workshop facilitator, cultural arts educator and a clinical mental health and well-being coach. Gambirra continues to be a sought-after exhibitor, educator and performer and has received numerous accolades for her artworks and performances.

Gambirra values multiculturalism, human rights and the environment. She has a passion for nurturing and strengthening identity through a trauma informed lens. Connecting with individuals and communities has always been a natural process for her.

Gambirra's source of inspiration draws from a long lineage of ceremonial painters, healers, leaders and the natural world. Creating and sharing through the arts is a spiritual and philosophical process for her, using her expertise to unite those around her. Throughout her practice, Gambirra's message is simple but powerful:

“Our spirituality
is inseparably
linked to the
land; we all
vibrate with the
planet. We are
one blood.”

About the artwork

Gambirra collaborated with Business NSW to capture our commitment and journey towards reconciliation in visual form.

The name “Djaama” represents a cultural painting and mural creation workshop. The workshop was facilitated by Gambirra and her daughter, Yvonne Illume. Gambirra, with Yvonne’s assistance then completed the artwork over several weeks until they produced the spectacular mural you see in front of you today.

The mural creation workshop allowed the RAP Working Group and Executive Leadership Team to connect with Country by learning the meaning and significance behind different Aboriginal art techniques and what they represent in First Nations’ cultures. Employees made their own traditional paintbrush and were invited to contribute to the dot work under Gambirra’s direction.

“Djaama” has been thoughtfully created to incorporate Mother Earth and Father Sky in the design, paying homage to the Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the lands and waterways on which Business NSW employees live and work. Business NSW acknowledges and pays respect to First Nations peoples, who have skilfully and carefully looked after the land and waterways for countless generations.

The songlines in the mural represent Business NSW’s long organisational history and the many facets, locations and communities in which the organisation operates across Australia. Connecting communities with one another both First Nations and non-First Nations, building relationships and helping business thrive.

Business NSW acknowledges First Nations have been creating history, building relationships and creating systems and structures for tens of thousands of years before the organisation’s inception, and there is much that can be learnt from Traditional Custodians both past and present. Business NSW is committed to learning and growing on this journey of reconciliation and partnering with First Nations to build a brighter future together.

Business NSW thanks and pays our respects to Gambirra and Yvonne for generously sharing their time, knowledge and artistic talent with our organisation to create this mural.

This mural was erected on the Land of the Gadigal People of the Eora Nation on 25 May 2023 at Business NSW’s Head Office Reception area.



Innovate RAP

Reconciliation Australia commends Business NSW on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Business NSW to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Business NSW will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater

than ever. Business NSW is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Business NSW's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Business NSW on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Innovate Reconciliation Action Plan

October 2023 – October 2025

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Business NSW's Vision for reconciliation:

To support economic prosperity for all Australians.

Our vision is to enable a more just and equitable future for all Australians through partnering with First Nations peoples and businesses to support a society where we can prosper together.

At the core of our vision is a commitment to address the historic and ongoing injustices experienced by First Nations peoples. We acknowledge that this requires systemic change, both within our organisation and broader society.

Our vision is based on the principles of respect, humility, and a willingness to learn and grow. We are committed to listening to and learning from First Nations' voices, whilst also taking concrete actions towards reconciliation, such as promoting understanding and awareness of First Nations' histories and cultures.

To support
economic
prosperity for all
Australians.

Our Acknowledgment of Country

Business NSW acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands and waterways on which we live and work and recognise their continuing significance and connection to Country.

We pay our respects to Elders past and present.

We honour the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples and commit to building a brighter future together.

SOURCE: ACKNOWLEDGMENT OF COUNTRY, BUSINESS NSW, 2022

Background Information

Reconciliation Australia outlines that a Reconciliation Action Plan (RAP) is a strategic document that outlines practical actions that will drive an organisation's contribution to reconciliation both internally and in the communities in which it operates.

Reconciliation Australia outlines first and foremost a RAP is about engaging employees in reconciliation, but also asks Business NSW to consider other organisations our enterprise has the capacity to influence.

Stakeholders can be divided into those that are internal and external to Business NSW. Broadly, stakeholders can be categorised into individuals, organisations, community and society levels and who exists within each of these spheres.

First Peoples' cultures and heritage is respected and appreciated by Business NSW. Business NSW wants to work together with our Aboriginal and Torres Strait Islander communities to create a better future for all Australians.

The State of Reconciliation in Australia Report outlines seven action areas that Business NSW can play a role to advance. These have been outlined as follows:

Dimension	Areas for action
Race relations	<ul style="list-style-type: none"> • Overcome racism.
Equality and Equity	<ul style="list-style-type: none"> • Renew focus on closing the gap. • Recognise and respect the cultures and collective rights of First Australians.
Institutional Integrity	<ul style="list-style-type: none"> • Capitalise on the RAP program. • Improve the governance of government.
Unity	<ul style="list-style-type: none"> • Achieve a process to recognise Aboriginal and Torres Strait Islander peoples and unite all Australians.
Historical acceptance	<ul style="list-style-type: none"> • Acknowledge our past through truth, justice and healing.

Our RAP has followed the development process outlined by Reconciliation Australia and has utilised the Innovate template to further Business NSW's journey towards reconciliation. This focuses on Relationships, Respect, Opportunities and Governance.

Our Business

*We're in business to help business.
That's all we do.*

For nearly 200 years, we have been driven by a purpose to support, protect and grow Australian businesses with simple tools and expert advice. Whether a business is just starting out, looking to become more efficient or wanting to grow, our organisation exists to help them get there. It costs nothing to join and any surplus we make goes back into delivering the very best services and support for our members.

Formerly the NSW Business Chamber, today we operate across the country. From major cities to country centres. From the smallest start-up to the largest corporation.

Together with our advocacy arm, our members are also part of an influential network that advocates on behalf of businesses to government.

As of July 2023 we employ some 740 staff members, of whom 2% or 15 employees have self-identified as Aboriginal and/or Torres Strait Islander.

The organisation operates 40 offices in numerous locations across Australia.

For further information visit businessnsw.com.

Our Purpose is 'To Create a better Australia by maximising the outcomes and potential of Australian Businesses.'



Our RAP

The following information summarises our journey towards reconciliation to date.

Our Commitment

Business NSW is committed to meaningful engagement and respectful relationships with Aboriginal and Torres Strait Islander communities. Business NSW is clear that the RAP needs to be authentic with a strong remit to ensure the organisation works towards targets around engagement with First Nations' businesses and employment on key projects. Furthermore, our CEO and RAP Champion has communicated Business NSW's commitment to reconciliation to all employees and continues to reaffirm this at company events both internally and externally.

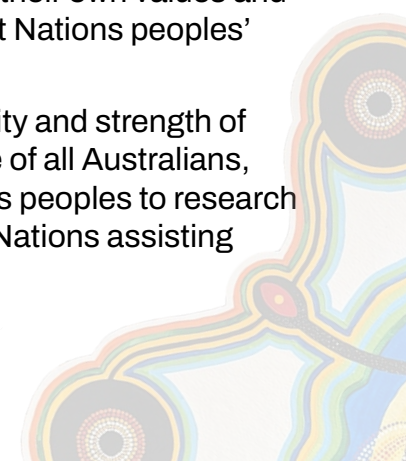
To develop the organisation's vision for reconciliation, Business NSW engaged the services of a specialist First Nations' Advisory organisation to design, facilitate and deliver workshops. Below are some the statements ideated by Business NSW's Executive Leadership Team and RAP Working Group (RWG) as to why reconciliation is important to the organisation.

- *"First Nations engagement fits our mission and our objectives."*
- *"We should be floating all boats in the economy and represent all communities – it's part of our purpose."*
- *"We have a responsibility to understand the richness of the different cultures we operate across."*

- *"Our approach should support empowerment of Aboriginal and Torres Strait Islander businesses and therefore creating thriving communities."*

As an organisation, Business NSW:

- Recognises First Nations as the traditional inhabitants of the Land;
- Acknowledges that this Land was colonised without the consent of the original inhabitants;
- Recognises the distinctive relationship that First Nations peoples have with local land and waters, including trees, hills and valleys, creeks and foreshores of Australia;
- Supports people of Australia working together for the development of a formal process of reconciliation;
- Acknowledges the right of the First Nations peoples of Australia to live, subject to Australian law, according to their own values and customs, and is committed to respecting First Nations peoples' sacred sites and significant places;
- Acknowledges the value, significance, diversity and strength of First Nations peoples' cultures to the heritage of all Australians, and is committed to working with First Nations peoples to research local stories and sites of significance to First Nations assisting



them to record and present their histories;

- Records its appreciation of the initiatives already undertaken by First Nations peoples and non-First Nations peoples in assisting business and the community to understand and appreciate First Nations peoples' heritage and cultures; and
- Commits to consultation on matters of mutual concern with representatives of the First Nations peoples' business community and any other group representing First Nations peoples' cultures and heritage.

[Note: as part of the Innovate RAP Business NSW will be engaging the services of a First Nations advisory organisation to guide and support the implementation of actions outlined in this RAP].

- The RWG actively participate in the RAP development and implementation of actions, track progress and approve reporting.

Our RAP Working Group:

- Daniel Hunter, CEO, is the organisation's RAP Champion. The CEO is supported by Executive Leadership Team RAP Sponsors: Peter Gilchrist, Executive Director, Australian Apprenticeships and Support Centre and Zaklina Craig, Executive Director, People, Culture and Workplace.
- The RWG has a diverse membership base made up of various roles across the organisation from senior leaders to frontline team members. Current membership includes the following positions: Head of Legal/Privacy Manager, Head of Performance and Culture; Diversity, Equity and Inclusion Lead; NSW Client and Clinical Manager; People and Culture Business Partner; General Manager, Digital Experience; Executive Manager, Policy; National Manager Workplace Advice and National Property and Facilities Manager all of whom identify as being allies to First Nations peoples and / or have lived experience working with Aboriginal communities.
- Business NSW welcomes First Nations employees to be part of our RAP governance and discussions but does not currently have any members who openly identify as being First Nations peoples.



Documenting our journey towards reconciliation

The below provides a summary of the key changes since the commencement of Business NSW's Reflect RAP on 30 June 2022 and includes reflections on key achievements and lessons learned.



Relationships

Business NSW acknowledges that building partnerships takes time and effort and that such relationships need to be nurtured on an ongoing basis. Business NSW recognises relationships are the foundation on which the journey towards reconciliation is built.

Business NSW endeavours to build relationships between Aboriginal and Torres Strait Islander peoples and other Australians through knowledge sharing, and via informal and formal networks, particularly in the business community.

Partnerships

Business NSW has formed partnerships and linkages with organisations that support the delivery of the Reconciliation Action Plan. Such partnerships include but are not limited to partnering with First Nations Advisory Bodies and Agencies, Local Aboriginal Land Councils, Specialist Recruitment Agencies, Artists and Cultural

Educators. Business NSW looks forward to continuing to partner with and building upon these existing relationships as part of Business NSW's Innovate RAP.

Business NSW has further expanded this reach by looking at ways in which the organisation can engage members on this journey towards reconciliation. Some notable examples include:

- Partnered with a First Nations owned and operated organisation to provide A Webinar on Workplace Diversity for members.
- Hosted a First Nations Forum and Lunch for members under our Business Sydney brand, in connection with the KARI Foundation at which the CEO and Chairman were panellists.

National Reconciliation Week

Business NSW supports National Reconciliation Week (NRW) on an annual basis including but not limited to circulating materials from Reconciliation Australia promoting and educating employees on the importance and history of the week, as well as encouraging employees to take part in available internal and external activities and events.

In May 2023, Business NSW also took part in Reconciliation NSW's NRW Virtual Breakfast. The Virtual Breakfast featured a Welcome to Country, a powerful keynote presentation, and a multigenerational panel discussion with changemakers from diverse sectors. The discussion inspired individuals to make a difference within the organisation's spheres of influence, and to continue the learning journey of First Nations' cultures and perspectives.



Some of Business NSW's RWG watching the NRW Virtual Breakfast together.

Business NSW preceded the NRW celebration with the official unveiling of “Djaama” by Gambirra Illume at Reception at Head Office, Chifley Square (home of the Gadigal People of the Eora Nation). As shown in the following images.



Business NSW employees seeing the completed artwork for the first time!



Daniel Hunter, Chief Executive Officer and Peter Gilchrist, Executive Director, Australian Apprenticeships and Support Centre unveiling Djaama. Image supplied with permission of the artist.



Image from Business NSW's Liverpool Office.



Respect

Cultural Awareness

Business NSW's Executive Leadership Team and RAP Working Group have worked to increase awareness, purpose, and understanding of the meaning and significance of First Nations cultures during the Reflect RAP reporting period.

Acknowledgement of Country and Welcome to Country protocols are now well established across Business NSW.

Acknowledgment of Country

It is now expected that an Acknowledgement of Country is used: at internal or external (physical or virtual) events that have 20 or more people present (although they are often conducted during smaller meetings), as well as in more significant or prominent speeches, presentations and other verbal and written communications. Examples of events, meetings and communications where an Acknowledgement of Country are used include CEO updates, Board Committee and Council Committee meetings and e-signatures of employees and organisational websites.

Welcome to Country

It is now expected that a Welcome to Country is used at significant internal and external events, such as Staff/Enterprise Leaders' Forum conferences, Business NSW's Annual General Meeting, Council Meetings, State Business Awards, events attended by politicians, senior government officials or other key stakeholders (e.g. policy breakfasts) and events centred around diversity, equity and inclusion, and particularly events which focus on Aboriginal and /or Torres Strait Islander peoples.



Aunty Norma delivering a Welcome to Country at our Chifley Square Office Opening.

Smoking Ceremonies

Business NSW has also engaged in Smoking Ceremonies at a number of significant organisational events, such as Office Openings and Conferences. Such ceremonies continue to be a highlight for both First Nations and non-First Nations employees alike.



CEO Daniel Hunter participating in the Smoking Ceremony.



Business NSW employees getting involved in the Smoking Ceremony.

The RWG created a reconciliation landing page on Business NSW's Intranet so that employees have a central repository in which to access information on organisational reconciliation activities.

Cultural Education

- Enterprise Leaders participated in a cultural awareness session with renowned First Nations' Performer, Gumaroy Newman and company, at the Enterprise Leaders' Forum in December 2022.
- Executive Leaders and Board members participated in a cultural education session, which included participating in the creation of a local First Nations artist at the Executive and Board Offsite in March 2023. The completed artwork has been erected in Business NSW's

head office location in Sydney, NSW and is able to be viewed by employees and guests alike.

- A number of employees have undertaken comprehensive cultural awareness training with well-regarded First Nations owned and operated cultural education provider.



Gambirra and Yvonne Illume setting up an Aboriginal art cultural education session for Business NSW employees.



Business NSW's Enterprise Leaders participating in a cultural education session.

Cultural awareness training and education will continue to be a key feature of the organisation's reconciliation journey as part of Business NSW's Innovate RAP.

Celebrating NAIDOC Week

The CEO and RAP Champion promoted NAIDOC Week (July 2022) to all employees by sharing information amongst staff about the meaning of NAIDOC Week. NAIDOC week email signatures and virtual backgrounds were also encouraged and adopted by the majority of employees across Business NSW.

Business NSW also celebrated 2022 NAIDOC Week by launching the organisation's first RAP, a Reflect RAP and RAP Working Group with a company-wide communication from our CEO.



Employees also enjoyed an informative NAIDOC Week webinar with Jason Timor, Director of Two Point Co. – a proud Badu Island man from the Torres Strait Islands. Jason gave employees an overview of the state of disparity within Australia, the opportunity to make change and celebrate First Nations peoples as part of NAIDOC Week. Jason's ability to create a safe space meant that he was able to really connect with participants and allow them to ask questions to enhance their understanding of inequity within Australia without fear of judgment. This event was co-hosted by Executive, RAP Sponsor: Peter Gilchrist, Executive Director, Australian Apprenticeships and Support Centre.



Behind the scenes of Business NSW's NAIDOC Week Webinar.



First Nations Employment

Attracting First Nations talent, as well as supporting First Nations employment opportunities remains a key priority for the organisation and is aligned with the organisation's purpose to create a better Australia.

Business NSW has included a sentence in job advertisements which encourages people from all backgrounds to apply, including but not limited to Aboriginal and Torres Strait Islander peoples. This statement was developed by the RAP Working Group in consultation with the broader Business NSW organisation. However, Business NSW recognises this is only one step as part of an overarching employment strategy.

Business NSW has built relationships with First Nations Recruitment Agencies, whom have been successful in sourcing and placing candidates within the organisation. The relationships built with these agencies are highly beneficial because they know and understand the organisation but also understand the unique challenges First Nations candidates face, as well as the unique benefits these candidates bring, therefore enabling a suitable match for both the candidate and organisation.

As part of this Innovate RAP, Business NSW is committed to increasing the representation of Aboriginal and Torres Strait Islander peoples in the workforce, as well as formalising a First Nations Employment Strategy. This commitment is aligned with the

organisation's values, as well as a desire to promote reconciliation and cultural diversity.

Business NSW recognises that engaging First Nations talent is one aspect of the employee lifecycle and that an equally important measure is ensuring they stay engaged, feel valued and able to work in an environment that affords them cultural safety. Business NSW aims to provide a supportive and safe environment through manager education, as well as broader organisational cultural awareness. To ensure that non- First Nations employees, particularly managers, are made aware of First Nations cultural requirements including but not limited to 'Sorry Business'.

First Nations Procurement

Business NSW has supported and encouraged spending with registered and / or certified First Nations businesses as part of the organisation's ongoing commitment to reconciliation.

Business NSW is also a proud Supply Nation Member. Business NSW's reportable Supply Nation expenditure for FY21/22 was \$785,762.00.

The organisation's Supply Nation membership was renewed in October 2022 for a further 12-month period. Business NSW will be calculating and uploading Supply Nation spend for FY22/23 by 30 September 2023.

In May 2023, Business NSW also purchased a 12-month membership with Reconciliation NSW, to further the organisation's local knowledge and participation in Reconciliation activities in NSW, where the majority of the organisation's employees are based.

Business NSW looks forward to continuing to spend with First Nations owned and operated businesses, as part of the organisation's commitment to reconciliation.

First Nations Artwork

In addition to the artwork featured on this front cover of this RAP document, Business NSW's Executive Leadership Team and Board created a First Nations Artwork at the Executive and Board Offsite in March 2023, under the direction of, Jason King a local Aboriginal artist, born in Murwillumbah, raised in Tumbulgum, and has lived in the Tweed Valley his whole life.

<https://www.murwillumbahartstrail.com.au/artists/jason-king/#>





Artwork created by Business NSW's Executive and Board members, under the direction of a local Aboriginal Artist, Jason King.

Please also find below images of Business NSW's Executive Leadership Team and RAP Working Group, taking part in the Djaama Cultural Educational and Painting workshop.



RAP Working Group getting involved in the artwork creation under Gambirra's direction.



As part of the ongoing commitment to reconciliation, Business NSW looks forward to expanding First Nations representation and cultural education within the organisation. Business NSW again acknowledges that building relationships to sustain such opportunities takes time and effort and requires a long-term commitment.



Governance

RAP Working Group (RWG)

Business NSW has an established RWG to govern RAP implementation, the RWG has:

- A regular meeting cadence, with a minimum four (4) compulsory meetings per annum.
- RWG Terms of Reference drafted and maintained.
- Established Aboriginal and Torres Strait Islander representation and will continue to look for ways to maximise participation in this regard.

For further information, see the section on ***Our RAP Working Group*** for further information.

RAP Commitments and Accountability

- Business NSW's CEO has been appointed as the organisation's internal RAP Champion.
- Business NSW's Executive Leadership Team have supported the delivery of the organisation's RAP initiatives.

- Business NSW completed and submitted an initial RAP Impact Measurement Questionnaire to Reconciliation Australia in 2022, and the organisation will continue full RAP Impact Measurement Questionnaire in 2023 and on an ongoing annual basis.
- Business NSW's commitment to Reconciliation was confirmed externally through the organisation's 2022 Annual Report as published on the Business NSW website.



Innovate Reconciliation Action Plan

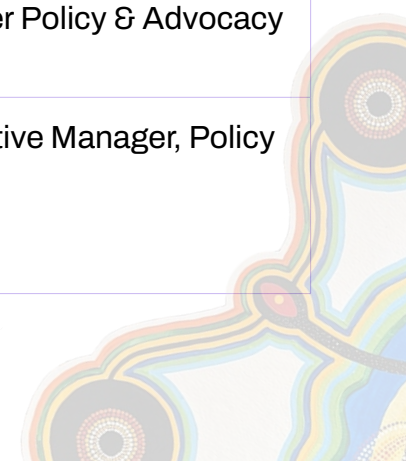
October 2023 – October 2025

Our plan lays the foundation for our company's commitment to relationships, respect, opportunities and governance. With this plan, Business NSW looks forward to leading the conversation of reconciliation.

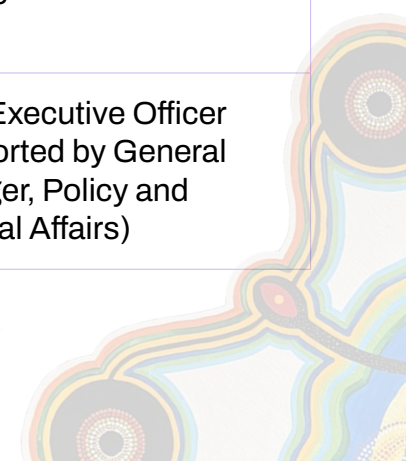
Relationships

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to Business NSW and our core business activities. Business NSW wants to connect and engage First Nations and non-Indigenous peoples to share experiences, communicate, and engage in partnerships.

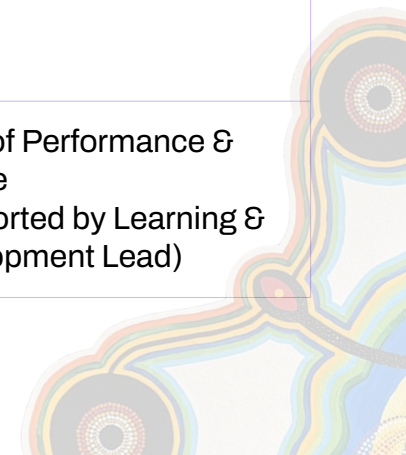
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	February 2024	DEI and Engagement Lead (Supported by RWG and broader Policy & Advocacy Team)
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations 	April 2024	DEI and Engagement Lead (Supported by RWG and broader Policy & Advocacy Team)
	<ul style="list-style-type: none"> Develop and partner with a First Nations Business Advisory organisation as to progress opportunities for Aboriginal and Torres Strait Islander businesses in NSW. 	December 2024	Executive Manager, Policy



Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2024 May 2025	Executive Director, People, Culture & Workplace (Drafted by DEI and Engagement Lead)
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May – 3 June 2024 27 May – 3 June 2025	Executive Director, People, Culture & Workplace (All RWG to attend)
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 June 2024 27 May – 3 June 2025	Executive Director, People, Culture & Workplace
	<ul style="list-style-type: none"> Organise at least one Business NSW NRW event each year. 	27 May – 3 June 2024; and 27 May – 3 June 2025	DEI and Engagement Lead
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2024 May 2025	DEI and Engagement Lead
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	July 2024	Head of Performance & Culture
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	November 2023 November 2024	Chief Executive Officer (Supported by General Manager, Policy and External Affairs)



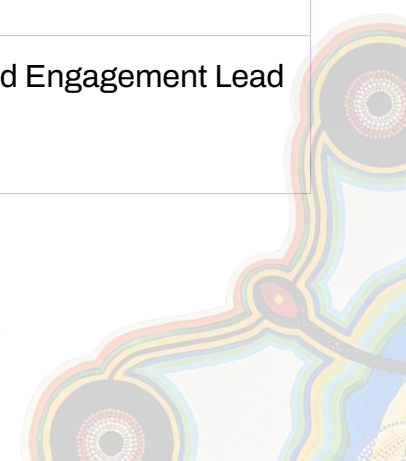
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	September 2024	Chief Executive Officer & Executive Leadership Team
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	March 2025	DEI and Engagement Lead (Supported by Executive Leadership Team)
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	April 2025	People & Culture Business Partners for staff DEI and Engagement Lead to seek advice from external advisors if required
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	July 2025	Head of Performance & Culture
	<ul style="list-style-type: none"> Review Business NSW's anti-discrimination policy, implement any necessary changes and communicate the revised policy to the organisation. 	July 2025	Executive Director, People, Culture & Workplace
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	July 2024 July 2025	Head of Performance & Culture (Supported by Learning & Development Lead)



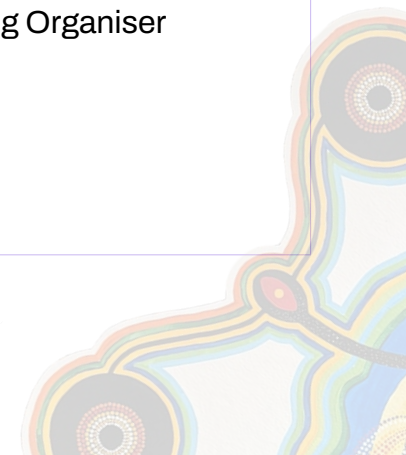
Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights are important to Business NSW and its core business activities—including pride in cultures and histories, understanding, appreciation, acknowledgment, learning, success and celebration.

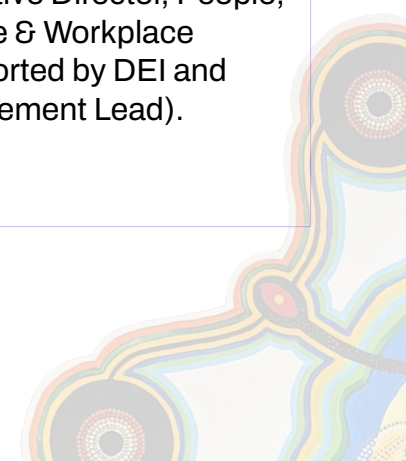
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	December 2023	Learning & Development Lead
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	May 2024	Learning & Development Lead
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff. 	August 2024	Head of Performance & Culture
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	December 2023 May 2024 August 2024 December 2024 May 2025 August 2025	Head of Performance & Culture / DEI and Engagement Lead
	<ul style="list-style-type: none"> Survey Business NSW employees to gain further insight into where we can further invest in reconciliation initiatives for our next RAP 	October 2024	DEI and Engagement Lead



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Collaborate with a local Aboriginal and/or Torres Strait Islander artist to create a First Nations artwork for our next RAP. 	November 2024	Head of Performance & Culture / DEI and Engagement Lead
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	July 2024 July 2025	Executive Director, People, Culture & Workplace (Supported by DEI and Engagement Lead)
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	July 2024 July 2025	Executive Director, People, Culture & Workplace
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	December 2023 May 2024 August 2024 December 2024 May 2025 August 2025	Head of Performance & Culture / Executive Manager, Enterprise Events
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	October 2023 November 2023 February 2024 March 2024 April 2024 May 2024	Meeting Organiser



Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	July 2024 July 2025	CEO
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	December 2023	Head of Performance and Culture
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	July 2024 July 2025	Executive Director, People, Culture & Workplace (Supported by DEI and Engagement Lead)
	<ul style="list-style-type: none"> Organise at least one Business NSW NAIDOC event each year. 	July 2024 July 2025	Executive Director, People, Culture & Workplace (Supported by (DEI and Engagement Lead)
8. Demonstrate respect for Aboriginal and Torres Strait Islander peoples through appropriate leave provisions.	<ul style="list-style-type: none"> Improve organisational cultural safety by investigating appropriate leave provisions for First Nations employees. 	February 2024	DEI and Engagement Lead
	<ul style="list-style-type: none"> Develop and implement Cultural Leave Policy to support First Nations (and non-First Nations, where applicable) employees to take Cultural Leave in order to participate in significant events, sorry business or to meet community obligations. 	May 2024	Executive Director, People, Culture & Workplace (Supported by DEI and Engagement Lead).



Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to Business NSW and its core business activities because Business NSW wants to ensure First Nations' businesses thrive in the NSW economy. We endeavour to source and act upon employment, procurement, professional development, retention, enabling access to systems and processes.

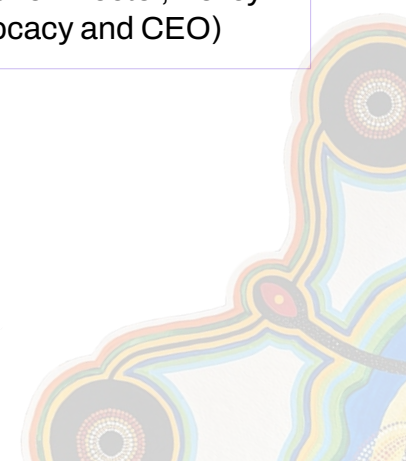
Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	September 2023 October 2023 November 2023 February 2024 March 2024 April 2024 May 2024 June 2024 July 2024 August 2024 September 2024 October 2024 November 2024 February 2025 March 2025 April 2025 May 2025 June 2025 July 2025 August 2025 September 2025	Workforce Analyst



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	January 2024	People & Culture Business Partners (Supported by DEI and Engagement Lead)
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	May 2024	Executive Director, People, Culture & Workplace (Supported by Head of Performance and Culture)
	<ul style="list-style-type: none"> Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	October 2023	Head of Talent Acquisition (TA) (in consultation with TA Team and People & Culture Business Partners)
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	May 2024	Head of Performance & Culture
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy'. 	August 2024	DEI and Engagement Lead (Supported by RWG and those involved in procurement)



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> • Renew Supply Nation membership annually. 	October 2023 October 2024 October 2025	Chief Financial Officer
	<ul style="list-style-type: none"> • Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	November 2023 November 2024	DEI and Engagement Lead (Supported by RWG)
	<ul style="list-style-type: none"> • Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	October 2024	Head of Legal (Supported by RWG)
	<ul style="list-style-type: none"> • Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	September 2025	DEI and Engagement Lead (Supported by Legal team and RWG)
	<ul style="list-style-type: none"> • Explore the opportunity to have a First Nations Membership as part of Business NSW's membership categories. 	September 2025	Executive Manager, Policy (in consultation with Executive Director, Policy & Advocacy and CEO)



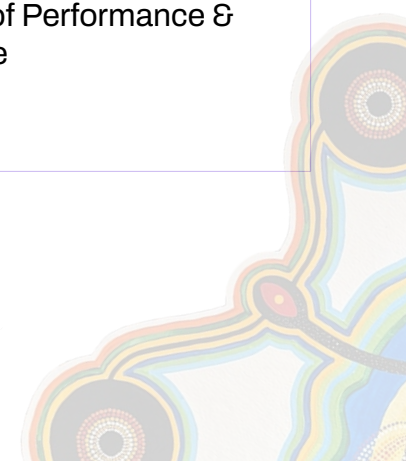
Governance

Business NSW recognises the importance of involving Aboriginal and Torres Strait Islander peoples in decisions that impact Aboriginal and Torres Strait Islander peoples and communities. Business NSW invites Aboriginal and Torres Strait Islander peoples to provide feedback on matters which are important to Aboriginal and Torres Strait Islander peoples and communities. Business NSW recognises that having an established and well-maintained governance structure is essential to ensuring we continue on the path towards reconciliation.

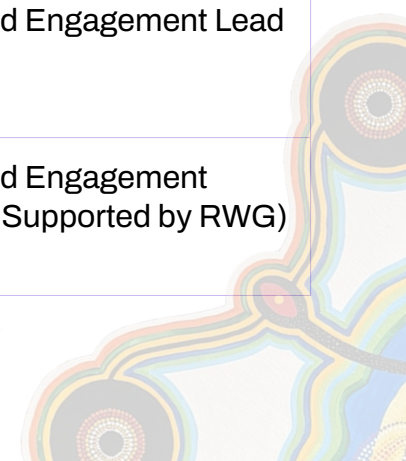
Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	November 2023	Executive Director, People, Culture & Workplace
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	July 2024 July 2025	DEI and Engagement Lead (In consultation with RWG)
	<ul style="list-style-type: none"> Source and engage an external Aboriginal and Torres Strait Islander Advisory Group to provide guidance and direction to the RWG. 	November 2023	Executive Director, People, Culture & Workplace



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	October 2023 November 2023 February 2024 March 2024 April 2024 May 2024 June 2024 July 2024 August 2024 September 2024 October 2024 November 2024 February 2025 March 2025 April 2025 May 2025 June 2025 July 2025 August 2025 September 2025	DEI and Engagement Lead
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	November 2023	Head of Performance & Culture



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	January 2024 April 2024 July 2024 October 2024 January 2025 April 2025 July 2025	Chief Executive Officer
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	November 2023	Head of Performance & Culture
	<ul style="list-style-type: none"> Review the internal position of RAP Champion annually to allow for other members from senior management to express an interest in the role. 	July 2024 July 2025	Executive Director, People, Culture & Workplace
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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. 	June 2024 June 2025	DEI and Engagement Lead
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August 2024 1 August 2025	DEI and Engagement Lead
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	September 2024 September 2025	DEI and Engagement Lead, (Supported by RWG)



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	January 2024 April 2024 July 2024 October 2024 January 2025 April 2025 July 2025	Chief Executive Officer (Using information provided by RWG)
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually 	November 2023 November 2024	General Manager, Policy and External Affairs (using information provided by RWG)
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2024	DEI and Engagement Lead (In consultation with RWG)
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	November 2025	DEI and Engagement Lead (In consultation with RWG)
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	January 2025	DEI and Engagement Lead (Supported by RWG)



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