



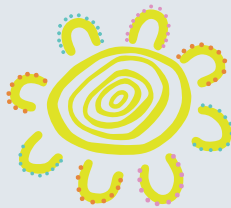
Studiosity

Innovate Reconciliation Action Plan



August 2024 – July 2026





Acknowledgement of Country

Studiosity acknowledges the Traditional Owners of the lands across Australia as the continuing custodians of Country and Culture dating back to the creation of the Dreaming.

We pay our respect to First Nations peoples and their Elders, past and present. We acknowledge and celebrate the inherent resilience of Aboriginal and Torres Strait Islander peoples and communities.

We thank the many Aboriginal and Torres Strait Islander employees, external advisers, communities and partner organisations that have guided us through achieving meaningful reconciliation outcomes.





About the Artwork

‘Students at the Centre’

Studiosity’s mission of providing personalised student support inspired the creation of ‘Students at the Centre.’ The central circles symbolise the many students who have utilised Studiosity’s services since its inception in 2003. Beyond the focal students, the artwork reflects their interconnected experiences. The lines extend to two other main circles and mountain-like symbols in various colours, representing additional elements that shape Studiosity’s work.

The circle at the top left of the artwork symbolises the Studiosity team, which is diverse in skills and backgrounds and spans multiple countries. They are all united in supporting the organisation’s central mission.

The lines are crucial as they depict the two-way flow of information inherent in learning environments. For First Nations people, learning involves listening, and the artwork captures this reciprocal nature of learning.

The circle at the bottom right represents the Student Council, which provides essential feedback to the organisation, underscoring its role in enhancing student support.

The mountains around the edges symbolise the challenges students face in their educational journeys, with lines connecting

these obstacles back to other elements, illustrating the comprehensive support system provided by Studiosity.

Lastly, the colours reflect Studiosity’s brand palette and the vibrancy and diversity of the student community. Each dot on the canvas represents a student’s thought, while lines that end abruptly symbolise the ongoing nature of learning, reminding us that our educational journeys continue beyond formal academia as we remain lifelong learners.



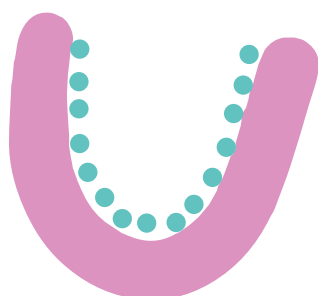
About the Artist

Tiaan Shutt

Tiarne Shutt is an emerging contemporary Worimi First Nations artist, operating as Tiaan Paints. Her ancestors originate from the saltwater and freshwater barray (country), now known as Forster.

Working with both digital art and painting on canvas, Tiaan practices art as a way to stay connected to her family, community, and culture. Tiaan's art is bold, vibrant, and modern, reflecting the themes and values of her upbringing without depicting specific stories of her people.

Find Tiaan on instagram @tiaanpaints





A message from Reconciliation Australia

Reconciliation Australia commends Studiosity 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 Studiosity 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, Studiosity 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. Studiosity is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Studiosity'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 Studiosity on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





A message from our Studiosity CEO

It has been delightful, humbling, and inspiring to participate in Studiosity's Reconciliation Action Plan (RAP) journey so far. 2023 saw us undertake our first 'Reflect' RAP, and a number of initiatives, updates and changes have been implemented as a result of that work. Personally, I learnt a lot - and I know a large majority of our staff did too. 'Learning' is one of our core values, and the work of our RAP Working Group is crucial to upholding that value within our teams.

As we embark on the next step in the journey of reconciliation through our Innovate RAP, it is clear that all of Studiosity's values will be explored and put to use in its execution. I am proud to see how the values align with the commitments in this document, and look forward to participating in its delivery.

Our commitment to advancing reconciliation is driven by a deep respect for Aboriginal and Torres Strait Islander peoples' cultures, histories, and continued contributions to our shared future. We also believe that through a quality education, a person's chances of success in their life are greatly increased.

This belief drives our mission: improving life chances for every student and learners everywhere. Each of our employees make a daily

commitment to the mission and values through their collective efforts towards driving Studiosity forwards. We see ourselves as a purpose-driven enterprise, and equity of access to education is a core pillar of our purpose.

That's why I am so pleased to see this Innovate RAP get underway - as our broader business objectives align so well with the work committed to in this document.

I encourage all Studiosity employees to participate in the implementation of our RAP in whichever ways are available to them, and to continue to live and work with the values of the company at heart.

Michael Larsen
Chief Executive Officer
Studiosity

Studiosity



Our vision for reconciliation

Our vision for reconciliation is an Australian society that respects, reveres and honours the First Peoples of Australia, ensuring equal opportunities for all Australians, and a culture that celebrates, values and recognises Aboriginal and Torres Strait Islander peoples, practices and heritage as part of a shared national identity.

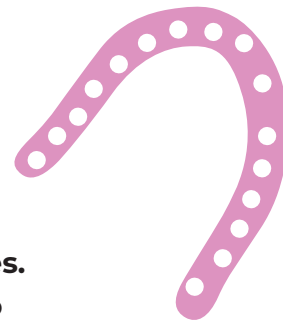
In the context of our organisation, this represents equal educational opportunities for Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, where every learner has the opportunity and support to succeed. It also means better life outcomes for all, due to the transformative power of education.

“I am honoured to champion this Plan and to drive its implementation across all facets of our organisation. The RAP represents an opportunity for us to enhance our contributions to a more equitable and inclusive society, and I am personally invested in ensuring that we uphold our commitments and make a positive impact. These actions and initiatives are so aligned with Studiosity’s overall mission and

vision that it feels like a great fit along with our general business. Working with Studiosity for over 10 years, I can see it is an organisation truly committed to upholding and living its values, which is why we decided to align our Innovate RAP’s strategic focuses with Studiosity’s company values.”

– Evelyn Levisohn, RAP Champion

About Studiosity



Studiosity was founded in 2003 specifically to meet social challenges. Today, our sole mission is still to increase life chances with access to personal - anytime, anywhere - learning support, because we believe that everyone should have access to individualised help when it's needed.

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There has long been a disparity in access to education resources, exacerbated by the tyranny of distance between remote, rural, regional, and urban populations. Add to this, crippling socio-economic barriers even between neighbouring postcodes. Our model seeks to overcome the limitations of a student's socioeconomic or geographical circumstances by vastly improving access to high-quality help, exactly when help is needed. We ensure our partner institutions can deliver personal support and connection, just in time. With many years behind us, we're looking to a future where every student knows where to seek, and how to find, support. That's why our

focus is on seamless technology, paired with academic oversight, and the promotion of help-seeking behaviour.

Partnerships at the institutional level have been the core of our operations for several reasons: for ubiquitous access, for educator oversight and insight, to remove financial barriers to students, and to ensure social change is measured at the scale needed. We work together with our higher education partners around the world to grow student success via AI for learning, including academic feedback and study help, and delivering powerful peer connection at scale.

We thank our education partners - universities, institutes, government, schools, in Australia, New Zealand, Canada, the United Kingdom, and the UAE - for believing as strongly as we do in access to education support, to help us pursue this critical mission.

Studiosity company values



Be Brave



Excellence



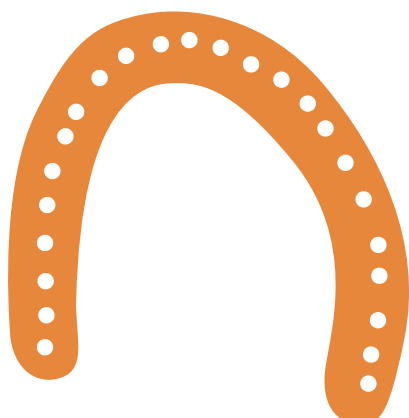
Honour



Learning

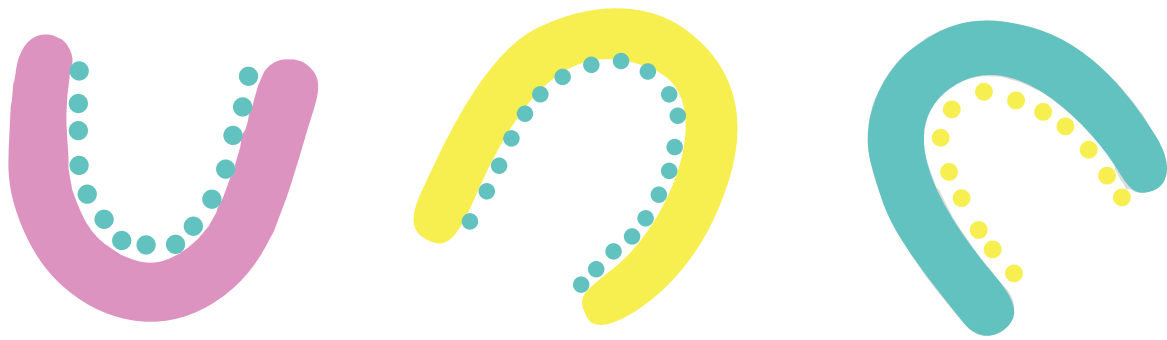


Relationships



Studiosity employs 46 people in Australia. We are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander person.

The head office in Australia is located in St Leonards, North Sydney. We have many employees based remotely around the country, and world, who work from their own homes and office spaces, as well as small offices in London, UK, in Toronto, Canada, and in Dubai, UAE.



Our Reconciliation Action Plan

Studiosity wishes to contribute to a better future for Australia and all Australians, which we understand must happen through deep and multifaceted reconciliation.

Studiosity wishes to contribute to a better future for Australia and all Australians, which we understand must happen through deep and multifaceted reconciliation. Our company's mission and vision has strong foundations in equitable opportunities for all learners, with a particular focus on historically underrepresented groups, such as First Nations Australians. It has been repeatedly shown through research and evidence that the opportunity to further develop literacy, numeracy, and self-efficacy skills produces positive effects that resonate throughout people's lives - in terms of employability, contributions to community, fulfilment and wellbeing. That's why we see our service - which offers personal, 1:1 learning support - as being an important part of a learner's journey, especially those who may not have any other way to access such support.

All that is required to access Studiosity's support is an internet connection. We began in 2003 by partnering with public libraries in the Greater Western Sydney area, to offer the support for free to their communities of students who could otherwise not afford or have access to private tutoring. Since then

we have been able to grow our reach to include universities, high schools, and local government areas across Australia, New Zealand, the UK and Canada.

We intend to leverage this growth and our current position to help further reconciliation in any and all ways possible for us. This has historically included numerous partnerships with universities (including Charles Darwin University, Western Sydney University, the University of Sydney, Charles Sturt University, Edith Cowan University, University of New England), to incorporate personalised, online learning support into their initiatives and strategies for outreach and widening participation, as well as student retention, progression and completion.

More detail around our current partnership programs is included under Community Partnerships.



Our Reconciliation Action Plan Working Group

Studiosity formed its RAP Working Group in July 2022, and it consists of



**Professor
Judyth Sachs**
Chief Academic
Officer



Denise Stewart
Chief Product
Officer



Chris Fitzpatrick
General
Manager, APAC &
Middle East



Ellen Barr
Service Delivery
Manager –
Writing Feedback



Evelyn Levisohn
Marketing
Manager, APAC &
Middle East

Our RAP Working Group Terms of Reference can be viewed **here** (<https://www.studiosity.com/hubfs/Studiosity/Downloads/Policy/RAP%20Working%20Group%20Terms%20of%20Reference.pdf>). The original group informally met after undertaking the BlackCard training in June 2022, discussed how we could progress various reconciliation actions as an organisation, via our RAP, all decided to form the RWG and formalise our mutual commitment to Studiosity's RAP development.

There are not currently any Aboriginal or Torres Strait Islander people employed in our organisation so we have appointed an external consultant to attend our quarterly meetings. Jane Stanley, Director of the Gadigal Centre at the University of Sydney, has agreed to be our RAP

Working Group consultant for a period of two years commencing from the start of this RAP. She is a proud Aboriginal woman with ties to Wiradjuri country from her family in Wellington, New South Wales. Jane has worked in Aboriginal education developing a number of successful outreach programs connecting Aboriginal and/or Torres Strait Islander students with entities such as Sydney Opera House, the GO Foundation, the NSW Art Gallery, the Powerhouse Museum, and the NSW Parliament.

As well as having a closed Slack chat channel to discuss RAP activities, the RWG created a company-wide #Reconciliation Slack channel in order to engage every staff member in reconciliation activities, events, reflections, and more.



*Our RAP Champion and RAP Chair is **Evelyn Levisohn**, closely supported in this role by Prof **Judyth Sachs**.*



Our RAP journey so far

We embarked on our first RAP in late 2022, launching Studiosity's 'Reflect' RAP in January 2023. Prior to these undertakings, we have been committed to equal educational opportunities for students from disadvantaged backgrounds, and particularly Aboriginal and Torres Strait Islander students, since our company's inception.



Studiosity partnered with **AIME Mentoring** in their early years, to provide on-demand study support to mentees, before their mission took them in a more global direction.



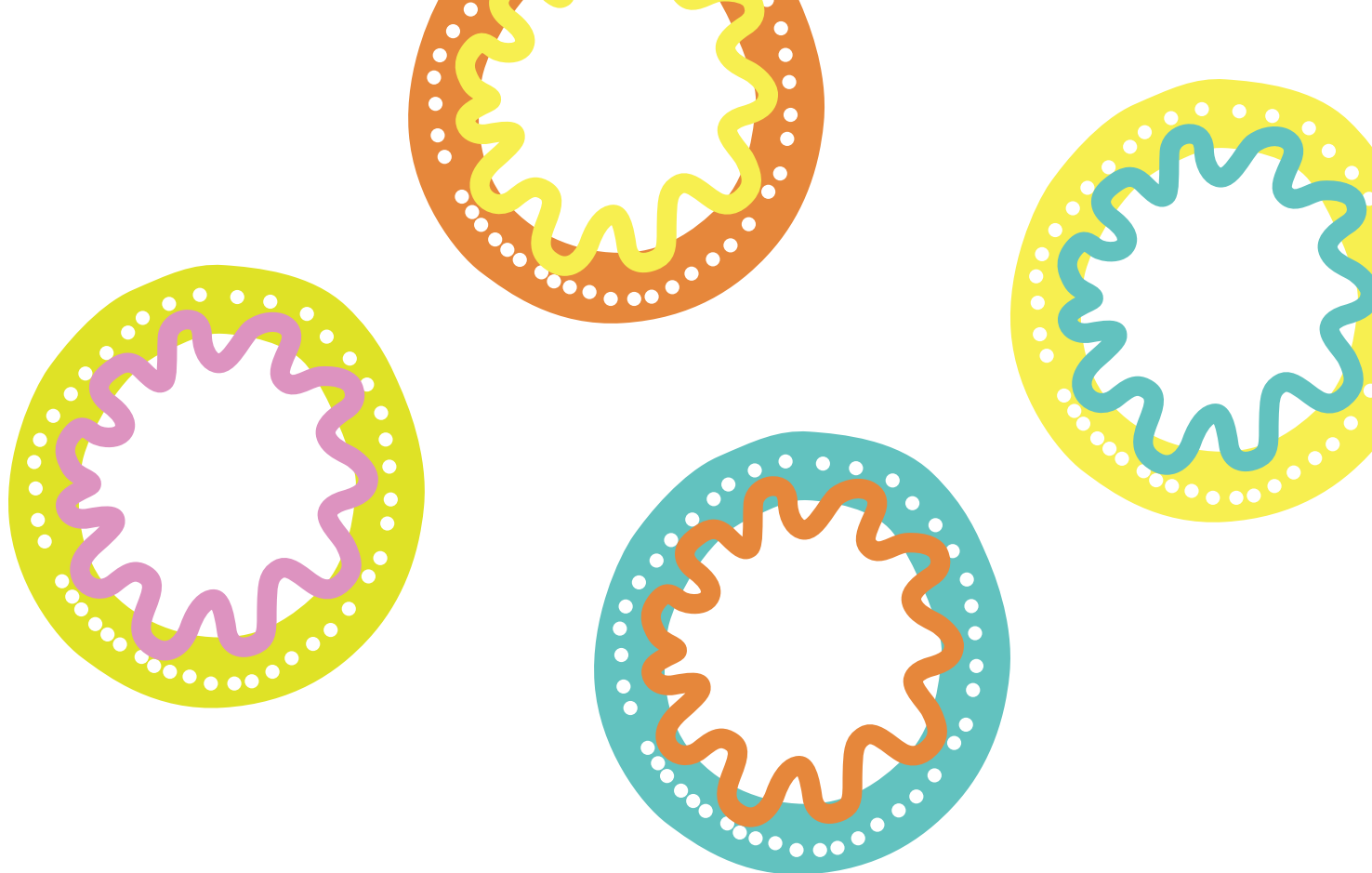
Studiosity was available to all students who used an online portal provided by the University of Sydney's Social Inclusion unit called **ASTAR.TV**, which was part of their widening participation agenda to guide and support Aboriginal and Torres Strait Islander students into higher education.



Studiosity was a one-to-one live support component in the Western Sydney University's **'Pathways to Dreaming'** program for Aboriginal and Torres Strait Islander Year 8-12 students, to improve students' academic capability and confidence, and build engagement from parents and influencers, to increase the likelihood of tertiary study.



During 2023, we completed the deliverables in our 'Reflect' RAP, as well as a number of additional activities and initiatives to further the pursuit of reconciliation in Australia, via our own sphere of influence.



Additional activities/initiatives



Standardised 'Acknowledgement of Country' PPT / Google slide for Australian staff

We developed a template for use where Acknowledgement is best practice for certain types of meetings.



Staff excursion to Aboriginal Heritage Office in Freshwater.

Three staff members visited the AHO & Cultural Centre to learn more about the Traditional Custodians of the land where our Head Office is located – North Sydney. We had a long yarn with the generous and knowledgeable staff about the Cammeraygal People, and shared our learnings with the wider team on our return.



Podcast interviews with Indigenous academics.

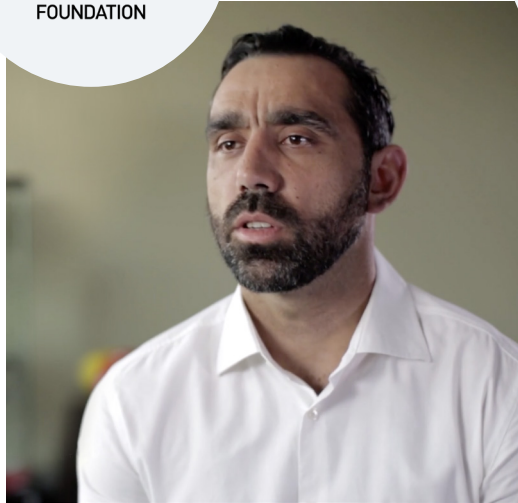
Prof Judyth Sachs interviewed 3 senior leaders with Indigenous portfolios at universities, about Aboriginal leadership, their views on reconciliation, and the Voice to Parliament referendum. We promoted these podcast episodes via our social media channels to increase visibility of Aboriginal and Torres Strait Islander academic leaders.



Donated advertising space

in the Campus Morning Mail to our social partner the GO Foundation, during their biggest fundraising week for the year.

Ongoing Community partnerships



GO Foundation

Driven by admiration for the work and leadership of Adam Goodes and Michael O'Loughlin, Studiosity's CEO Michael Larsen reached out in 2016 to offer our services to students in the GO Scholarship program. Going one step further, **Adam spoke candidly about our one-to-one service and mission on camera**, (vimeo.com/726658002) to inspire students all around Australia to pursue their education dreams, together with Studiosity's dedicated support. We look forward to continuing to work with the GO Foundation to support their high school and university students: Australia's future leaders. In 2024 GO will celebrate their 15 year anniversary, which we look forward to supporting.

"Studiosity's ongoing support of the GO Foundation is pivotal in our Scholarship program."

Charlene Davison,
CEO, GO Foundation



Aurora Education Foundation

The Aurora High School Program is an intensive, six-year academic and cultural program for Aboriginal & Torres Strait Islander Year 8 students living in South Western Australia. Studiosity provides personal, online study support at no charge to all students to complement the dedicated Aurora teams. The foundation's vision is a future where there is no education gap and where the next generation of Aboriginal and Torres Strait Islander Australians achieve equitable participation at the highest level – in the professions, in boardrooms and across government.

"Studiosity will support us to build aspirations and increase academic opportunities for Aboriginal and Torres Strait Islander students."

The logo for the Public Education Foundation, featuring the text "PUBLIC EDUCATION FOUNDATION" in green and black, followed by a green chevron symbol pointing right.

PUBLIC EDUCATION
FOUNDATION



Public Education Foundation

The Public Education Foundation exists to support students with particular educational needs or talents reach their full potential and improve overall educational outcomes. The Foundation removes barriers to achievement often created by social and economic disadvantage, and also acknowledges and rewards excellence. Studiosity's services, provided free of charge, is one part of their life-changing scholarships.



Wirltu Yarlur
Aboriginal Education



Wirltu Yarlur *University of Adelaide*

Wirltu Yarlur Aboriginal Education is responsible for recruiting Aboriginal and Torres Strait Islander students to the University's foundation and degree programs, administering the Access Pathway and providing support services to Aboriginal and Torres Strait Islander students in the University. As part of our partnership, the Studiosity service is provided free to students in this program since 2019, to help with their academic literacy skills, and to provide them the extra online, after-hours support they need to progress and feel more confident in their tertiary studies.

More information and details about these partnerships and others can be found in our ESG document
studiosity.com/csr

Our Commitment



Relationships

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none">Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	<i>September 2024</i>	RAP Champion
<ul style="list-style-type: none">Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	<i>December 2024</i>	General Manager, APAC

2. Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none">Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	<i>May annually</i>	RAP Champion
<ul style="list-style-type: none">RAP Working Group members to participate in an external NRW event.	<i>27 May – 3 June 2025 + 2026</i>	RAP Champion
<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.	<i>27 May – 3 June 2025 + 2026</i>	RAP Champion
<ul style="list-style-type: none">Organise at least one NRW event each year.	<i>27 May – 3 June 2024 + 2025</i>	RAP Champion
<ul style="list-style-type: none">Register all our NRW events on Reconciliation Australia's NRW website (reconciliation.org.au/national-reconciliation-week).	<i>May 2025 + May 2026</i>	RAP Champion

3. Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	<i>January 2025</i>	General Manager, APAC
<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	<i>August 2024</i>	RAP Champion
<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	<i>December 2025</i>	Chief Academic Officer
<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	<i>June 2025</i>	RAP Champion

4. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	<i>December 2024</i>	RAP Champion
<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	<i>October 2024</i>	Chief Product Officer
<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	<i>October 2024</i>	Chief Product Officer
<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	<i>January 2025</i>	Chief Product Officer

5. Contribute to a network of RAP organisations in the Edtech industry, to build relationships and share learnings and resources.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Connect with other RAP Working Groups in the Edtech space, and create a way to share cultural learning experiences for staff and ideas 	<i>June 2025</i>	RAP Champion
<ul style="list-style-type: none"> Explore ways of supporting RAP organisations that are at the beginning of their journey and share our strategies documentation, experience, and learning 	<i>December 2025</i>	RAP Champion



Respect

6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

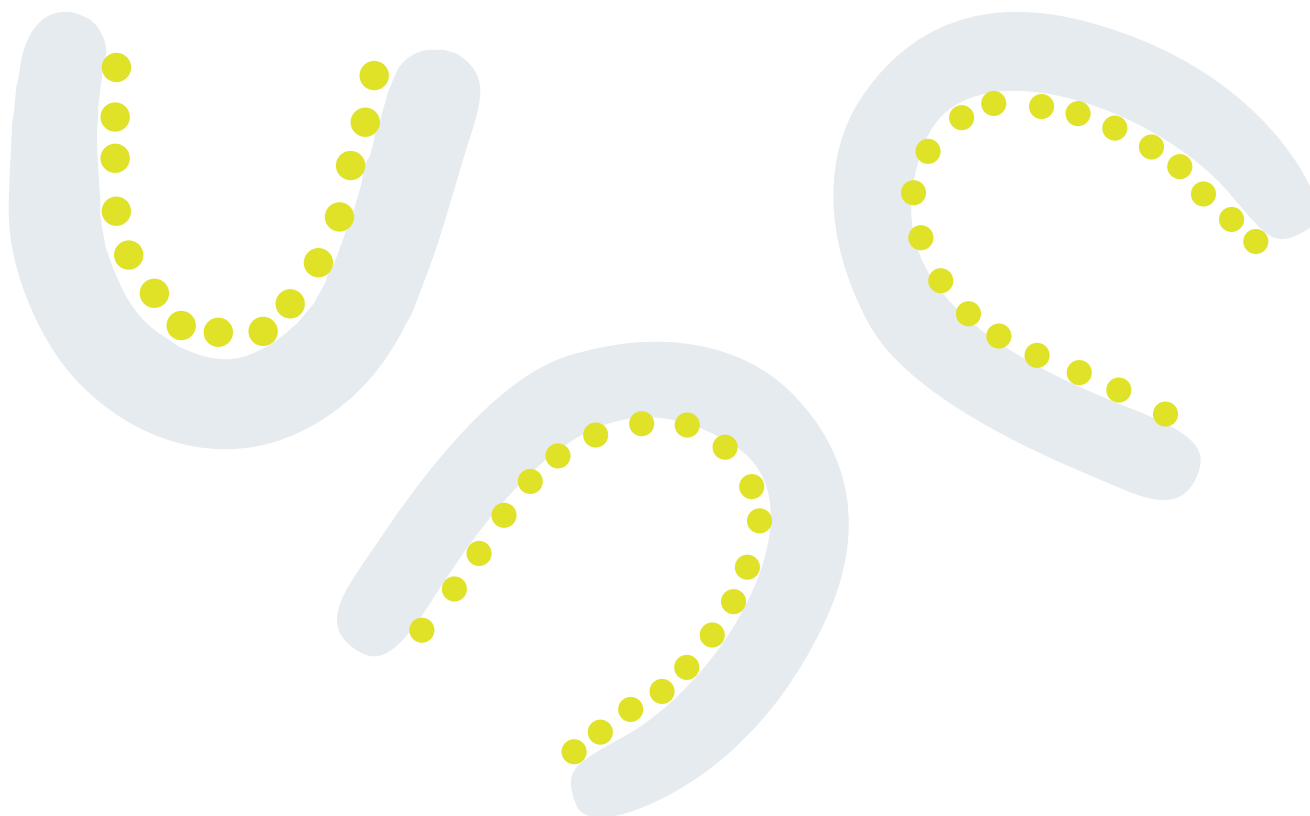
Deliverable	Timeline	Responsibility
<ul style="list-style-type: none">Conduct a review of cultural learning needs within our organisation.	<i>June 2025</i>	Service Delivery Manager
<ul style="list-style-type: none">Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	<i>June 2025</i>	Chief Academic Officer
<ul style="list-style-type: none">Develop, implement, and communicate a cultural learning strategy document for our staff.	<i>December 2025</i>	General Manager APAC
<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.	<i>January 2025</i>	RAP Champion

7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including <i>Acknowledgement of Country</i> and <i>Welcome to Country</i> protocols. 	<i>December 2024</i>	RAP Champion
<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for <i>Welcome to Country</i> and <i>Acknowledgement of Country</i>. 	<i>November 2024</i>	RAP Champion
<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a <i>Welcome to Country</i> or other appropriate cultural protocol at significant events each year. 	<i>June 2025</i>	General Manager, APAC
<ul style="list-style-type: none"> Include an <i>Acknowledgement of Country</i> or other appropriate protocols at the commencement of important meetings. 	<i>September 2024</i>	RAP Champion
<ul style="list-style-type: none"> Develop further materials and resources to support these protocols, including an <i>Acknowledgement of Country</i> video, slide, script, and palm cards. 	<i>September 2024</i>	RAP Champion

8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	<i>First week in July 2025 & 2026</i>	RAP Champion
<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	<i>June 2025</i>	RAP Champion
<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	<i>First week in July, 2025 & 2026</i>	RAP Champion
<ul style="list-style-type: none"> Promote and amplify Aboriginal and/or Torres Strait Islander voices via our podcast during NAIDOC Week. 	<i>First week in July, 2025 & 2026</i>	Chief Academic Officer



Opportunities

9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	<i>December 2024</i>	General Manager APAC
<ul style="list-style-type: none"> Engage with Aboriginal or Torres Strait Islander stakeholders to consult on our recruitment, retention and professional development strategy. 	<i>December 2025</i>	General Manager APAC
<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	<i>December 2025</i>	General Manager APAC
<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	<i>June 2025</i>	General Manager APAC
<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. 	<i>December 2024</i>	General Manager APAC

10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	<i>June 2025</i>	Chief Product Officer
<ul style="list-style-type: none"> Investigate Supply Nation membership. 	<i>January 2025</i>	Chief Product 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. 	<i>June 2025</i>	Chief Product Officer
<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. 	<i>June 2025</i>	Chief Product Officer
<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	<i>June 2025</i>	Chief Product Officer

11. Improve Aboriginal and Torres Strait Islander access to, participation, and success in higher education.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> In line with our Accord Interim Report submission, (https://www.education.gov.au/australian-universities-accord/consultations/consultation-accord-interim-report/submission/16865) develop appropriate stakeholder relationships with Aboriginal and Torres Strait Islander people and/or organisations to help us move the National Indigenous Mentoring Scheme project forward 	<i>December 2025</i>	General Manager APAC
<ul style="list-style-type: none"> Develop an initial plan to implement the National Indigenous Mentoring scheme 	<i>February 2026</i>	General Manager APAC

Governance

12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Include Aboriginal and Torres Strait Islander consultation on the RWG from one of our partner universities. 	<i>Jan, May, Aug, Nov 2024, 2025, 2026</i>	Chief Academic Officer
<ul style="list-style-type: none"> Review Terms of Reference for the RWG. 	<i>December annually</i>	RAP Champion
<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	<i>Jan, May, Aug, Nov 2024, 2025, 2026</i>	RAP Champion

13. Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	<i>December 2024</i>	RAP Champion
<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	<i>January 2025</i>	RAP Champion
<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	<i>December 2024</i>	RAP Champion
<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	<i>December annually</i>	Chief Academic Officer

14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
<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. 	<i>June annually</i>	RAP Champion
<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	<i>1 August annually</i>	RAP Champion
<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	<i>30 September annually</i>	RAP Champion
<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	<i>Mar, Jun, Sep, Dec 2024, 2025, 2026</i>	RAP Champion
<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	<i>Nov 2024 & Nov 2025</i>	RAP Champion
<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	<i>January 2026</i>	RAP Champion
<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	<i>March 2026</i>	RAP Champion

15. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> Register via Reconciliation Australia's website (https://rap.reconciliation.org.au/s/registration) to begin developing our next RAP. 	<i>September 2025</i>	RAP Champion



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