



# OXFAM AUSTRALIA INNOVATE RECONCILIATION ACTION PLAN

JULY 2025 – JULY 2027





All illustrations by Latoya Fly, 2019. Oxfam Australia worked with Ntaria Design and Latoya Fly, a young Western Arrarnta artist from Ntaria/Hermannsburg to design a special suite of artwork for our First Peoples' Program materials.

## VISION

Oxfam Australia (OAU) sees Reconciliation with First Peoples as critical to achieving a just world without poverty, and critical for building a decolonial world.

Reconciliation for us means First Peoples' rights are respected, their contributions are valued and protected, and they have full control over their affairs as the rightful owners of the diverse lands on which we work, play and reside. Our relationships are informed by the principle of reciprocity, whereby we seek to engage in true two-way exchanges, listening, learning, taking action and avoiding creating additional burden for First Peoples. As true allies to our First Peoples colleagues, partners and communities, we will work alongside them to ensure their self-determination is enshrined in law, and keep our governments, stakeholders, the broader public and ourselves accountable to create this change.

This vision is based on the knowledge that First Peoples':

- sovereignty was never ceded;
- culture is the oldest, continuous living culture worldwide;
- have strong ties, responsibilities and a continuing connection to lands, waters and skies; and
- knowledge systems are diverse, extensive and evolved over 60,000 years and are appropriate and valuable today.

## FROM OUR EXECUTIVE LEADERSHIP GROUP

OAU is proud to have a longstanding relationship with First Peoples communities and their movement for justice here in Australia. We recognise that in a colonial context, where sovereignty has never been ceded, there can be no reconciliation without a strenuous commitment to Voice, Treaty and Truth as a pathway to peace and a just settlement. We recognise the historical and cultural harm caused by coloniality, including in its contemporary forms, and that a just settlement requires reparations. Our integrity relies on these understandings. We commit to working every day to ensure this recognition is central to our identity. This begins inside our organisation and ripples out through our circles of influence to ensure that staff, volunteers and supporters understand the challenges in addressing unfinished business. It also ensures we are equipped with the knowledge, resources and opportunities to make an impact through our work. By activating this plan, we are renewing our contribution on the journey towards justice.



Yawuru (Broome), Australia: Obby participated in the Kimberley Aboriginal Women's Council (KAWC) Roundtable in Broome, 2023. She is a proud Bunuba woman from Fitzroy Crossing. Photo: Aimee Han/Oxfam.

## OUR ORGANISATION – OXFAM AUSTRALIA’S STORY

Oxfam is a community-led charity and global movement dedicated to tackling the root causes of poverty. We have more than 60 years of history in Australia, including more than 40 years of working alongside First Nations communities across Australia for justice. We were involved in supporting the establishment of some of the first community-controlled health and legal services in the 1970s. We supported First Nations Peoples in their fight for land rights, including the Nookanbah dispute in the 1980s. And we were a founding member of the Close the Gap coalition in 2007, dedicated to improving health and justice outcomes for First Peoples. More recently, we committed to the Uluru Statement from the Heart and campaigned for Yes in the referendum on the Voice. We work from our First Peoples’ Justice Strategy with First Nations communities in all states and territories in Australia where we are invited to form partnerships. As part of our commitment to participation in the governance of our work, Oxfam maintains a dedicated position for a First Nations Board member.

We are an affiliate of Oxfam International, a global confederation of agencies working together to tackle poverty and injustice in more than 70 countries. We work alongside local partners to deliver life-saving humanitarian relief, long-term, anti-poverty projects and powerful campaigns, towards creating an equal world without poverty. Our work is funded by donations from individual members of the public, philanthropic foundations and institutional donors.

We tackle poverty by:

- working internationally with local partner organisations and communities on long-term development initiatives;
- supporting and harnessing the power of advocacy and campaigning initiatives to underpin our work on First Peoples’ justice, gender equality, economic justice and tackling the climate emergency;
- providing humanitarian aid through contributions to the Oxfam Confederation’s emergency responses to international crises.

### ALLIES FOR ULURU; STRAIGHT TALK AND KIMBERLEY ABORIGINAL WOMEN’S COUNCIL

Oxfam Australia is a founding member of the Allies for Uluru Coalition alongside Australians for Native Title and Reconciliation (ANTAR), the Fred Hollows Foundation and The Australian Council of Social Service (ACOSS). The alliance is made up of more than 275 community, non-government and corporate organisations from across the country that have come together to support the implementation of the Uluru Statement from the Heart. Allies for Uluru aims to be a mechanism for disseminating information, championing action and reaching a wide range of audiences. It is guided by First Nations leadership.

The Straight Talk program has brought together Aboriginal and Torres Strait Islander women from around the country to meet politicians, learn about Australia’s political system, and use those learnings to make change happen in their communities.

Oxfam Australia has a decades-long history of working with First Peoples in the Kimberley region. In 2020 and 2021, Oxfam partnered with the Kimberley Aboriginal Women’s Council (KAWC) through our small-grants initiative supporting the KAWC roundtable, regional action plan and strategic workshop. In late 2022, Oxfam Australia and the KAWC formalised an agreement to work towards gender equality for First Nations women and girls in the Kimberley region of Western Australia. KAWC is growing from strength to strength supporting women and girls to achieve their potential.

## ETHICAL SCREENING GUIDELINES

Oxfam Australia has an Ethical Checking Committee to assess all large donations or engagements from large national and multinational corporations and their foundations that have a value of US\$25,000 or more, and/or where significant public association is proposed or risk is anticipated (beyond our logo being featured on the partner's website and/or a mention in their annual report). The purpose of the Ethical Checking Committee is to make balanced decisions about whether engagement with existing and potential large national and multinational corporate partners and their foundations should be approved, and on what basis. It also provides risk assessment and management advice to support identified and approved corporate partnership opportunities.

## OUR RECONCILIATION ACTION PLAN AND ITS JOURNEY

OAU first developed a Reconciliation Action Plan (RAP) in 2007. We paused the formal RAP in 2020, however the work towards reconciliation continued. As we adapted to the challenges of COVID, we elevated the lead of the First Peoples' Program to the Executive Leadership Team, providing a First Peoples' voice at the decision-making table and championing the launch of a new First Peoples' Justice Strategy. The iconic Straight Talk program, providing political and advocacy training to First Nations women powered on. In 2023, we embraced the Uluru Statement from the Heart, proudly supported the campaign to say Yes to the Voice Referendum and co-founded Allies for Uluru to mobilise civil society organisations and their supporters in the campaign.

When Oxfam Australia moved to a new office in West Melbourne in 2021, we worked with the Cooper family who gave their permission to name the building 'Ngapa' meaning 'Grandfather' in Yorta Yorta language to honour the legacy of William Cooper. William Cooper was a Yorta Yorta leader and activist, as well as a pioneering advocate for Aboriginal rights and justice. He founded the Australian Aborigines' League and led one of the first political petitions for Aboriginal representation. In 1938, he famously protested Nazi persecution of Jews.

Eighteen years since the first RAP, OAU is now launching its sixth plan. For this current RAP, the working group conducted a thorough refresh and review to inform the articulation of the new commitments. We streamlined our deliverables with the intention of having greater impact in a smaller number of high priority areas. This RAP also places emphasis on all business units across OAU playing a role in delivering our agreed actions. We will work hard over the course of the RAP to ensure we have a monitoring system in place so we can easily and robustly track and monitor our progress; not only to be able to report on that progress but, more importantly, to learn about and understand the impact of our activities.

## IN THIS RAP, OAU COMMITS TO THE FOLLOWING FOUR FOCUS AREAS:

- Relationships: Build meaningful relationships with First Peoples, based on respect and cross-cultural competence.
- Respect: Facilitate cross-cultural understanding, communication and competence, and create a safe, supportive working environment that is respectful of cultural diversity.
- Opportunities: Support First Peoples in their pursuit of justice, improved health and wellbeing outcomes and control over their lives through genuine community engagement.
- Governance: Establish robust governance from our Board through our Executive Leadership Team to the Reconciliation Action Working Group to align our reconciliation efforts with the broader organisational strategy, including the First Peoples Justice Strategy\*, ensuring clear accountability and defined responsibilities.



## RELATIONSHIPS

First Peoples' self-determination is fundamental to any relationship between non-Indigenous and First Peoples' communities so that First Peoples are leading in matters relating to their business, with respectful recognition of this right from non-Indigenous peers and colleagues. We commit to mutually upholding the principle of 'nothing about us without us'. OAU's engagement with First Peoples is driven by our First Peoples' Justice Strategy, which guides our work with communities and changemakers. We will cultivate a culture of learning about the many language groups, nations and communities across the country, remaining open to the need to address and challenge misconceptions and transform colonial practices together. We will approach collaboration with First Peoples as a two-way process of reciprocity, acknowledging that non-Indigenous people must take responsibility for learning about history and culture, and upholding cultural protocols, while ensuring that genuine exchanges mean taking action so that tangible benefits flow to communities as we learn from each other.

| Action  | Deliverable   | Timeline                   | Responsibility  |
|---|---|----------------------------|---|
| 1. Establish and maintain mutually beneficial relationships with First Peoples stakeholders and organisations so that tangible benefits flow to communities | Seek guidance from the First Peoples' Program and strategy when exploring and building relationships with First Peoples communities                           | Review September 2026      | Lead: Chief Executive<br>Support: Executive Leadership Team         |
|   | Implement the First Peoples' Justice Strategy [RA1.1] under the guidance of the First Peoples' team to work with First Nations communities and change makers. | Review September 2026      | Lead: Chief Executive<br>Support: Executive Leadership Team         |
|   | Review OAU's ethical screening guidelines specifically to include safeguarding for First Peoples communities.   | March 2026                 | Lead: Chief Executive<br>Support: Executive Leadership Team         |
| 2. Build relationships through celebrating National Reconciliation Week (NRW)   | Circulate Reconciliation Australia's NRW resources and reconciliation materials to OAU staff.   | May (annually)             | Lead: RAP WG Chairs<br>Support: RAP WG                              |
|   | RAP Working Group members to participate in an external NRW event.  | 27 May – 3 June (annually) | Lead: RAP WG Chairs<br>Support: RAP WG                              |
|   | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.                                  | 27 May – 3 June (annually) | Lead: RAP WG Chairs<br>Support: RAP WG                              |
|   | Organise at least one NRW event each year.  | May (annually)             | Lead: RAP WG Chairs<br>Support: RAP WG                              |
|   | Register all our NRW events on Reconciliation Australia's NRW website.  | May (annually)             | Lead: RAP WG Chairs<br>Support: RAP WG                              |
| 3. Support the self-determination of First Peoples  | Support the Victorian treaty process, being guided by the First Peoples' Assembly of Victoria, the Yoorrook Justice Commission, and the Treaty Authority.     | Review September 2026      | Executive Lead – First Peoples & Executive Lead – Public Engagement |
|   | Support other treaty processes that emerge during the life of this plan, guided by local First Peoples communities.   | Review September 2026      | Executive Lead – First Peoples & Executive Lead – Public Engagement |
|   | Support grassroots initiatives, campaigns and advocacy of First Peoples communities.  | Review September 2026      | Executive Lead – First Peoples & Executive Lead – Public Engagement |

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|   | <p>Mourning/Survival Day – 26 January</p> <p>0AU will acknowledge the significance of the day with internal communications, offer staff the option to work on 26 January and take another day in lieu, and share reflection resources across the organisation.</p> | Each January          | Executive Lead – Supporter Activation & Executive Lead – Public Engagement |
| 4. Activate on significant days   | <p>Closing the Gap Day – third Thursday of March each year, 20 March 2025: Promote awareness through internal communications, share relevant data and resources, and support staff participation in community or online events.</p>                                | Each March            | Executive Lead – Supporter Activation & Executive Lead – Public Engagement |
|   | <p>National Sorry Day – 26 May: Organise a staff reflection or learning session and share relevant resources on the significance of the day and the Stolen Generations.</p>  | Each May              | Executive Lead – Supporter Activation & Executive Lead – Public Engagement |
|   | <p>Reconciliation Week – 27 May to 3 June, including Mabo Day: Coordinate internal activities, guest speakers and community engagement opportunities; promote staff participation and share supporter resources.</p>   | Each May              | Executive Lead – Supporter Activation & Executive Lead – Public Engagement |
|   | <p>International Day of the World's Indigenous People – 9 August: Highlight global Indigenous issues and resilience through staff newsletters, social posts and optional learning materials.</p>   | Each August           | Executive Lead – Supporter Activation & Executive Lead – Public Engagement |
| 5. Build relationships with First Peoples communities guided by the 0AU First Peoples' Justice team | <p>Encourage all 0AU staff and volunteers to engage with First Peoples organisations and participate in community events at every opportunity.</p>   | Review September 2026 | Lead: RAP WG Chairs<br>Support: RAP WG                                     |
|   | <p>Organise at least one event each year or attend a community-hosted event.</p>   | Review September 2026 | Lead: RAP WG Chairs<br>Support: RAP WG                                     |
| 6. Promote reconciliation through our sphere of influence   | <p>Engage staff by embedding this RAP: include it in induction packs for new staff and volunteers; include it in teams' operational planning requirements; express RAP actions in a calendar; report to staff on progress.</p>                                     | Review April 2026     | Executive Lead – People & Culture  |
|   | <p>Explore opportunities to positively influence our external stakeholders to support First Peoples initiatives and outcomes.</p>  | September 2027        | Executive Lead – First Peoples & Executive Lead – Public Engagement        |
|   | <p>Communicate our commitment to reconciliation publicly.</p>  | Review September 2026 | Executive Lead – Public Engagement   |
|   | <p>Collaborate with more than 200 other like-minded organisations to implement innovative approaches to advance reconciliation, primarily through the Allies for Uluru, with a partnership agreement and funding for the alliance's core secretariat.</p>          | Review August 2025    | Executive Lead – Public Engagement   |
| 7. Promote positive race relations through anti-discrimination strategies                           | <p>Conduct a review of human resources policies and procedures to identify existing anti-discrimination provisions, including references to evidence and information from suitable external sources such as the Diversity Council of Australia.</p>                | October 2025          | Head of People and Capability  |
|   | <p>Engage with First Peoples staff and/or First Peoples advisors to continuously improve our anti-discrimination policy.</p>   | Review June 2027      | Head of People and Capability  |
|   | <p>Develop, implement and communicate an anti-discrimination policy for our organisation, including anti-racism training.</p>  | December 2025         | Lead: Head of People and Capability  |
|   | <p>Contribute to campaigns addressing the mainstream public, stakeholders, donors and political leaders on the effects of racism.</p>  | Review September 2026 | Lead: Head of People and Capability  |
|   | <p>Educate senior leaders on the effects of racism.</p>  | Review September 2026 | Lead: Head of People and Capability  |



## RESPECT

Oxfam recognises First Peoples excellence in all aspects of life, including caring for Country, maintaining traditional knowledge systems and cultural practices, creating and innovating, in representation and advocacy, and in resisting coloniality. We value the tens of thousands of years of First Peoples' history and culture that continue to this day and respectfully listen to the direction and solutions of First Peoples for our collective future. It is essential that we practice cultural respect and understanding within our own community and position ourselves as supportive allies to First Peoples.

| Action   | Deliverable  | Timeline              | Responsibility   |
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| 1. Increase understanding, value and recognition of First Peoples cultures, histories, knowledge and rights through cultural learning. | Conduct a review of cultural learning needs within our organisation.   | July 2025             | Head of People and Capability  |
|  | Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.   | August 2025           | Head of People and Capability  |
|  | Develop, implement and communicate a cultural learning strategy for our Board and staff.   | From September 2025   | Head of People and Capability  |
|  | Each ELT member will undertake an activity of First Peoples cultural immersion annually.   | Review September 2026 | Executive Lead – People and Integrity                                      |
|  | Each new staff member will participate in cultural awareness training within six months of commencement.   | From July 2025        | Head of People and Capability  |
| 2. Demonstrate respect to First Peoples by observing cultural protocols.   | Increase staff and volunteers' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols – establish a benchmark and measure. | From July 2025        | Head of People and Capability  |
|  | Adopt and implement a Cultural Respect Framework, including: cultural protocols guide; communications guide; community relations guide; and cultural and intellectual property guide.                              | From July 2025        | Executive Lead – First Peoples & Executive Lead – Public Engagement        |
|  | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year and important meetings.                                       | Review October 2026   | Executive Lead – People and Integrity                                      |
|  | Promote widespread adoption of OAU's Acknowledgement of Country statement with senior staff demonstrating leadership by delivering it publicly at significant meetings and events.                                 | Review October 2026   | Executive Lead – People and Integrity & Executive Lead – Public Engagement |
|  | Include traditional place names on all printed supporter mailings.   | From July 2025        | Executive Lead – Supporter Activation                                      |
| 3. Enhance and maintain the story of our place at Ngapa in respect of William Cooper.  | Support the ongoing relationship with the Cooper family.   | Review October 2026   | Operations Lead & Executive Lead – First Peoples                           |
|  | Ensure the story of Ngapa is maintained as the building's use evolves throughout our tenure at William Street.   | Review October 2026   | Facilities Co-ordinator  |
|  | Communicate to staff and volunteers at Ngapa about William Cooper's story.   | Review October 2026   | Executive Lead – People and Integrity & Operations Lead                    |

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| 4. Promote the truth-telling of the Yoorrook Justice Commission and other truth-telling processes. | Establish and maintain a relationship with the Yoorrook Justice Commission.   | From July 2025                | Executive Lead – Public Engagement & First Peoples Partnership Lead        |
|  | Develop a mechanism for disseminating learning from truth-telling processes to OAU staff, volunteers and supporters and link to active support for treaty negotiations.                 | From September 2025           | Executive Lead – Supporter Activation & First Peoples Partnership Lead     |
| 5. Build respect for First Peoples cultures and histories by celebrating NAIDOC Week in July.      | RAP Working Group to participate in an external NAIDOC Week event.  | First week in July, each year | Executive Lead – People and Integrity & Executive Lead – Public Engagement |
|  | Promote and encourage participation in external NAIDOC events to all staff and volunteers, including promoting events around the country and facilitating attendance during work hours. | First week in July, each year | Executive Lead – People and Integrity                                      |
|  | Promote and encourage participation in external NAIDOC events to Oxfam supporters.  | First week in July, each year | Executive Lead – Supporter Activation & Executive Lead – Public Engagement |
| 6. External support – Support the annual Garma Festival.   | Financially support the Yothu Yindi Foundation to stage the annual Garma Festival.  | Each August                   | Executive Lead – First Peoples Program                                     |
|  | OAU staff to attend where possible as a cultural learning and listening exercise.   | Each August                   | Executive Lead – First Peoples Program                                     |





## OPPORTUNITIES

The creation and strengthening of pathways into our organisation are key to ensuring advancement for First Peoples and to address the injustices of the past. This has immense benefit for those individuals, our people and our organisation, by increasing diversity, strengthening our talent and skills, and creating dedicated spaces for First Peoples volunteers, employees and suppliers to thrive. Being a driving force in this space and enabling accessibility in turn supports our sustainability as an organisation, invites more voices into the conversation and recognises the value that First Peoples provide to our systems and processes. There are five actions with deliverables: employment, education, engagement, external support and procurement.

| Action   | Deliverable  | Timeline                        | Responsibility   |
|--|--|---------------------------------|--|
| 1. Employment and retention – Improve employment outcomes by increasing First Peoples' recruitment, retention, and professional development. | Build understanding of current First Peoples' staffing and volunteering trends to inform future employment and professional development opportunities and improve recruitment and retention practices.                                       | September 2025                  | Head of People and Capability  |
|  | Actively seek the support of the First Peoples' Program team in the regular review of our recruitment, retention and professional development approaches and long-term strategies.   | February 2026 and February 2027 | Head of People and Capability  |
|  | Finalise and implement OAU's First Peoples' Employment Strategy through continued consultations with First Peoples staff – to support recruitment, retention, employment opportunities and professional development within the organisation. | June 2026                       | Head of People and Capability / Executive Lead – First Peoples' Program  |
|  | Carry out a review of current advertisement forums to ensure job vacancies and volunteering opportunities are effectively advertised to reach First Peoples' stakeholders.   | September 2025                  | Head of People and Capability  |
|  | Review recruitment, volunteering, higher duties and progression procedures and policies to remove barriers to First Peoples' participation in our workplace.   | December 2025                   | Head of People and Capability  |
|  | Improve the proportion of First Peoples employees and volunteers to at least 5% during the life of this RAP.   | By July 2027                    | Head of People and Capability  |
|  | Continue engagement with CareerTrackers to provide at least 12 internship opportunities over the life of this RAP.   | By July 2027                    | Volunteer Engagement Lead  |
|  | Ensure RAP initiatives, themes and outcomes are included in OAU's annual performance review discussions and documentation across all levels of the organisation.   | July 2026                       | Head of People & Capability  |
|  | Actively engage and participate in the Gari Yala processes (including the Gari Yala 2.0 survey and "10 Truths").   | May 2026                        | Head of People and Capability, supported by RAP Working Group Executive Sponsor (with the First Peoples' Justice team) |
|  | Explore with other CareerTrackers organisations the possible implementation of a formal identified graduate pathway for First Nations employees  | From July 2027                  | Head of People & Capability / Volunteer Engagement Lead  |
|  | Identify instances where cultural load impacts the work of First Nations employees, and explore a formal mechanism to recognise and compensate cultural load.  | By July 2026                    | Head of People & Capability  |

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| 2. Procurement<br>– Increase First Peoples supplier diversity to support improved economic and social outcomes.   | Update OAU Procurement Policy and guidance to incorporate First Peoples procurement.   | April 2026       | Head of Finance   |
|   | Develop and implement a First Peoples' Procurement Strategy.   | July 2026        | Chief Finance Officer   |
|   | Continue annual Supply Nation membership.  | January 2026     | Head of Finance   |
|   | Ensure preference for suppliers listed on Supply Nation.   | April 2026       | Chief Finance Officer / Finance   |
|   | Train employees on First Peoples-forward procurement processes and communicate opportunities for engagement in line with the First Peoples' Procurement Strategy.  | December 2026    | Chief Finance Officer / Finance   |
|   | Review and update procurement practices to remove barriers to procuring goods and services from First Peoples' businesses.   | July 2027        | Chief Finance Officer / Finance   |
|   | Develop and maintain commercial relationships with First Peoples and First Peoples-supporting businesses.  | April 2026       | Chief Finance Officer / Head of Finance   |
| 3. Education<br>– Improve organisational awareness of First Peoples history, and the biases that impact First Peoples.  | Increase procurement spend year-on-year with First Peoples and First Peoples-supporting businesses.  | April 2026       | Chief Finance Officer / Finance   |
|   | Include promotion of the RAP as part of all HR inductions, with the onboarding process for all new employees and volunteers.   | October 2025     | Head of People and Capability<br>Contributors: Head of People and Capability, People and Capability Coordinator |
|   | Carry out regular (12-monthly) training for leadership and managers in First Peoples recruitment, retention and career development, utilising suppliers through Supply Nation or alternatively OAU's First Peoples' Justice team.                          | July 2026        | Head of People and Capability   |
|   | Introduction of a library to promote cultural learning among non-First Peoples OAU employees and volunteers.   | June 2025        | RAP Working Group Executive Sponsors  |
| 4. Engagement – Reduce barriers for employees and volunteers to be engaged in culturally significant events, in support of our First Peoples colleagues and the communities we serve. | Support all employees and volunteers to engage positively and with confidence in public discussions of issues affecting First Peoples by providing materials and regular updates on programs being run by the First Peoples' Justice Program.              | Review July 2026 | Executive Lead – First Peoples' Justice supported by RAP Working Group Executive Sponsors                       |
|   | Develop a policy position and clarity for employees to engage in events on significant days for First Peoples (such as NAIDOC Week, Indigenous Literacy Week, National Day of Mourning, National Reconciliation Week, Voice Referendum anniversary, etc.). | September 2025   | Head of People and Capability   |
|   | Promote awareness of the option to transfer Australia Day public holiday to another day and facilitate participation in Invasion Day events.   | Each January     | Head of People and Capability   |



## GOVERNANCE

Robust governance is critical to ensure the timely implementation of our actions, ensuring clear accountability and fostering continuous learning and improvement through regular evaluation to drive the enhancement of our practices and outcomes. From our Board through our Executive Leadership Team to the Reconciliation Action Working Group we will align our reconciliation efforts with the broader organisational strategy, including the First Peoples' Justice Strategy, ensuring clear accountability and defined responsibilities. By linking to the First Peoples' Justice Strategy in planning processes, we will embed consideration of reconciliation and First Peoples' issues across teams.

| Action  | Deliverable  | Timeline  | Responsibility                       |
|---|--|---|--------------------------------------|
| 1. First Peoples' participation in the OAU Board.   | Maintain a dedicated position for a First Nations person on the OAU Board and ensure it remains filled.  | Review January 2026 and January 2027  | Chair and Chief Executive            |
|   | Recruit First Nations people to fill vacant Board positions in addition to the dedicated First Nations position.   | Review January 2026 and January 2027  | Chair and Chief Executive            |
| 2. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.  | Review the current Terms of Reference for the RWG and maintain the group.  | February 2026 and February 2027   | Executive sponsor, RAP Working Group |
|   | Meet at least eight times per year to drive and monitor RAP implementation.  | Every six weeks commencing August 2025  | Executive sponsor, RAP Working Group |
|   | Maintain First Peoples' representation on the RWG.   | Review February 2026 and February 2027  | Executive sponsor, RAP Working Group |
| 3. Provide appropriate support for effective implementation of RAP commitments.   | Define resource needs and allocate resources for RAP implementation.   | March 2025  | Executive sponsor, RAP Working Group |
|   | Engage our senior leaders and other staff in the delivery of RAP commitments, utilising Executive Leadership Team meetings and All Hands staff meetings. | Every three months from July 2025   | Executive sponsor, RAP Working Group |
|   | Define and maintain appropriate systems to track, measure and report on RAP commitments.   | February 2025   | Executive sponsor, RAP Working Group |
| 4. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Complete and submit the annual RAP Impact Survey to Reconciliation Australia.  | 30 September, annually  | Executive sponsor, RAP Working Group |
|   | Report RAP progress to all staff, volunteers, senior leaders and Board.  | At ELT meetings – quarterly March, June, September, December, and Board twice yearly in July and December | Executive sponsor, RAP Working Group |
|   | Publicly report our RAP achievements, challenges and learnings, annually.  | Via annual report in November   | Executive sponsor, RAP Working Group |
|   | Participate in Reconciliation Australia's biennial Workplace RAP Barometer.  | July 2026   | Executive sponsor, RAP Working Group |
|   | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.   | March 2027  | Executive sponsor, RAP Working Group |
| 5. Continue our reconciliation journey by developing our next RAP.  | Register via Reconciliation Australia's website to begin developing our next RAP.  | December 2026   | Executive sponsor, RAP Working Group |

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| 6. Embed consideration of First Peoples and reconciliation in the planning processes of teams across the organisation. | All teams to review the First Peoples' Justice Strategy and consider how to include First Peoples in their work. | February 2026 and February 2027                                    | Executive sponsor, RAP Working Group |
|  | Include consideration of First Peoples' Program matters in planning Board agendas for the year.                  | Annual Board workplan development in January 2026 and January 2027 | Board and Company Secretary          |
|  | Deliver a lunch and learn on the RAP and how to apply it to our work.  | April 2025   | Executive sponsor, RAP Working Group |



## ACKNOWLEDGEMENT OF RAP WORKING GROUP AND OTHER CONTRIBUTORS

This RAP was developed by working group members including Emily Wigney, Grace Oakley, Jess Bird, Jimi Peters, Kimberly Goh, Lisa Thorpe, Lucy Brown, MJ Espartinez, Nipuni Bandaranayaka, Renee Haufe, Rimi Dey, Rod Goodbun, Roshini Mohan, Safia, Sarah Freyne, Sarah Madacki and with guidance from the First Peoples' Justice team. There are two members of the working group who identify as First Nations people.

Rod Goodbun, Executive Lead – Public Engagement and Sarah Madacki, Executive Lead – People and Integrity are OAU's designated RAP Champions, in addition to being the Chairs of the RAP Working Group.

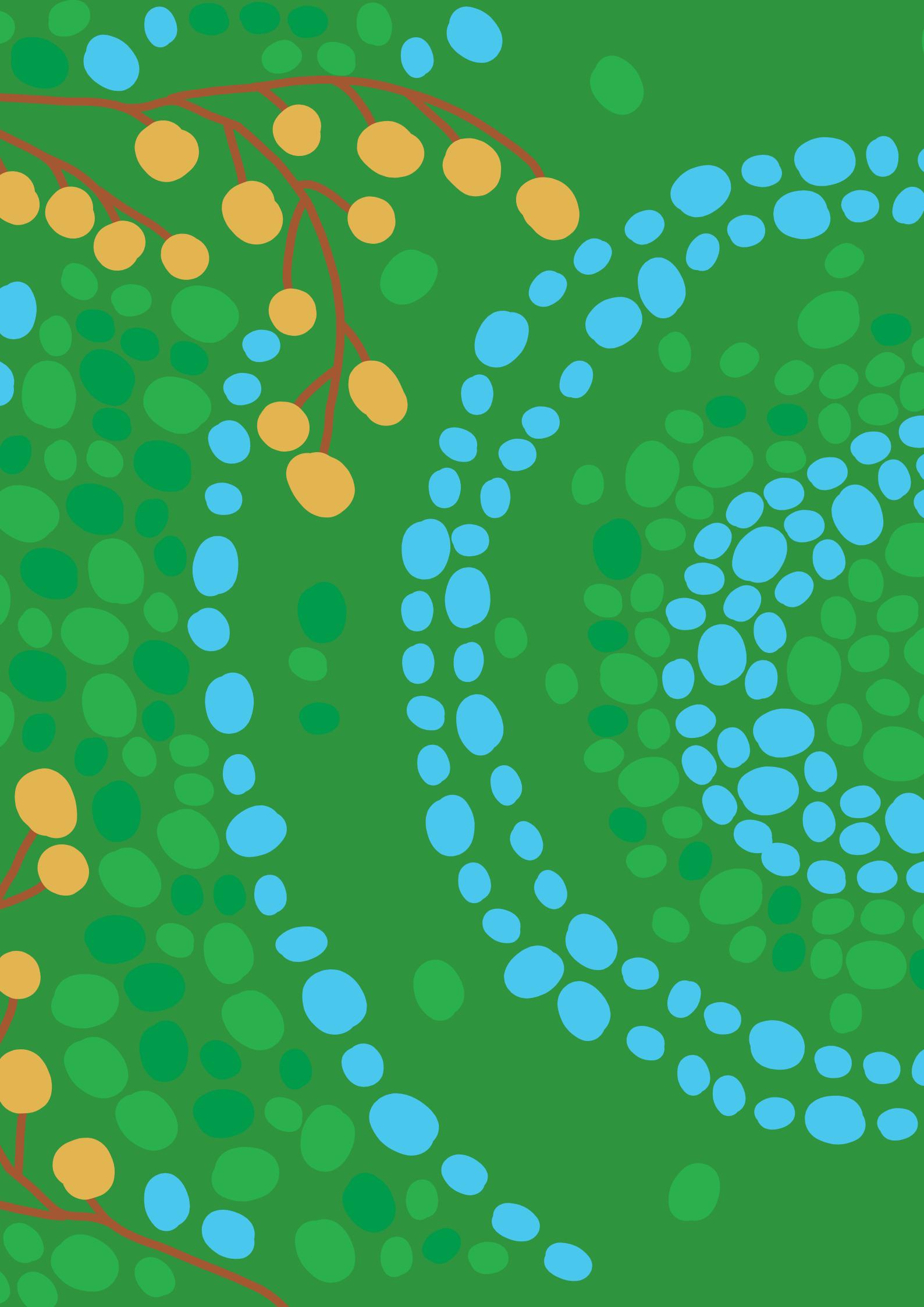
## CONTACT DETAILS

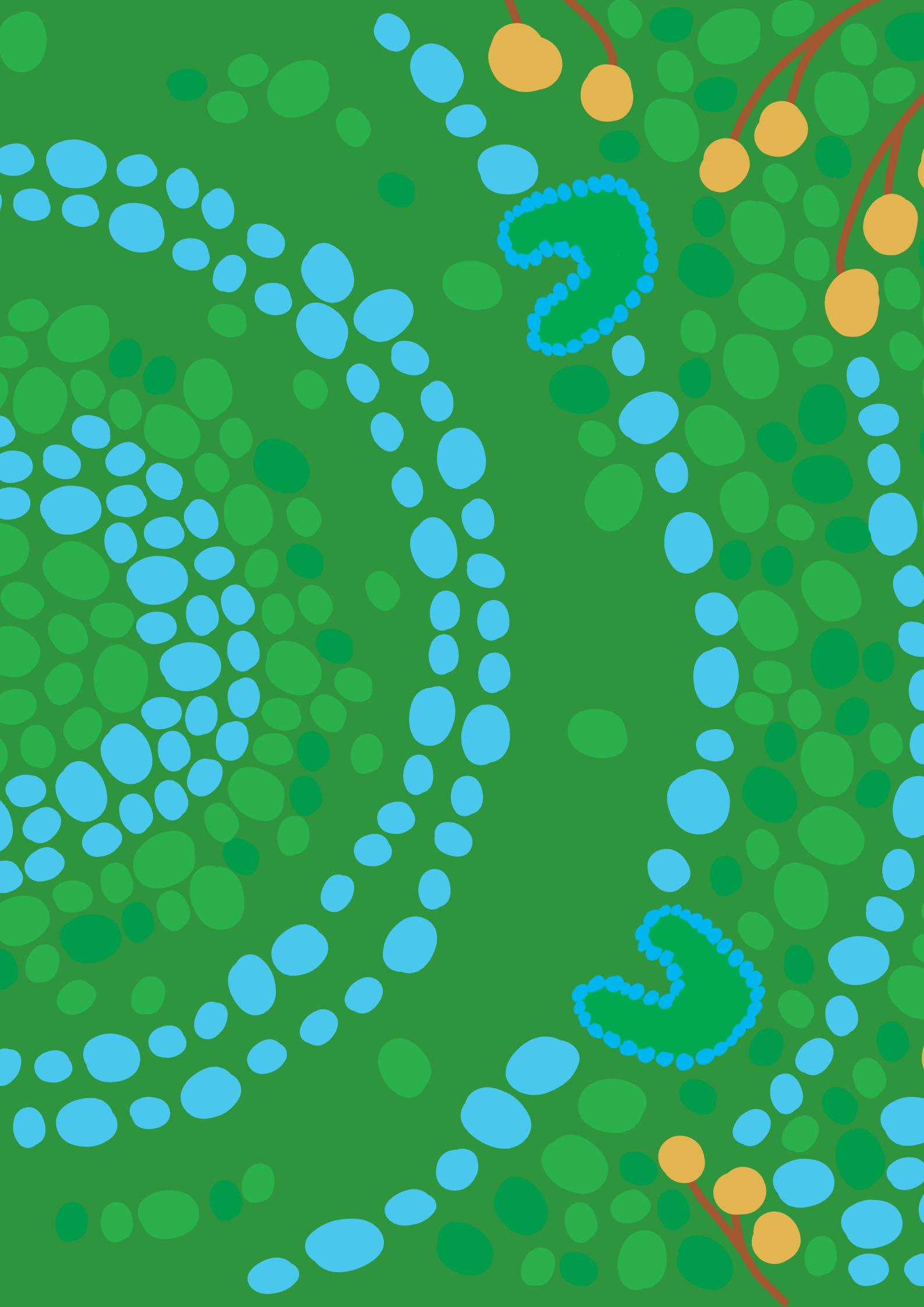
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