



Australian  
Institute of  
**Company  
Directors**

Australian Institute of  
Company Directors (AICD)

**INNOVATE**

# Reconciliation Action Plan

March 2023 – March 2025

# Acknowledgement of Country

**The Australian Institute of Company Directors acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands and waters of Australia. We recognise Aboriginal and Torres Strait Islander peoples' continuing connection to land, water, Country and culture.**

**We acknowledge that we live, work and meet on the lands of Aboriginal and Torres Strait Islander peoples and pay our respects to Elders past and present, including First Nations staff, directors and members of the AICD.**

## **Acknowledging the diversity of Aboriginal and Torres Strait Islander peoples**

AICD's Reconciliation Action Plan (RAP) uses the terms Aboriginal and Torres Strait Islander peoples and First Nations peoples to refer to Aboriginal and/or Torres Strait Islander peoples of Australia. We acknowledge the diversity of Aboriginal and Torres Strait Islander peoples and note that many Aboriginal and Torres Strait Islander people prefer to be known by other cultural names. As part of implementing our RAP, the AICD commits to seek and respect the preferences of our First Nations members and stakeholders.



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**RECONCILIATION  
ACTION PLAN**

**INNOVATE**

# Statement from the CEO of Reconciliation Australia

**Reconciliation Australia commends Australian Institute of Company Directors (AICD) on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).**

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

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. AICD continues to be part of a strong network of more than 2,200 corporate, government and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

Congratulations Australian Institute of Company Directors on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



# Message from the Chair and CEO of AICD

**Australia will be much stronger as a society when we achieve reconciliation with our First Nations peoples.**

Given the AICD's purpose is to strengthen society through world-class governance, we firmly believe we have a role to play in ensuring reconciliation is a central theme in the nation's national governance agenda.

Reconciliation is not just about inequality, disadvantage or 'closing the gap'. There is much to be gained for our entire society by building a deeper appreciation and understanding of the strengths of the world's oldest living culture.

As Australia's largest provider of governance education, the AICD is committed to learning more about First Nations governance practices and considering how we can incorporate them into our education curriculum. This RAP sets out a path for how we can do that.

The AICD is also committed to increasing the relevance and reach of our governance education and services for First Nations members and directors through our First Nations Sector strategy, and to supporting our diverse membership in engaging with reconciliation in the organisations they govern.

Reflecting on the results of the first RAP, it became obvious to the Board and Executive that we fell short in many areas. While good progress has been made, we also didn't do enough to ensure reconciliation is part of the AICD's DNA.

We must and will do better.

We look forward to providing members and stakeholders with progress updates on actions in this RAP.



**John Atkin**

AICD Chair  
RAP Co-Champion



**Mark Rigotti**

AICD Managing  
Director and CEO  
RAP Co-Champion





# About the artwork

## *Wola Malang – Walk Together*

**The AICD commissioned Wonnarua artist Saretta Fielding to update the AICD's original RAP artwork *Ngiyakai Yapung – This Way Together* — to reflect the AICD's journey since our first RAP and our hopes and aspirations for the future.**

Concepts for the artwork were developed following an immersive workshop facilitated by Saretta with members of the AICD's RAP Working Group, senior executives and culture team. The workshop invited AICD staff from across the country to reflect on reconciliation and how AICD can play a meaningful role. This is how *Wola Malang – Walk Together* was born.

*Wola Malang – Walk Together* shares the reconciliation story of the AICD and its commitment to learning from the world's oldest continuing civilisation to enhance Australian systems of governance for the benefit of society. It highlights working together on a journey alongside First Nations people to embed

reconciliation into the DNA of the AICD's community and brings an acknowledgment to all Traditional Custodians across the organisation's national footprint.

Flowing upward from the bottom of the artwork, the visual narrative begins with a representation of the first RAP artwork that reflected the introduction of reconciliation into the business, and the start of a journey of cultural change. The imagery depicts six small gathering circles, each with a traditional symbol for people at its centre, capturing reconciliation progress to date and moving into the AICD expanding RAP vision to influence, educate, engage and lead the director community across six key focus areas.

A large symbol of gathered people is seen at the very centre of the design and together these three connected images bring a threefold meaning. They represent the AICD's One Team Culture — working together in agreement — and reflect the organisation's three core business principles of governance and policy leadership, education and community.

This design is repeated upon the canvas and connected by people symbols, highlighting community, collaboration and relationship along the journey of two-way learning and shared knowledge.

People pathways linking the artwork imagery represent reconciliation DNA flowing throughout the AICD's community, bringing a cultural lens across the business. Elders' symbolism within the pathway and at the very top of the artwork represents education. It acknowledges cultural values and the passing on of age-old cultural teachings to future generations. It signals opportunities to learn together to empower future leaders to embrace reconciliation.

The artwork backdrop of three gathering circles is reflective of tribal groups, acknowledging Traditional Custodians across the nation. It captures the AICD's sphere of influence and the expansion and growth of reconciliation through the ongoing journey as *Wola Malang – Walk Together*.



Artist Saretta Fielding facilitates an art workshop with the RAP Working Group

# Our vision for reconciliation

**We see a reconciled Australia that learns from the world's oldest continuing civilisation and its systems of governance developed over thousands of years. Reconciliation means all Australians and all organisations recognise the fundamental importance of community and Country.**

Reconciliation will bring greater knowledge and understanding of Aboriginal and Torres Strait Islander peoples to the wider community and we envisage a prominent role for First Nations peoples in leadership positions across every sector and at every level of government. This will see more First Nations peoples represented in Australia's boardrooms and there will be a pipeline of emerging First Nations leaders ready to step into these roles.

Reconciliation reinforces the AICD's broad mission to strengthen society through world-class governance and our reconciliation vision is for strong, well-governed organisations

across the Australian economy that listen to, learn from and serve Australia's First Nations peoples and their communities.

To advance this vision, we will work within our sphere of influence to educate, engage and lead the director community in these focus areas:

- Lift Australian director engagement with national reconciliation.
- Build the capability of a community of Aboriginal and Torres Strait Islander leaders.
- Support self-determination in governance for Aboriginal and Torres Strait Islander peoples.

- Representation by Aboriginal and Torres Strait Islander directors.
- Recognition of the value of Aboriginal and Torres Strait Islander peoples' approaches to governance and custodianship.
- Contributing to the national conversation on First Nations self-determination and Treaty.

As Australia's independent and trusted voice of governance, we recognise the role we can play in bringing national reconciliation to the broad and diverse range of organisations that our members lead throughout the nation.







# Our business

**Australian Institute of Company Directors (AICD) is committed to strengthening society through world-class governance.**

We seek to achieve this through our core business of:

- **Governance leadership and policy** — as the trusted voice of good governance driving positive change in policy and practice;
- **Education and development** — giving members confidence in their lifelong journey as governance leaders; and
- **Community** — offering our members a network of peers that reinforces and extends their practice of good governance.

Our membership of almost 50,000 — the largest director institute, by member number, in the world — is drawn from directors and governance leaders across the nation and includes listed companies, private businesses, government entities, charities and not-for-profits.

The AICD has more than 305 staff employed nationwide, with three employees identifying as Aboriginal and/or Torres Strait Islander people at November 2022.

We operate across Australia and internationally. Our national office and NSW member lounge is on the lands of the Gadigal people of the Eora Nation in Sydney's central business district. We have offices and member lounges in Melbourne (on Wurundjeri land), Brisbane (on Turrbal and Jagera land), Canberra (on Ngunnawal land), Perth (on Whadjuk land), Adelaide (on Kaurana land), Hobart (on Muwinina land) and Darwin (on Larrakia land).

We support the professional development and governance capabilities of our membership through governance education courses and events, contribution to national governance policy and debate, and through resources and tools that support good governance practice.

In Australia, our education courses, events and advisory services are run around the country from AICD offices,

other city and regional locations and via virtual programs. Internationally, AICD has over 1,500 members and has run events in locations including Fiji, Papua New Guinea, Dubai and Singapore.

We engage with Aboriginal and Torres Strait Islander peoples, members and clients through AICD events, education programs, scholarships, communication channels and as stakeholders. We deliver governance training to Aboriginal and Torres Strait Islander organisations through in-house programs, via AICD's *Foundations of Directorship (Indigenous Organisations)* and AICD's *Company Directors Course (Indigenous Business Leaders)* programs.

The AICD's data on First Nations membership is currently incomplete. We introduced the option for new members to identify as Aboriginal and/or Torres Strait Islander people as an initiative under our inaugural Innovate RAP in July 2019. There has been a steady increase in First Nations members recorded in that time, with First Nations members accounting for 1.7 per cent of all new members in the 12 months to May 2022.

The AICD is governed by a national Board comprised of six Divisional Directors (drawn from AICD state and territory Division Councils), the Managing Director & CEO and up to four National Directors, appointed by the Board.

AICD Division Councils provide advice to AICD's national Board and AICD management. Three Division Councils (Victoria, SA/Northern Territory and Queensland) have First Nations directors represented on Council.



## OUR PURPOSE

To strengthen society through world-class governance.

## OUR MISSION

To be the independent and trusted voice of governance, building the capability of a community of leaders for the benefit of society.

## OUR VALUES

Our values — the pillars that support our One Team culture — are evident in our day-to-day practices, rituals and aspirations. They are visible in all relationships and grounded in commitment to our shared purpose and mission.



### Accountability

**Independent and trusted**

To retain the community's trust, we strive to act ethically and responsibly and in the interests of our members.



### Excellence

**Building capability**

To set the benchmark for governance insight and education, our focus is on the fundamental challenges and emerging issues confronting our membership.



### Respect

**The voice of governance**

To appreciate and respect different perspectives, we listen actively and communicate openly, genuinely engaging to canvas for the best option.



### Collaboration

**A community of leaders**

To benefit society, we work together to address the diverse needs of our community. No individual can capture that diversity and knowledge, and we collaborate to share what we know.

# Our reconciliation journey

**1990**

AICD was established following the merger of the Institute of Directors in Australia and the Company Directors Association of Australia.

**1995**

The first iteration of the AICD's flagship education program, the *Company Directors Course*, was run.

**2006**

The *Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act)* was passed and commenced operation in 2007. Over 2,500 Indigenous organisations were registered under the CATSI Act. Since then, many organisations have been registered under different acts to the CATSI Act.

**2008**

With financial support of, and in conjunction with, Indigenous Business Australia, the AICD developed a specific training program designed for medium to large Aboriginal and Torres Strait Islander organisations called the *Indigenous Governance Program*.

**2009**

AICD launched the first *Company Directors Course* for Indigenous Business Leaders in partnership with the Commonwealth Department of Education, Employment and Workplace Relations (DEEWR).

**2014**

- WA Division of AICD offered 26 partial scholarships for the *Company Directors Course* for Indigenous Business Leaders.
- AICD ran 62 in-house programs for Aboriginal and Torres Strait Islander organisations.

**2016**

AICD committed to developing a Reconciliation Action Plan (RAP).

**2017**

The AICD announced its inaugural Innovate RAP at the Parrtjima Festival in Alice Springs.

**2018**

- The AICD celebrated NAIDOC week with video interviews with leading First Nations women directors on the theme "Because of her, we can!". Viewed over 30,000 times, the videos were also shared by Chief Executive Women, KPMG and NITV as part of their NAIDOC week activities.
- The AICD commenced a review of its *Indigenous Governance Program* course, with First Nations stakeholders advising.
- The AICD partnered with the Indigenous Governance Institute on Indigenous Governance Awards.







## 2020

- The AICD expanded scholarship partnerships for First Nations directors, collaborating with Developing East Arnhem Limited and the NT Government to deliver programs to Yolŋu leaders (repeated in 2021); with the NT government to deliver scholarships for First Nations Directors in Darwin and Alice Springs.
- The AICD's *Aspiring Indigenous Directors* pilot program launched in Brisbane, a 10-month pilot program in partnership with The Australian Indigenous Governance Institute, Griffith University and Queensland Tourism Industry Council.
- The AICD contributed to the first phase of the CATSI Act Review as a member of the National Indigenous Australians Agency's (NIAA) CATSI Act Review Stakeholder Reference Group.

## 2019

- In partnership with Perpetual Trustees, and scholarship funding from The Norman H Johns Trust and E B Myer Charity Fund, a tailored *Company Directors Course* scholarship program commenced as a pilot in Western Australia.
- A new cultural awareness training program was implemented, developed by First Nations firm Arilla, for all AICD staff.
- The AICD's *Indigenous Governance Program* course replaced by *Foundations of Directorships (Indigenous Organisations)* following review.
- Supported the Central Australia Aboriginal Leadership & Governance Forum.
- In partnership with the Northern Territory Government, 55 scholarships provided to First Nations directors for governance training.
- The AICD launched new education resources on the CATSI Act.

## 2022

- The AICD employed a dedicated Sector Lead — First Nations to lift the AICD's connections with First Nations directors and leaders, as well as growing awareness of First Nations concepts of governance. The AICD commenced work on a new Innovate RAP, including consultations with First Nations members and stakeholders, Division Councils and the AICD Board.
- The AICD appointed two external First Nations members to its RAP working group.
- The AICD delegation attended GARMA festival.
- The AICD formally announced its support for the Uluru Statement from the Heart.

## 2021

- The AICD commissioned First Nation's firm IPS Management Consultants to conduct an external review of its inaugural RAP.
- The AICD launched *Elevating the Stakeholder Voice in the Boardroom*, a contemporary governance resource including a focus on engagement with Traditional Owners and Aboriginal and Torres Strait Islander peoples and engagement with First Nations stakeholders.



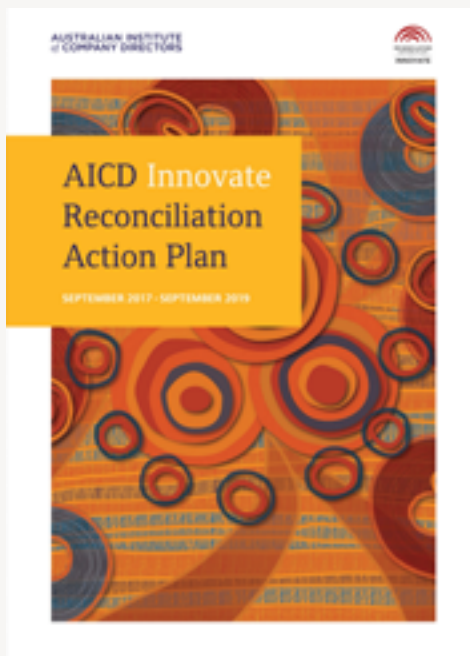
# Our reconciliation journey

**The AICD started its formal reconciliation journey in 2017 with the launch of its first Innovate RAP. We recognise that our first RAP laid important foundations for the AICD's ongoing commitment to reconciliation.**

As an organisation committed to education and professional development, we also recognise that we have a lot to learn.

Some of the progress we have made since our first RAP includes:

- Introducing cultural awareness training for all AICD staff with First Nations firm Arilla.
- Lifting the visibility of the voices and perspectives of First Nations directors and members in our flagship member communications, including *Company Director* magazine.
- Contributing to the review of the CATSI Act and associated regulations.
- Implementing clear protocols for Welcome to Country and Acknowledgement of Country across all of the AICD's events and programs.
- Establishing and expanding funding to support scholarships and partnerships with First Nations organisations and directors.
- Engagement of First Nations directors within our national Divisional Council structure.
- Establishing a new senior position, Sector Lead — First Nations, to increase our engagement on First Nations governance.



## The examples below demonstrate initiatives progressed as part of AICD's first Reconciliation Action Plan.



### Indigenous Governance Program

In 2020, the AICD launched a refreshed version of the *Foundations of Directorship* course reviewed with input from First Nations directors and stakeholders. The program has run in public formats and in partnership with the NT Government and Developing East Arnhem Limited to Yolŋu leaders on Country.



### First Nations Leader Scholarships

Building on our existing program of education scholarships for NFP directors, the AICD has increased its investment in scholarships for First Nations directors and aspiring directors. In-person and virtual programs have been run, along with co-funded partnerships with Perpetual and state and territory governments.



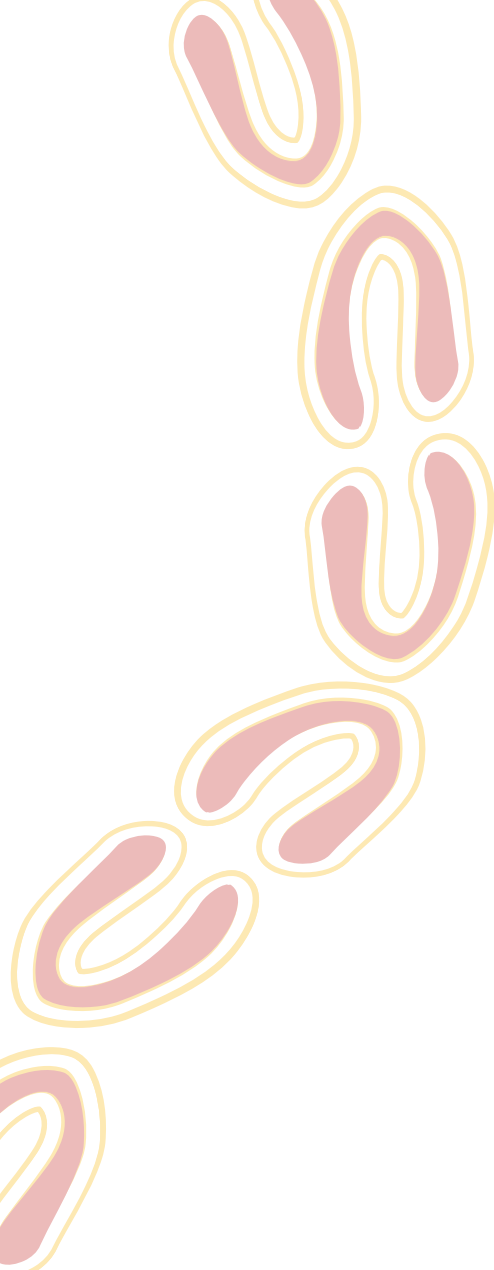
### Aspiring Directors Program (QLD)

The AICD's Queensland Division piloted the Aspiring Indigenous Directors Program in 2020. The 10-month program include AICD's *Foundations of Directorship* course, peer mentoring, finding board position workshops and guest speaker programs. The AICD is working to extend the program from this successful pilot.



### Profile and education for members

Through AICD's highly regarded *Company Director* magazine, our Annual Governance Summit and other member events and channels, the AICD lifted the coverage of reconciliation issues and profiles and perspectives from First Nations directors, stakeholders and governance experts.



Following the completion of the AICD's first Reconciliation Action Plan (Plan) in 2017–2019 the AICD engaged Indigenous Consulting firm IPS Management to conduct a review of the RAP and our progress against it.

IPS Management's review of our first RAP was a significant step, requiring reflection and challenging conversations. We recognised that the AICD has made progress in RAP deliverables, including lifting the profile and recognition of First Nations directors and reconciliation with members, expanding our policy voice to the CATSI Act, introducing consistent cultural protocols and engaging and training our staff.

The review report made 32 recommendations, including that the AICD develop a second Innovate RAP with leadership input from the (then established) Sector Lead — First Nations and First Nations members, and clearer Executive oversight and accountability.

The review also highlighted areas where the organisation had fallen short of its aspirations, in some instances by a significant margin.

These areas included the employment and procurement strategies, and in building impactful partnerships with First Nations stakeholders. In addition, when COVID hit, RAP deliverables and renewal was not prioritised.

For example, despite the AICD joining Supply Nation and conducting a thorough review of how we could increase procurement with First Nations suppliers, there was no measurable shift in the actual number of First Nations suppliers used. While the AICD has introduced cultural awareness training for all staff, we had not focused on lifting cultural competency as an ongoing priority. The AICD's ambition to build strategic partnerships had not led to substantial new initiatives outside specific governance education programs.

With the organisation beginning its recovery from COVID impacts last financial year, it provided us with the time and resources to consider our role in reconciliation and commence the process of building our next Innovate RAP. We needed to ask ourselves difficult questions and have challenging conversations on where our first RAP fell short.

Critical to this process was more meaningful discussions with First Nations stakeholders, including Division Councillors, senior directors and leading organisations.

What we heard through these discussions, was that while the AICD had made progress as an organisation since the first RAP, many of the deliverables had not been embedded throughout the organisation. The AICD's cultural competency was a significant focus, with clear areas for improvement.





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A significant milestone in AICD's increasing maturity on First Nations issues was the appointment of our Sector Lead — First Nations, Justin Agale in January 2022. Justin's role is to lift the AICD's connections with First Nations directors and leaders, as well as growing awareness of First Nations concepts of governance.

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The Board endorsed the IPS review recommendations in November 2021 and committed the AICD to advancing reconciliation as an organisational, and national governance, priority. The AICD Chair was appointed RAP Co-Champion, with the MD & CEO, to support AICD's focus and commitment.

**AICD Chair John Atkin FAICD spoke to this commitment at the AICD's Annual Governance Summit in March 2022:**

“

We are interested in the governance of our society and it's entirely appropriate we have a focus on the values of the society we live in as we work towards achieving reconciliation. We will be far stronger as a society when we achieve reconciliation with our First Nations people. We must go about that task with humility and respect for each other and the communities in which we work.

## Our RAP

**Our RAP reflects the AICD's commitment to learning from the world's oldest continuing civilisation, alongside a First Nations community of leaders, to enhance Australian systems of governance for the benefit of society.**

This RAP also reflects our reality that while many advancements have been made since our first RAP in 2017, there were many areas where we fell short of our ambition. As a result, some of the commitments in this RAP are very similar to commitments we made previously. That isn't to say we didn't make any progress in these areas, but it does reflect our view that these areas must be improved and strengthened.

It aims to lift the AICD's impact within our sphere of influence and accelerate sustainable change, including:

- A strong First Nations voice in RAP development and implementation, respecting self-determination;
- Improved governance, resourcing, and Executive accountability; and
- Objectives that align with the AICD's mission and drive impact in our sphere of influence.

A refreshed RAP Working Group was formed with cross-AICD membership (operationally and geographically) co-chaired by the AICD's Sector Lead — First Nations and the Head of Public Affairs. Roundtables with First Nations members and stakeholders and Division Council informed AICD's refreshed Reconciliation Vision, approved by the Board in June 2022. AICD's reconciliation priorities and the opportunity to make a positive contribution to national reconciliation were also informed by discussion with key member advisory committees, including the AICD's ASX Chairs' Forum, NFP Chairs' Forum and Corporate Governance Committee, and consultation with the AICD's state and territory Division Councils.

Development of RAP initiatives was informed by workshops across the organisation. This work was supported by all-staff sessions on reconciliation and perspectives of First Nations members and stakeholders. Importantly, while the AICD's Sector Lead — First Nations provides leadership and strategic input to the RAP Working Group, he is not accountable for the AICD's reconciliation journey.

The AICD's RAP Working Group has formed in two phases. A larger development working group, which ran from March – October 2022 was responsible for drafting the RAP. A permanent ongoing Working Group was established in November 2022 with responsibility for the implementation and oversight of the AICD's Innovate RAP.

For the first time, our RAP Working Group includes external Aboriginal and Torres Strait Islander Member Advisers. A national expression of interest invitation was extended to First Nations members, with two members commencing RAP Working Group roles in July 2022.





While focus will be applied to each of the deliverables outlined in our RAP, we believe there are six key areas, which — if implemented effectively over the period of this RAP — will make a substantial difference in who we are as an organisation. These six focus areas are:

1. Uplifting cultural capability
2. Ensuring an inclusive and diverse workplace
3. Increasing engagement with First Nations stakeholders
4. Completing a cultural audit of our products and services
5. Extending the First Nations director pipeline
6. Strengthening our education portfolio through incorporating First Nations concepts of governance

| Members of RAP Working Group                                       | RAP Working Group Role   |
|--|--|
| Justin Agale   Sector Lead — First Nations                         | Co-Chair   |
| Matt Pritchard   Head of Public Affairs                            | Co-Chair ( <i>RAP Project Owner</i> )                                |
| Bianca Graham   External First Nations Member                      | Member   |
| Nathaneal Edwards   External First Nations Member                  | Member   |
| Mark Rigotti   Managing Director & CEO                             | Member ( <i>RAP Co-Champion; Project Steering Committee member</i> ) |
| Pauline Rogers   Assessment and Education Operations Manager       | Member   |
| Debbie Reeves   State Manager Northern Territory                   | Member   |
| Ivan Ah Sam   Head of Content & Communications                     | Member   |
| Kate McManus   National Team Leader Development                    | Member   |
| Kim Noble   Procurement Manager                                    | Member   |
| Matthew Johnson   Chief People Officer                             | Member ( <i>RAP Project Steering Committee member</i> )              |
| Boipelo Besele   Board Diversity Executive                         | RAP Working Group Secretariat  |
| Mah Rad   RAP Project Manager                                      | Member ( <i>RAP Project Steering Committee member</i> )              |
| Nina Boulatouf   RAP Change Manager                                | Member   |
| Louise Petschler   General Manager Education and Policy Leadership | Member   |



# Relationships

**Respectful and genuine relationships enable us to learn from each other.**

Our business is built on the sharing of knowledge through relationships, partnerships and trust. Authentic relationships with Aboriginal and Torres Strait Islander communities, members and clients will be critical to the two-way listening and learning that underpins our reconciliation efforts.

| ACTION   | DELIVERABLE  | TIMELINE | RESPONSIBILITY              |
|--|--|----------|-----------------------------|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | <b>1.1</b> Set a clear 'tone from the top' to guide AICD's engagement with Aboriginal and Torres Strait Islander stakeholders, through leadership commitment and investment: |          |                             |
|  | a. Implement a Chair and MD & CEO 'listen & learn' program with First Nations members and stakeholders;  | Dec 23   | a) AICD Chair               |
|  | b. Include RAP progress as a standing item on the AICD Board agenda;   | Mar 23   | b) Company Secretary        |
|  | c. Executive Committee members accountable for RAP in individual Key Results;  | Jul 23   | c) MD & CEO                 |
|  | d. Include role for AICD State and Territory Division Councils in engagement with relevant state and territory First Nations stakeholders.                                   | Jun 24   | d) AICD State Manager       |
|  | <b>1.2</b> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.                         | Jun 23   | RAP Working Group Co-Chairs |
|  | <b>1.3</b> Review and strengthen engagement plans to work with Aboriginal and Torres Strait Islander stakeholders and organisations:   |          |                             |
|  | a. In developing and implementing the AICD's First Nations sector strategies;  | Jun 23   | Sector Lead — First Nations |
|  | b. To improve access to the AICD governance education and member services for First Nations members and directors;   | Jun 24   | GM Members & Clients        |
|  | c. To inform and engage members on the AICD's commitment to reconciliation.  | Jun 23   | Head of Communications      |



| ACTION  | DELIVERABLE   | TIMELINE              | RESPONSIBILITY              |
|---|---|-----------------------|-----------------------------|
|   | <b>1.4</b> Establish a First Nations Governance forum as a formal advisory committee (on par with the AICD's ASX Chairs' Forum and Corporate Governance Committee). | Nov 23                | Sector Lead — First Nations |
|   | <b>1.5</b> Develop a partnership with the Australian Indigenous Governance Institute as part of the AICD's First Nations Sector strategy.                           | Sep 24                | Sector Lead — First Nations |
| <b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b> | <b>2.1</b> Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to all AICD staff, Division Councils and Board. | May 23, 24            | Head of Communications      |
|   | <b>2.2</b> RAP Working Group members participate in an external NRW Week event.   | 27 May - 3 Jun 23, 24 | RAP WG Co-Chairs            |
|   | <b>2.3</b> Encourage and support all AICD staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.                    | 27 May - 3 Jun 23, 24 | Chief People Officer        |
|   | <b>2.4</b> Develop an internal program for National Reconciliation Week, including at least one all-staff NRW event.  | 27 May - 3 Jun 23, 24 | Chief People Officer        |
|   | <b>2.5</b> Promote Reconciliation Australia's NRW resources and reconciliation materials to the AICD's membership.  | May 23, 24            | Head of Communications      |
|   | <b>2.6</b> Host at least one NRW event for members annually.  | 27 May - 3 Jun 23, 24 | National Events Manager     |
|   | <b>2.7</b> Register all our NRW events on Reconciliation Australia's NRW website.   | May 23, 24            | RAP WG Secretariat          |
| <b>3. Promote reconciliation through our sphere of influence.</b>                     | <b>3.1</b> Develop and implement a staff engagement strategy to raise awareness of reconciliation and the AICD's RAP.   | Apr 23                | Chief People Officer        |

| ACTION | DELIVERABLE   | TIMELINE | RESPONSIBILITY            |
|--------|---|----------|---------------------------|
|        | <b>3.2</b> Communicate the AICD's commitment to reconciliation publicly, by:  |          |                           |
|        | a) Featuring AICD's commitment to reconciliation in member communications;  | Jun 23   | Head of Communications    |
|        | b) Promoting AICD's commitment at AICD courses and significant member events;   | Dec 23   | GM Members & Clients      |
|        | c) Communicating with key governance, media and government stakeholders.  | Jun 23   | Head of Public Affairs    |
|        | <b>3.3</b> Explore opportunities to positively influence external stakeholders to drive reconciliation outcomes.  | Dec 23   | Head of Public Affairs    |
|        | <b>3.4</b> Collaborate with RAP organisations and other like-minded organisations, including Reconciliation Australia, to develop innovative ways to advance reconciliation, including resources, engagement and education opportunities with AICD members. | Sep 24   | RAP WG Co-Chairs          |
|        | <b>3.5</b> Through dialogue and engagement with First Nations members, stakeholders and experts, deepen the AICD Board and Executive Committee's understanding of the Uluru Statement from the Heart and its call for Voice, Treaty and Truth telling.      | Aug 23   | AICD Chair                |
|        | <b>3.6</b> Contribute to the aims of the Uluru Statement from the Heart in our sphere of influence, through:  |          |                           |
|        | a) Collaborating with First Nations stakeholders and like-minded RAP organisations to support the aims of the Uluru Statement from the Heart;   | Apr 23   | a) Head of Public Affairs |
|        | b) Engaging with the AICD's membership on the Uluru Statement from the Heart; and   | Apr 23   | b) Head of Communications |
|        | c) Contributing to Australian directors' understanding of the Uluru Statement from the Heart as a national governance issue.  | Jun 23   | c) Head of Policy         |
|        | <b>3.7</b> Include items that advance the AICD's work on First Nations governance and reconciliation on committee agendas.  | Jun 23   | Head of Policy            |

| ACTION   | DELIVERABLE  | TIMELINE | RESPONSIBILITY                     |
|--|--|----------|------------------------------------|
| 4. Promote positive race relations through anti-discrimination strategies. | 4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.   | Sep 23   | Chief People Officer               |
|  | 4.2 Develop, implement and communicate an anti-discrimination policy extending on the AICD's Staff Code of Conduct and Working with Dignity policies.                                      | Dec 23   | Chief People Officer               |
|  | 4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisers to consult on the AICD's anti-discrimination policy.                     | Jun 23   | Chief People Officer               |
|  | 4.4 Educate the AICD's senior leaders and Board on the effects of racism and develop a strategy to set and reinforce expectations of the AICD leadership on culture, inclusion and safety. | Jul 24   | MD & CEO /<br>Chief People Officer |



# Respect

We are committed to creating a welcoming and inclusive environment for First Nations members and stakeholders, respecting and acknowledging culture and Country. A culturally aware workforce and acknowledgement of the unique histories, systems, protocols and knowledge of First Nations peoples is foundational to reconciliation.

| ACTION   | DELIVERABLE  | TIMELINE | RESPONSIBILITY   |
|--|--|----------|--|
| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | 5.1 Conduct a review of cultural learning needs within our organisation.   | Dec 23   | Chief People Officer   |
|  | 5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisers to inform our cultural learning strategy.   | Jun 23   | Chief People Officer   |
|  | 5.3 Evaluate and strengthen the ongoing cultural learning strategy for AICD staff and Faculty to significantly lift cultural competency, including structured learning, cultural experiences and engagement, delivered with Aboriginal and Torres Strait Islander organisations. | Dec 24   | Chief People Officer   |
|  | 5.4 Develop a cultural learning program for the AICD Board.  | Jul 24   | AICD Chair   |
|  | 5.5 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.   | Dec 24   | Chief People Officer   |
|  | 5.6 Feature First Nations voices on culture and insights in AICD's member communications.  | Jun 23   | Head of Communications   |
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.   | 6.1 Implement measures to lift the understanding of AICD staff, Division Councils and Faculty of the purpose and significance of cultural protocols.   | Dec 23   | RWG Co-Chairs  |
|  | 6.2 Refresh, implement and communicate a cultural protocol document, setting protocols for Acknowledgement of Country at AICD events and meetings and Welcome to Country ceremonies at all significant staff and member events.  | Dec 23   | Chief People Officer (internal)<br>GM Member & Clients (member events) |



| ACTION  | DELIVERABLE  | TIMELINE   | RESPONSIBILITY          |
|---|--|------------|-------------------------|
|   | <b>6.3</b> Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate protocol at all significant member and staff events.   | Jun 23     | National Events Manager |
| <b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>        | <b>7.1</b> RAP Working Group to participate in an external NAIDOC Week event.  | Jul 23, 24 | RWG Co-Chairs           |
|   | <b>7.2</b> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week activities.  | Apr 23     | Chief People Officer    |
|   | <b>7.3</b> Promote and encourage participation in external NAIDOC events to all staff, including senior leadership.  | Jul 23, 24 | Chief People Officer    |
|   | <b>7.4</b> Promote NAIDOC Week engagement and participation to members through the AICD's member communication channels.   | Jul 23, 24 | RWG Co-Chairs           |
| <b>8. Create a welcoming and respectful environment for Aboriginal and Torres Strait Islander members and stakeholders.</b> | <b>8.1</b> Commission a cultural audit of the AICD's education programs and delivery, membership services and communications to ensure these are appropriate to, and reflect, the needs of Aboriginal and Torres Strait Islander peoples.  | Dec 23     | Product Managers        |
|   | <b>8.2</b> Review the AICD IP framework to ensure that the lived experience or cultural governance shared by Aboriginal or Torres Strait Islander consultants, suppliers and Faculty remains the individual's intellectual property, supported by clear terms and contract training for staff. | Dec 23     | General Counsel         |
|   | <b>8.3</b> In consultation with local Traditional Owners, display Acknowledgement of Country at all AICD premises.   | Dec 24     | Chief Financial Officer |
|   | <b>8.4</b> Continue to build the AICD's policy expertise and contribution on governance regulations impacting Aboriginal and Torres Strait Islander organisations (e.g. CATSI Act), in partnership with relevant stakeholders and First Nations members.                                       | Dec 23     | Head of Policy          |



# Opportunities

We are committed to two-way learning with Aboriginal and Torres Strait Islander members and stakeholders to help inform the development of a uniquely Australian model of governance for the benefit of society. We recognise the reach and influence we can have through our governance leadership role, and through our 50,000 members.

| ACTION  | DELIVERABLE   | TIMELINE | RESPONSIBILITY             |
|---|---|----------|----------------------------|
| 9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | 9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.                 | Jun 23   | Chief People Officer       |
|   | 9.2 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.                         | Jun 23   | Chief People Officer       |
|   | 9.3 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.                               | Dec 24   | Chief People Officer       |
|   | 9.4 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy to employ and retain First Nations staff. | Dec 24   | Chief People Officer       |
|   | 9.5 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.  | Dec 23   | Chief People Officer       |
|   | 9.6 Recruit and engage Aboriginal and Torres Strait Islander Faculty to deliver the AICD's governance education programs.   | Jun 24   | Head of Education Delivery |
|   | 9.7 Appoint a First Nations director to the AICD Board.   | Nov 23   | AICD Board                 |
| 10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.                 | 10.1 Review the AICD's Procurement and Vendor Management Policy to support procurement opportunities with Aboriginal and Torres Strait Islander suppliers.                | Dec 23   | Procurement Manager        |
|   | 10.2 Maintain and leverage Supply Nation membership, with promotion and training for staff.   | Jun 23   | Procurement Manager        |

| ACTION  | DELIVERABLE  | TIMELINE | RESPONSIBILITY                |
|---|--|----------|-------------------------------|
|   | <b>10.3</b> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.                        | Jun 24   | RWG Co-Chairs                 |
|   | <b>10.4</b> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.                  | Dec 23   | Procurement Manager           |
|   | <b>10.5</b> Develop commercial relationships with First Nations businesses and suppliers.  | Dec 24   | Procurement Manager           |
| <b>11. Learn from First Nations governance and stewardship practices to inform Australian governance.</b>         | <b>11.1</b> Collaborate with First Nations stakeholders on initiatives to learn from Aboriginal and Torres Strait Islander organisational and cultural governance practices.   | Dec 23   | Sector Lead — First Nations   |
|   | <b>11.2</b> Incorporate insights and references to Aboriginal and Torres Strait Islander peoples' organisational and cultural governance practices into the AICD's curriculum. | Dec 24   | Head of Education Development |
| <b>12. Increase participation by Aboriginal and Torres Strait Islander peoples in board and governance roles.</b> | <b>12.1</b> Develop and implement measures to assess the number of the AICD's First Nations members.   | Jun 24   | GM Members & Clients          |
|   | <b>12.2</b> Continue to feature Aboriginal and Torres Strait Islander directors in the AICD content to raise the profile of governance leadership.                             | Jun 23   | Head of Communications        |
|   | <b>12.3</b> Extend the AICD's board diversity program to consider the representation of Aboriginal and Torres Strait Islander directors on Australian boards.                  | Jul 24   | Board Diversity Manager       |
|   | <b>12.4</b> Pilot director mentoring and community of practice opportunities for Aboriginal and Torres Strait Islander directors to support peer learning and networks.        | Dec 24   | GM Members & Clients          |
|   | <b>12.5</b> Maintain the AICD's scholarship program for First Nations directors and explore partnership opportunities to expand access to governance education.                | Jul 24   | Sector Lead — First Nations   |

| ACTION  | DELIVERABLE   | TIMELINE                  | RESPONSIBILITY     |
|---|---|---------------------------|--------------------|
| 13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP. | 13.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG, including leadership input from the AICD's Sector Lead – First Nations and input from First Nations members. | Review Jan 24             | RAP WG Co-Chairs   |
|   | 13.2 Establish and apply a Terms of Reference for the RWG, incorporating the recommendations from the review of the AICD's first Innovate RAP.  | Mar 23                    | RAP WG Co-Chairs   |
|   | 13.3 Meet at least four times per year to drive and monitor RAP implementation.   | Feb, Jun, Oct, Dec 23, 24 | RAP WG Secretariat |
| 14. Provide appropriate support for effective implementation of RAP commitments.                | 14.1 Define resource needs for RAP implementation.  | Apr 23                    | RAP WG Co-Chairs   |
|   | 14.2 Continue to engage the AICD senior leaders and other staff in the delivery of RAP commitments and embed RAP in Objectives & Key Results for AICD staff and Executive Committee.        | Review Jan 24             | MD & CEO           |
|   | 14.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.   | Jun 23                    | RAP WG Co-Chairs   |
|   | 14.4 Maintain AICD Chair and MD & CEO as Co-Champions of the RAP.   | Review Jan 23             | AICD Board         |



| ACTION  | DELIVERABLE  | TIMELINE                   | RESPONSIBILITY         |
|---|--|----------------------------|------------------------|
| 15. Build accountability and transparency through reporting RAP achievements, challenges and learnings. | 15.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | Jun 23, 24 and annually    | RAP WG Secretariat     |
|   | 15.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.   | 1 Aug 23, 24 and annually  | RAP WG Secretariat     |
|   | 15.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  | 30 Sep 23, 24 and annually | RAP WG Secretariat     |
|   | 15.4 Report RAP progress to all staff and senior leaders quarterly, and include RAP sessions at all-staff AICD forums aligned to the cultural learning strategy.             | Mar, Jun, Sep, Dec 23, 24  | RAP WG Co-Chairs       |
|   | 15.5 Continue to publicly report our RAP achievements, challenges and learnings, annually.   | Nov 23, 24                 | Head of Communications |
|   | 15.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.   | Mar 24                     | RAP WG Secretariat     |
|   | 15.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.  | Mar 25                     | RAP WG Co-Chairs       |
| 16. Continue our reconciliation journey by developing our next RAP.                                     | 16.1 Register via Reconciliation Australia's website to begin developing our next RAP.   | Dec 24                     | RAP WG Secretariat     |





## Contact

For public enquiries about  
our RAP please contact:

**Matt Pritchard**

Head of Public Affairs  
(RAP Working Group Co-Chair)

**P** 02 8248 6624

**E** [mpritchard@aicd.com.au](mailto:mpritchard@aicd.com.au)



