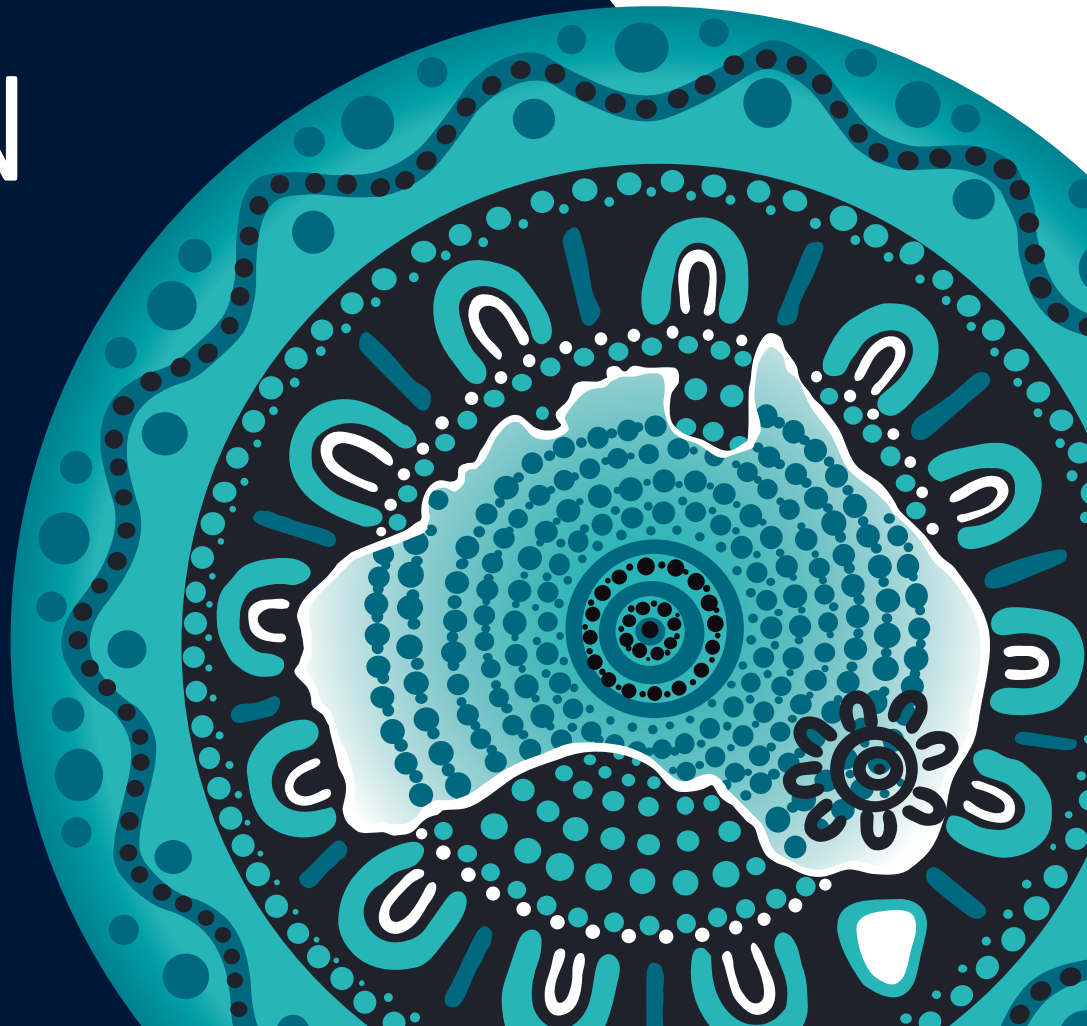
SPORT INTEGRITY AUSTRALIA

RECONCILIATION ACTION PLAN
REFLECT

REFLECT RECONCILIATION ACTION PLAN

August 2026 – February 2028



ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, Sport Integrity Australia acknowledges the Traditional Owners of Country throughout Australia and their deep and enduring connections to land, waters, skies, and communities. We pay our respects to Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We recognise the privilege of not only working, but playing, training, and celebrating sport on lands that have been cared for by First Nations peoples for tens of thousands of years. These lands are more than playing fields – they are places of cultural significance, history and unbroken connection. We honour the rich sporting traditions that existed long before colonisation and continue today.

We celebrate the power of sport to bring people together, promote reconciliation, and help build a more inclusive and just future, and we recognise the outstanding contribution Aboriginal and Torres Strait Islander peoples make to sport in Australia.

TABLE OF CONTENTS

Acknowledgement of Country 2
Foreword from our Chief Executive Officer 4
A message from the CEO, Reconciliation Australia 6
Message from our Culture and Safety Advisor 7
About our artist and artwork 9
Sport as a platform for reconciliation 12
Our values 13
Our RAP vision 14
Our purpose 16
Multifaceted role 16
Culture and safety 17
Collaborative approach 17
Our people 18
Our reconciliation journey so far 19
Partnerships 19
Internal activities/initiatives 20
Reflect RAP deliverables 22
Relationships 22
Respect 24
Opportunities 25
Governance 26



FOREWORD FROM OUR CHIEF EXECUTIVE OFFICER

Dr Sarah Benson PSM

On behalf of Sport Integrity Australia (SIA), I am proud to present SIA's Reflect Reconciliation Action Plan (RAP). Our RAP demonstrates our commitment to reconciliation, which is underpinned by an understanding that integrity in sport must reflect integrity in relationships.

At SIA, integrity is the foundation of everything we do. It shapes our commitment to fairness, safety and inclusion across all levels of sport. Just as we work to uphold the highest standards of integrity in sport, we must also reflect that same integrity in our relationships – particularly with First Nations peoples.

This Reflect RAP marks an important step in our journey toward a more just and inclusive future and a sporting community that is enriched by the contributions and lived experience of First Nations peoples. Our plan is built on a deep acknowledgment of the truths of our shared history, including the injustices and exclusion experienced by Aboriginal and Torres Strait Islander peoples – on and off the sporting field.

We understand that reconciliation is not a destination, but a commitment to continuous learning, listening and action. By valuing diverse cultural knowledge and working in genuine partnership with First Nations communities, we aim to help create sporting environments that are not only safe and fair, but culturally respectful and inclusive. We want to create an environment – both internally in our agency and externally in our sporting community – where ethical conduct is the norm and inclusion is not just encouraged but embedded in every action and decision.

Our Reflect RAP aligns with our commitment to culture and safety detailed in our Corporate Plan. Our Culture and Safety team is led by Kaanju man and former Olympic sprinter, Patrick Johnson OLY, and is working to enhance the current integrity system by expanding the agency's capability to address the threats of racism, discrimination, bullying, harassment, and abuse. We do this with the goal of creating a system that supports wide reaching cultural change within sport and to ensure all those involved in Australian sport feel safe, respected and culturally included.

We are committed to working collaboratively to drive cultural change across the sport ecosystem to address workforce and leadership pathways for First Nations peoples; and will work collaboratively with First Nations peoples to inform and shape our work. Through this RAP, we lay the foundation for meaningful change – building trust, fostering relationships, and creating space for Aboriginal and Torres Strait Islander voices in our work. We recognise the power of sport to unite, to heal, and to lead, and we are determined to ensure that this power is harnessed with respect and integrity for all.

As we embark on this Reflect RAP, I thank those who have guided us so far and invite all within our agency – and the broader sporting community – to walk with us, listen with us, and work with us toward reconciliation.

We celebrate the power of sport to bring people together, promote reconciliation, and help build a more inclusive and just future, and we recognise the outstanding contribution Aboriginal and Torres Strait Islander peoples make to sport in Australia.



A MESSAGE FROM THE CEO, RECONCILIATION AUSTRALIA

Karen Mundine

Reconciliation Australia welcomes Sport Integrity Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Sport Integrity Australia joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations, equality and equity, institutional integrity, unity, and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Sport Integrity Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations, Sport Integrity Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



MESSAGE FROM OUR CULTURE AND SAFETY ADVISOR

Patrick Johnson OLY

Our Reconciliation Action Plan (RAP) strengthens our commitment to uphold and celebrate the oldest living culture in the world. It recognises the enduring cultural leadership, knowledge, and deep connection to Country held by Aboriginal and Torres Strait Islander peoples.

We acknowledge the vital contribution First Nations peoples make to sport, community and the nation. Through this RAP, we aim to honour and respect these contributions while fostering meaningful relationships and understanding.

Integrity in sport demands fairness, transparency and inclusive environments where every person feels safe, protected, valued, and respected.

By partnering with First Nations communities through meaningful and genuine intent we deepen our understanding, strengthen our decision making and ensure our systems, policies and relationships reflect both cultural respect and ethnical responsibility.

Our RAP is not a symbolic gesture – it is our commitment to truthful engagement, cultural safety, and practical action.

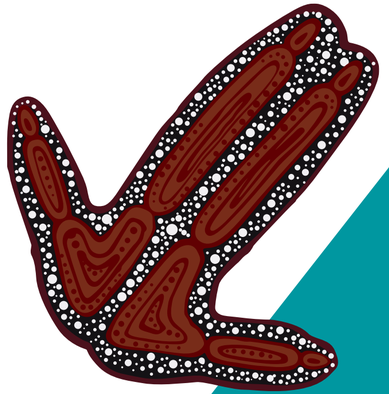
Through shared learning, strong governance and authentic relationships, we will build a sporting landscape where integrity is lived, reconciliation is advanced and every individual can participate, lead and thrive.

Reconciliation is a shared journey – one we can only walk together. I invite everyone to sit by the fire, listen to our stories, and strengthen the connection to culture and Country that sustains us, and guides the next generations.

ABOUT OUR ARTIST AND ARTWORK

In 2022, Sport Integrity Australia (SIA) commissioned Chern'ee Sutton, a young woman from Kalkadoon Country (Mt Isa) and modern Indigenous artist, to partner with us to create an artwork that represented our purpose and contribution to the Australian sporting community.

The painting that Chern'ee produced for SIA is an interpretation of our reconciliation journey.







"I'm incredibly honoured to have created Sport Integrity Australia's First Nations artwork, a piece that now stands proudly in their foyer and is worn with pride by staff across the organisation. It's more than a painting; it's a symbol of our shared journey towards reconciliation and a reflection of the meaningful steps Sport Integrity Australia is taking to create lasting and respectful change."

Artwork meaning



Large central community symbol

The large community symbol is the centre of the artwork represents SIA. Within this community symbol is Australia, which represents how SIA is a single nationally coordinated organisation to address all sport integrity issues. The main office is located in Canberra, which is represented by the small community symbol within Australia.



Large yellow circle

The large yellow circle that surrounds SIA's community symbol represents the sun, as well as SIA's focus. Our focus is policy development, intelligence, investigations, education, outreach, and capability building. The agency will continue to function as Australia's national anti-doping organisation.



White dots emanating from sun

The white dots emanating from the sun represent the dynamism and energy created from all sports across the nation and the far-reaching effects this has.



Yellow and white community symbols

The three community symbols in yellow and white around the painting represent the many communities and regions where the athletes travel from and call home. From the coasts and rivers in the bottom left, to the rainforest and the bush in the top left, to the mountains and the outback in the bottom right. The footprints that travel from each community symbol to the centre community symbol represents the athletes coming together to enjoy sport, as well as their journeys.



White symbols surrounded by U's

The three white symbols surrounded by U's represent the three pillars which are part of Sport Integrity Australia's culture blueprint – inclusion, trust and respect. These pillars are connected to SIA's community symbol through travelling lines.



Aqua and white stars

The eight aqua and white stars around the painting represent key areas of SIA's work. These include the National Integrity Framework, anti-doping, Therapeutic Use Exemptions, education, safeguarding, intelligence and investigations, sports wagering and competition manipulation.



Rainbow serpent and handprints

The rainbow serpent and the two handprints containing the Aboriginal and Torres Strait Islander flags represent Aboriginal and Torres Strait Islander culture and history that has been a part of our land for at least the last 65,000 years, with the eagle feathers acknowledging the traditional custodians of Canberra, the Ngunnawal people.



Kangaroo and emu footprints

The kangaroo and emu footprints represent the Reconciliation Action Plan (RAP) Working Group and how they are helping SIA move forward.

The artwork is proudly displayed in our office and elements from the design are incorporated into our uniforms and corporate materials.



Image: SIA NAIDOC Touch Football team (2025)

SPORT AS A PLATFORM FOR RECONCILIATION

At SIA, we recognise the profound role that sport plays in shaping Australian identity and community. As the national agency responsible for promoting fairness, safety and integrity in sport, we are uniquely placed to harness the unifying power of sport as a platform for reconciliation. We also acknowledge that, as representatives of the Australian Government, we have a responsibility to build trust and repair the harm caused by past policies.

Sport brings Australians together. It has the power to inspire, to connect and to lead. At SIA, we believe that by embedding reconciliation into the heart of our mission, we can help shape a sporting future that is just, inclusive, and proudly reflective of the oldest continuing cultures on Earth.

OUR VALUES

At SIA our vision starts with all of us; in our culture, polices and accountability. It is important to acknowledge that reconciliation is not a goal we reach but a responsibility we enact every day. It is a process of justice, respect and relationship. We acknowledge that the lands on which we live remain the Country of Aboriginal and Torres Strait Islander peoples and that there are still ongoing impacts and present realities of colonisation. Therefore, we are committed to walk this path with openness, humility and persistence, even when it is uncomfortable.

SIA will ensure that we hold ourselves and the agency accountable, commit the necessary resources, and do the work of listening, truth telling and acting to change the systems we are a part of. We will extend SIA's vision outward to not only change ourselves but change how we work with and within community.

The SIA team works according to a strong set of values – Accountability, Respect, Collaboration, Trust, Inclusion – these values reflect what we stand for and aspire to; they are the cornerstone of our identity and guide our decision-making and actions. They also underpin our commitment to reconciliation.

RESPECT calls us to honour Aboriginal and Torres Strait Islander peoples' histories and cultures.

COLLABORATION AND INCLUSION guide us in building genuine partnerships and creating equitable opportunities.

TRUST AND ACCOUNTABILITY ensure we uphold this responsibility with authenticity.

By living these values, we strive to develop a workplace and sporting future that is enriched by the cultures, contributions and lived experience of First Nations peoples, moving forward together in reconciliation.

OUR RAP VISION

SIA's vision for the broader sector is to support the fostering of a sporting landscape where all involved in sport are respected, included and empowered across every level – from grassroots communities to the high-performance stage.

We believe everyone in sport has a role to play in protecting its integrity. Through genuine trust, mutual respect and shared accountability, we aim to create an environment where ethical conduct is the norm and inclusion is not just encouraged but embedded in every action and decision.

Our commitment to reconciliation is underpinned by the understanding that integrity in sport must reflect integrity in relationships – acknowledging injustice, valuing diverse cultural knowledge, and working in partnership with First Nations peoples to promote safe, fair, and inclusive sporting experiences for all.



Image: SIA staff on a Walk on Country with Ngunnawal Kamilaroi custodian Richie Allan

OUR PURPOSE

SIA protects the integrity of Australian sport by promoting environments that are safe, fair and inclusive. The agency supports sports by providing advice, resources and education to help identify and address integrity threats. It also offers a safe space for individuals to report concerns about discrimination, abuse and child safeguarding.

Since its establishment in 2020, SIA has coordinated a national response to integrity issues through policy development, program delivery, monitoring, intelligence, investigations and education. The agency focuses on three core objectives:

- Promoting positive conduct in sport
- Addressing integrity threats
- Protecting the health and welfare of participants.

SIA champions fair and honest sporting performances, encourages respectful behaviour on and off the field and strengthens the reputation of Australian sport. SIA creates inclusive environments at all levels where every participant feels safe, supported and valued.

Multifaceted role

SIA leads several key areas of integrity protection:

- **Anti-Doping:** As Australia's anti-doping agency, SIA implements the World Anti-Doping Code to ensure athletes compete clean and uphold the spirit of sport. The agency continuously improves its programs and develops innovative ways to educate and engage athletes.
- **National Integrity Framework:** SIA helps sports build or strengthen integrity capabilities by delivering tailored resources and education that foster safe, inclusive environments.
- **Independent complaint handling:** SIA manages a confidential service to address issues such as abuse, discrimination and child safety. The 1800 Safe Sport Hotline (1800 161 361) supports this process and enables anonymous reporting, especially for racial and cultural concerns.
- **Safeguarding children and young people in sport:** SIA provides expert resources and education to embed child safeguarding and participant protection practices across all levels of sport, drawing on national and international expertise.
- **Competition manipulation and sports wagering:** SIA collaborates with sports, regulators and international partners to detect and respond to corruption related to betting and match-fixing.

Culture and safety

SIA promotes a culturally safe and inclusive environment within the agency and across the sporting community. The Culture and Safety framework guides this work, with the Culture and Safety Advisor partnering with staff, advisory committees and external stakeholders to identify strengths and areas for improvement.

This supports the agency to lead several initiatives:

- Engaging with Traditional Custodians
- Delivering annual cultural and leadership days for staff
- Embedding cultural diversity across agency activities
- Reviewing policies and protocols to integrate inclusion, in particular, for First Nations, Culturally and Linguistically Diverse and LGBTQ+ communities
- Collaborating with external experts to guide cultural safety practices.

To ensure accountability, SIA is developing and embedding a cultural strategy and framework across its operations.

Collaborative approach

SIA leads a coordinated national approach to sport integrity, aligned with the National Sport Strategy 2024–2034. The agency partners with governments, law enforcement, sports bodies, academia and communities to deliver integrity outcomes. Its engagement model recognises stakeholder expertise and supports collaborative action.

SIA builds strong relationships with agencies that share its commitment to safety and integrity. It conducts joint operations with law enforcement when criminal behaviour arises and uses insights from stakeholder engagement to inform strategies across all areas of its work.



Image: SIA staff participating in a Smoking Ceremony during NRW (2023).

OUR PEOPLE

SIA is supported in achieving its goals by employing more than 200 field staff (Doping Control Officers and chaperones) and more than 180 staff in an ongoing, non-ongoing and casual basis. Our head office is located on Ngunnawal Country, Canberra, with broader workforce living and working on diverse Aboriginal Country in most states and territories in Australia. This helps ensure our reconciliation activities connect with many First Nations communities.

Our team works according to a strong set of values, which were chosen by staff, along with their accompanying behavioural statements:

Accountability – Everyone is responsible for their actions, performance and decisions. We recognise that everyone at the agency has a part to play in delivering on our purpose, for the people of Australia.

Respect – We engage professionally, treating each other and our external stakeholders with dignity, courtesy and openness. We care about different perspectives, are mindful of our impact on others, and put the agency and the public first acknowledging everyone is trying their best.

Collaboration – We share knowledge, information and ideas, working together to achieve positive outcomes for the agency. We engage with others in a genuine, timely and constructive way.

Trust – We foster positive and professional relationships with each other and our stakeholders. We do the right thing for the agency, each other and the people of Australia.

Inclusion – We are a safe workplace that champions diversity and equity, fostering a strong sense of belonging and connectedness across the agency. We are an organisation where people and their contributions are welcomed, respected, and valued.



Image: SIA staff painting during NRW with Traditional Custodians, the Allan family (2022).

OUR RECONCILIATION JOURNEY SO FAR

In 2021, SIA commenced its reconciliation journey and discussions around the development of a RAP, along with the creation of a RAP Working Group. The initial RAP Working Group met with community leader Bradlee Commins, proud Barunggam and Gamilaroi man, to participate in a workshop on Cultural immersion. This session was the foundation of the work the agency undertook in our reconciliation journey. Throughout the workshop, the RAP Working Group reflected on why reconciliation was important, as a group and as individuals. Through these learnings the agency was able to engage the Traditional Owners Aboriginal Corporation (TOAC), a Ngunnawal-led organisation who use their unique cultural knowledge to connect First Nations and non-Indigenous people in ways that enrich the entire community.

Partnerships

- **Ongoing engagement through TOAC's Richie Allan** to obtain advice and support tailored to the cultural needs of the agency and the members of the Executive. Engagement occurs through the TOAC who specialise in connecting Indigenous people and businesses with each other and the broader community.
- **SIA Advisory Council** to provide strategic advice to the CEO and the Minister responsible for Sport. Through the Advisory Council, SIA engages a range of diverse backgrounds including Aboriginal and Torres Strait Islander peoples to better understand and respond to integrity threats.
- **SIA Athlete Advisory Group** to engage athletes who understand their environment and the pressures of sport. The Athlete Advisory Group includes representation from diverse backgrounds including Aboriginal and Torres Strait Islander peoples, and informs the strategic direction and shapes education strategies.
- **The Culture and Safety Advisory Committee was established in 2025 under the authority of the CEO.** It provides independent, external advice to the agency's Culture and Safety Advisor on the cultural challenges and opportunities of a broad sector of the Australian sporting community. It will also provide guidance on how the agency might address these challenges and opportunities, the appropriateness of its pathways to impact, and on broader strategic issues relevant to the sectors in which the agency operates. The Committee is expected to play a pivotal role in ensuring sustainable outcomes aimed at addressing critical issues related to diversity, equity, inclusion, racism and discrimination.



Internal activities/initiatives

- **The RAP Working Group was formed in 2021** to oversee the development and implementation of our Reflect RAP. As part of this, the RAP Working Group Terms of Reference were developed and agreed.
- **Commissioned artwork for Sport Integrity Australia by artist Chern'ee Sutton**, a contemporary Indigenous artist from the Kalkadoon people. The painting symbolises SIA and our reconciliation journey. The artwork is displayed in the Canberra office and acts as a daily reminder, not only of the importance of reconciliation, but the depth and breadth of the work we do within our agency.
- **Commissioned artwork used in various forms across various platforms.** From the Acknowledgement of Country on our website to our NAIDOC Touch Footy uniforms and marquees.
- **Creation of a Reconciliation intranet hub for all staff.** This enables all staff to have a single site to engage with, and learn about, our reconciliation journey.
- **Development of our Canberra office 'Bushfood Garden'.** This garden was planted to help foster an understanding of the importance of place and connection to Country. It provides an opportunity for staff to encourage their learning about First Nations' knowledge around the use and significance of specific bush foods and native plants. A bush tucker cooking class was also held for staff.
- **Purchase of the AIATSIS map** which is on display within the Canberra Office and linked to online. The AIATSIS map serves as a visual reminder of the richness and diversity of Aboriginal and Torres Strait Islander Australia.
- **Acknowledgement of Country posters displayed in all meeting rooms.** These posters act as a guide when chairing meetings at SIA. We remind all staff that these posters are a guide only and encourage all to speak from their heart and create their own Acknowledgment.
- **Annual celebrations of National Reconciliation Week and NAIDOC Week,** including activities such as a Welcome to Country, a cultural dance performed by Yukembruk Dreaming Dance Group, a Smoking Ceremony, a bush food inspired morning tea, reconciliation inspired trivia, participation in the Great Book Swap run by The Indigenous Literacy Foundation (ILF). SIA staff also raised funds for culturally relevant books for children and families in remote Australian communities (also through the ILF).
- **Annual participation in the NAIDOC Touch Football Carnival and support for the NAIDOC Week Basketball Carnival,** hosted by Winnunga Warriors Basketball Club.
- **Walk on Country** led by local TOAC member Richie Allan.
- **Launch of AIATSIS Core Cultural Learning Course** for SIA staff. Components of the training are also part of the mandatory training program for our performance development.
- **Attendance of staff at all levels, including Executive, in Culture and Leadership workshops** held at the Aboriginal and Torres Strait Islander Studies (AIATSIS) Canberra office. The day included a Welcome to Country with the opportunity to examine the AIATIS library and a language session teaching us the important role AIATSIS have in working with communities to connect, remember and celebrate. These workshops enabled SIA to develop our agency values which were launched in June 2024.
- **Renaming of our meeting rooms in local Ngunnawal language** in consultation with TOAC's Richie Allan (Ngunnawal and Kamilaroi Custodian) and developed using the naming convention which strongly aligns with our values. Ngunnawal language was selected as a mark of the heritage of our head office location, a celebration of diversity and to create a stronger connection to the land and community.
- **Personal discovery resources are also located on our intranet** to help individuals embark on their personal discovery of reconciliation.
- **In mid-2025 Expressions of Interest for members for a new RAP Working Group was advertised to SIA staff,** to ensure renewal of members along with fresh ideas, and to continue the important work started by the initial Working Group. The first meeting of this new RAP Working Group took place on 5 August 2025.



Conference Room 1

Name: Yerrabai

Meaning: Walk (Collaboration)

Cultural Meaning: To walk together is to understand the meaning of collaboration. Each voice or footprint is of equal importance.

Conference Room 2

Name: Yhuurwun

Meaning: Strong (Respect)

Cultural Meaning: To bring together the culture and make sure everyone is guided and heard. It is the pillar of respect.

Operations Room

Name: Badjiin

Meaning: Stand (Accountability)

Cultural Meaning: To be that cultural lore when it is misguided or misinformed.

Meeting Room 2

Name: Dhuuni

Meaning: Speak (Inclusion)

Cultural Meaning: To be the cultural change when needed and ensure that everyone and everything is treated equally.

Reflect RAP deliverables

RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify and engage with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence e.g. Buru Ngunnawal Aboriginal Corporation, Canberra and District NAIDOC Aboriginal Corporation, Capital Workplace.	August 2026 – ongoing	Director Sport Partnerships
	Identify and explore partnerships with Aboriginal and Torres Strait Islander sporting organisations within our national sphere of influence e.g. National Aboriginal Chance Academy (NASCA), National Indigenous Sports Foundation (NISF), Canberra Indigenous Football Council Indigenous Corporation.	December 2026	Director Sport Partnerships
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2026	Head of Strategy and International Policy
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	20 May annually	RAP Working Group Co-Chair with Communications team
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June annually	RAP Working Group Co-Chair
	Host an internal NRW event, inviting First Nations community members to come and meet and speak to our staff.	May/June annually	RAP Working Group Co-Chair with Communications team
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May/June annually	CEO

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Communicate the purpose and our commitment to reconciliation to all staff through internal communication channels.	August 2026 – ongoing	RAP Working Group Co-Chair with Communications team
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2026 – ongoing	Deputy CEO – Strategy, International Policy and Corporate Deputy CEO – Safety in Sport
	Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2026 – ongoing	Director of Safeguarding
	Engage a local cultural representative/s to provide advice and support to SIA in relation to our reconciliation journey.	October 2026	Culture and Safety Advisor
Promote positive race relations through anti-discrimination strategies.	Review complaints process with consideration to best practice complaint management research in relation to discrimination matters (including matters based on race).	October 2026	Director Integrity Complaints
	Conduct a review of People and Capability policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2026	Director of People and Capability

RESPECT

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2026	Chief Financial Officer
	Conduct a review of cultural learning needs within our organisation.	October 2026	Director of People and Capability
	AIATSIS Training modules completed by SIA staff	August 2026 – ongoing	Director of People and Capability
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2026 – ongoing	RAP Working Group Co-Chair
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols (development of SIA protocols to assist staff).	September 2026 – ongoing	RAP Working Group Co-Chair with Head of Corporate
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June annually	RAP Working Group Co-Chair with Senior Executive
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July annually	Culture and Safety Advisor with support from Communications team
	Invite and encourage all staff and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week event.	June/July annually	Culture and Safety Advisor with support from Communications team
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July annually	RAP Working Group Co-Chair

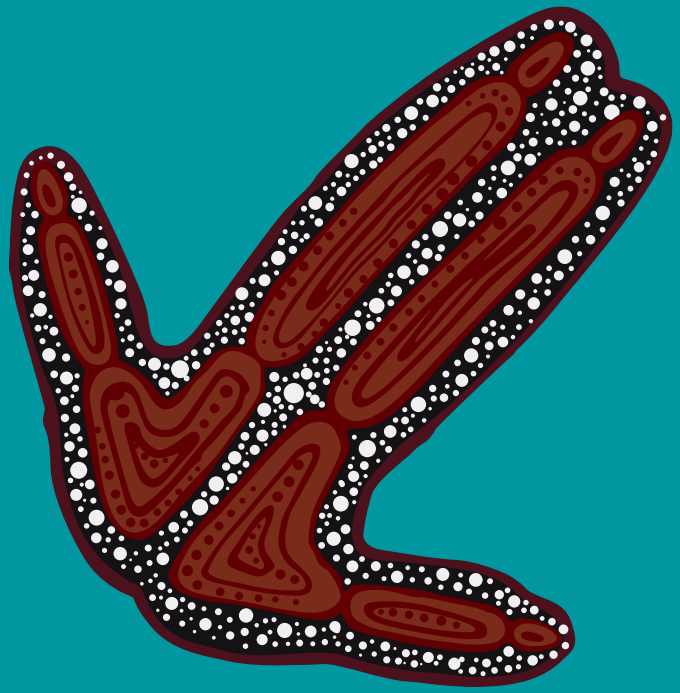
OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	November 2026	Director of People and Capability support from Culture and Safety Division
	Build understanding of current Aboriginal and Torres Strait Islander staffing needs to inform future employment and professional development opportunities.	February 2027	Director of People and Capability support from Culture and Safety Division
	Review policies and procedures to include additional guidance to managers about Aboriginal and Torres Strait Islander cultural practices.	February 2027	Director of People and Capability support from Culture and Safety Division
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for all procurements to consider Indigenous suppliers first before approaching the wider market and panels, noting ICT services need to use the BuyICT platform.	October 2026	Chief Financial Officer
	Investigate Aboriginal and Torres Strait Islander databases to ensure supplier diversity.	August 2026 – ongoing	Chief Financial Officer
	Investigate Supply Nation membership.	October 2026	Chief Financial Officer

GOVERNANCE

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Form a RAP Working Group to govern RAP implementation.	August 2026	CEO
	Establish and apply a Terms of Reference (ToR) for the RAP Working Group.	September 2026	RAP Working Group Co-Chair
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	September 2026	Head of Corporate with support from Culture & Safety Advisor
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August/ September 2026	Chief Financial Officer, support from RAP Working Group Co-Chair
	Engage senior leaders in the delivery of RAP commitments.	August 2026 – ongoing	Deputy CEO – Strategy, International Policy and Corporate Deputy CEO – Safety in Sport
	Appoint a senior leader to champion our RAP internally.	August 2026	Head of Corporate
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2026 – ongoing	RAP Working Group Co-Chair

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RAP Working Group Co-Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Working Group Co-Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	RAP Working Group Co-Chair
	Publish a reflective report annually (outside of the annual report) on the website, including feedback from external stakeholders (those who we have engaged with during the year).	December 2026 annually	RAP Working Group Co-Chair
	RAP Working Group to provide regular updates to Executive and all-staff about reconciliation and RAP deliverables.	Monthly from August 2026 – January 2028	RAP Working Group Co-Chair
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	RAP Working Group Co-Chair





SPORT INTEGRITY AUSTRALIA

Contact details:

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