

RECONCILIATION

ACTION PLAN NOV 2024 - NOV 2025











ABOUT THE ARTIST

Kevin Bynder is a proud Whadjuk-Yuet-Ballardong man born in 1975 in Perth, to a Whadjuk-Yuet Nyungar Mother and Badimia-Amangu Yamatji Father. He began painting at the age of 23 and lived in a small town in the north-west of WA, before moving to Broome where he had his first art studio.

As a celebrated artist, who has been practising for over 20 years, Kevin has been commissioned by more than 30 sporting clubs and associations across the country. He has created the uniforms of organisations such as West Coast Eagles, Port Adelaide, Perth Scorchers and Qantas. He has previously completed Reconciliation Action Plan artworks for Perth Mint, Water Corporation and WALGA.

As a well-respected teacher, Kevin has worked in schools across the state teaching art to Indigenous students from remote communities.

Kevin's art conveys vibrancy and meaning throughout. His works represent the Perth region, its landscape, animals and vegetation. His artwork for the RAC Arena represents the building, the sporting and entertainment events that occur there, the people who attend, and the traditional owners of the land on which it is built.



ARTIST KEVVY BYNDERS ART

INNOVATE **RAC Arena** RECONCILIATION ACTION PLAN 2

ACKNOWLEDGEMENT OF COUNTRY

RAC Arena respectfully acknowledges the Whadjuk Noongar people as the Traditional Custodians of the land on which our venue stands, Gooloogoolup. This land, historically home to two significant swamps, holds profound cultural and spiritual importance to the Whadjuk people. We honour and pay our respects to their Elders past, present, and emerging, and recognise their enduring connection to this land. In the spirit of reconciliation, we are committed to fostering a community that respects and values Aboriginal and Torres Strait Islander cultures and heritage.



RECONCILIATION AUSTRALIA MESSAGE

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

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

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

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

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. RAC Arena is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations RAC Arena on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer Reconciliation Australia



KAREN MUNDINE
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA

GENERAL MANAGER MESSAGE

At RAC Arena, we are proud to present our second Reconciliation Action Plan (RAP), a testament to our commitment to celebrating and acknowledging the rich cultures and heritage of the First Nations people. As an iconic landmark situated on the traditional lands of the Whadjuk people of the Noongar nation, we recognise our unique opportunity to foster and promote Reconciliation within the live entertainment industry and beyond.

We are dedicated to meaningful engagement with First Nations communities and to showcasing their culture and stories to the many thousands of guests, staff, hirers and suppliers who walk through our doors each year. Through this RAP, we reaffirm our commitment to bridging the economic and social imbalances that currently exist, by creating greater engagement opportunities within our sphere of influence with First Nations communities, and in line with our vision, providing memorable experiences for all visitors.

Since embarking on our Reconciliation Journey in 2019, RAC Arena has implemented numerous initiatives and forged valuable partnerships with First Nations communities and organisations. These initiatives included:

Marking significant days such as National Reconciliation Week and NAIDOC Week, and hosting Welcome to Country ceremonies and performances.

Celebrating First Nations culture with welcome messages at our venue entry and displaying artwork on our digital screens by Kevin Bynder.

Commemorating our 10-year anniversary with a community piece of artwork created in collaboration with Marcia McGuire, proudly displayed in our foyer for all to see.

Partnering with the Polly Farmer Foundation to strengthen relationships with First Nations communities.

Introducing an Aboriginal cultural awareness training module for all staff to enhance understanding and awareness.

This RAP allows us to celebrate and build upon our current partnerships and to establish new ones. It reflects our belief that reconciliation and cultural awareness must be embedded in everything we do at RAC Arena and within the broader live entertainment industry.

I extend my heartfelt gratitude to our RAP Working Group for their dedication in developing this Innovate RAP, and to all RAC Arena staff for their commitment to delivering on it.

Together, we can make a meaningful difference.

Michael Scott General Manager



MICHAEL SCOTT
GENERAL MANAGER

RAC ARENA

INNOVATE RECONCILIATION ACTION PLAN NOVEMBER 2024 - NOVEMBER 2026

OUR VISION FOR RECONCILIATION

Our mission statement is to deliver memorable experiences of world-class standard to the people of Western Australia.

We aspire to see Australia foster a sense of unity between Aboriginal and Torres Strait Islander peoples and the broader population. Our vision encompasses the establishment of a national culture rooted in equality, historical acknowledgment of our shared past, and a unified society that is free of racism.

Within the framework of our organisation, this vision translates into ensuring equitable and positive experiences for Aboriginal and Torres Strait Islander guests and stakeholders. We are committed to cultivating an inclusive and diverse workplace that goes beyond cultural safety, aiming to be culturally vibrant, proud, and reflective of our shared heritage. By integrating reconciliation into our core operations, we enhance our overall vision of creating memorable experiences for all Western Australians.

In embracing the principles of reconciliation, we commit to embodying our core values of being proactive, approachable, collaborative, and accountable. We will actively seek opportunities to engage with First Nations communities, proactively listen to their perspectives, and approach reconciliation with openness and humility. Our collaborative efforts will be characterised by inclusive partnerships with First Nations organisations, fostering mutual understanding and respect. Throughout this journey, we hold ourselves accountable to the commitments we make, measuring progress transparently, and continuously learning and adapting as we work towards a reconciled and harmonious future together.

By weaving reconciliation into the fabric of our business, we ensure that the memorable experiences we create are enriched by the diverse stories, cultures, and contributions of all Western Australians, thus fostering a united and vibrant live entertainment environment.

OUR VALUES

PROACTIVE

Actively looking for ways to help

APPROACHABLE

Always be willing to listen

COLLABORATIVE

Trusting and working together to achieve the best outcomes every day

ACCOUNTABLE

Giving our best and having the courage to try, fail, learn and succeed

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OUR BUSINESS

The RAC Arena (the Arena) is a world class venue offering sport and entertainment events, conferences and meeting facilities and hosting corporate and community guests attending these functions and events. Opening in 2012, the venue quickly established its iconic status in Perth, Western Australia and nationally.

Situated in the centre of the City of Perth, the Arena is a notable building, both inside and out. Its exterior has been designed to have a different aspect from every angle of approach. Its interior has been described as 'a cosmic labyrinth of spatial delight'.

The Arena has a seating capacity of 16,500 making it about equal in size with Madison Square Garden in New York.

The building, owned by VenuesWest, is managed by ASM Global, the largest venue management group operating globally. ASM Global manages more than 300 sporting and entertainment venues in Australia and internationally. RAC Arena is the current home venue for the Perth Wildcats basketball team and the West Coast Fever netball team. Until recently it also hosted the Hopman Cup tennis competition, followed by the Federation Cup finals and the United Cup tournament; ice hockey events and an average of thirty music, comedy and family entertainment events each year, bringing three quarters of a million people though our doors annually. A versatile venue, we also host conferences and corporate events and are recognised nationally for the quality of our event management and the excellence of our catering offerings and standards.

The Arena currently employs up to 60 permanent staff and has a casual workforce of up to 800 people. Prior to the COVID pandemic over 300 of our casual workforce had been employees for over five years. Since reopening, the casual team has been more fluid than before. To date 7 employees identify as Aboriginal and Torres Strait Islander people.

Since the beginning of the RAP process RAC Arena has maintained its commitment to reconciliation and to working on the deliverables outlined in the Innovate RAP and those set out below. We recognise that this is not a stop start process but an ever changing journey.

OUR RAP

OUR REFLECT RECONCILIATION ACTION PLAN (RAP) ENABLED US TO:

- Establish, sustain, and broaden our RAP working group.
- Engage in, celebrate, and advocate for National Reconciliation Week in 2022,2023 and 2024.
- Participate in, celebrate, and promote NAIDOC Week in 2022, 2023 and 2024
- Enhance internal comprehension of Aboriginal and Torres Strait Islander cultural protocols with the introduction of Acknowledgement to country in all of our meeting rooms and digital displays.
- Actively seek opportunities to integrate respect for Aboriginal and Torres Strait Islander peoples and cultures into our fundamental business functions.
- Provide cultural awareness training for venue staff, with a primary focus on knowledge building and creating pathways.
- Train a number of staff in cultural awareness and education, with a subset volunteering as ambassadors for First Nations engagement across the organisation.



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OUR RAP

Over our Reflect journey, we have had the privilege of working and collaborating with some incredible Aboriginal and Torres Strait Islander peoples and organisations:

- Christine Sindely: Waangara Marra Consulting facilitator for our RAP working group to assist in guiding them through the process.
- Nglalak Nidja: A business owned and operated by Jayden Boundry, a proud Whadjak Ballardong Noongar and Badimaya Yamatji man. We collaborated with Jayden and his team to create video content for our venue and provided an Acknowledgement of Country as part of our new product launch and 10-year anniversary celebrations. Our venue also hosted, in-kind, the launch of his children's book in the Noongar language.
- Polly Farmer Foundation: As one of our community charity partners, they receive five free venue rentals per year and tickets to certain shows. Our staff have collaborated with the Foundation on student events, including venue tours and other volunteer opportunities.
- Jatu Clothing: We procured our lanyards and RAP T-shirts from this supplier.
- Kevvybynders Art: Commissioned to create our RAP artwork, which is proudly displayed throughout our venue and on digital displays.
- Marcia McGuire: Commissioned to create our 10-year anniversary artwork, a community piece that now hangs in our public area.
- Indigenous Emerging Business Forum (IEBF) 2023: This not-for-profit organisation focuses on encouraging and assisting employment and business development opportunities for First Nations peoples. We hosted their conference at RAC Arena, which included a dinner for 1,200 people.
- Wrapped Creations: An event management, marketing, and design provider with whom we closely collaborated for the employment forum held at our venue.
- Gina Williams and Guy Ghouse: a highly recognised duo who performed at the launch of RAP launch.









OUR RAP

RAC Arena's RAP is championed by a shared responsibility and is adopted by all RAC Arenas team. Leading this is our champion, Michael Scott, General Manager. Two members of our RAPWG identify as Aboriginal or Torres Strait Islander peoples.

THE WORKING GROUP (RAPWG) CONSISTS OF:

Michael Scott - General Manager, RAP Champion

Rachel Winkless (Co-chair) - Talent Acquisitions Manager

Cathy Wilson (Co-Chair) - Manager, Strategic Planning and Corporate Relations

Tommy Tsang - Sous Chef

Misty Farrell - Presentation Services Team Leader

Simone Roberts - Technical Coordinator

Leanda Harder - Ticketing Coordinator

Marika Bailey - Marketing Manager

Andrew Rimmer - Backstage & VIP Catering Manager

Brooke Nannup - Casual catering attendant,

Jaydan Ahmat - External - Zero Emcee, Hip Hop artist, external consultant

Kirsty West - Casual Crown Concert Club Concierge



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RELATIONSHIPS

OUR INNOVATE PLAN

In this, we seek to embed the knowledge and learning gained during the period of our first RAP - Reflect.

RAC Arena recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of this country who hold distinct relationships with the land, sky and waters that have existed from time immemorial. We acknowledge this connection to Country, and that long-held philosophies of this relationship and ways of knowing, being and doing offer a share understanding and connection to Country, place, people, and community. Our ongoing path to Reconciliation is a lived and authentic enactment.

Focus area: Our relationship focus is on using our sphere of influence to share cultural respect and commitment to reconciliation with our hundreds of staff members and with the hundreds of thousands of guests who come through our doors every year.

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	 Maintain on-going relationships with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	December 2024	Community Partnerships Officer
	 Further develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2025	Community Partnerships Officer
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021	Lead: Marketing Manager Support: Co-chair, RAPWG
	RAP Working Group members to participate in an external NRW event where possible.	27 May- 3 June, 2021	Backstage and VIP Catering Manager
	 Continue to encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June 2021	Backstage and VIP catering Manager
	Organise at least one NRW event each year.	27 May- 3 June 2021	Technical Coordinator
	Register all our NRW events on Reconciliation Australia's <u>NRW website.</u>	27 May- 3 June 2021	Technical Coordinator
	 Further develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	June 2025	Talent Acquisition Manager
Promote reconciliation through	Continue to communicate our commitment to reconciliation publicly.	November 2024	Marketing Manager
our sphere of influence.	Organise at least one NRW event each year.	July 2025	Marketing Manager
	Organise at least one NRW event each year.	November 2024 - May 2025	Presentation Services team Leader
Promote positive race relations through anti-discrimination strategies.	 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2024	Lead: Talent Acquisitions Manager Support: Casual Catering Atten- dant
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	January 2026	Lead: Co-chair, RAPWG Support: Casual Catering Atten- dant
	 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Stzrait Islander advisors to consult on our anti-discrimination policy. 	December 2024	Lead: Talent Acquisitions Manager Support: Casual Catering Atten- dant
	Educate senior leaders on the effects of racism.	January 2026	Co-chair, RAPWG

RESPECT 3

Respect is fundamental to all relationships and a core pillar for all our practice at RAC Arena. We are respectfully aware that the building in which our business is carried out stands where Aboriginal communities occupied the wetlands as a source of food (fish, waterfowl, crayfish and turtles) and fresh water for up to 40,000 years. Local Noongar communities continued to use the lakes for resources and as a meeting place up until they were reclaimed for housing developments in the 1940s. Respect for Aboriginal and Torres Strait Isander cultures, histories, knowledge and rights is important to RAC Arena because it provides the platform to understand, appreciate and celebrate the unique value and strengths of Aboriginal and Torres Strait Islander peoples. RAC Arena is committed to setting a standard within the live entertainment industry by actively developing and reflecting on our business practices to honour and respect Aboriginal and Torres Strait Islander peoples and cultures.

FOCUS AREA: RAC Arena's commitment to reconciliation is aligned with each of our three Corporate Social Responsibility (CSR) pillars being, Protect our Environment, Invest in People and Strengthen our Communities. We can learn from Aboriginal and Torres Strait Islander peoples and their many thousands of years of knowledge and management of the environment, as we recruit, train, and retain First Nations peoples team members and as we reach out to Aboriginal communities to collaborate with and to support each other.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	June 2025, 2026	Talent Acquisition Manager
	 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	May 2025, 2026	Co-chair, RAPWG
	 Develop, implement, and communicate a cultural learning strategy document for our staff. 	May 2025	Talent Acquisition Manager
	 Provide opportunities for RAPWG members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	May 2025	Talent Acquisition Manager
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	November 2024	Co-chair, RAPWG
	 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	November 2024	Marketing Manager
	 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	December 2024,2025	Director of Commercial
	 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	November 2024	Co-chair, RAPWG
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. Demonstrate our respect to Aboriginal and Torres Strait Islander cultures to event attendees and visitors.	RAPWG to participate in an external NAIDOC Week event.	November 2020 July 2021	Research Officer/ Marketing Manager
	 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	July 2021	Research Officer/ Marketing Manager
	Promote and encourage participation in external NAIDOC events to all staff.	November 2020 July 2021	Events Sales Executive
	 Maintain and implement an engagement strategy that includes organising and participating in face-to-face events and communications with key First Nations education providers and organizations. 	July 2021	Research Officer/ Marketing Manager
	 Create and deliver cohesive branding and promotional content to be used across all social media platforms, venue displays, email communications and staff lanyards. 	November 2020 and July 2021	Research Officer/ Marketing Manager

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OPPORTUNITIES

To advance Reconciliation within the business, RAC Arena commits to increasing procurement from Aboriginal businesses, creating meaningful employment with career development potential for Aboriginal and Torres Strait Islander peoples and increasing the contribution of Aboriginal voices to the reconciliation journey.

FOCUS AREA: These aims align with the key business objectives of investing in people and building communities.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	June 2025	Talent Acquisition Manager
	 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	May 2025	Talent Acquisition Manager
	 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	July 2025	Talent Acquisition Manager
	 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	May 2025	Talent Acquisition Manager
	 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	May 2025	Talent Acquisition Manager
Create employment and improved education opportunities for First Nations people	Engage with Community Partner Polly Farmer Foundation to create job placements for students looking for a career in the live entertainment industry. Collaborate with Commercial Partners, Promoters and Hirers to assist in the further education of these students.	December 2024	Community Partnerships Coordinator Partnerships Executive
	 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	June 2025	Lead: Director of Finance and Corporate Services Support: Sous Chef
Increase Aboriginal and Torres Strait	Investigate Supply Nation membership.	June 2025	Director of Finance and Corporate Services
Islander supplier diversity to support improved economic and social outcomes.	 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	June 2025	Director of Finance and Corporate Services
	 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2025	Director of Finance and Corporate Services
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2025	Lead: Director of Finance and Corporate Services, Support: Director of Commercial
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Better understand the barriers to Aboriginal and Torres Strait Islander peoples attending events at our venues.	May 2025	Marketing Manager RAC Arena Event Sales Team
	 Establish connections with local Aboriginal and Torres Strait Islander performing artists or organisations to create avenues for hosting events at our venue. 	May 2025	(Job share role)

GOVERNANCE

RAC Arena will review and report the progress of its RAP deliverables to measure progress and further develop its reconciliation initiatives in consultation with Reconciliation Australia.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RAPWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAPWG.	November 2024	Co-chair, RAPWG
	Review and update Terms of Reference for the RAPWG.	November 2024	Co-chair, RAPWG
	Meet at least four times per year to drive and monitor RAP implementation.	March, May, July, Sep- tember, November 2024,2025, 2026	Co-chair, RAPWG
	Define resource needs for RAP implementation.	May2025,2026	Co-chair, RAPWG
	Engage senior leaders in the delivery of RAP commitments.	November 2024	Co-chair, RAPWG
Provide appropriate support for effective implementation of RAP commitments.	 Define appropriate systems and capability to track, measure and report on RAP commitments. 	November 2024	Co-chair, RAPWG
	Appoint and maintain an internal RAP Champion from senior management.	November 2024	General Manager
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 important RAP correspondence. 	June,2025,2026	Co-chair of RAPWG
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	1 August 2025, 2026	Co-chair of RAPWG
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2024,2025, 2026	Co-chair of RAPWG
	Publicly report our RAP achievements, challenges and learnings, annually.	July ,2025, 2026	Co-chair of RAPWG
	 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2025	Ticketing Coordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	Co-chair of RAPWG
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Register via Reconciliation Australia's <u>website</u> to begin developing our next RAP	January 2026	Co-chair of RAPWG

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