



REFLECT

Reconciliation Action Plan

January 2023 to January 2024



We acknowledge all Aboriginal and Torres Strait Islander peoples as the First Nations people of Australia and the Traditional Custodians of the lands where we live, learn, work and connect.



ARTWORK STATEMENT

The painting on the cover page and featured throughout this document is titled “Kiiraka, meaning ‘Country’ in Barkindji language. This work of art is by artist and RAP Working Group member Narelle Osborne. It was commissioned by NAWO in 2022 and is used by permission of the artist. Narelle is a proud Barkindji woman who is an advocate and champion of change in the construction industry, role modelling the leadership role women can take in the construction industry and actively ensuring greater engagement of Aboriginal and Torres Strait Islander peoples in construction jobs.

ARTIST STATEMENT - NARELLE OSBORNE

Australia as a whole from its land to its people is diverse and has many layers. This piece represents:

- Connection: Orange for our rich soil, blue for our sky and sea, green for our plants and trees, and black for our spiritual connection and dreamtime.
- We are all different colours, shapes, sizes and and we travel in different directions yet we can live together harmoniously and create balance whilst remaining true to ourselves. Neither the shape of our people or lands are the same yet they blend and compliment each other.
- The black pattern/overlay represents strength and unity.
- Surrounding and nurturing our land we have stepping stones with the indigenous symbol for Woman.
- Around our land we have paths we travel, weave and explore.



At NAWO, our vision is to see gender diversity valued and balanced at every level in operations.

NAWO is a not-for-profit organisation, registered with the Australian Charities and Not-for-profits Commission. NAWO operates nationally, with regional and metropolitan reach in Victoria, New South Wales, Queensland, Western Australia and South Australia. NAWO employs six people in its National Executive Team, all of whom work flexibly from home-based offices in Melbourne, Sydney and Regional WA.

There are no Aboriginal and Torres Strait Islander employees in the small NAWO executive team. Whilst our current size limits immediate opportunities for employment with NAWO, we are committed to identifying how we can provide future employment opportunities.

We are also committed to identifying how we can best encourage and support our corporate members to connect with Aboriginal and Torres Strait Islander talent via our network. Additionally, we have a large and growing volunteer and membership community, and our RAP action plan will support us in better attracting, connecting with, recognising, and learning from Aboriginal and Torres Strait Islander peoples within the NAWO network.

NAWO supports people to lead more inclusively, provides a safe space to ask questions and have conversations that help achieve greater gender balance.

We support all women in achieving their career goals: providing meaningful connections, inspiring role models, and offering development opportunities to activate their full potential.

We connect businesses through membership: facilitating dialogue, sharing ideas, and progressing actions to achieve greater inclusion and gender balance in operations.

We are respectful and inclusive of all diversity and intersectionality at NAWO. We acknowledge that different parts of a person's identity or circumstances – such as age, race, culture, family responsibilities, physical and neurological diversity, chronic illness, gender, location, or religion – intersect and combine to shape life experience and associated challenges, including that of discrimination.

The language we use at NAWO is inclusive of intersecting identities, lived experiences and opinions. We respect and celebrate all people who identify as women, including the voices of those who are trans, gender and sexually diverse, and non-binary.

We commit to taking responsibility to continue to educate ourselves and to examine our words and actions to foster positive change.



Sophie Ray

Intersectionality is at the heart of NAWO's work in supporting our members to move towards gender balance in their operational businesses. We recognise that women's experiences are diverse and influenced by a range of life experiences and histories.

The nature of the industries and sectors in which NAWO works means that Aboriginal and Torres Strait Islander experiences are particularly represented in our member organisations. For this reason, we see undertaking the RAP as central to our work with all our members.

NAWO's Reflect RAP confirms our commitment to creating and fostering stronger connection and relationships with Aboriginal and Torres Strait Islander peoples, deciding on our vision for reconciliation and exploring our sphere of influence as an organisation within our network of members and the communities in which we operate.



Sophie Ray
NAWO BOARD CHAIR



YINDJIBARNDI AND NGARLUMA – PHOTOGRAPHY BY GRAEME DITTERICH

Louise Weine

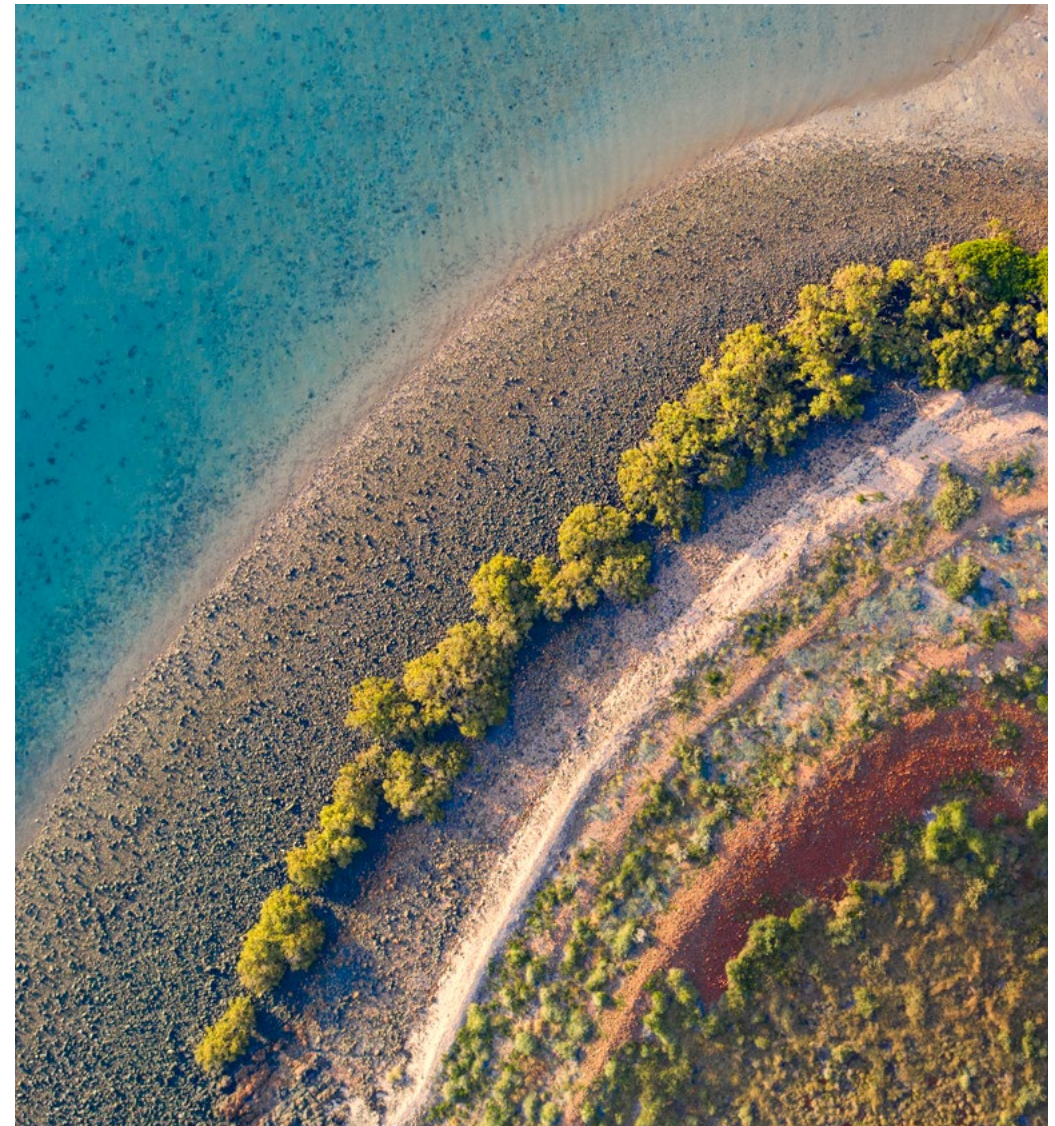
Core to NAWO's mission is respect and celebration of all people who identify as women in our Australian society. NAWO values Aboriginal and Torres Strait Islander Women, their heritage, cultures, strength, spirituality, and deep connections to the land upon which we operate. It is with this ethos that we look to our Reconciliation Action Plan, to formalise and articulate our commitment beyond words as we walk alongside First Nations colleagues and members in seeking justice, self-determination and a voice in decision making.

As a membership organisation we look to inspire and be inspired by our member companies, as we collectively engage in employment and operational action that is well informed by the voices of Aboriginal and Torres Strait Islander peoples. NAWO has a distinct role to play, in connecting members in the network to First Nations peoples stories and experiences, and building relationships that will ensure reconciliation is an integral part of our collective effort to achieve workplace gender balance in operations at every level.

The RAP process has been an enlightening experiencing and I look forward to it shaping and informing our future work.



Louise Weine
CHIEF EXECUTIVE OFFICER



JABURRARA – PHOTOGRAPHY BY GRAEME DITTERICH

OUR REFLECT RECONCILIATION ACTION PLAN

In committing to a Reconciliation Action Plan, NAWO understands the role we must play in promoting and supporting meaningful reconciliation that empowers and enables First Nations peoples advancement and strength of cultural voice in Australia. Our commitment sits at the highest-level including CEO and representatives of our Leadership team.

Our RAP Working Group includes participation from our staff and volunteers, including our:

- CEO
- Board Members
- Intersectionality Advisory Committee Members
- Corporate and Individual members

A key priority for our RAP Working Group was to establish representation of First Nations people from across our membership and partner organisations. Our aim is to have an ongoing relationship with and representation of First Nations people on our RAP Working Group. Chaired by Matthew Brierley, NAWO Board Member and Intersectionality Advisory Group founder, the NAWO RAP Working Group is also made up of:

- Louise Weine, NAWO's Chief Executive Officer and RAP Champion
- Narelle Osborne, Barkindji woman. Director, Nara Nation
- Christina Coleman, Wiradjuri Murrawarrie woman. Culture Capability Learning and Development Officer, QLD Government.
- Karina Lynch, Yupungathi woman. Production Superintendent – Operations Services, BHP
- Renae Hunt, Gunditjmara woman. Indigenous Employment Coordinator WA – TRECCA Team - Ventia

- Louise Goundrey, Organisational Development Specialist, CBH Group
- Matthew Brierley – Asset Management Professional and NAWO Board Member

This work has been supported by NAWO's Intersectionality Advisory Committee, the NAWO Board and our NAWO State Committees in NSW, WA, QLD, SA and VIC. Several actions have already been taken to demonstrate NAWO's commitment to reconciliation and our respect for First Nations People within and beyond the NAWO community.

- Communicating NAWO's commitment to reconciliation publicly through Acknowledgement of Traditional Custodians of the land on our website.
- Conducting an Acknowledgement of Country at the start of every NAWO event, formal meeting and program.
- Inviting Traditional Owners to conduct a Welcome to Country for large in person gatherings.
- Acknowledging the Traditional Names of Country when using photographic images of Country in our marketing.
- Actively engaging in a partnership with Indigenous Women in Mining and Resources
- Educating our employees and volunteers in the significance of, and how to deliver a personalised Acknowledgement of Country.



OUR REFLECT RECONCILIATION ACTION PLAN

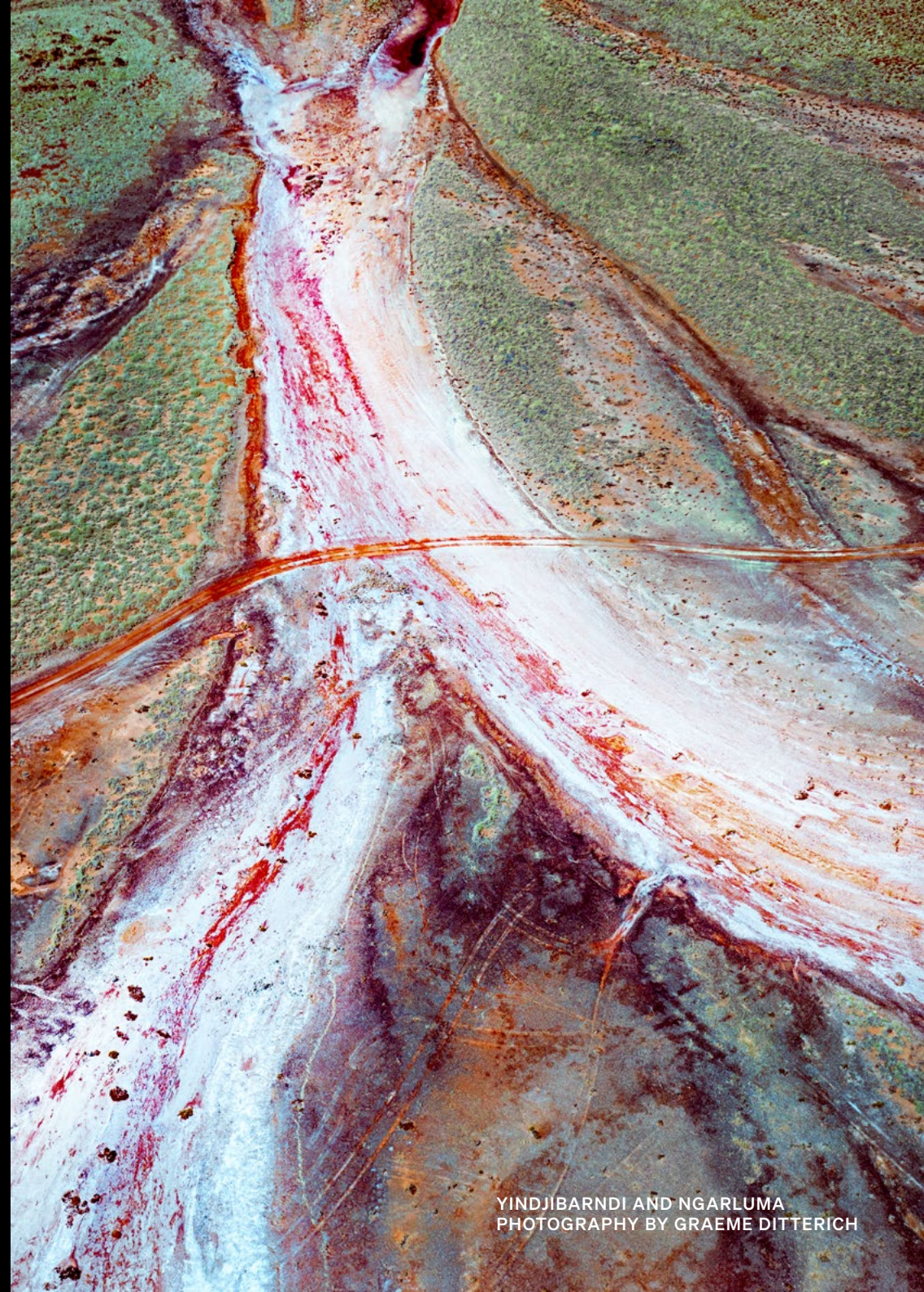
- Developing a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation and engaging in the RAP process and establishing our RAP Working Group.
- Providing annual donations to Shooting Stars, a not-for-profit organisation empowering Aboriginal and Torres Strait Islander girls and women living across Western and South Australia to make informed choices about their education and employment journey.

NAWO has developed this Reflect Reconciliation Action Plan (RAP) to enable us to reflect upon our commitment to meaningful action towards reconciliation in a way that is informed and led by Aboriginal and Torres Strait Islander people.

This reflection has confirmed the need for NAWO to better engage in and build deeper and more meaningful relationships with Aboriginal and Torres Strait Islander women in operations and peak groups across all areas of our business.

NAWO's Vision and Mission is strong and our aspiration to be inclusive and respectful of women at every intersection lays a solid foundation for our reconciliation journey. Our RAP is designed to promote reconciliation and cultural understanding within our broad network of staff, volunteers, members and wider stakeholders.

We recognise that our Reflect RAP and the actions we have already taken is just the beginning. We are excited to continue to expand and deepen our understanding and commitment to reconciliation in our journey ahead with the intention to move to an Innovate RAP in the next horizon.



Karen Mundine

Reconciliation Australia welcomes National Association of Women in Operations (NAWO) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

NAWO joins a network of more than 2,200 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 close to 3 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 NAWO 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 NAWO, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
CEO - RECONCILIATION AUSTRALIA



WORORA - PHOTOGRAPHY BY GRAEME DITTERICH

Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	April 2023	NAWO CEO
	Ensure there is Aboriginal and Torres Strait Islander representation on the NAWO Intersectionality Advisory committee.	January 2023	NAWO CEO
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2023	NAWO Partnerships and Funding Director
	Develop a meaningful partnership with Indigenous Women in Mining and Resources Australia (IWIMRA).	January 2023 - Jan 2024	NAWO Partnerships and Funding Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our employees and volunteers.	May 2023	NAWO Digital Communications Specialist
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2023	RAP Working Group Chair
	Actively promote NRW and highlight what NAWO is doing to support reconciliation.	27 May – 3 June 2023	NAWO CEO
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2023	NAWO CEO
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all employees and volunteers.	Feb, April, July & Oct 2023	NAWO CEO
	Publish a statement of solidarity with First Nations peoples on our website.	March 2023	NAWO CEO
	Feature a First Nations artwork on our website and RAP to visually support our reconciliation message.	March 2023	NAWO CEO

RECONCILIATION ACTION PLAN

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Identify opportunities to positively influence our external stakeholders to drive reconciliation outcomes, aligned to NAWO's vision and mission, through our support for First Nations led initiatives. (Example: Actively supporting the Uluru Statement from the Heart and Voice to Parliament).	Feb, April, July & Oct 2023	NAWO Digital Communications Specialist
	Use our website and social media to promote the work and activities member organisations do to support reconciliation.	April, July & Oct 2023	NAWO Digital Communications Specialist
	Identify and promote member organisations that have a RAP.	May 2023	NAWO Digital Communications Specialist
	Publish at least 2 case studies per year showcasing Aboriginal and Torres Strait Islander Women and member organisation initiatives that are actively supporting Aboriginal and Torres Strait Islander Women.	Integrate into annual case study development plan – Feb 2023	NAWO Digital Communications Specialist
	Promote and support a registered not-for-profit that benefits Aboriginal and Torres Strait Islander women and/or girls as part of our charitable support policy.	Annually – June 2023	NAWO Partnerships and Funding Director
	Identify RAP organisations and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2023	NAWO Partnerships and Funding Director
	Celebrate the launch of our Reflect RAP and partnership with Indigenous Women in Mining and Resources with executives from member companies.	February 2023	NAWO Partnerships and Funding Director
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of NAWO HR policies, procedures, and community code to identify existing anti-discrimination provisions, and future needs.	June 2023	NAWO CEO
	Research best practice and policies in areas of race relations and anti-discrimination.	June 2023	NAWO CEO
	Curate at least one NAWO event per year that focusses on the intersection between race and gender discrimination –and how to prevent this in the workplace. Incorporate into annual event plan. Work with the Intersectionality Advisory Committee and RAP Working group.	December 2023	NAWO CEO



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. 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.	October 2023	NAWO CEO
	Provide members with a list of cultural resources and suggested personal development for staff to promote inclusive cultural learning.	May 2023	RAP Working Group Chair
	Consider how to best engage our members in cultural learning aligned to balancing gender in operations.	October 2023	NAWO CEO
	Research best practice for cultural learning in preparation for the development of our own internal cultural learning strategy.	April 2023	NAWO CEO
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate protocol at significant events each year.	Integrate into Annual Event Plan – February 2023	NAWO CEO
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	October 2023	NAWO CEO
	Ensure all of our events continue to open with an Acknowledgement of Country.	January 2023 and ongoing	NAWO CEO
	Provide training to our employees and volunteers to develop personalised Acknowledgements of Country.	Annually – May 2023	NAWO CEO
	Increase NAWO employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May & June 2023	NAWO CEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Organise formal NAIDOC Week events with NAWO members and cross promote events with Aboriginal and Torres Strait Islander organisations in regional locations.	First week in July 2023	RAP Working Group Chair

RECONCILIATION ACTION PLAN

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	NAWO CEO
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023	RAP Working Group Chair
	Raise awareness and share information amongst our employees and volunteers about the meaning of NAIDOC Week.	June, 2023	NAWO CEO
	Promote NAIDOC Week on the NAWO website and social media.	June 2023	NAWO Digital Communications Specialist



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. 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.	October 2023	NAWO CEO
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2023	NAWO CEO
	Consider ways to best attract Aboriginal and Torres Strait Islander people for our NAWO volunteer committees and national board.	June 2023	NAWO Member and Volunteer Relations Manager
	Include an optional self-identification question as part of the induction process for all new volunteers and staff members.	June 2023	NAWO Member and Volunteer Relations Manager
	Support and provide opportunities for Aboriginal and Torres Strait Islander women (cis, non-binary and trans) in the NAWO network to raise their professional profile and establish meaningful networks for career development progression.	June, Sept 2023	NAWO Member and Volunteer Relations Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2023	NAWO CEO
	Use our RAP and website to encourage members to support Supply Nation.	June 2023	NAWO CEO
	Investigate Supply Nation membership.	June 2023	NAWO CEO



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	Jan, April, July & Oct 2023	NAWO CEO
	Review and update our Terms of Reference for the RWG.	Jan, April, July & Oct 2023	RAP Working Group Chair
	Ensure to have Aboriginal and Torres Strait Islander representation on the RWG.	Jan, April, July & Oct 2023	NAWO CEO
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2023	NAWO CEO
	Engage senior leaders in the delivery of RAP commitments.	Jan, April, July & Oct 2023	NAWO CEO
	Engage state committees in the delivery of RAP commitments.	Jan, April, July & Oct 2023	NAWO Member and Volunteer Relations Manager
	Maintain a senior leader to champion our RAP internally.	November 2023	NAWO CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Jan, April, July & Oct 2023	RAP Working Group Chair
12. 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 2023	NAWO CEO
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023	NAWO CEO
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023	NAWO CEO
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023	NAWO CEO



For public enquiries about NAWO's
Reconciliation Action Plan, please contact:

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of Australia and the traditional custodians of the lands where we live, learn, work and connect.*

● VISIT [NAWO.ORG.AU](https://www.nawo.org.au)