



navitas 

transforming lives through education

# Reconciliation Action Plan

October 2024 – October 2026



# Acknowledgement of Country

Navitas acknowledges the Traditional Owners of the land in Australia and respects all First Nations peoples in the countries in which we operate.

We recognise and respect the continuing living cultures of First Nations peoples throughout the world, and recognise their connections to lands, seas, waterways, sky and Community. We pay our respects to Elders past and present.









# About the Artist and Artwork

## The Artist

Marcia is a Whadjuk, Ballardong and Yamatji Aboriginal Woman from Perth, Western Australia. Since she was a young girl, Marcia has felt a strong connection to art; she loved to draw and paint, never missed art classes and always achieved top results in art at school.

Inspired by her ancestors' traditional art, dreamtime stories and culture, Marcia loves to create and design art that incorporates traditional customs and designs into everyday living, so that First Nations culture continues to be represented and celebrated in modern culture.

As an artist, Marcia is always looking for ways to bring her people's culture into everyday living.



*"It's no lie to say I live, breathe and dream of art in everything I do."*

In 2021, Marcia was engaged by one of our Navitas colleges - SAE University College - to produce a mural for its Perth campus, which was unveiled as part of National Reconciliation Week celebrations. The beautiful artwork acknowledges the traditional Whadjuk women who gave birth on the land where the campus is built.

In 2022, Marcia was engaged by Navitas to produce artwork for its inaugural Reflect Reconciliation Action Plan. The artwork has become synonymous with our reconciliation journey across Navitas and embraced by staff and students at many of our colleges, campuses, centres and offices across Australia. With her permission, it was adapted for numerous purposes beyond the RAP, including Acknowledgement of Country signage, office artwork, Zoom room backgrounds, meeting rooms signage, college websites, First Nations scholarship fliers and more.

In 2023, Marcia was asked to reimagine this artwork to incorporate elements of our reconciliation journey to date, and our vision for the future.

We are grateful to Marcia for her gift of cultural storytelling through art.

## The Artwork

"The original artwork for the Navitas Reflect RAP was designed to reflect the Navitas values and commitment to transforming lives through education with the use of Whadjuk Noongar patterns and symbols.

These include the large circle representing the Navitas community and its connection to people. Circles in Noongar/Whadjuk stories generally describe a meeting place. Within each layer of the circle there are patterns that represent Navitas in unique ways. Repeated circular patterns reflect the many campuses and sites that Navitas and its colleges operate globally. Shapes were used to represent more than 6,000 employees; one resembles the letter 'TT' which means 'Man' while the other more curved 'TT' means 'Woman' in Whadjuk. The upside-down 'U' is used across Australia by many artists to represent a person who is neither gender nor age specific. Marcia also incorporated patterns to represent weaving, binding and strengthening Navitas through the creation and implementation of its RAP. Dancing people represent Navitas in the community in all its diversity. The original Navitas iconography was adapted to demonstrate conviction (the raised, closed fists) and rigour in enhancing the professional reputation of Navitas (modified magnifying glass). There are other more subtle symbols and patterns that reflect partnerships with more than 30 universities around the world, and commitment to caring for people and the environment.

The artwork produced for the Navitas Innovate RAP represents the next stage of the Navitas journey. As well as incorporating the new Navitas colour palette, it demonstrates a focus on improving First Nations cultural representation within Navitas. To that end, First Nations body markings have been added the 'Person', 'Man' and 'Woman' symbols. These markings are used in celebrations and integral to representing who we are, and our song lines. Two linear patterns have also been added to the artwork to represent the journey ahead."

- Marcia McGuire, artist

# Contents

Message from Reconciliation Australia	8
Message from the CEO, Scott Jones	9
About Navitas	10
What We Do	12
Our RAP Journey	14
Reconciliation At Navitas – Case Studies	18
Our Governance Structure	28
Reconciliation Action Plan Deliverables	30





## Our Vision

Our vision for reconciliation is to make Navitas a place where truth-telling is fundamental to our ways of thinking, working, teaching and learning. We will work hard to create an environment where First Nations peoples are welcomed, supported, heard and respected as the rightful Custodians of this land.

We are committed to increasing access and opportunities for First Nations peoples to learn and work in culturally safe spaces. Our approach will be grounded in active listening, learning, and respect for the diverse and rich cultures and histories of First Nations peoples. We will prioritise the inclusion of First Nations knowledge in our decision-making and operations.

Our goal is to become a catalyst for change by delivering better outcomes for First Nations students, employees, and communities. We recognise that this requires us to actively promote systemic change, create new opportunities and break down barriers that have historically prevented First Nations peoples from achieving their full potential.

Together, we will work to transform lives and build a brighter future for First Nations peoples across the globe.

# Message from Reconciliation Australia

Reconciliation Australia commends Navitas 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 Navitas 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, Navitas 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. Navitas is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Navitas' 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 Navitas on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

## **Karen Mundine**

Chief Executive Officer,  
Reconciliation Australia





# Message from the CEO, Scott Jones

Our commitment to Indigenous Rights, Justice and Reconciliation is embedded in our approach to Impact.

Since the publication of our Reflect Reconciliation Action Plan we have taken more serious steps to consider the impact we have as an organisation – on the students we teach, the colleagues we employ and the partners and communities we serve.

We developed an ESG (Environment Social Governance) strategy to better understand, measure, and improve the impact we create in our changing world. Our approach is built around our impact as an employer, an educator, and a global citizen, and is aligned to the United Nations' Sustainable Development Goals (SDGs). You can learn more about our impact strategy on our website.

When thinking about our impact as a global citizen we are considering the role we can play in addressing some of the world's most significant challenges: the climate crisis, modern slavery, global poverty, and inequality and justice. As one of our twelve material impact topics, Indigenous Rights, Justice and Reconciliation continues to be an area of focus for us.

Indigenous Rights, Justice and Reconciliation refers to our engagement with Indigenous peoples to increase awareness and understanding of Indigenous cultures and histories in the areas where we operate, to promote Indigenous rights and justice, and to develop and strengthen respectful and accountable relationships that deliver improved outcomes for Indigenous peoples. Engagement and activities are guided by the principles of truth telling, self-determination, and free, prior, and informed consent (FPIC).

Our Reconciliation Action Plans cut across several other of our material impact topics as well, including Access to Education, Student Welfare and Safety, Diversity Equity and Inclusion, Workplace Health Safety and Wellbeing, Talent Development and Community Contribution and Development Outcomes.

As an organisation we are proud of the progress we have made through the development and execution of our Reflect RAP and excited about plans to create opportunities for Indigenous staff and students through our Innovate RAP. None of this would be possible without the valuable wisdom and encouragement we receive from First Nations advisors within and outside our organisation, and the dedicated and passionate staff who are driving change and engagement within Navitas.

**Scott Jones**  
Group CEO, Navitas



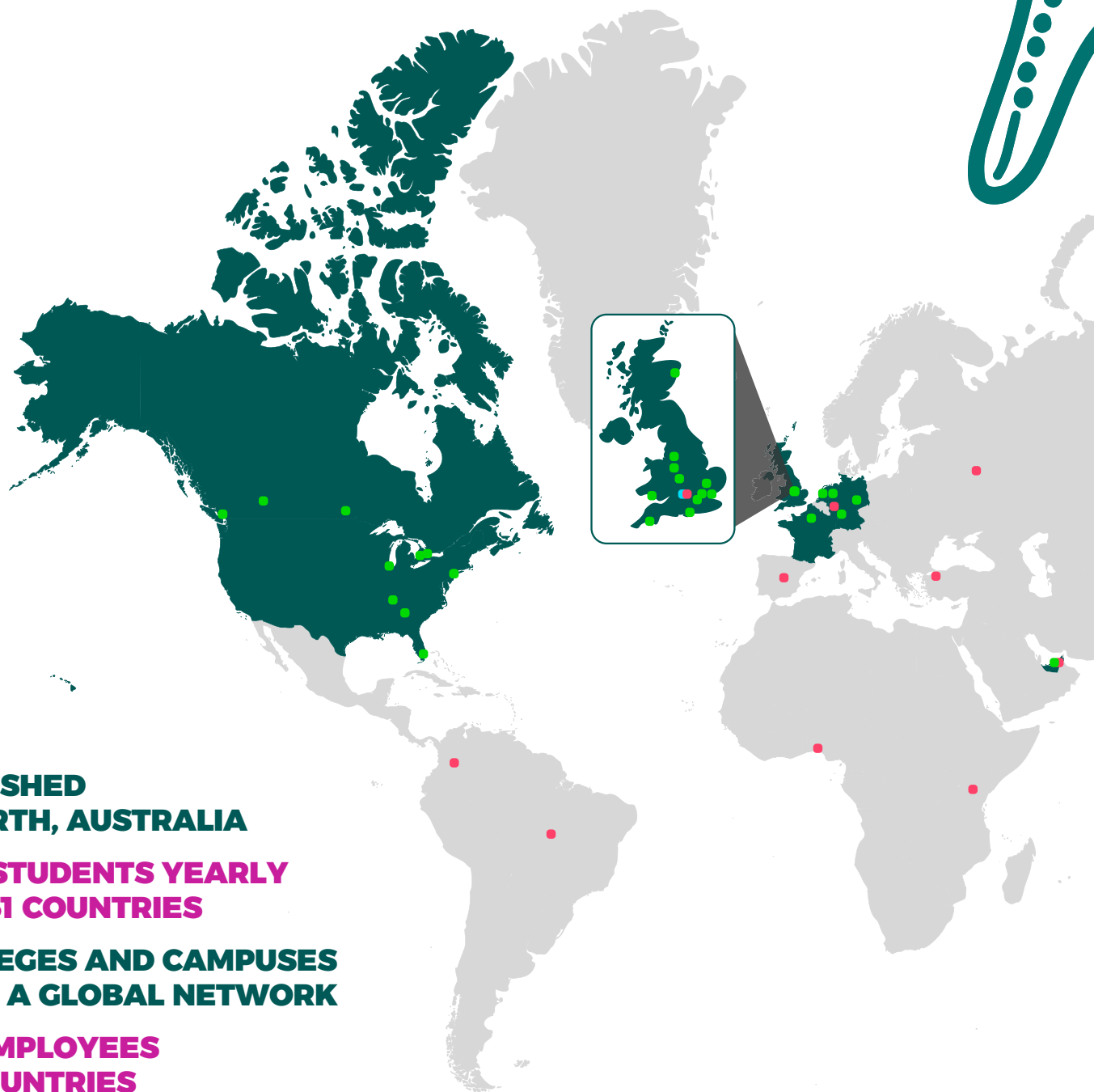
# About Navitas

Navitas is a global education provider, headquartered in Perth, Western Australia. A proud Australian company, we pioneered an innovative university partnership model of education in Perth in 1994, increasing access to education for students from around the world. We are now Australia's largest independent higher education provider. Navitas has 37 locations across Australia, with some sites hosting multiple colleges, campuses and offices.

Navitas works with universities, industry partners and governments to transform lives through education. Our success is underpinned by our unparalleled international network, our commitment to student experiences and outcomes and a passion for discovering new models of teaching and learning that will improve education now and into the future.

Currently Navitas employs 18 people who have self-identified as Aboriginal and/or Torres Strait Islander, representing 0.5% of a total workforce of 3,380 nationally. We believe that this is an under-representation of First Nations employees at Navitas and are working to improve our reporting metrics to better understand our workforce.

As a global education provider with strong roots in Australia, Navitas recognises our significant role in advocating for reconciliation through our engagement with staff, students, university partners, governments, education agents, professional bodies and other valued stakeholders.



**ESTABLISHED  
1994 PERTH, AUSTRALIA**

**60,000 STUDENTS YEARLY  
FROM 151 COUNTRIES**

**98 COLLEGES AND CAMPUSES  
ACROSS A GLOBAL NETWORK**

**5,000 EMPLOYEES  
IN 35 COUNTRIES**



## Our vision and values

Our vision is to be the best global education provider in the world for our students, partners and people.

In achieving our vision, we are guided by a strong set of values:

We demonstrate **DRIVE** by achieving and advancing together



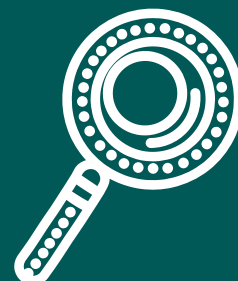
We are **ADVENTUROUS** in mind and spirit

We have **CONVICTION** to our purpose and potential



We are **GENUINE** in the way we behave and deliver

We demonstrate **RIGOUR** in enhancing our professional reputation and credibility



We show **RESPECT** by celebrating, valuing and caring for people and the environment



# What we do

## University partnerships

We partner with universities all over the world, including across Australia, to offer international and domestic student pathways to higher education. Our students benefit from exceptional support and teaching excellence and our partners benefit from our global resources and international expertise. We also assist our university partners to deliver programs from campuses in new locations around the world.

## Higher education

Our independent education providers offer accredited higher education programs that equip learners with the skills they need to make valuable contributions to industry and society. Specialising in creative media, human services and business disciplines, our colleges offer a diverse range of programs to meet industry demand and the needs of learners. We pride ourselves on making learning accessible to students from all backgrounds and walks of life.

## Language, settlement, employability and leadership skills programs

We are the largest provider of English language training to overseas students in Australia, and since 1990 have delivered English language, settlement, digital literacy and employment programs to more than 200,000 migrants, refugees and jobseekers. Our work integrated learning programs offer students the skills and experience needed to maximise their employment prospects.

We also deliver world class leadership and management education for individuals and organisations, with a focus on women and leadership.





# Our operations in Australia

## University partnerships



## Higher and vocational education

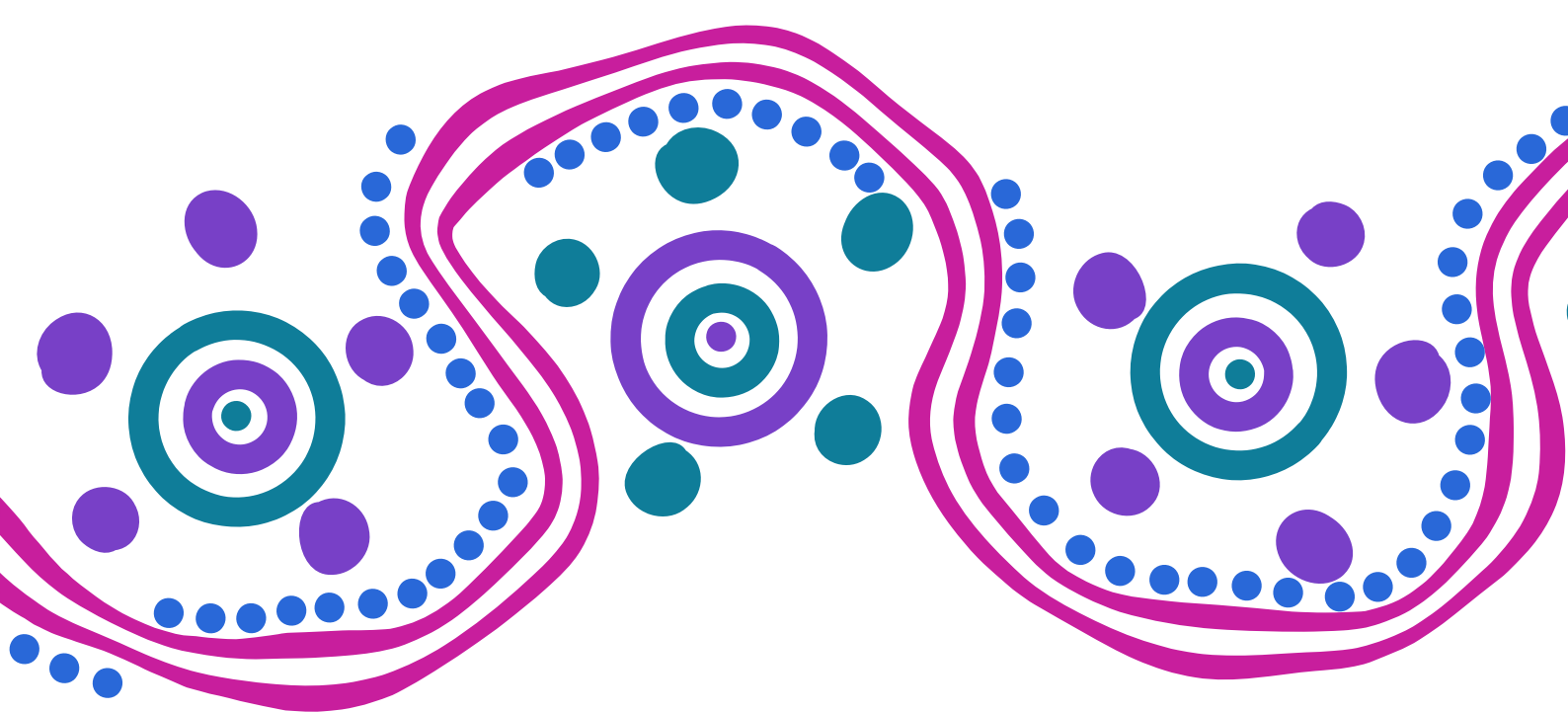


## Language, employability and leadership skills





# **OUR RAP JOURNEY**



On the International Day of the World's Indigenous Peoples in 2022, Navitas published its inaugural Reflect Reconciliation Action Plan, symbolising the start of our formal journey to reconciliation.

A RAP Working Group and a RAP Steering Committee were formed to oversee implementation of all RAP deliverables and guide the reconciliation journey, with diverse representation from across our organisation. This includes senior and executive leaders responsible for HR and staff health and wellbeing, student services, corporate communications, finance, academic services and education delivery.

The Reflect RAP was championed by the CEOs of our two divisions within Australia, with endorsement by the Navitas Executive Leadership Team and sponsorship from the Navitas CEO, Scott Jones. Terms of Reference were developed to support the development and implementation of the inaugural RAP and were updated during 2023. This governance framework continues to underpin the Innovate RAP journey.

## First Nations Advisors

Navitas formed a strategic relationship with First Nations consultancy, Murawin, at the start of our reconciliation journey and is grateful for the knowledge, wisdom and guidance provided to us since that time. Our friendship with Murawin is founded on the principle of reciprocity and a shared commitment to deliver better futures for First Nations peoples. Murawin has played a key role in embedding cultural understanding, practice and protocols in our organisation, and developing the cultural capability of our senior leadership team. Murawin continues to provide critical guidance and support to Navitas in advancing reconciliation.

“We’ve walked alongside this group as a Critical Friend and it is clear that Navitas truly value the contributions of their First Nations friends and colleagues who have provided insights and knowledge based on their own lived experiences and those experiences of generations who came before them. There have been some tough conversations and it’s encouraging to see organisations, such as Navitas, lean into those tough conversations with the expectation of seeing beneficial outcomes for Indigenous Australians.

“It has been exciting to collaborate with an educational institution that is so dedicated towards making meaningful change and it has been a pleasure to provide Murawin’s guidance and support in their reconciliation journey.”

— Carol Vale, CEO Murawin

In 2023, we also welcomed two First Nations employees from Navitas as Advisors to our RAP committees. You can read more about Nicole Fraser-Lyons and Noritta Morseu-Diop on page 22. As First Nations employees, Nicole and Noritta have provided valuable insights and perspectives that help to ensure that support for and advancement of First Nations peoples is at the heart of our planning and decision-making. We acknowledge and respect their guidance and insights, which are informed by lived experiences, and thank them for their critical engagement.

# Our journey so far

The inaugural Navitas RAP was an incredibly important first step in our journey that enabled us to reflect on who we are as an organisation in the context of reconciliation. Along the way, we celebrated a number of exciting initiatives and outcomes, some of which are highlighted in our case studies below. We have been extremely encouraged by the strong participation of non-Indigenous employees in webinars, yarning circles and training sessions focused on truth-telling, First Nations histories and respect for First Nations peoples. There has also been widespread and increased celebration of First Nations days of significance across our national college network and a stronger focus on amplifying the achievements of First Nations staff and students within the organisation and publicly, including in the media and on social channels.

Specifically, we have experienced high levels of employee engagement in cultural competency training, NAIDOC Week celebrations, Yarning circles and a webinar about the referendum to enshrine a First Nations Voice to Parliament in the Australian Constitution.

During our Reflect RAP phase, we also strengthened engagement with employees who have self-identified as Aboriginal or Torres Strait Islander and began a dialogue that we look forward to extending over time.

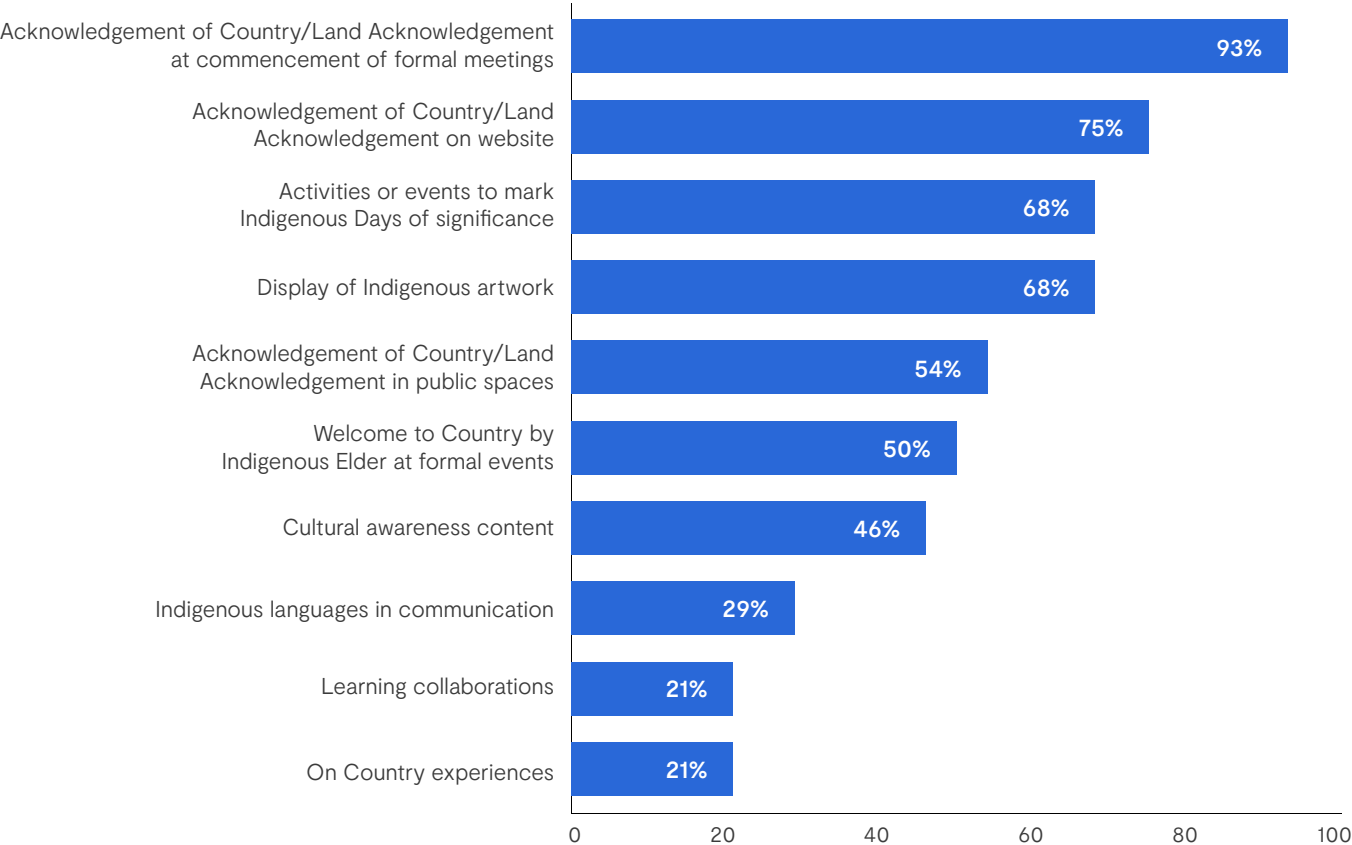
In late 2023, Navitas college and campus leaders participated in a Navitas survey focused on understanding and measuring our impact as an educator, employer and global citizen. The survey included questions against 12 priority topics, including Indigenous Rights and Reconciliation. It is intended as a tool to gain visibility and identify the biggest areas of opportunity and improvement at a global, divisional and local level.

The survey provided some important learnings and insights. Pleasingly, Acknowledgement of Country is now standard practice across our colleges and campuses. However, we recognise that more can be done to engage with First Nations community groups and identify meaningful cultural learning opportunities for students. To help us achieve this, Navitas is extending cultural awareness and competency training to more employees across the organisation, and providing practical tools that encourage and support employees to engage with First Nations peoples and organisations.

A summary of the Impact Survey results is outlined below and has helped to inform our planning for Innovate RAP.

## Activities to raise awareness and understanding of Indigenous history and culture

% Navitas colleges/campus in Australia, NZ and Canada only





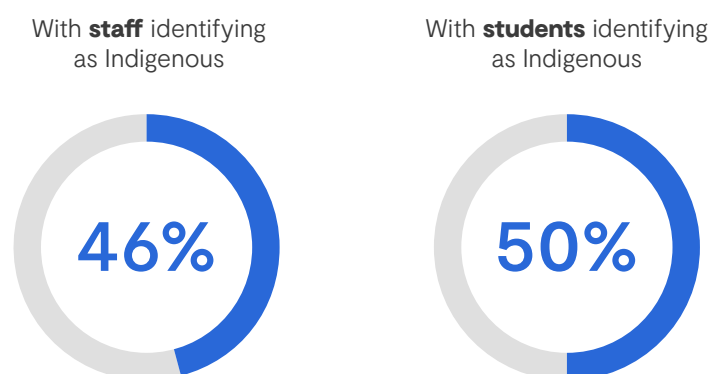
## Engagement with community

% of Navitas colleges/campuses in Australia, NZ and Canada that have engaged with Indigenous service providers, community groups and/or Elders



## Indigenous representation in our community

% of Navitas colleges/campuses in Australia, NZ and Canada with staff and/or students who have identified as Indigenous



## Challenges experienced

We acknowledge that the road to reconciliation is long, requiring patience and respect. The past two years have presented several challenges, especially given our diverse network of centres, campuses, colleges, and offices spread across the nation. It was often difficult to gain a clear understanding of the activities and engagements already in place across our organisation to support reconciliation. This made it hard to identify what was working well, what could be improved, and what new initiatives could be built upon. While great work was being done in some parts of the organisation, it often relied on the commitment of individuals rather than being embedded in processes or approaches to decision-making.

Our initial cultural awareness and competency training focused on leadership to establish a foundation for reconciliation. However, we realised that those responsible for hosting events, celebrating First Nations peoples, histories, and cultures, as well as those educating students about the true history of our country, had not participated in formal training. This posed a risk of well-meaning actions having unintended consequences. In our Innovate RAP, we specifically address these challenges through deliverables aimed at empowering teachers and staff with the tools and knowledge to engage respectfully with First Nations organisations and educate students about First Nations history, cultures, and peoples in a meaningful and culturally appropriate way.

Additionally, we found ourselves trying to deliver outcomes too quickly, sometimes at the expense of thoroughly considering the motivations and intended benefits for First Nations peoples.

Internal barriers, such as the challenge of offering alternative leave arrangements for Australia Day, also hindered our progress. We are actively seeking solutions to overcome these obstacles, focusing on reviewing and developing systems and processes that facilitate better experiences and outcomes for First Nations students and staff.

We have also accepted that it is not always possible to meet the expectations or to reflect the views of the diverse range of First Nations peoples and experiences at Navitas. For example, our messaging relating to Australia Day, Uluru Statement from the Heart and 'Yes' vote for a First Nations Voice to Parliament did not satisfy all First Nations employees.



# **RECONCILIATION AT NAVITAS - CASE STUDIES**

# 1. Building cultural awareness and competency

As an employer and educator, Navitas is committed to building a work environment that is inclusive, sensitive, and encourages learning about, and understanding of, First Nations cultures and experiences. We see this as central to our ambition of creating a safe and welcoming space for First Nations peoples to work and study.

A major focus for Navitas in its first years of participation in the RAP program was to build cultural awareness and competency among our leaders in Australia, recognising this provides the foundation for improving access to education and employment for First Nations peoples. We are grateful to have engaged First Nations consultants, Murawin, as a 'critical friend' to deliver on this commitment and support Navitas in building its cultural capital.

Listen to Carol Vale, Dunghutti woman and CEO of Murawin and Cathy Tobin, Communications Director, University Partnerships Australasia and RAP Project Leader featured on our Navitas in Conversation podcast DEI series.

The episode explored our decision to formalise the journey to reconciliation in Australia, the relationship between Navitas and Murawin, and how we partnered to implement our first RAP and strengthen our organisation's cultural competency.



**Listen to the podcast.**

A key element of our partnership with Murawin was the 'Hands of Time Cultural Awareness program' which incorporated a series of workshops delivered over 10 months to senior and executive leaders across Navitas in Australia. The workshops were focused on strengthening our awareness, understanding and respect for First Nations histories, peoples and cultures and developing skills and knowledge to respectfully engage with First Nations peoples and organisations to deliver lasting, positive outcomes.

In October 2023, we were delighted to see Murawin shortlisted for our inaugural Impact Awards amongst a competitive list of nominations. The Navitas Impact Awards are designed to recognise Environmental, Social and Governance (ESG) initiatives creating positive change across the education sector.

In a small step towards improving cultural awareness, we named our new meeting rooms in our Sydney city office using the traditional language of Aboriginal people in the Sydney Basin. The Sydney Language Wordlist, by Professor Jakelin, Troy provided the inspiration for the names of the new meeting rooms, focusing on the natural elements of the region and on the Aboriginal flag. We are appreciative of the time, support, coaching and the extraordinary relational database of Jeremy Steele who completed his thesis on 'The Aboriginal Language of Sydney' in December 2005. We also acknowledge that there is no name recorded for the language once spoken by First Nations peoples in the Sydney Basin at the time of colonisation and so it is commonly referred to as the 'Sydney language'

The rooms are named:

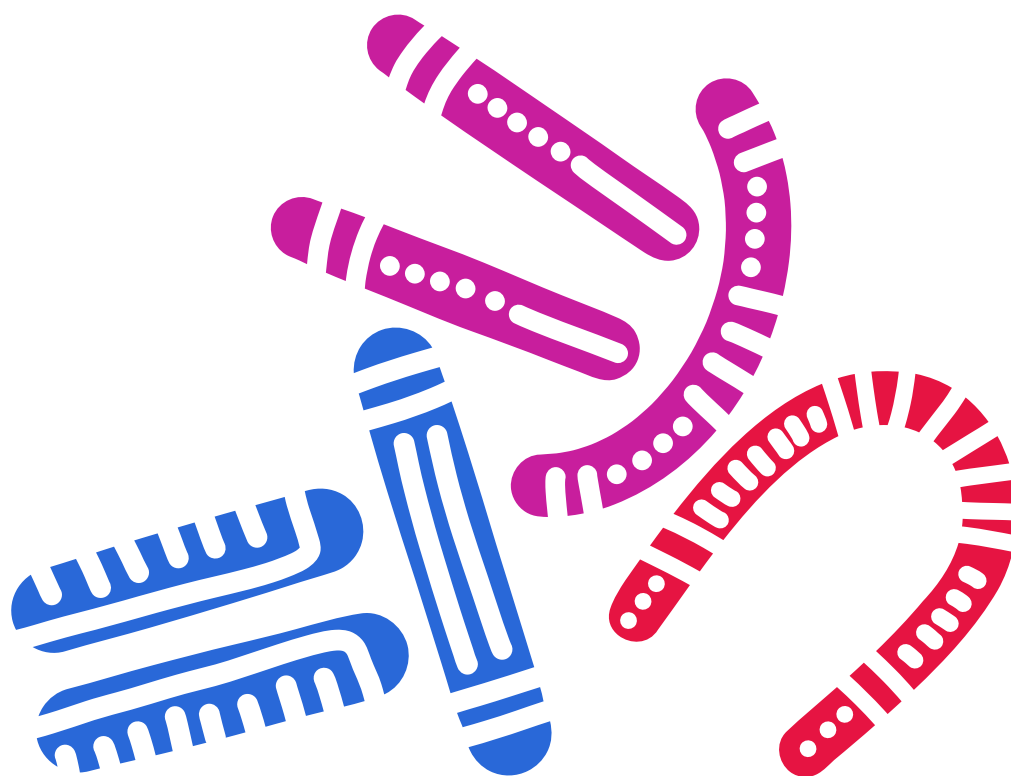
- War-re-wool, meaning Milky Way
- Bah-doo, meaning Water
- Bee-mull, meaning Earth
- Bour-rah, meaning Sky; and
- Goo-wing, meaning Sun.

The naming of these rooms using the Sydney language reminds our teams across Australia to think of the lands on which we gather, the Traditional Custodians, and the road we must travel towards reconciliation. An internal blog told the story of the room names to our staff and shared the significance of First Nations languages.

In September 2022, we offered a one-hour workshop of Acknowledgement of Country training to 100 staff, led by Rhys Paddick and Emma Gibbens from Acknowledge This! The goal of the session was to elevate our understanding of First Nations cultural protocols and to build confidence in our staff so that they can feel comfortable delivering a meaningful, personalised Acknowledgement of Country.

In the leadup to 26 January 2024, we invited staff to read about the rich culture and history of First Nations peoples in Australia and to register to attend a yarning webinar, delivered by Evolve Communities, on 'How to be an Ally'. Approximately 50 Navitas staff attended the event.

In February 2024, we engaged BlackCard to deliver cultural capability online training to college directors, campus managers and other frontline leaders across Navitas. This was followed by virtual yarning circles where employees could consolidate their learnings, ask questions and explore how they can work meaningfully and respectfully with First Nations communities.





## 2. Transformative learning experiences

We were proud to celebrate the announcement of Curtin College as winner of the 2022 Council of International Students Western Australia (CISWA) International Education Program of the Year. We especially acknowledge Curtin College academic Ajay Karia for his work to develop and deliver the winning program, Under the Gija Jumulu Tree: Facilitating Dialogue between International Health Science students and WA's Indigenous Community through experiential learning.

The program is part of a first-year health science unit taught by our colleagues at Curtin College. Content for this unit was jointly developed with the Centre for Aboriginal Studies at Curtin University and delivered in a unique, experiential learning format that delivered high levels of engagement and cross-cultural understandings. By leveraging the unique cultural backgrounds of both international students and First Nations peoples for mutual learning and dialogue, this project provided a transformative learning experience that has left marked impressions on all participants.

As a result of participating in this program, international students were upskilled to question negative views and stereotypes, think critically and gain confidence in confronting discrimination. The program seeks to instil an awareness of First Nations cultures, both here in Australia and around the world, to ensure future health practitioners can challenge and address misconceptions, and work towards improved health outcomes and equity for a wide range of social groups.

Importantly, content, delivery, and assessments were jointly developed with Curtin University's Centre for Aboriginal Studies, ensuring its appropriateness and acceptance from First Nations communities.

## 3. Developing leadership capability for First Nations women

In August 2023, our colleagues at Women & Leadership Australia (WLA) partnered with Women's Business to launch the 2023 First Nations Women's Leadership Symposium in Melbourne. The Symposium built on the success of the inaugural event in 2019, providing culturally safe leadership development experiences for First Nations women leaders.

The event provided an important forum for connecting and inspiring First Nations women leaders. WLA was proud to work in close partnership with Indigenous advisor and founder of Women's Business, Kat Henaway, to deliver a meaningful opportunity for First Nations women to develop their leadership capacity and connections.

The event provided a powerful opportunity for connection, reflection and renewed strength among those who attended.

“This event has rejuvenated my spirit. We need these types of events to refocus and amplify ourselves and our sisters. All the presenters were excellent.”

— Symposium participant

“It has broadened my understanding of how important the work I am doing as an Aboriginal woman is...there are more women that think like me in this world. I am not alone.”

— Symposium participant

## 4. Engaging First Nations employees

We understand how critical it is for First Nations voices to inform planning and decision-making on our path to reconciliation. In 2023 we welcomed a First Nations employee from Navitas to our RAP Working Group and another to our RAP Steering committee.

### Dr Noritta Morseu-Diop

**Senior Lecturer and First Nations Consultant at  
ACAP (School of Social Work)**

**First Nations Advisor, Navitas RAP Steering Committee  
(2023 – ongoing)**

Noritta is a First Nations woman originally from Tamwoy Town, Thursday Island in Far North Queensland. Her ancestral heritage extends from mainland Australia to the Kulkalgal Nation to the Erubam Le, Ugaram Le and to the Dauareb Clan of the Meriam Nation. She graduated from the School of Social Work and Social Policy at the University of Queensland in 1992. Since that time Noritta has worked extensively in the grassroots Aboriginal and Torres Strait Islander communities and within non-Indigenous communities throughout the state of Queensland.

The areas of her work include grief and loss, bereavement counselling and support, criminal justice, prison rehabilitation, mental health, community development, cross-cultural education, social work and welfare education and training, drug and alcohol counselling, Indigenous health and human rights and social justice advocacy.

Noritta's distinguished list of achievements includes:

- 2006 Australian Federation of University Women Fellow
- 2011 Winston Churchill Fellow
- awarded PhD in Criminal Justice and Social Work at the University of Queensland in the School of Social Work and Human Services, St Lucia Campus in 2010
- recipient of the UQ 2010 Dean's Commendation for Outstanding Research and Higher Degree PhD thesis
- awarded the UQ Alumni Award for Indigenous Community Impact in 2018.

She is also Co-Founder of Gallang Place, Aboriginal and Torres Strait Islander Counselling Services based in Brisbane, and the Founder and Managing Director of Malu Mai Wellness Consultancy: a family-owned company that is committed to addressing the social, emotional, cultural and spiritual well-being of individuals, families and communities on a local, national and international level.



## Nicole (Nicki) Fraser-Lyons

Lecturer in Health Care, Griffith College

First Nations Advisor, Navitas RAP Working Group  
(2023–2024)

Nicki is a proud Traditional Custodian of Ngunnawal Country (southern NSW/ACT) who grew up in Wiradjuri Country in NSW and currently resides in Yugambeh language speaking People's nation, on the Gold Coast in Queensland.

Nicki is a health practitioner (nursing) who has worked and trained with Aboriginal communities in diverse parts of Australia over the past 15 years, including Murrumbidgee, Far Western NSW, Far Northern NSW and Queensland.

A proud First Nations Woman, she gives back to her community both personally and professionally at every opportunity. Nicki is particularly passionate about First Nations health and well-being, and women and children's health, and currently works as a Child and Family Health Nurse with the Queensland Government's Waijungbah Jarjums Health Service, which has developed a model of care in close collaboration within the Yugambeh-speaking People's community. The organisation promotes childhood development and parenting capacity through health promotion and education, and provides developmental assessments and other clinical care for mothers and their babies during the first 1000 days of a child's life. Waijungbah Jarjums Health Service provides a culturally safe and appropriate space for families while creating and holding connections to land, sea, Peoples, and ancestry traditions.

Nicki also lectures in and facilitates the undergraduate degree Diploma of Health Care at Griffith College, with a focus on Foundations of Professional Healthcare Practice and Health Assessment. As part of her teaching, Nicki introduces the importance of cultural awareness and working with First Australian peoples. She empowers students to develop the skills they need to improve health outcomes for Indigenous and non-Indigenous peoples.

Nicki has worked as an intensive care nurse for more than six years. She holds a Bachelor of Nursing from Griffith University, Postgraduate Graduate Certificate in Professional Health Education from QUT and Graduate Diploma of Child and Family Health at Western Sydney University.



We thank both Noritta and Nicki for the expertise, perspectives and insights they provided during the initial phase of our reconciliation journey.

## 5. Voice to Parliament – educating our community

Part of our goal to take sustainable and meaningful action to advance reconciliation included educating staff across Australia about the referendum to enshrine a First Nations Voice to Parliament in the Australian Constitution. This took the form of blogs, CEO messages, sharing of resources, webinars and in-person activities.

All Navitas staff across Australia were invited to join a webinar presented by From the Heart in the leadup to the referendum: Understanding the Uluru Statement from the Heart and call for Voice, Treaty and Truth. It included a Welcome to Country by Senior Aboriginal man, Mickey Kumatpi O'Brien, who is a descendant of the Kurna and Narrunga peoples. Alongside this webinar, we released a suite of resources about the Uluru Statement from the Heart which reinforced our support for the Voice to Parliament and helped to ensure that all Navitas employees in Australia had access to information about the significance of constitutional recognition for First Peoples.

In December 2022, some of our Perth-based staff – including Navitas CEO Scott Jones – spent the day with Aboriginal Elder Professor Simon Forrest for an on-country experience. Simon was born and raised in Wadjuk country and has connections to Country at Goomalling (Balardong), Swan Valley (Wajuk), Mt Magnet (Badimaya) and Leonora (Wongutha). Staff had the opportunity to learn more about the history and context of the Uluru Statement from the Heart and to accompany Simon to places of significance, including Simon's family campground and Fishmarket Reserve in Guildford, a spiritual site for Noongar peoples. Teams read the Uluru Statement from the Heart in small groups before coming back together in a yarning circle to share their experiences from the day.

Throughout 2023 and the first half of 2024, we continued to offer educational resources to our teams in Australia, made available on a dedicated Indigenous Resources and Events page on the Navitas global intranet site. Following the referendum, we extended support to First Nations staff, including access to dedicated free counselling services specific to First Nations peoples, and offered support to students, including options for assessment extensions.

Navitas supports the Uluru Statement from the Heart, and its compelling call for Voice, Treaty and Truth-Telling.

As a global education provider, we are committed to advancing Reconciliation and ensuring that everyone in our Australian community has access to information about the significance of constitutional recognition for First Peoples, what a Voice to Parliament is and why a referendum is needed to change the Australian Constitution.



RAP artwork by Whadjuk, Ballardong and Yamatji Aboriginal woman Marcia McGuire





## ULURU STATEMENT FROM THE HEART

We, gathered at the 2017 National Constitutional Convention, coming from all points of the southern sky, make this statement from the heart:

Our Aboriginal and Torres Strait Islander tribes were the first sovereign Nations of the Australian continent and its adjacent islands, and possessed it under our own laws and customs. This our ancestors did, according to the reckoning of our culture, from the Creation, according to the common law from ‘time immemorial’, and according to science more than 60,000 years ago.

This sovereignty is *a spiritual notion: the ancestral tie between the land, or ‘mother nature’, and the Aboriginal and Torres Strait Islander peoples who were born therefrom, remain attached thereto, and must one day return thither to be united with our ancestors. This link is the basis of the ownership of the soil, or better, of sovereignty.* It has never been ceded or extinguished, and co-exists with the sovereignty of the Crown.

How could it be otherwise? That peoples possessed a land for sixty millennia and this sacred link disappears from world history in merely the last two hundred years?

With substantive constitutional change and structural reform, we believe this ancient sovereignty can shine through as a fuller expression of Australia’s nationhood.

Proportionally, we are the most incarcerated people on the planet. We are not an innately criminal people. Our children are aliened from their families at unprecedented rates. This cannot be because we have no love for them. And our youth languish in detention in obscene numbers. They should be our hope for the future.

These dimensions of our crisis tell plainly the structural nature of our problem. This is *the torment of our powerlessness.*

We seek constitutional reforms to empower our people and take *a rightful place* in our own country. When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country.

We call for the establishment of a First Nations Voice enshrined in the Constitution.

Makarrata is the culmination of our agenda: *the coming together after a struggle.* It captures our aspirations for a fair and truthful relationship with the people of Australia and a better future for our children based on justice and self-determination.

We seek a Makarrata Commission to supervise a process of agreement-making between governments and First Nations and truth-telling about our history.

In 1967 we were counted, in 2017 we seek to be heard. We leave base camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better future.

## 6. Celebrating First Nations peoples and cultures

In 2023, Navitas hosted a range of events to celebrate and learn more about First Nations peoples and cultures during National Reconciliation Week and NAIDOC Week. As we progress on our reconciliation journey, we hope to offer even more opportunities for connection and learning throughout the calendar year.

At the time of writing, events and activities were being planned for NAIDOC Week in 2024. A NAIDOC Week committee, involving employees from across Navitas, was formed to support colleagues in planning culturally appropriate activities and gain visibility of events across our wide footprint. We also published guidelines for Celebrating Cultural Days of Significance to First Nations Peoples, which were informed by discussions with First Nations peoples and shared widely with Navitas leaders.

### Our 2023 celebrations in review

In May, as the country recognised National Reconciliation Week and National Sorry Day, Navitas teams participated in events at our offices, campuses and colleges across Australia. All staff were invited to attend a Virtual Yarning Circle facilitated by YARN Australia, where staff had the opportunity to listen to and share stories, and to learn how to become intentional allies to First Nations peoples.

In Brisbane, teams enjoyed a morning tea with some jams made from local native ingredients. They also learned about Brisbane gallery space, Birrunnga Gallery, which is an Indigenous-owned and operated art gallery showcasing the art of First Nations artists.

In Perth, a Navitas team including senior and executive leaders attended the Walk for Reconciliation with over 5000 other participants.

In Sydney, staff and students attended an Outback Experience with Koomurri Aboriginal Workshops to learn more about Indigenous arts and culture from the region.

NAIDOC Week was also a big week at Navitas, with events held across our campuses and colleges.

- Colleagues in Sydney were invited to attend an in-person Yarning Circle with YARN Australia after the success of our online sessions during National Reconciliation Week
- Sydney teams joined an Aboriginal Botanic Gardens and Harbour Heritage Walk, led by a Gadigal guide
- La Trobe College Australia ran a week-long NAIDOC event to build awareness in students of First Nations culture and traditions
- Students from Eynesbury College in Adelaide were selected to attend the Gladly Elphic Oration by the South Australian Minister for Aboriginal Affairs and Attorney-General, Kyam Maher MLC
- SAE staff and students in Brisbane were invited to join SAE First Nations artist Chloe Bowen in developing a large-scale canvas art project
- Staff were encouraged to join a free Yeribee tour at Parliament House and the 'Taking Black to History' art exhibition at the National Museum of Australia.

Navitas was also proud to be a headline sponsor of the Best Australian Yarn short story competition which, for the first time, included sponsorship of a First Nations Storytelling category won by Sharleigh Crittenden for her story, 'River Fish'.



December 2022: On Country experience with Professor Simon Forrest in Perth.



NRW 2023: Russell Dawson giving an Outback Experience to Sydney staff and students.





Dr Norrita Morsu-Diop and Aunty Kathryn Dodd hosting a NAIDOC Week 2024 activity on our Sydney campus.



NAIDOC Week 2023: Aunty Kathryn Dodd sharing stories with our ACAP team in Sydney.



NRW 2023: Russell Dawson from Koomurri Aboriginal Workshops.



NAIDOC Week 2024: Students at Eynesbury College learning through art.



NAIDOC Week 2024 - an Aboriginal Harbour Heritage Tour in Sydney.



NAIDOC Week 2022: a Smoking Ceremony at Curtin College.



NAIDOC Week 2024: Aunty Kathryn Dodd sharing stories of her elders through art.





# **OUR GOVERNANCE STRUCTURE**



Outlined below is the governance structure Navitas has in place to support our two-year Innovate RAP journey. It is supported by Terms of Reference that ensure active engagement of committee members in developing, delivering and promoting First Nations activities while also developing their own knowledge and cultural competency.

**The RAP Steering Committee** is a group of senior and executive stakeholders who are responsible for providing guidance on the overall strategic direction of the project. The Steering Committee discusses recommendations from the RAP Project Director and key strategic decisions and consider any requests that extend beyond the agreed scope of the RAP. This committee meets quarterly, and special meetings of the RAP Steering Committee can be requested by the RAP Project Director from time to time to consider out-of-cycle matters.

**The RAP Working Group** is charged with reviewing and updating progress of RAP Deliverables and providing updates and recommendations for consideration and approval to the RAP Steering Committee. This working group meets bimonthly, or more frequently as required (eg in the leadup to days or weeks of cultural significance, such as NAIDOC Week). We also have several workstreams and committees that report into the RAP Working Group, focused on specific RAP deliverables. These include the University Partnership Engagement Workstream and the NAIDOC Week Committee.

The RAP is sponsored by the Navitas CEO, Scott Jones.

## RAP Steering Committee

Name	Title
Cathy Tobin (RAP Project Director)	Communications Director, University Partnerships Australasia (UPA)
Jo Anthonysz (Chair and co-Champion)	CEO, Careers & Industry (C&I)
Dr Noritta Morseu Diop	First Nations Advisor Senior Lecturer and First Nations Consultant, ACAP (School of Social Work)
Malcolm Baigent (co-Champion)	CEO, University Partnerships Australasia (UPA)
Matthew Evans	Chief Operating Officer, C&I
Christina Del Medico	Director Learning & Teaching Services, UPA
Julia Lambo	Director of Corporate Communications and ESG
Nerina Knight	Head of Group HR
Cassie Watson (RAP Project Officer)	Industry & Alumni Advisor, ACAP

## RAP Working Group

Name	Title
Cathy Tobin (RAP Project Director)	Communications Director, UPA
Leigh Pointon	Executive General Manager, UPA
Marcus O'Donnell	Provost, C&I
Anne-Louise Slack	WHS Business Partner, C&I
Alyce Hogg	Lead Educational Developer, UPA
Ruby Fletcher	Communications and Engagement Specialist
Mitesh Modi	General Manager Finance, C&I
Ardi Pradana	Head of Marketing Services, UPA
Cassie Watson (RAP Project Officer)	Industry & Alumni Advisor, ACAP





# **RECONCILIATION ACTION PLAN DELIVERABLES**



# Relationships

For Navitas, relationships and strategic partnerships are part of our DNA. We have a long history of partnering with universities, governments, education agents and industry to deliver exceptional student experiences and outcomes.

Strengthening our relationships with First Nations students, staff and stakeholders will ensure that we build on our commitment to transform lives through education – in our classrooms, offices and communities.

With a diverse college network that is geographically spread, it is critical that our employees are supported and empowered to engage respectfully and meaningfully with First Nations peoples and organisations in their local areas. By developing and strengthening these relationships, we can begin to build cultural understanding, knowledge and respect across our learning and teaching community. Ultimately, building reciprocal relationships between our colleges and First Nations communities will deepen our offering to students and staff, and send a strong message to our wider community that we embrace, value and respect First Nations histories and cultures.

## 1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2025	RAP Project Director
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2025	RAP Project Director

## 2 Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 and May 2026	Director Communications and ESG
RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2025/6	RAP Project Officer
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2025/6	RAP Steering Committee Champions
Organise at least one virtual or face-to-face NRW event each year.	27 May – 3 June, 2025/6	RAP Project Officer
Register all Navitas NRW events on Reconciliation Australia's NRW website.	May 2022/25/26	RAP Project Officer

### 3 Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2025	Head of Group HR
Communicate our commitment to reconciliation publicly.	November 2025	Director Communications and ESG
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2025	RAP Steering Committee Champions
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	September 2025	RAP Project Director

### 4 Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Dec 2024	Head of Group HR
Develop, implement, and communicate an anti-discrimination policy for our organisation.	November 2024	Head of Group HR
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2025	Head of Group HR
Educate senior leaders on the effects of racism.	Dec 2024	Head of Group HR



## Respect

Respect stands as one of the Navitas six core values. We show respect by celebrating, valuing and caring for people and the environment.

As an organisation founded and headquartered in Australia, we are deeply proud of our First Nations histories and committed to demonstrating respect for First Nations peoples and culture.

As a global education provider, we recognise our role in helping staff and students to develop their understanding of First Nations histories, and to deepen their respect for First Nations peoples and culture, through learning and teaching, celebration of First Nations culture and providing culturally safe spaces for First Nations peoples to thrive. By amplifying and celebrating the contributions and achievements of First Nations staff and students in our community we also hope to build understanding, appreciation and respect for the oldest continuing living culture on earth.

### 5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	December 2025	Head of Group HR
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	June 2025	Head of Group HR
Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2026	Head of Group HR
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2025 and June 2026	Head of Group HR
Deliver mandatory cultural awareness module for new permanent employees.	July 2025	Head of Group HR
Support all teaching staff in incorporating respectful and meaningful lessons on First Nations histories and cultures by providing workshops, resources, and toolkits. Ensure these topics are included in professional development opportunities, such as the annual UPA Learning and Teaching Conference.	June 2026	Head of Learning and Teaching, University Partnerships Australasia Provost, Careers & Industry division

## 6

## Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024	Director Communications and ESG
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2025	Director Communications and ESG
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at Campus Openings and significant events which may include graduation ceremonies.	June 2025 and June 2026	CEO, University Partnerships Australasia CEO, Careers & Industry division
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events, such as new campus launches and major graduation events.	January 2025	CEO, University Partnerships Australasia CEO, Careers & Industry division
Update Navitas and college websites to acknowledge First Nations peoples and histories.	December 2025	Director Sales & Marketing, University Partnerships Australasia Chief Marketing Officer, Careers & Industry division
Develop and socialise cultural leave policy to accommodate Sorry Business for staff and students.	June 2025	Head of Group HR
Incorporate Acknowledgement of Country signage and/or First Nations artwork at campus locations.	December 2025	Director Sales & Marketing, University Partnerships Australasia Chief Marketing Officer, Careers & Industry division



## 7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025/26	RAP Project Officer
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2025	Head of Group HR
Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2025/26	Director Communications and ESG

## 8 Support truth-telling through observances and by embedding First Nations histories and perspectives in curriculum.

Deliverable	Timeline	Responsibility
Share resources and information that speak to the history and sensitivities of 26 January.	January 2025 & 26	Director of Communications and ESG
Identify where and how we are embedding First Nations histories, cultures and perspectives in curriculum.	June 2026	Head of Learning and Teaching, University Partnerships Australasia Provost, Careers & Industry division
Pilot a policy and framework to embed First Nations histories, cultures and perspectives in curriculum.	June 2026	Head of Learning and Teaching, University Partnerships Australasia Provost, Careers & Industry division



## Opportunities

Navitas was founded on the principle of increasing access to education for those who traditionally may not have the opportunity to study at university. As an extension of this, we seek to provide greater opportunities for First Nations students to study at our colleges across Australia, recognising the inherent underrepresentation of First Nations students in higher education, and the contributions that First Nations students make to our learning community. While several colleges have offered First Nations scholarships historically, we can see opportunity to develop a more holistic framework that ensures scholarships are directly aligned to the needs of First Nations aspiring students, and that those students are appropriately supported during their education journey.

We also recognise that more can be done across Navitas to create employment opportunities for First Nations people, while understanding that our workplaces must be culturally safe and welcoming. Professional development of First Nations women leaders has been identified as a priority for Navitas and we are fortunate to have already made professional development and networking opportunities available through our subsidiary college, Women & Leadership Australia (WLA).

Having joined Supply Nation in 2022, Navitas is now focused on training Navitas employees to understand and leverage our membership, encouraging leaders across the organisation to preference First Nations suppliers where possible, and increasing procurement of goods and services from First Nations organisations.

### 9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Responsibility
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	Head of Group HR
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2025	Head of Group HR
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2025	Head of Group HR
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.	June 2025	Head of Group HR

## 10 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2025	Chief Operating Officer, University Partnerships, Australasia Chief Operating Officer, Careers & Industry
Investigate Supply Nation membership.	March 2025	Group Finance Systems Manager
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2025	Group Finance Systems Manager
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2025	GM Performance and Analytics, University Partnerships Australasia General Manager Finance, Careers & Industry
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	November 2025	Chief Operating Officer, University Partnerships, Australasia Chief Operating Officer, Careers & Industry

## 11 Improve access to education for First Nations peoples.

Deliverable	Timeline	Responsibility
Understand the profile of First Nations students at Navitas, including the number of First Nations students at each college, centre and campus.	December 2025	ESG Reporting Analyst
Establish reporting practices to regularly report our student numbers and access rates to senior leadership through our ESG framework.	December 2025	ESG Reporting Analyst
Develop consistent First Nations scholarship framework for Navitas colleges.	December 2025	Provost, Careers & Industry Head of Learning and Teaching, University Partnerships Australasia

## 12 Better connect First Nations students to support services available through our University Partners and stakeholders.

Deliverable	Timeline	Responsibility
Identify support services available to First Nations students through University Partners.	July 2025	CEO, University Partnerships Australasia
Ensure process in place to facilitate connections between First Nations students and those services.	June 2026	CEO, University Partnerships Australasia
Identify support services available to First Nations students in the Careers & Industry division through partner organisations or service providers.	July 2025	Executive General Manager, Education – Careers & Industry division



## Governance

### 13 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	October 2025/26	RAP Project Director
Establish and apply a Terms of Reference for the RWG.	July 2025	RAP Project Director
Meet at least 8 times per year to drive and monitor RAP implementation.	Quarterly in 2025/26	RAP Project Officer

### 14 Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	October 2025 and June 2026	RAP Project Director
Engage our senior leaders and other staff in the delivery of RAP commitments.	October 2025/26	RAP Project Officer
Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2025	RAP Project Officer
Appoint and maintain an internal RAP Champion from senior management.	October 2025	Chair, RAP Steering Committee

## 15 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
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 Project Officer
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RAP Project Officer
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Project Officer
Report RAP progress to all staff and senior leaders quarterly.	January, April, July and October 2025/26	RAP Project Director
Publicly report our RAP achievements, challenges and learnings, annually.	January 2025/26	Director ESG and Communications
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	ESG Reporting Analyst
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2026	RAP Project Officer

## 16 Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	RAP Project Officer



**Please direct all public inquiries  
about our RAP to:**

**Cathy Tobin**

Communications Director,  
University Partnerships Australasia

P: 0400 135 167

E: [cathy.tobin@navitas.com](mailto:cathy.tobin@navitas.com)



**Document design inspired by original artwork from Marcia McGuire,  
completed by Ben Bullock-Smith, Senior Creative Manager – Navitas.**

Registered Company names and CRICOS provider codes: Curtin University 00301J; Charles Sturt University 00005F; Deakin University 00113B; Edith Cowan University 00279B; Flinders University 00114A; University of Adelaide 00123M; Griffith University 00233E; La Trobe University 00115M; Murdoch University 00125J; The University of South Australia CRICOS 00121B / Australian University provider no. PRV12107; Western Sydney University 00917K; University of Canberra 00212K; University of Sydney 00026A; Navitas English 00289M; Hawthorn Melbourne 02931G; SAE Institute Pty Ltd 00312F; Australian College of Applied Professions 01328A. Navitas Skilled Futures is a registered business of Navitas Skilled Futures Pty Ltd ABN 51 003 916 701 | RTO 0927. Navitas Pty Ltd ABN 69 109 613 309. NAVC240613-1143 0924\_AW