



RECONCILIATION
ACTION PLAN
STRETCH

March 2024 to October 2026

We acknowledge the land on which we gather, from places as widespread and diverse as the NRMA. In the presence of Elders past, present, and future, we recognise all journeys and our mutual role in creating new paths together.

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Thank you

Aboriginal and Torres Strait Islander readers are advised that the following pages may contain images or names of people who have since passed.

Our reconciliation artwork

Charging Together Towards a New Dreaming, by Bianca Gardiner-Dodd, 2022, represents our Reconciliation Action Plan (RAP) and vision for reconciliation. A visually stunning work, when viewed in the context of the NRMA Group, it highlights our interconnectedness with one another and our environment.

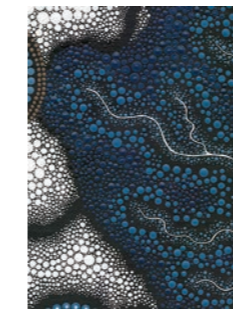
Meet the artist

Bianca Gardiner-Dodd is a proud Kamilaroi woman and contemporary artist. Her work is symbolic of the landscapes that surround her, including estuaries, forests and beaches, and explores the organic harmony and unity of coastal life.

Born in 1978, Bianca spent her early years on Dharug Country in Western Sydney before moving to the Tweed Coast. She now resides on Bundjalung Country on the NSW Far North Coast.



Scan to discover more about the artwork's creation



Electric vehicle stations, energy



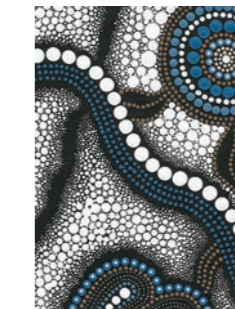
Waterways



First Nations foundations



Travel lines



Highways



Our vision

Our vision for reconciliation is one in which First Nations culture is rightfully seen, heard, and celebrated as part of everyday life across Australia. By working alongside Aboriginal and Torres Strait Islander peoples to create employment pathways, nurture partnerships, foster enriched experiences, and enable safer, more accessible journeys, together we can contribute to meaningful and enduring change for all.

This vision was crafted in a collaboration between our First Nations employees and RAP Steering Committee, and endorsed by the NRMA Board of Directors and Executive Leadership Team. It speaks directly to several spheres of influence.

As an employer and contractor of many people across a national, diverse portfolio of businesses, significant pathways exist and can be fostered to attract, retain and champion First Nations talent and supply partnerships. Within our strong national footprint, we have ample opportunities to embed First Nations cultures, languages and art in high visibility settings so that its presence becomes standard. From NRMA Parks and Resorts locations, SIXT branches and roadside assistance vehicles to EV charging sites and marine vessels, our reach continues to expand.

Additionally, across our tourism assets, in consultation with communities and Local Aboriginal Land Councils, we're establishing partnerships to appropriately acknowledge Country and provide experiences for guests to learn about First Nations cultures, histories and Countries.

Although we're still young in the grand scheme of our country's history, we're an organisation that has been around longer than most others. For over a century we've been advocating for road safety and more equitable mobility access for communities. We know that through initiatives like education programs and driver training, we can improve road safety outcomes for First Nations peoples and open opportunities to participate more fully in work, study and the community.

With over 2.9 million members plus customers, we know that we have a significant role to play in educating the community on the value and importance of understanding and celebrating the oldest continuing culture on Earth, every day.

Right page: Guests explore Coral Beach on Ngaro Country with Nunkerri Cultural Adventures.





A message from our Group CEO

It was eight years ago that the NRMA launched its inaugural Reconciliation Action Plan. This document is a culmination of the key learnings and hard work over that time.

Working to achieve genuine reconciliation with First Nations peoples through meaningful partnerships has been our focus. Bringing members and the community along on the journey is key, and as one of Australia's largest transport and tourism operators we are uniquely placed to deliver on the commitments in this document.

This Stretch RAP will seek to open doors in employment and access to vital services. By helping First Nations peoples get their driver licence, we can break down a key barrier to employment and education. Both are fundamental rights that will help achieve generational change for the better.

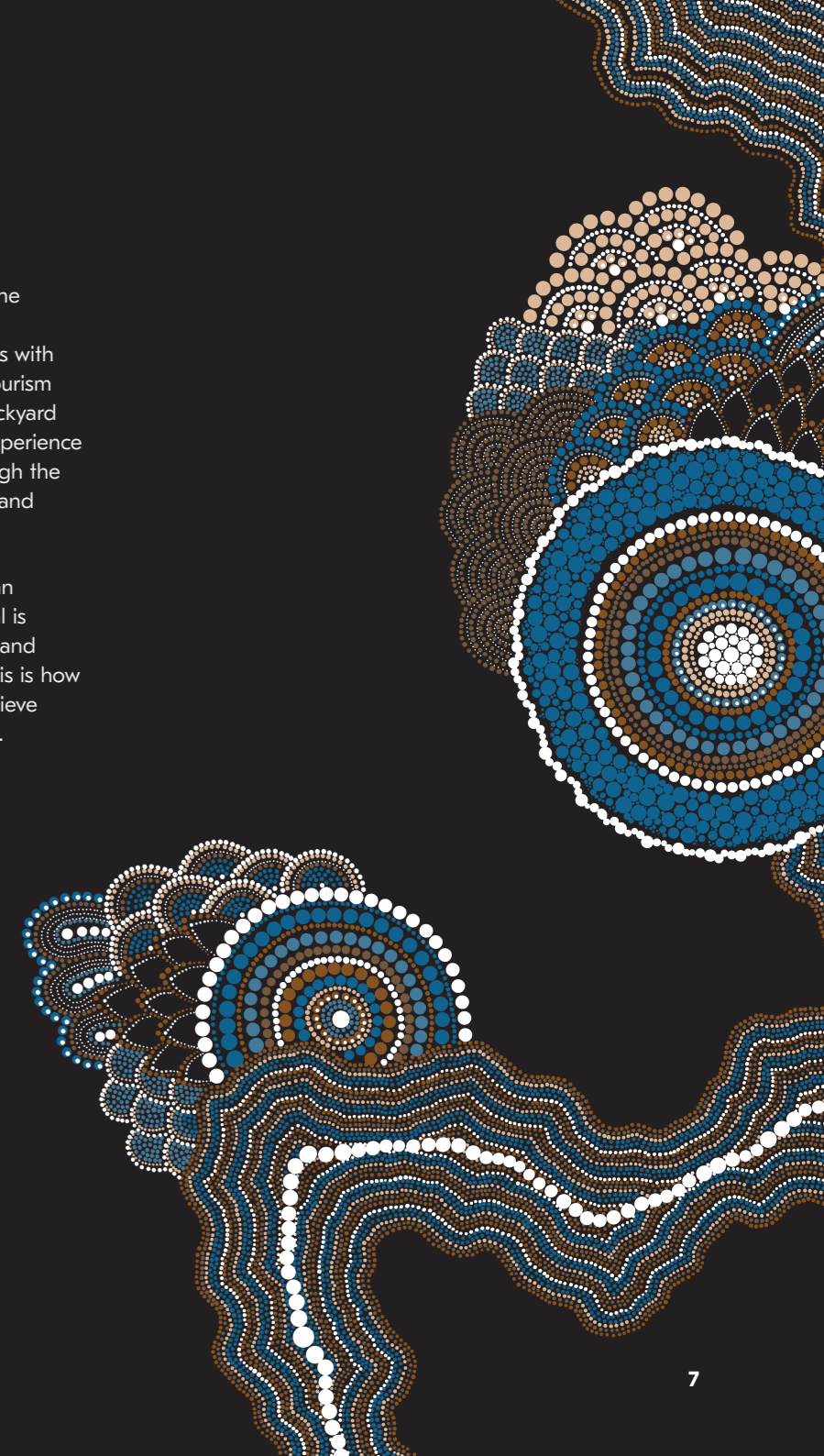
Australia's unique natural environment makes it one of the world's coveted destinations for travel. The NRMA will continue to build valuable partnerships with First Nations tourism operators to open up our tourism experiences to Australians enjoying their own backyard or for visitors overseas. After all, how better to experience our extraordinary natural environment than through the shared experiences of those who were here first and know these lands best.

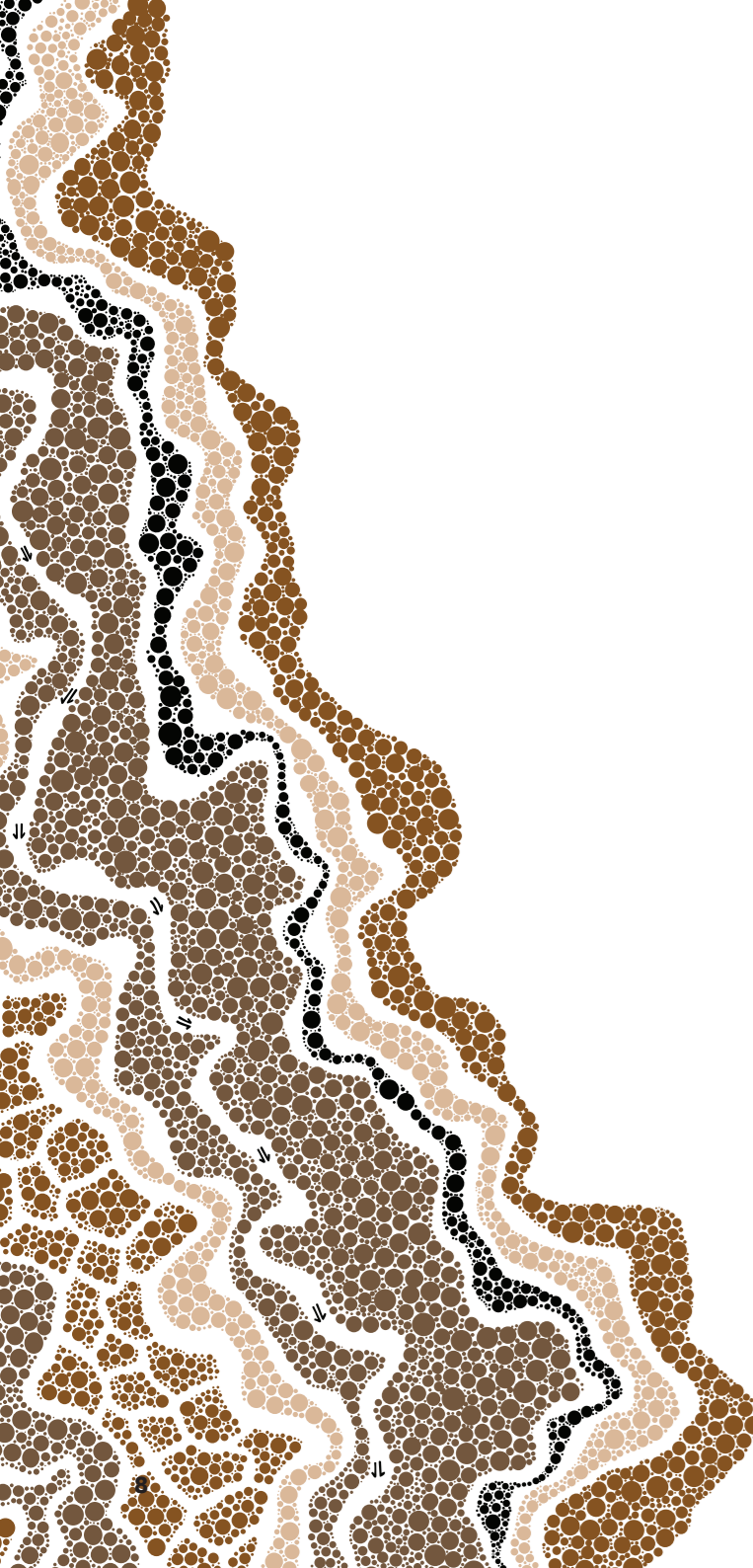
These are just some examples of the ways we plan to bring our RAP to life over its lifespan. Our goal is to forge partnerships that create jobs, education and business growth for our First Nations peoples. This is how the NRMA will work towards reconciliation to achieve generational change, making our nation stronger.



Rohan

Rohan Lund
NRMA Group CEO





Reflections from our sponsors

On behalf of the NRMA Board of Directors I am proud to endorse our second Stretch Reconciliation Action Plan.

At the NRMA, our approach to reconciliation encompasses all employees, members, and the communities we operate within. We strive to embed our RAP within all NRMA businesses as we deliver vital infrastructure and build relationships in communities across our great nation.

We know it takes real action to leave a lasting impact, and we are committed to not only continuing to grow First Nations representation across our own employees; but to further increase representation of our partners and suppliers across all NRMA businesses through targeted procurements.

Beyond supporting growth and training pathways for First Nations staff within our own organisation, we are passionate about expanding our reach and creating opportunities for all First Nations peoples

to build lifelong skills which will empower them on their reconciliation journey. I am pleased to share through our second Stretch RAP we will be launching a university scholarship program and will also be partnering with First Nations community groups to deliver driver training in key locations across NSW.

Finally, at the heart of the NRMA is our commitment to 'go further, together'. We know that together we can have the greatest impact, and the NRMA is proud to commit to sharing our experience with other Australian companies and organisations as they develop their own Reflect and Innovate RAPs.

This RAP enables us to live our purpose as we continue to be a voice for reconciliation in our spheres of influence, and create real and lasting change.



Tim Trumper

Tim Trumper
NRMA President



Michael Gabriel

NRMA Group CFO and Executive RAP Champion

As the Executive RAP Champion, I am extremely proud of our organisation's ongoing commitment to reconciliation. The NRMA has for over 100 years partnered with and worked for the benefit of Australian communities, and this Stretch RAP continues that work, reinforcing our company's purpose to 'go further, together'.

Through increasing our cultural understanding and capabilities to support and walk alongside our First Nations team members and partners, we can create enduring change in a meaningful and authentic way. My hope is that our example inspires our employees, members, and communities to move forward together, creating a better Australia for all.



Marie Ferrett

GM Brand and Reputation and RAP Business Lead

In 2023, fellow RAP Steering Committee members and I were honoured to spend time on Country with the Adnyamathanha People, Traditional Owners and Custodians of Wilpena Pound. Elders Aunty Pauline and Uncle Mick and their families shared with us rich history, ancient rock art, and geological sites which date back further than any other in the world. These moments of connection and learning have been so important for our NRMA reconciliation journey.

As the RAP Business Lead and guardian of our brand, I see a wonderful opportunity for our organisation to lead by example. To encourage our members and all Australians to listen, learn, explore, and celebrate First Nations cultures. This next Stretch RAP is an opportunity for us to further embed this commitment and embrace our journey with open arms.



Di Ellis

Senior Indigenous Affairs Manager and RAP Lead

My motto is that reconciliation is a journey, not a destination, and I am honoured to lead our journey at the NRMA. I'm a strong and proud First Nations woman. Wiradjuri is my father's Country and my mother's father was born on Buda Island in the Torres Strait.

We're at a point where we can visually see the contribution the NRMA is making towards shared, authentic reconciliation goals. I am proud to work for a company that fosters an environment where you feel safe and encouraged to be your authentic self. It's one that connects to Countries daily to deliver impacts for First Nations peoples, organisations and communities. I feel blessed that my ancestors have paved this path for us to walk together.

Go further. Together.

The National Roads and Motorists' Association (NRMA) is one of Australia's most trusted brands and its largest member-owned organisation, representing over 2.9 million members.

Since 1920, we've expanded beyond our iconic NRMA Roadside Assistance to include NRMA Parks and Resorts, SIXT car rental, NRMA Electric, and several marine businesses across Australia. We've also become a key player in regenerative tourism and a national leader in supporting the transition to electric and future mobility.

Whilst our highest concentration of members sits within NSW, we serve members and customers right across Australia – with offices, branches and assets in every state and territory. Our NSW corporate offices are located in Sydney CBD, Olympic Park, Gosford and Wetherill Park. Other locations include Hobart, TAS and Coolangatta, QLD. In addition, we own or operate over 60 holiday parks and resorts in QLD, NSW, VIC, TAS, NT and SA – and have a national footprint of over 170 SIXT locations.

This national reach enhances our impact within our spheres of influence; internal and external stakeholder engagement, community engagement in tourism and roadside services, advocacy for electric vehicles, and Environmental, Social and Governance practices. We also have an historic and committed focus on delivering services to regional areas, ensuring communities remain connected and thriving – from driver training in Wagga Wagga to NRMA Electric charging sites in regional towns like Walgett.

As a purpose-led organisation, our people genuinely care about what they do. In turn, we're committed to supporting and developing our 2,853 employees, an estimated 4.2% of whom identified as First Nations in 2024. Among many other commitments, we look forward to further deepening pathways to attract, retain and champion First Nations talent and supply partnerships in this RAP, ensuring we all go further, together.

Our family of businesses and brands



Right: Nunkeri Place Aboriginal Art Gallery, located on Ngaro Country in Airlie Beach, offers visitors the opportunity to connect with culture through art.



Our reconciliation journey

2014

- Indigenous Learner Driver Mentor Program (IALP) is founded in partnership with the Australian Red Cross.
- The NRMA becomes a member of Supply Nation.



2015

- Establishment of Aboriginal and Torres Strait Islander Engagement Working Group (EWG).
- Arilla Training and Development facilitates a history and cultures session with Executives and EWG.
- Group Executive Committee approves RAP strategy and the NRMA Board notes its commitment.

2017

- 100 drivers get their licence through our IALP.
- Recruitment of three interns via CareerTrackers.
- Acknowledgement of Country and Keep Country Moving (Riki Salam, 2017) are installed at head office.
- Establishment of the NRMA First Nations Advisory Group.



2016

- Group CEO Rohan Lund signs Statement of Commitment to our first RAP.
- RAP Working Group completes cultural training with proud Noongar man Gordon Cole.
- The NRMA launches its first RAP.

2018

- 12.5% of our car servicing apprentices identify as First Nations.
- Procurement from First Nations owned businesses increases by 83%.
- Our 'Are We There Yet?' Report calls for greater support of First Nations tourism products and services.
- The NRMA signs commitment with Tribal Warrior to provide training, including commercial maritime certifications.

2019

- Enigma Indigenous Peoples Ltd joins our preferred suppliers list.
- 15 First Nations drivers get their licence through our IALP.
- Recruitment of two interns via CareerTrackers.

2020

- Artist and Gomeroi man Warwick Keen creates wrap for our Ocean Dreaming 2 vessel, featuring Sydney Harbour clan group names.
- 100 employees enjoy at-home cooking experience with National Indigenous Culinary Institute (NICI).
- Thomas Mayo visits our office to speak with our team and their children about the Uluru Statement from the Heart.
- All employees are given access to The Australian Dream documentary featuring AFL legend Adam Goodes.



2021

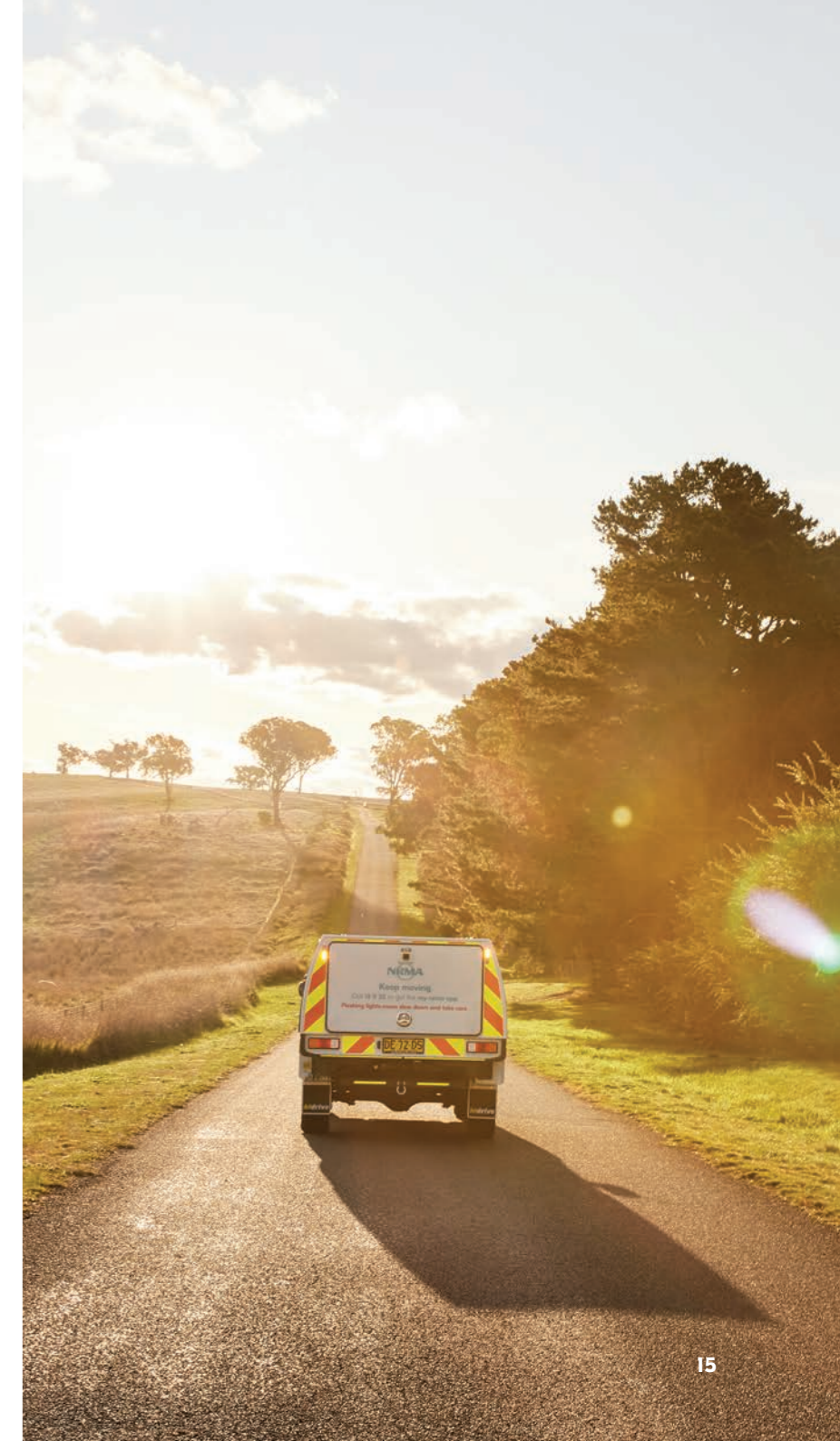
- Establishment of Welcome to Country partnership and content agreements.
- We partner with Aboriginal-owned Ochre-Rain to embed cultural protocols across our Tasmanian assets.
- Appointment of our first Senior Indigenous Affairs Manager to lead our reconciliation journey.

2022

- Creation of Traditional Place Names Register through engagement with Elders, Land Councils and Aboriginal Corporations.
- Engagements and partnerships commence at our destinations in Wilpena Pound, SA and Mon Repos, QLD.
- RAP Working Groups embedded across all NRMA Group businesses.
- Launch of our reconciliation artwork, Charging Together Towards A New Dreaming (Bianca Gardiner-Dodd, 2022).
- Inaugural National Acknowledgement Ceremony promotes healing and reconciliation across our locations.
- Launch of road safety pilot program to increase road safety and car maintenance knowledge in First Nations communities.

2023

- Bronze Acknowledgement of Country plaque is installed and blessed at our Sydney Olympic Park office.
- Arrernte/Kalkadoon woman Rachel Perkins leads educational session on the 2023 referendum.
- Sponsorship of the Bennelong Cup and minor sponsorship of NSW Koori Knockout.
- Reconciliation artwork features on NRMA tow truck and SIXT rental vehicle livery.
- The NRMA formalises Aboriginal Cultural Heritage Land Management Agreement (ACHLMA) in Mon Repos.
- All of the NRMA Board, Executive Leadership Team and senior leaders complete face-to-face cultural training.



Case studies

Making our commitments visible

In 2023, Aunty Joan Bell from the Metropolitan Local Aboriginal Land Council led a ceremony to bless a permanently embedded bronze acknowledgement plaque in the reception floor of our Sydney Olympic Park office. All visitors are now welcomed by an invitation to pause and pay respects to Country. These words and the relevant language also appear in our SIXT branches across Australia and on board our Sydney Harbour ferries.

We're also proud to display the original canvas of 'Charging Together Towards A New Dreaming' (Bianca Gardiner-Dodd, 2022) at our head office in Sydney, with elements from the artwork incorporated into the interior design of our offices as wall decals and frosted glass etchings.

The artwork now also appears as livery on various NRMA Group vehicles, including roadside assistance tow trucks, a driver training vehicle, two NRMA Electric cars, and several SIXT car and truck rentals. By mobilising the artwork, we're enhancing visibility of First Nations culture, displaying our commitment to reconciliation, and encouraging conversations in the community.



Left to right: Bronze acknowledgement plaque welcomes visitors to our Sydney Olympic Park office; photoshoot to enhance representation in our brand library; Di Ellis, Aunty Joan Bell, James Baban, Marie Ferrett, Catherine Horan and Michael Gabriel witness blessing of the plaque.





Case studies

Cultural immersions for our people

As part of our cultural learning and development strategy, we facilitate cultural immersions for employees across the NRMA Group. These activities provide pathways to build and strengthen understanding of First Nations cultures, peoples, and histories.

As a tourism operator, we're fortunate to have access to spectacular locations across many Countries. In 2022 and 2023 in the Ikara-Flinders Ranges, employees sat, listened, and spoke with Traditional Owners the Adnyamathanha people, engaging in campfire storytelling, assisting in preparing traditional foods, and learning about women's and men's business.

In Tasmania, facilitated by Ochre-Rain, employees at Freycinet Lodge and Strahan Village enjoyed a cultural immersion to better connect to and appreciate the Country on which they live and work. The actions don't need to be big. From cultural awareness training to holding meetings on Country, our people are encouraged to connect to Country in small ways every day.

Top: Tasmanian employees walk on Country in Timkarik, Strahan with Ochre-Rain and Elder Aunty Dawn.

Bottom: Young drivers participate in road safety workshop on Gadigal Country in Waterloo.



Case studies

Road safety and car maintenance program

In 2022, we launched a pilot program delivered in partnership with Weave Youth & Community Services, a not-for-profit organisation based in Waterloo, Sydney.

Combining the resources of our Reconciliation team and NRMA Driver Training, the program aims to increase road safety and car maintenance knowledge in young First Nations road users. In a 4-hour workshop, participants learn practical car maintenance skills like checking oil levels and tyre pressure, as well as enhance their knowledge around road rules and safety.

Our aspiration is for this initiative to expand to include First Nations communities throughout NSW, unlocking pathways to employment and better road safety outcomes. Feedback gathered will guide ongoing development to ensure we're delivering a program that is fit-to-purpose and has a measurable, lasting impact. It will run for the lifespan of this RAP, with the vision to implement as a program after 2026.

Right: Ocean Dreaming 2 proudly displays artwork by Gomeroi man Warwick Keen, featuring words relative to clan groups from around Sydney Harbour.

Case studies

Culture and learning on our waterways

At NRMA Marine, our RAP commitments focus on building local partnerships to deliver cultural tourism experiences and maritime training and employment.

Since 2019, we've partnered with Tribal Warrior to deliver experiences on Sydney Harbour including Aboriginal Whale Watching Cruises, Aboriginal 'Sky Dreaming' Astronomy Cruises, and Twilight Dreaming Cruises to Boambilly (Shark Island). We've also teamed up with Babana Aboriginal to support their Health & Wellbeing and Employment Days on Me Mel (Goat Island),

providing ferry transfers and negotiating free use of Harbour Trust venues Wareamah (Cockatoo Island) and HMS Platypus.

Both organisations help us to deliver a training program for the provision of Certificate 1 in Maritime Operations, resulting in the employment of 10 First Nations graduates since 2018. Our progress continues, with My Fast Ferry establishing a First Nations employee committee in 2023.





Reflecting on key learnings, challenges and achievements.

The NRMA Group is committed to reconciliation with First Nations peoples. We believe that by working in partnership, we can help heal the scars of the past, ensure equality of opportunity, and move forward to a brighter shared future for us all.

Over the last eight years we have been on a journey to learn, appreciate and understand how our organisation can best contribute to reconciliation through our RAPs. Our last Stretch RAP ended in July 2022 and despite the pandemic impacting some of our planned actions, we are proud of all we have achieved.

Learnings and challenges

Like many others, our business was presented with some big challenges in the last few years, forcing us to sharpen our focus towards the creation of employment pathways and supporting the development of First Nations owned businesses and tourism. We've folded the following key learnings into shaping the next step of our journey.

- Like any initiative, clear resources to assist in the delivery across the business are required.
- Identifying a disconnect between deliverables and our individual businesses, we've sharpened our governance to create working groups for each business so all have clearer accountability.
- We learnt to build our objectives bottom-up not top-down.
- Recruitment of First Nations employees is more challenging than anticipated, so we carry into this RAP the need for greater focus in this area.
- Ongoing partnership delivery required more focus.
- It was challenging to find capability-ready suppliers, so we'll take the time to help cultivate this and invest in it as a growth area.

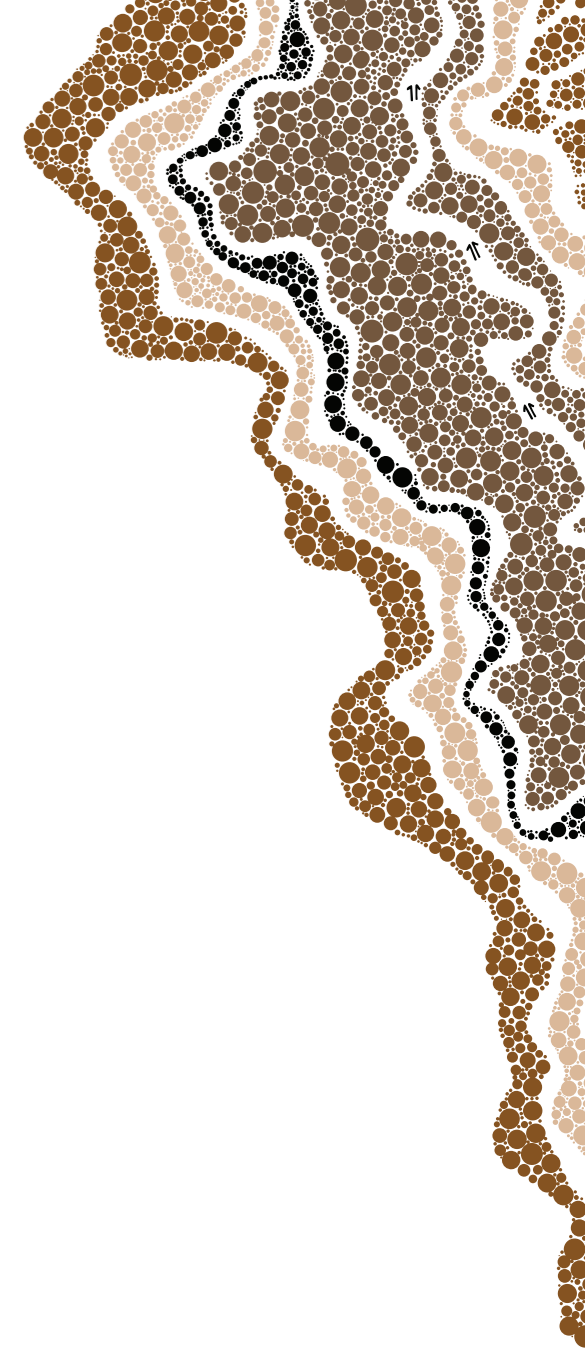
Left: My NRMA members are guided to Biame Cave in Milbrodale NSW, a site of great cultural significance to the Wonnarua people.

Key achievements

Of the many highlights over the past few years, perhaps the most significant in delivering change has been the appointment of our Senior Indigenous Affairs Manager, Di Ellis, two years ago. Di's connections with First Nations communities across Australia, her approachability, and generosity in imparting her knowledge has resulted in renewed excitement and engagement with our RAP across all NRMA Group businesses, driving these achievements.

Other highlights include:

- Increasing cultural competency across our senior leadership at the NRMA.
- Completion of face-to-face cultural training for 100% of NRMA Board of Directors, Executive Leadership Team and all senior leaders.
- Conducted on Country immersion experience for NRMA RAP Steering Committee at Wilpena Pound on Adnyamathanha Country.
- NRMA Group CEO featured speaker at First Nations Leadership & Allyship Summit 2023.
- Created opportunities for members to celebrate culture and Country.
- Welcome to Country content featured across our webpages, promoting unique First Nations experiences for our members.
- Promoting guided bushwalks at our NRMA Parks and Resorts locations, where guests learn about language, plants and Place Names.
- National Acknowledgement Ceremony held across 17 NRMA Group locations, with plans to turn into an annual event.
- Launched our official reconciliation artwork across SIXT trucks and an NRMA tow truck, corporate offices, our website and social pages, in conjunction with our CEO Roadshow.
- Educated our people and audiences on reconciliation by hosting Lunch 'n' Learn sessions and promoting content across our internal and external channels.
- Achieved 4.2% of NRMA employees identifying as First Nations.
- Sponsored the Bennelong Cup, supporting the employment and training of First Nations youth.
- Sponsored the Elders Olympics, attended by over 300 First Nations Elders.
- Conducted an educational a panel featuring Rachel Perkins themed around the Voice Referendum.
- Laid a bronze floor plaque at our Sydney Olympic Park office to acknowledge Country and the Traditional Owners.



Internal governance of our reconciliation strategy

First Nations Advisory Group

This group consists of representatives with extensive experience at First Nations organisations or other businesses who provide knowledge, advice and accountability to the RAP Steering Committee and leadership team. Their areas of expertise include procurement, tourism, energy, cultural awareness, specialised First Nations recruitment/retention skills, and RAP experience.

Kate Russell
CEO at Supply Nation

Paul Dodd
CEO and Director at Corporate Culcha

Paul Knight
Consultant, Board Member and Aboriginal Health Council Chair at COORDINARE

Darren Hammond
Indigenous Engagement Lead at IAG

Michael Gabriel
CFO at the NRMA

Di Ellis
Senior Indigenous Affairs Manager at the NRMA

RAP Steering Committee

The RAP Steering Committee (RSC) is responsible for executing and championing our RAP commitments internally and externally. Members of the RSC are internal senior leaders representing each NRMA Group business.

Michael Gabriel
CFO, Executive RAP Champion

Di Ellis
Senior Indigenous Affairs Manager (identified), RAP Lead

Marie Ferrett
GM Brand and Reputation, RAP Business Lead

Janine Weaver
GM People and Culture – Parks and Resorts

Simon Denic
GM Roadside Delivery

Andrea Taylor
National Operations Manager – SIXT

Michael Betteridge
GM Tourism Development – Marine

Jo Cullen
GM People and Culture

Catherine Horan
Chief People Officer

Darren Jones
GM Membership

Christina Sypkins
Procurement Manager

Michelle Lacey
Stakeholder Engagement Manager – NRMA Electric

RAP Working Groups

Each NRMA Group business contains a RAP Working Group (RWG) tasked with governing the development of initiatives and implementation of our RAP. RWGs include their relevant RSC Champion.

Reconciliation

Brand and Reputation

Parks and Resorts

Roadside

SIXT

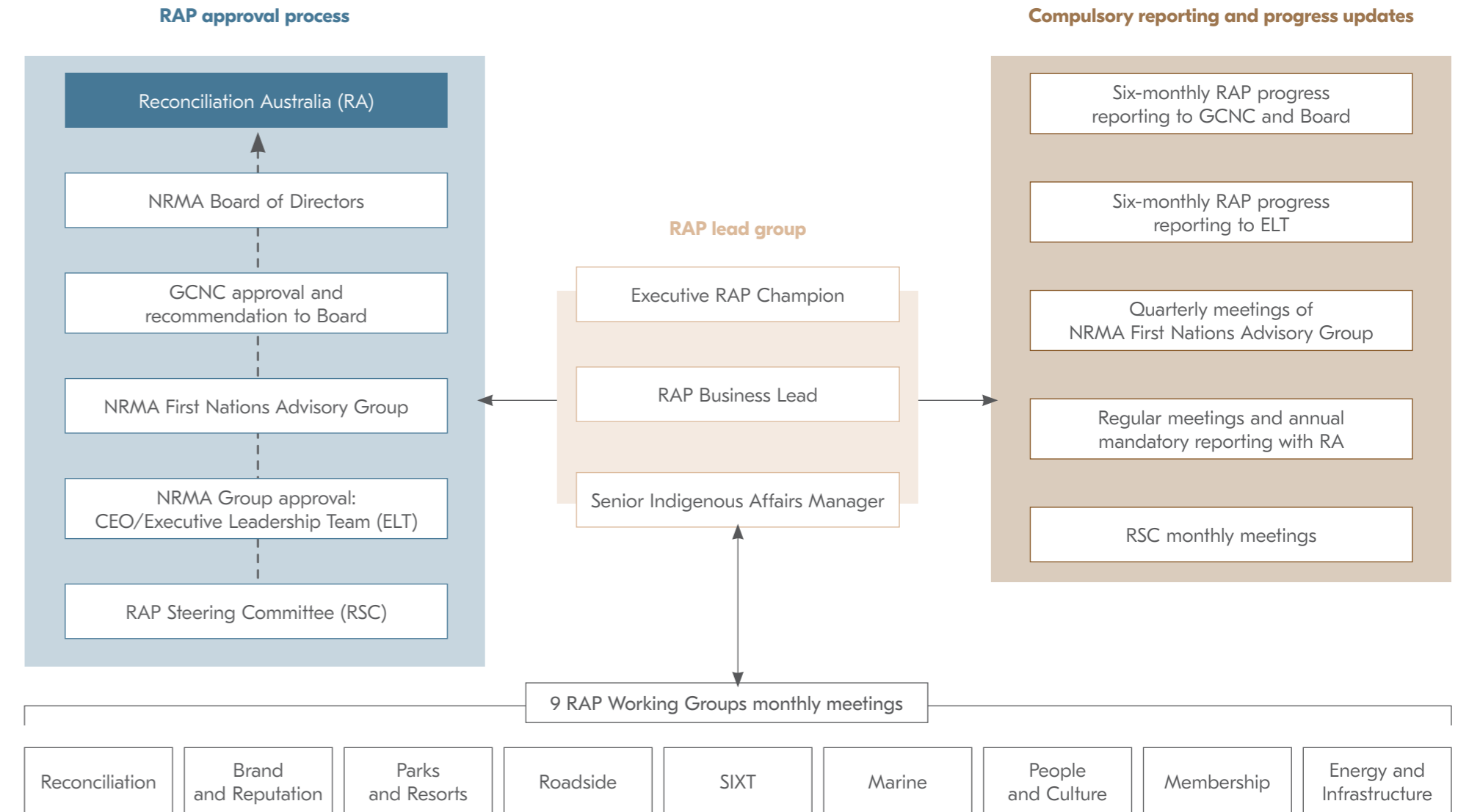
Marine

People and Culture

Membership

Energy and Infrastructure

Governance structure



Staff profiles

We're proud to report that an estimated 4.2% of our people identify as First Nations in 2024. Meet two team members who demonstrate the unique and valuable contribution First Nations employees are making to our workplace.



Haylie Beckett

NRMA Indigenous Engagement Advisor

Haylie is a proud Wiradjuri woman. Her role includes engaging with First Nations communities on various matters including language, ensuring authenticity and a localised approach. She also continuously researches and educates our employees on culture and issues affecting First Nations peoples and leads our Traditional Place Names Register.

Living on Country is important to Haylie, so whilst she often travels to engage with communities, she spends most of her time in Dubbo with her family. Previously, Haylie worked in the juvenile justice system and was the first Aboriginal/Torres Strait woman to deliver their First Nations program across NSW.

Haylie's enthusiasm and commitment is contagious, and she is always available to provide advice and engagement connections or enjoy a yarn. We're proud to support Haylie on her journey as she drives positive change at the NRMA.



Cory Maddison

Maintenance Manager at NRMA Murramarang Beachfront Holiday Resort

Cory is a champion of community, culture and contribution at the NRMA. In addition to his role as leader, Cory incorporates Yuin culture into his work every day.

"I am guided both at work and in my personal life by Yuin culture and our three laws: patience, tolerance and respect."

He invites guests to participate in cultural ceremonies, including a dawn ceremony on the beach to close out National Reconciliation Week. He is also caretaker of Aboriginal burial sites located on the grounds. Cory channels his creativity through art and toolmaking, guided by a deep connection to his ancestors, and was recognised at the 2023 My Thanks Awards after he crafted a coolamon for a guest couple's wedding day.

We look forward to following Cory's continued positive impact at the NRMA.

Our focus areas



Increasing cultural competency in our people

We are committed to recognising the past and celebrating and learning more about First Nations cultures. We will continue to acknowledge cultural events and protocols that promote diversity and inclusion across our businesses and supply chains. By helping employees better understand First Nations cultures, aspirations and challenges, we aim to help them become more engaged with our reconciliation commitments.

Championing safety and culture on the road

We will leverage our reach as Australia's largest roadside assistance network to increase visibility of First Nations cultures, including featuring artwork and reconciliation commitment statement across our vehicles, and ensuring representation in marketing campaigns. Education also continues to be a key driver of reconciliation in our motoring business, with road safety and maintenance programs operating in schools and First Nations communities, along with tailored cultural training for frontline employees.

Creating unique Australian tourism experiences

Our goal is to support the economic development of First Nations owned and operated products and services by incorporating their unique offerings into our travel and tourism businesses, including holiday parks, resorts, and cruise and ferry services. In turn, this will also enhance our customers' experience by building their understanding of and appreciation for the histories and rich cultures of First Nations peoples.

Developing supplier diversity

We recognise that First Nations owned and operated businesses are more likely to employ First Nations job seekers than other businesses. We're committed to incorporating these entities into our business activities, including cultural and tourism experiences. Through our supply chain and networks, we aim to encourage prosperity for First Nations enterprises by helping to build more business activity, confidence, and capabilities.

Employment and training pathways

People from First Nations communities face additional barriers to gaining driver licences and accessing services, employment and education. That's why we continue to invest in programs that help to open up opportunities, including our Indigenous Learner Driver Mentor Program, and build viable career and skills development pathways for First Nations peoples.

Relationships

We'll continue to deepen our connections with First Nations communities to better understand their needs and ambitions, with a focus on places in which our businesses operates. We're also committed to encouraging and supporting our people to celebrate First Nations cultures, and learn and heal with initiatives throughout the year including the NRMA National Acknowledgement Ceremony.



Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Establish and formalise a minimum of four Memorandum of Understandings (MOU) with Aboriginal Land Councils and Aboriginal companies/organisations in partnership with NRMA Parks and Resorts.	Jun 2026	Lead: Senior Indigenous Affairs Manager Support: Parks and Resorts RAP Steering Committee (RSC) Champion
	Annually review guiding principles for engagement to continuously improve and ensure authentic, regulated meetings/engagements with local First Nations stakeholders, communities and organisations.	Jul 2024,25,26	Senior Indigenous Affairs Manager
	Conduct annual reviews of the NRMA Engagement Plan to work with First Nations stakeholders, and update and implement based on learnings.	Nov 2024, 25,26	Senior Indigenous Affairs Manager
	Establish and maintain 20 formal two-way partnerships with First Nations communities or organisations. Including but not limited to: Tribal Warrior, Babana Aboriginal, Weave Youth & Community Services, Darkinjung Local Aboriginal Land Council, NSW Aboriginal Land Council, Bathurst Local Aboriginal Land Council, Dubbo Local Aboriginal Land Council, multiple youth groups, Batemans Bay Aboriginal Corporation, Batemans Bay Elders Group, Indigeco Recruitment, Gidarjil Development Corporation, Port Curtis Coral Coast Trust.	Jun 2025	RSC Champions
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all NRMA Group employees through internal communications channels.	May and Jun 2024,25,26	Lead: Senior Indigenous Affairs Manager
	Annually promote NRW external events that recognise and celebrate NRW to employees and NRMA Group members through our internal and external communication channels, including all Group business websites and internal communications channels.	May 2024,25,26	Lead: RSC Champions Support: Senior Indigenous Affairs Manager
	All RAP Working Group members, representing each NRMA Group business, to participate in five external NRW events each year.	May 2024,25,26	Lead: RSC Champions Support: Senior Indigenous Affairs Manager
	Organise five internal NRW events across the NRMA Group, including at least one organisation wide NRW event.	May 2024,25,26	Lead: RSC Champions Support: Senior Indigenous Affairs Manager
	Register all of our NRW events on Reconciliation Australia's NRW website: reconciliation.org.au/national-reconciliation-week	May 2024,25,26	Senior Indigenous Affairs Manager
Promote reconciliation through our sphere of influence.	Publicly announce NRMA Group endorsement and support of the Uluru Statement from the Heart, published on mynrma.com.au .	Nov 2025	Executive RAP Champion
	Externally communicate NRMA Group commitment to reconciliation, including on mynrma.com.au and NRMA Group business websites.	Dec 2025	Lead: Senior Indigenous Affairs Manager Support: RSC Champions

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Nov 2024	Senior Indigenous Affairs Manager
	Continue utilising the identified position of NRMA Senior Indigenous Affairs Manager to represent the NRMA at the Tourism Reconciliation Industry Networking Group (RING) for First Nations tourism.	Sept 2026	Senior Indigenous Affairs Manager
	Commit to mentoring and supporting two individual reconciliation business partners by providing guidance and leadership throughout their initial Innovate/Reflect RAP journeys. Tailored to the individual partners, these sessions could include meetings and workshops with our RAP Executive Champion, Senior Indigenous Affairs Manager, and/or RAP Business Lead.	Oct 2024	Lead: Senior Indigenous Affairs Manager Support: RAP Business Lead
	Increase affordability and accessibility of SIXT services for First Nations communities and organisations by offering discounted rental rates and in-kind offerings. These offers will be promoted throughout our sphere of influence, including reconciliation partnerships and community engagements. This will be further supported by future internal strategies within our business.	Jun 2024	SIXT RSC Champion
	Launch annual NRMA Group Reconciliation Award to acknowledge and reward employees who role model and champion reconciliation behaviours and actions. This will form part of the existing NRMA employee awards program.	Oct 2024	Lead: People and Culture RSC Champion Support: RSC Champions
	Annually host the NRMA National Acknowledgement Ceremony, which includes Smoking Ceremonies held in at least one location per state and territory. This is a way to demonstrate that our commitment to reconciliation has a national focus. The event is held at our NRMA Group business locations and welcomes staff, members, local communities and stakeholders. The Smoking Ceremony involves the burning of local native plants according to local Lore. The smoke's cleansing properties help to heal the land and people, uniting us in a gesture of goodwill and creating pathways for discussions about reconciliation and our wider journey.	Mar 2024, Oct 2025,26	Lead: Senior Indigenous Affairs Manager Support: RSC Champions
	All NRMA Group businesses promote participation in the NRMA National Acknowledgement Ceremony with our partners Tribal Warrior, Metropolitan Local Aboriginal Land Council, Murramarang Elders Group, and Darkinjung Local Aboriginal Land Council. Event is amplified and celebrated through mynrma.com.au and social media channels.	Aug 2026	Lead: Senior Indigenous Affairs Manager Support: RSC Champions
	Ensure First Nations representation across all NRMA Group marketing collateral. This includes NRMA brand photography, advertising material, and internal communications.	Nov 2024	Brand and Reputation RSC Champion
Promote positive race relations through anti-discrimination strategies.	Senior leaders to publicly support anti-discrimination campaigns, initiatives and stances against racism.	Jun 2025	People and Culture RSC Champion
	Annually review and refresh to improve NRMA HR policies and procedures concerned with anti-discrimination.	Apr 2024	People and Culture RSC Champion
	Engage with First Nations employees and/or First Nations advisors as part of the annual review process to continuously improve our anti-discrimination policy.	Jun 2024	Lead: People and Culture RSC Champion Support: RSC Champions
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	May 2025	Lead: People and Culture RSC Champion Support: RSC Champion
Review and circulate the NRMA Group Anti-Discrimination Policy to all employees.	May 2025	Lead: People and Culture RSC Champion Support: RSC Champions	

Respect

We believe that reconciliation at its essence is about learning from one another and developing greater appreciation for each other's cultures and traditions.

We're deeply committed to building further recognition of the rights and contributions of all First Nations peoples by forming respectful relationships with entities and celebrating their rich cultures and aspirations with our people and stakeholders.



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	Conduct annual review of cultural learning needs within our organisation.	Sept 2024,25,26	Lead: Senior Indigenous Affairs Manager Support: People and Culture RSC Champion
	Commit to regularly reviewing that all RAP Working Group members, HR managers, Senior and Executive Leadership Teams and all new staff have undertaken formal and structured cultural learning.	Sept 2024,25,26	Lead: People and Culture RSC Champion Support: Senior Indigenous Affairs Manager
	Consult and remunerate local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy.	Jul 2024	Senior Indigenous Affairs Manager
	Review and embed the NRMA Cultural Learning Strategy for our employees.	Aug 2024	Lead: People and Culture RSC Champion Support: Senior Indigenous Affairs Manager
	Annually refresh NRMA Group cultural learning tools and adjust to growing business needs.	Jun 2025,26	Lead: People and Culture RSC Champion Support: Senior Indigenous Affairs Manager
	Annually seek feedback on NRMA cultural learning tools from the NRMA First Nations Advisory Group.	Jun 2025,26	Lead: Executive RAP Champion Support: Senior Indigenous Affairs Manager
	Mandatory face-to-face completion of cultural training for 100% of our Senior Leadership Team across the NRMA Group.	Jun 2026	Lead: Senior Indigenous Affairs Manager Support: People and Culture RSC Champion
	80% of all employees will undertake formal and online cultural eLearning.	Jun 2026	Lead: Senior Indigenous Affairs Manager Support: People and Culture RSC Champion

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	Integrate cultural immersion experiences at four NRMA Parks and Resorts locations. Guests are invited and encouraged to partake in self-paced cultural tours, featuring storyboards tailored to the local Country, dual names of Indigenous flora and fauna, and local artists' artwork. These tours, created in partnership with local First Nations communities, aim to educate through storytelling, enrich guests' cultural understanding of local areas, and enhance reconciliation efforts.	Feb 2025	Lead: Senior Indigenous Affairs Manager Support: Parks and Resorts RSC Champion
	Collaborate with local communities to expand our Traditional Place Names Register, reflecting our commitment to adopt dual names honouring local Lore and history. Place Name use in our communications is accompanied by a statement affirming explicit permissions granted by relevant Elders and communities, safeguarding language ownership. This ensures respect for First Nations peoples' connections to the land while upholding cultural integrity.	Sept 2025	Lead: Senior Indigenous Affairs Manager Support: RSC Champions
	10 individuals from the NRMA Board of Directors, Executive Leadership Team or Senior Leadership Team participate in an annual 'Walking on Country' experience with First Nations Elders.	Sept 2024,25,26	Lead: Senior Indigenous Affairs Manager Support: RAP Business Lead
	Provide reward of 'on Country' overnight experiences for two individual NRMA Group employees annually via our First Nations community partners.	Oct 2024,25,26	Lead: Senior Indigenous Affairs Manager Support: RSC Champions
	In line with our formal partnerships, all Memorandum of Understandings (MoU) and Cultural Heritage Plans (CHMA), the NRMA will construct a minimum of four yarning circles at a minimum of four NRMA Parks and Resorts locations. These yarning circles will be created through consultation with local First Nations communities and First Nations corporations, specific to local Lores and incorporating language. These spiritual yarning circles will serve as part of the cultural immersion experiences offered to guests, as well as a sacred place for traditional cultural events.	Jul 2025	Lead: Senior Indigenous Affairs Manager Support: Parks and Resorts RSC Champion
Demonstrate respect to First Nations peoples by observing cultural protocols.	Implement and communicate a cultural protocol document (tailored for all local communities in which we operate), including protocols for Welcome to Country and Acknowledgement of Country addresses.	Oct 2024, 25,26	Senior Indigenous Affairs Manager
	Ensure all cultural strategies are reviewed annually and accessible to all employees on the NRMA Group intranet.	Sept 2024,25,26	Senior Indigenous Affairs Manager

Action	Deliverable	Timeline	Responsibility
Provide training to NRMA Group employees on how to appropriately deliver an Acknowledgement of Country in key external meetings to elevate awareness of the NRMA Group commitment to reconciliation and leading by example.	Provide training and implement a cultural protocol strategy specifically for Acknowledgement of Country addresses. The strategy includes but is not limited to: the differences between an Acknowledgement of Country and Welcome to Country; how to appropriately deliver an Acknowledgement of Country; suggested wording for both internal and external key meetings, aligned to local Countries and Lores. The strategy is promoted via all internal communication channels, Lunch 'n' Learn sessions, and in-person and online meetings.	Dec 2024	Lead: Senior Indigenous Affairs Manager Support: RSC Champions
	Promotion of the NRMA reconciliation commitment statement on all NRMA roadside assistance vehicles and Acknowledgement of Country on NRMA Electric chargers where space allows. This is supported by tailored cultural awareness training for relevant frontline employees. In addition, cultural reference material is made available in all NRMA roadside assistance vehicles.	Feb 2025	Roadside RSC Champion
	All NRMA Group businesses are to invite and include local Traditional Owner/s or Custodians to provide a Welcome to Country or other appropriate cultural protocols at 10 significant events annually. These include NAIDOC Week, National Reconciliation Week, the NRMA National Acknowledgement Ceremony, and all significant Energy and Infrastructure launches across Australia.	Sept 2026	Lead: Senior Indigenous Affairs Manager Support: RSC Champions
	Acknowledgement of Country added as standard agenda item for NRMA Board of Directors and corporate meetings, plus key sessions across all NRMA Group businesses.	Mar 2024	Lead: Senior Indigenous Affairs Manager Support: Executive RAP Champion
	Display traditional Place Names across NRMA corporate offices and NRMA Group business locations and websites, where permissions have been granted by local First Nations Elders and/or First Nations organisations.	Mar 2024	Brand and Reputation RSC Champion
	Include Acknowledgement of Country in all NRMA Group corporate documents, PowerPoint presentation templates, and employee email signature blocks.	May 2024	Brand and Reputation RSC Champion
	Introduce traditional Place Names in NRMA corporate collateral, envelopes and letterheads, where permissions have been granted by local First Nations Elders and/or First Nations organisations.	Mar 2025	Brand and Reputation RSC Champion
	NRMA Group head offices to display Acknowledgment of Country recognising the local Country and Traditional Owners, through engagement and permissions sought from Elders in all relevant locations.	Oct 2024	Lead: Brand and Reputation RSC Champion Support: Senior Indigenous Affairs Manager
	Implement Acknowledgement of Country specifically tailored for the state of Tasmania in line with local Lores. This specific Acknowledgment of Country will feature in Tasmanian employee education, meetings and business collateral.	Aug 2024	Lead: Brand and Reputation RSC Champion Supports: Parks and Resorts RSC Champion, Senior Indigenous Affairs Manager

Action	Deliverable	Timeline	Responsibility
Continue to raise the profile of our commitment to reconciliation through our reconciliation artwork.	Commission a First Nations artist to design and create an artwork representing the NRMA RAP story. This artwork promotes the reconciliation journey and interconnectedness of the NRMA Group and the wider community.	Mar 2024	Lead: Senior Indigenous Affairs Manager Support: Brand and Reputation RSC Champion
	Ensure the ongoing use of the commissioned reconciliation artwork as part of the NRMA brand asset library to promote our commitment to reconciliation. This includes use on NRMA vehicles, uniforms and corporate documentation.	Aug 2026	Lead: Brand and Reputation RSC Champion Support: RSC Champions
	Procure and engage local First Nations artists to design a wrap for sustainable water bottle refill stations in two of our NRMA Parks and Resorts locations, promoting their local community stories.	Jul 2024	Lead: Senior Indigenous Affairs Manager Support: Parks and Resorts RSC Champion
Celebrate NAIDOC Week and provide opportunities for First Nations employees to engage with culture and community during NAIDOC Week.	Encourage employee participation in internal activities during annual NAIDOC Week celebrations with internal NAIDOC themed eCards. This enables participation while promoting continuous cultural learnings around NAIDOC Week themes and the history of NAIDOC itself.	First week in Jul 2024,25,26	People and Culture RSC Champion
	Commit to supporting NRMA Group employees to participate in NAIDOC Week events being held in their local area.	Jul 2024,25,26	RSC Champions
	Promote and participate in a minimum of one NRMA stall at NAIDOC Week celebrations in Sydney. This will include the attendance of an NRMA tow truck wrapped in our RAP artwork for public display and photo opportunities.	Jul 2024,25,26	Lead: Senior Indigenous Affairs Manager Support: RSC Champions
	Support regional NAIDOC Week celebrations in Central West NSW by purchasing two tables at the Dubbo NAIDOC Ball.	Oct 2024	Senior Indigenous Affairs Manager
	Annually review and refresh NRMA HR policies and procedures to remove barriers to employee participation in NAIDOC Week.	Apr 2024,25,26	Lead: People and Culture RSC Champion Support: Senior Indigenous Affairs Manager

Opportunities

We aim to provide opportunities that provide mutual benefits for both our organisation and First Nations peoples and entities. Through our businesses and supply chains, we're committed to creating sustainable employment and economic development opportunities, further strengthening engagement and collaboration, and fostering meaningful change across our communities.



Action	Deliverable	Timeline	Responsibility
Promote road safety in First Nations communities in NSW and ACT through tailored NRMA Driver Training programs aimed at improving skills and knowledge.	Reach 3,000 First Nations students in NSW and ACT through the NRMA Driver Training Program over the lifespan of our Stretch RAP.	Oct 2024,25,26	Lead: Roadside RSC Champion Support: Senior Indigenous Affairs Manager
	NRMA Education team delivers a minimum of three training sessions with First Nations corporations annually. Each program is tailored to support learner drivers in First Nations communities, as well as educate and empower their communities via the promotion of road safety.	Oct 2024,25,26	Lead: Roadside RSC Champion Support: Senior Indigenous Affairs Manager
	Pilot with First Nations organisations and youth services to deliver an educational, practical road safety program across various locations in NSW and ACT, facilitating inclusive car purchasing and maintenance knowledge.	Oct 2024,25,26	Lead: Roadside RSC Champion Support: Senior Indigenous Affairs Manager
Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	Engage with internal First Nations employees annually to consult on our recruitment, retention and professional development strategy.	Nov 2024	Senior Indigenous Affairs Manager
	Provide support to First Nations employees to take on management and senior level positions.	Dec 2024	Lead: People and Culture RSC Champion Support: RSC Champions
	Execute internal campaigns and leverage word of mouth to promote our First Nations Mentoring and Buddy Program, providing strong platforms for our First Nations employees to identify.	Aug 2024	Lead: People and Culture RSC Champion Support: RSC Champions
	Provide all First Nations employees with direct access to our identified Reconciliation team members for support and advice.	Mar 2024	Senior Indigenous Affairs Manager
	Annually review and refresh the NRMA Aboriginal and Torres Strait Islander Employment and Retention Strategy, with a focus on professional development opportunities.	Nov 2024	Lead: People and Culture RSC Champion Support: Senior Indigenous Affairs Manager

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	Two First Nations SIXT University Scholarships awarded to two university students in 2024. Each scholarship funds up to \$30,000 per student over a four year period.	Dec 2023	Lead: SIXT RSC Champion Support: Senior Indigenous Affairs Manager
	Continuously improve our language and platform use by partnering with an identified First Nations employment agency. This will strengthen our ability to reach First Nations candidates, promote a safe workplace, and contribute to our position as an Employer of Choice.	Jul 2024	People and Culture RSC Champion
	Establish an internal First Nations networking group which functions to encourage First Nations employees to come together to network and celebrate culture and learnings.	Jun 2025	Senior Indigenous Affairs Manager
	Annually review and refresh HR recruitment procedures and policies to remove barriers to participation for First Nations employees in our workplace.	Jun 2024,25,26	Lead: People and Culture RSC Champion Support: Senior Indigenous Affairs Manager
	Develop, implement and embed our First Nations Mentoring and Buddy Program, with a focus on retention. The program is strategically designed to support our First Nations employees via a cross-pollination model, focused on stimulating skill sets across all NRMA Group businesses.	Jul 2024	Lead: People and Culture RSC Champion Support: Senior Indigenous Affairs Manager
	Strategically enhance the representation of our First Nations employees, commencing at 4.2%, with the commitment to incremental growth each year of 0.05%.	Jun 2025	People and Culture RSC Champion
Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to our employees via internal communication channels.	Nov 2025	RSC Procurement Champion
	Annually review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Jun 2024	RSC Procurement Champion
	Continue to partner with Supply Nation, meeting at least twice a year to identify First Nations businesses offering relevant goods and services.	Jun 2026	RSC Procurement Champion
	Continue to source and partner with a minimum of 12 First Nations businesses as our business grows. Regularly maintain the NRMA Procurement Partnerships Register over this Stretch RAP timespan.	Jun 2025	RSC Procurement Champion



Action	Deliverable	Timeline	Responsibility
Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop and implement the NRMA Aboriginal and Torres Strait Islander Procurement Strategy across all NRMA Group businesses.	Aug 2024	RSC Procurement Champion
	Train and enable access for all relevant employees to contract First Nations businesses through Supply Nation or an equivalent organisation.	Nov 2024	RSC Procurement Champion
	Maintain a minimum total procurement target of \$5 million over this Stretch RAP timespan. This breaks down to \$800,000 over the first 6 months, \$2 million in the following 12 months, and \$2.2 million in last 12 months.	Jun 2026	RSC Procurement Champion
	Ensure all NRMA Group businesses continue to identify and contract First Nations businesses through Supply Nation and other equivalent organisations. Regularly measured and monitored by the NRMA Procurement RAP Working Group.	Jun 2024	RSC Procurement Champion
	Provide mentoring to at least one First Nations business through our relationship with Supply Nation to build the skills and business acumen necessary for bid opportunities.	Mar 2025	RSC Procurement Champion
Identify and support an external pilot program to develop careers for First Nations women in the maritime industry.	Support Asuria and Tribal Warrior to target First Nations women to seek careers in the maritime industry and provide the training and employment opportunities needed as part of annual training and recruitment.	Mar 2025	Marine RSC Champion
	Target of a minimum of 10% female trainees, with at least one to be considered for employment in our Marine business, subject to the successful completion of training.	Feb 2025	Marine RSC Champion
Develop, implement and support career and training opportunities in Marine for First Nations peoples.	Partner with Asuria and Tribal Warrior to train at least 10 First Nations trainees per annum in maritime operations.	Dec 2024	Marine RSC Champion
	Consider no less than 25% for employment in our Marine business, subject to successful completion of training.	Dec 2024	Marine RSC Champion
Support the growth of First Nations tourism through distributing content and partnerships to the domestic market.	Create road safety promotional video with a First Nations narrative for an audience consisting of First Nations peoples, members and the general public, with the aim of educating people on the importance of safe driving in regional and remote communities. To be created in partnership with local Elders and the NRMA Advocacy team.	Oct 2025	Leads: Membership RSC Champion, Brand and Reputation RSC Champion Support: Senior Indigenous Affairs Manager
	Promote appropriate content on both First Nations cultural tours and operators to NRMA members through at least two key tourism partnerships and relationships with First Nations businesses.	Jun 2025	Membership RSC Champion
	Promote at least three Australian First Nations tourism experiences per year in Open Road magazine (readership over 1 million members), being mindful of cultural sensitivities and respecting naming conventions.	Aug 2026	Membership RSC Champion

Governance and reporting

Since launching our first RAP, we have reshaped our company strategy to strengthen our position in the travel and tourism industries while maintaining our commitment to helping communities. In turn, we have restructured our RAP governance model to increase accountability, introducing a working group for each business overseen by a steering committee, plus ensuring regular internal and external reporting on achievements, challenges, and learnings.

Action	Deliverable	Timeline	Responsibility
Establish and maintain effective RAP Working Groups (RWGs) to drive governance of the RAP.	Maintain RWGs aligned with NRMA Group businesses. As our businesses merge and/or grow, we will review to ensure RWGs evolve to accommodate any changes that may impact their effectiveness.	Aug 2024, 25,26	RSC Champions
	Annual review to ensure First Nations representation is maintained across RWGs. Invite and remunerate an Elder to challenge us and guide our thinking and understanding to develop our RAP through cultural learning.	Aug 2024, 25,26	RSC Champions
	Annual review to ensure an identified Reconciliation team representative is maintained on each business' RWG. Additionally, as NRMA Group businesses groups merge and/or grow, we will ensure representation continues.	Aug 2024, 25,26	RSC Champions
	Implement a Terms of Reference for the RWGs.	Aug 2024	Lead: Senior Indigenous Affairs Manager Support: RSC Champions
	Hold scheduled monthly RAP Steering Committee meetings to track progress of RAP deliverables and oversee RAP governance, with quarterly checks to ensure that the Committee is meeting monthly.	Jul,Nov 2024, Mar,Jul,Nov 2025,Mar, Jul 2026	RAP Executive Champion
	Review and maintain an external First Nations Advisory Group to provide cultural advice and guidance on the successful delivery of our Stretch RAP.	Mar 2024	Lead: RAP Executive Champion Supports: Senior Indigenous Affairs Manager, RAP Business Lead
	Implement a Terms of Reference for the First Nations Advisory Group.	May 2024	Lead: Executive RAP Champion Supports: Senior Indigenous Affairs Manager, RAP Business Lead
Provide appropriate support for effective implementation of RAP commitments.	Embed appropriate systems and capability to track, measure and report on RAP commitments.	Mar 2024	Senior Indigenous Affairs Manager
	Include our RAP as a standing agenda item at senior management meetings.	Jun 2024	Executive RAP Champion
	Review and maintain resource needs for RAP implementation by tracking RAP deliverables to ensure resourcing plan supports strategic outcomes.	Jun 2024	Lead: Senior Indigenous Affairs Manager Support: RAP Business Lead
	Embed key RAP actions in performance KPIs of senior management and all employees.	Jun 2026	RSC Champions
	Each RWG to maintain an internal Senior Leadership RAP Champion.	Mar 2024,25,26	RSC Champions

Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	Maintain an internal Executive RAP Champion.	Mar 2024,25,26	RSC Champions
	Embed and adhere to the NRMA RAP Governance Structure for reviews and approvals.	Mar 2024,25,26	Senior Indigenous Affairs Manager
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sept 2024,25,26	Senior Indigenous Affairs Manager
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 Aug 2024,25,26	Senior Indigenous Affairs Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this Stretch RAP.	Jun 2026	Senior Indigenous Affairs Manager
	Report RAP progress to all employees and senior leaders biannually.	Mar,Sept 2024,25,26	Lead: Executive RAP Champion Supports: RAP Business Lead, Senior Indigenous Affairs Manager
	Annually report on our RAP commitments, achievements, challenges and learnings publicly on mynrma.com.au.	Mar,Sept 2024,25,26	Lead: RAP Business Lead Supports: Membership RSC Champion, Senior Indigenous Affairs Manager
	Participate in the Reconciliation Australia biennial Workplace RAP Barometer.	May 2024,26	Lead: Senior Indigenous Affairs Manager Supports: Executive RAP Champion, RAP Business Lead
	Embed (governance) approval process of RAP for Senior and Executive Leadership Teams and NRMA Board of Directors.	Mar 2024	Lead: Executive RAP Champion Supports: Senior Indigenous Affairs Manager, RAP Business Lead
	Communicate quarterly updates on RAP progress to all employees through internal communications channels, and via the My NRMA app for both employees and members.	Mar 2026	Lead: Membership RSC Champion Supports: Senior Indigenous Affairs Manager, RAP Business Lead
	Promote and report on RAP progress to employees and Senior Leadership Team every six months as scheduled in the NRMA RAP Governance Structure.	Oct 2026	Lead: Executive RAP Champion Supports: Senior Indigenous Affairs Manager, RAP Business Lead
	Continuous sharing at monthly RAP Steering Committee meetings of learnings received during community, stakeholder and key partner engagements with First Nations peoples.	Jul,Nov 2024, Mar,Jul, Nov 2025, Mar,Jul 2026	RSC Champions
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, ensuring we receive important RAP correspondence.	Mar 2024,25,26	Senior Indigenous Affairs Manager	
Continue our reconciliation journey by developing our next RAP.	Register via the Reconciliation Australia website to begin developing our next RAP.	Mar 2026	Senior Indigenous Affairs Manager



As a result of trust established through ongoing engagement with First Nations peoples, the NRMA has been gifted the right to use specific Place Names, such as Wilyakali for Broken Hill. We recognise that local First Nations peoples are custodians of their cultural and linguistic heritage, and value this gift.

Please respect these communities and their language – and recognise the importance of community control and cultural ownership – by not using these Place Names without engagement and permission from the Elders in the community.



Thank you

Our employees: Abbi Clifford, Ahmad Al Moustafa, Alex Martin, Angela Tobin, Anthony Dickinson, April Symko, Carlita Warren, Clare Chubb, Clayton Popataselwyn, Cory Maddison, Courtney Pond, Craig Anderson, Crystal Lee, Dani Javernig, Daniel Alexander, Daniel McKenzie, Donovan Van Putten, Elena Sergis, Eliza Delaney, Francis Ann, Gavin Cooper, Gemma Piper, Geoff Evers, Glen McGrath, Greg Elliot, Haylie Beckett, Heidi Novosell, Irene Bramucci, Izaya Combo, Janelle Boyd, Janette Collett, Jeff Dermann, Jennifer Preistland, Jeremy Taylor, Jo Casey, Jonas Liebschner, Jovana Saul, Joy Sallan, Katelyn Peachey, Katerina Ilic, Katheryn Gates, Katrina Usman, Keira Ruttley, Ken Collins, Kerry Brophy, Kim Forsyth, Kristy Harder, Krystal Gravalin, Lani Kirby, Lauren Mcauliffe, Lauren Stevens, Les Simmons, Lesieli Moala, Lisa Lawson, Lisa Vanderwal, Lou Vraca, Luke Porter, Lyndall Shepard, Lyndon Gill, Maddie Burke, Mark Harvey, Mark Trathen, Mark Whitnell, Marnie McQuiod, Mary Velasco, Mathew Burke, Matt Bruckner, Mel Mariasson, Melissa Hoare, Mitchell Gawthorn, Mohamed Bakkour, Moodi El-Ali, Narelle Bolwell, Natalie Webster, Neil Edwards, Nick Mboqua, Nicole Dollin, Nicole Downey, Noami Riley, NRMA Board of Directors, NRMA Executive Leadership Team, NRMA Senior Leadership Team, Pete Khoury, Pia Harris, Rachel Bevitt, Rebecca Williams, Rob Jaffer, Roscoe Peters, Rosh Ferris, Saiesha Moodley, Sam Navin, Sam Rappolt, Sandra Carter, Shane Weidle, Stephanie Cole, Stephanie Luong, Stuart Harwood, Susie Ferré, Tara McElduff, Theo Theodoropoulos, Tracy Brown, Ursula Hartwig, Vicki Avery, Vincent Canavan, Yvette Tam.

Our partners and stakeholders: Batemans Bay Local Aboriginal Land Council (LALC), Bathurst LALC, Darkinjung LALC — Barry 'BJ' Duncan, Dubbo LALC, Metropolitan LALC, Nyngan LALC, Asuria, Babana Aboriginal, Corporate Culcha, Ochre-Rain, PCCCT, Tribal Warrior, Weave Youth & Community Services, Aunty Barb, Aunty Deb Bell, Aunty Joan Bell, Aunty Pauline, Brendan Moyle, Justin Biles, Kerry Blackman, Lindsay Hardy, Nathan Lyons — Kooking with a Koori, Phil Lockyer, Phillip Sullivan, Rachel Perkins, Uncle Les Simmons, Uncle Max, Uncle Owen — Batemans Bay Elders Group.

Left: As we look forward to the next step in our reconciliation journey, it's important to recognise those who have lent their passion and commitment so far. Here are just a few moments that capture the hard work and community mindedness of our people and the memories we've made. All the way from Mon Repos in Queensland to Strahan in Tasmania and Wilpena Pound in South Australia, we're proud to see our people connecting to Country every day, together.

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