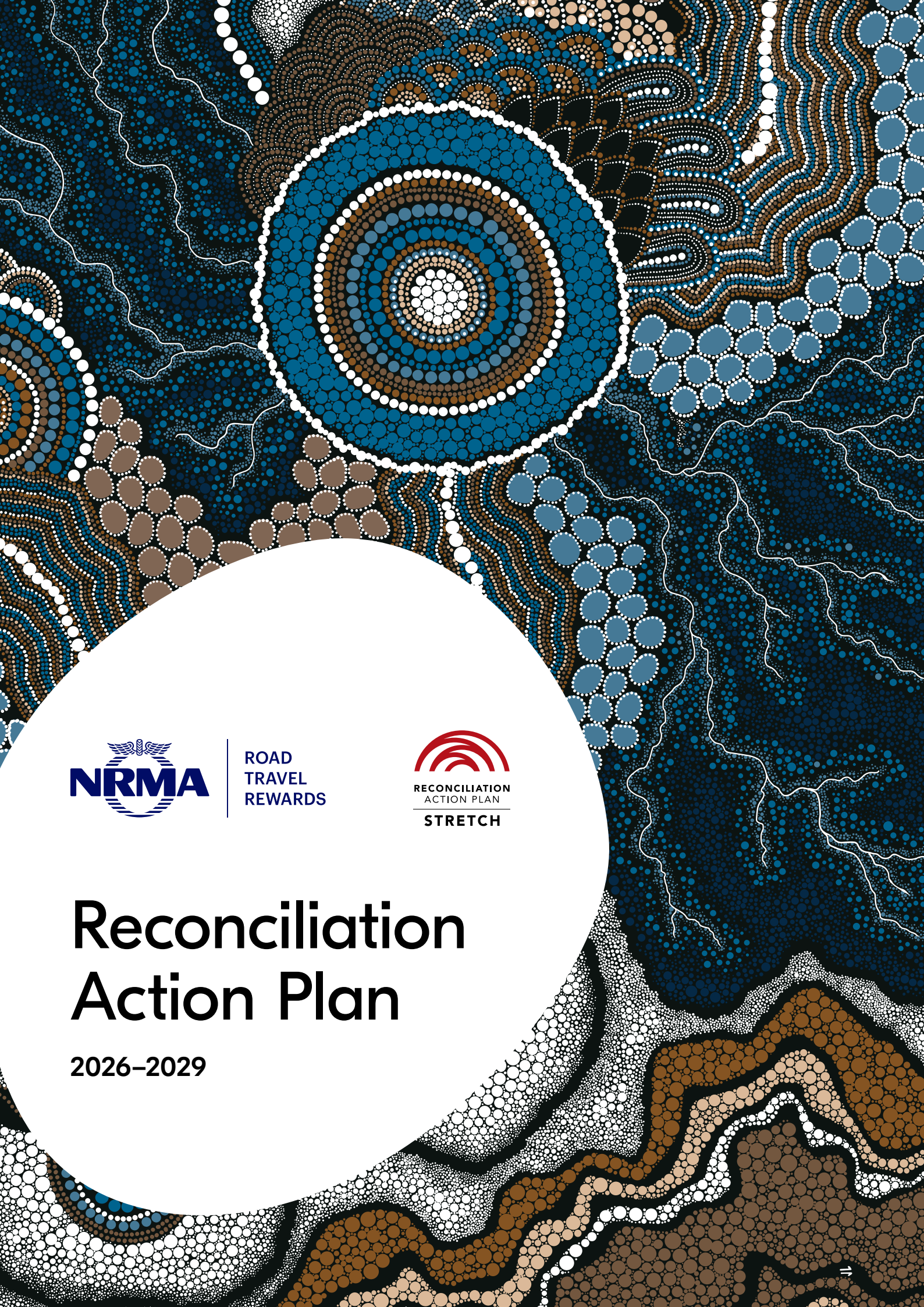


NRMA ROAD TRAVEL REWARDS

RECONCILIATION ACTION PLAN STRETCH

Reconciliation Action Plan

2026–2029



We acknowledge the land on which we gather, from places as widespread and diverse as the NRMA. We pay our respects to Elders past, present and future, recognising all journeys and our mutual role in creating new paths together.

Cultural sensitivity notice

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 (Bianca Gardiner-Dodd, 2022) represents our vision for reconciliation, highlighting the NRMA Group's interconnectedness with communities, the environment and its business units.

Bianca is a proud Kamilaroi woman and contemporary artist who creates work symbolic of the landscapes that surround her. Bianca spent her early years on Dharug Country in Western Sydney and now lives on Bundjalung Country on the NSW Far North Coast.

Since its creation, Bianca's artwork has been deployed and embedded across all NRMA Group businesses. From event assets, uniforms and email signatures to acknowledgements of Country and the pages of this document, it has become a familiar and unifying presence every day.



Celebrating culture on the road

Keep an eye out for two of our iconic roadside assistance vans, now proudly displaying Bianca's art.

When asked if he'd consider driving one of our newly wrapped vans, NRMA Patrol Officer Vance didn't hesitate. Vance (whose mother is a Bundjalung woman of Fingal Head) has been helping members for over three decades, and now every callout brings the opportunity for deeper conversation.



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Scan to discover more about the artwork's creation



01

Introduction



A message from Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate the NRMA on its formal commitment to reconciliation, as it implements its third Stretch Reconciliation Action Plan (RAP), its fourth RAP overall.

As Australia's largest mutual organisation with over 3 million members and a diverse portfolio of industries, the NRMA's sphere of influence extends across customers, businesses, communities, as well as state and federal governments. Its varied business operations positions the NRMA well to support reconciliation efforts across a wide range of focus areas.

This capacity for broad impact was seen in the NRMA's previous RAP where it established a number of foundations for its reconciliation work, including reaching First Nations students through driver training programs, investing in First Nations supplier procurement, and increasing the visibility of First Nations tourism content and storytelling across its channels. The NRMA also strengthened cultural awareness across its patrol network, with all patrol vehicles displaying an Acknowledgement of Country and staff supported to understand its meaning.

With these learnings, the NRMA has built solid foundations upon which to expand and embed its commitments in this RAP. After reflecting on its previous achievements and challenges, the NRMA is mindful of quality over quantity when it comes to its commitments. This strategic approach demonstrates the NRMA's understanding that more meaningful, deeper impact can be achieved through initiatives that fit within organisational scope. Practically, this will see the NRMA expand its First Nations community engagement through two-way partnerships while it strengthens leadership and governance accountability across reconciliation efforts.

Through its practical and measurable commitments that turn intention into impact, the NRMA has the potential to drive considerable reconciliation outcomes through its sustained dedication to the RAP program. On behalf of Reconciliation Australia, I commend the NRMA on this RAP and look forward to following its continued progress.

Karen Mundine

Karen Mundine
Chief Executive Officer
Reconciliation Australia



A message from our Group CEO

I am privileged to introduce the NRMA's next Stretch Reconciliation Action Plan (RAP).

Lasting progress is built on understanding, respect and strong relationships. Over many years, reconciliation has become part of the NRMA's culture, shaping how we serve our members, guests and communities. Our next Stretch RAP builds on that progress, challenging us to strengthen partnerships, deepen understanding and contribute to lasting social cohesion.

As a mutual organisation, we have a responsibility to use our reach, trusted voice and community connections to help create positive change. This Stretch RAP reflects our commitment to listening to communities, engaging with and creating opportunities for First Nations peoples, while working together to deliver outcomes that create shared value and contribute to a more inclusive Australia.

Road safety is a key focus of this Stretch RAP. By working alongside First Nations communities through culturally informed engagement and practical initiatives, including Yarning Circles in our holiday parks and community car maintenance workshops, we can better understand lived experiences, strengthen evidence-based advocacy and contribute to safer roads for all Australians.

We will also continue to foster partnerships with First Nations tourism operators, Traditional Owners and local communities, creating opportunities for our guests to connect with Country, culture and community in authentic and respectful ways.

Importantly, we remain committed to strengthening First Nations procurement, creating meaningful employment opportunities for First Nations peoples and investing in cultural learning that strengthens the capability of our people. Through this work, we will continue to build a workplace where reconciliation is understood as a shared responsibility and remains integral to our culture.

This Stretch RAP is more than a plan. It is our commitment to listen, learn, act and be accountable as we work together towards a stronger, more connected future for all Australians.

Mike Baird

Mike Baird
NRMA Group CEO



A message from the NRMA Chair

As Chair of the NRMA, I am proud to introduce our next Stretch Reconciliation Action Plan and reaffirm our commitment to walking alongside First Nations peoples, communities and organisations on the path to reconciliation.

Over the past year, I have had the privilege of seeing first-hand the impact of reconciliation initiatives across our organisation and within the communities where our members live, work and travel. From conversations with Traditional Owners and community leaders, to attending the Garma Festival and participating in Elders gatherings that have helped shape our thinking, I have been reminded that meaningful progress begins with listening, respect and genuine partnership.

These experiences have reinforced an important truth: reconciliation is not something that can be achieved through policy alone. It is built through relationships, trust and a willingness to learn from one another. It requires us to show up consistently, act with humility and remain accountable for the commitments we make.

As a mutual organisation founded to serve communities, the NRMA has a unique responsibility to contribute to a more inclusive and connected Australia. Our Board sees reconciliation not as a standalone program, but as a long-term commitment that strengthens our organisation, enriches our culture and creates opportunities for positive change. We are encouraged by the progress made to date, but we also recognise there is much more to do.

This Stretch RAP reflects our ambition to deepen relationships, create opportunities and ensure First Nations perspectives help shape the way we operate and grow. It challenges us to think beyond our own organisation and consider the role we can play in supporting stronger communities and lasting outcomes for First Nations peoples.

I would like to thank the many employees, Elders, community partners, Traditional Owners and First Nations advisers who have shared their knowledge, experiences and guidance. Your contributions have been invaluable in shaping this plan and the actions it contains.

The Board remains deeply committed to reconciliation and to the role the NRMA can play in creating meaningful and enduring change. Together, through continued partnership, listening and action, we can help build a stronger future for all Australians.



Derek Stanwell
NRMA Chair



Our vision for reconciliation

In our vision, First Nations cultures are 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.

Shaping our vision

Our vision reflects a shared commitment to walk together, shaped by First Nations peoples and allies across our organisation. It captures our collective aspirations and responsibility to turn words into action. By listening, learning and leading together, we create a future where reconciliation belongs to everyone.



Our key people responsible for driving reconciliation initiatives across the NRMA Group come together at a thank you event.

Highlights: Our RAP in action

These key achievements were made possible by the commitment of our people and supporters across the community. Aligned variously to the National Agreement on Closing the Gap (2020), reforms, and Reconciliation Australia's Five Dimensions Framework — we're proud to have contributed to the advancement of reconciliation and will build on these foundations as we look ahead.

$15m+

in First Nations supplier procurement.

Target: $5m

13

First Nations scholarships, internships and trainees employed across the Group.

2.6m+

Reach for First Nations tourism content and storytelling across owned channels.

80%

Group completes cultural competency training.

Target: 80%

100%

NRMA patrol vehicles display Acknowledgement of Country and staff educated on meaning.

36+

Formal partnerships and commercial agreements.

Target: 20

4.1%

Current First Nations employment across the Group.

~10% growth from July 2025

7,854

First Nations students reached in driver training program across NSW and ACT from 2024-26.

Target: 3,000



Local youth unveil their artwork and stories proudly emblazoned on our EV charger in Dubbo.

02

Who we are



NRMA team members join community celebrations and cultural activities at ACT Reconciliation Day 2025.

Going further, together.

We are proud to be Australia's largest mutual organisation, trusted by over 3.6 million members.

Currently, the NRMA employs 2,605 people across its businesses, including 107 employees who identify as First Nations peoples. Growing First Nations representation remains an important focus of our reconciliation journey and strengthens the cultural knowledge, lived experience and perspectives represented across our workforce.

Since 1920, the National Roads and Motorists' Association (NRMA) has expanded beyond our iconic NRMA Roadside Assistance service to include tourism destinations, member rewards, EV charging and several marine businesses. Through this we've become a key player in regenerative tourism and 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. Our head office is located on the traditional lands of the Gadigal People in the Sydney CBD and on the lands of the Wangal People in Sydney Olympic Park.

Our national presence enhances 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.

NRMA ROAD TRAVEL REWARDS

Keeping people connected

We are a purpose-led organisation with a committed focus in delivering services and experiences to regional areas. Our core business is made up of NRMA Roadside Assistance, NRMA Parks and Resorts, NRMA Electric, My NRMA Rewards and community advocacy. Together, we connect people and places to keep the country moving.

Part of the NRMA family

Marine services

Our marine services — Manly Fast Ferry, Palm Beach Ferries, Fantasea Cruising — help passengers commute and explore Sydney iconic waterways. We are also focused on First Nations perspectives on our cruises and delivering maritime employment pathways.

Coral Expeditions

Australia's expedition cruising pioneers connect adventurous travellers with hard-to-access locations around Australia and beyond. From citizen science to First Nations cultural experiences, Coral facilitates deep engagement with regional communities and our natural wonders.

Our partnership ecosystem

Meaningful reconciliation is not achieved alone. Our RAP is shaped by the people, communities and partners who help bring it to life.

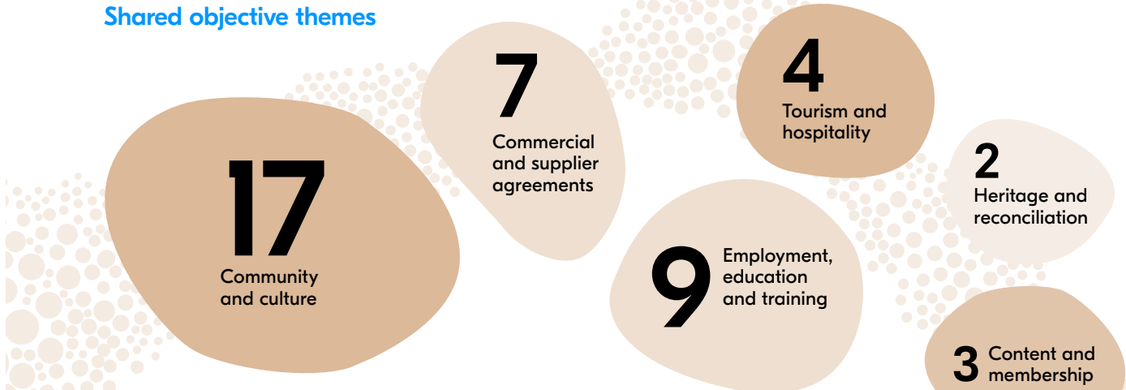
These partnerships reflect a shared commitment to cultural respect, strong relationships and action where we can make the greatest difference.

42 total partnerships

20 Parks and Resorts partnerships

Community is our most common shared objective

Shared objective themes



Thank you to our partners

Corporate: Driver Safety Australia, Baidam Solutions, Metropolitan LALC, Aboriginal Employment Strategy, Mob Ready, Real Future, Walan Miga, Bamara Training, Enigma Indigenous Peoples.

NRMA Electric: EPC Solar.

Marine: Babana Aboriginal Mens Group, Tribal Warrior.

Membership: Discover Aboriginal Experiences, Tourism Australia, Voyages.

Parks and Resorts: DNAAG Aboriginal Art Gallery, Minacu, Aleta Creatives, South West Rocks Figtree Descendants Aboriginal Corporation, Yugambeh Regional Aboriginal Corporation Alliance, VGF Creative, Millowl Dreaming, Girri Girra Aboriginal Experiences, Mingaletta Aboriginal & Torres Strait Islander Corp., Yaegl Traditional Owners Aboriginal Corporation RNTBC, Batemans Bay LALC, Batemans Bay Elders Group, Port Curtis Coral Coast Aboriginal Peoples Charitable Trust, Darkinjung LALC, Gidarjil Development Corporation, Taribelang Bunda Cultural Tours, Aboriginal tourism asset management — Cairns, A.J. Wilson Wholesale Food Distributors.

Reconciliation: Geared Up Culcha, Bathurst LALC, Dubbo LALC, Corporate Culcha, NITV/SBS. Tourism Australia, BlackCard, Fact Tree Youth & Community Services Waterloo.

Roadside: Hill Fitzsimmons Pty Ltd, Weave Youth & Community Services.

Our people: Deepening cultural understanding

Over the past few years, we've been focused on elevating cultural competency in our people. They expect it from us; sharing in our 2024 RAP Barometer Survey that the workplace is a critical source of information about First Nations cultures. This was all the encouragement we needed to seek out even more opportunities for our people to connect and learn.

On Country experiences



NRMA leaders attend the 2026 Garma Festival on Yolŋu land in northeast Arnhem Land, Northern Territory, to experience traditional culture through art, song, dance, and storytelling.



The NRMA Board of Directors participated in a sunrise tour at Turtle Sands in Mon Repos, Queensland, the traditional lands of the First Nations Bailai, Gurang, Gooreng Gooreng, Taribelang Bunda Peoples.



Locally designed First Nations artwork transformed sustainable water refill stations into cultural storytelling features at two NRMA Holiday Parks, increasing the visibility and celebration of local culture.

Learning and celebrating together

Training across the NRMA Group is aimed at exploring how shared understanding and respect can strengthen teams by deepening cultural awareness. Through formal online training modules, 'lunch and learn' sessions, events and open discussions, employees are gaining practical insights into embedding First Nations perspectives into their lives at work and beyond.

Observances like Reconciliation Week and NAIDOC Week are marked by ceremony and storytelling with Elders, and employees are encouraged to bring these events to life in their teams. This grows cultural confidence; fostering curiosity and reflection while highlighting the importance of trust and openness in driving meaningful change.



Staff RAP Barometer Survey

98%
enjoyed activities around First Nations cultural learning and training.

81%
believe NRMA leaders are felt to be speaking passionately about reconciliation at work.

83%
believe it's up to everyone to advance reconciliation outcomes at the NRMA.

77%
expressed a high interest in getting involved in activities.

Strengthening connections across Country

Community connection and sponsorships are vital to the NRMA RAP. They turn our commitments into action by building genuine relationships, deepening cultural competency among our people, and delivering practical, culturally informed outcomes aligned to our purpose.

ACT Reconciliation Day

We continued our 2024 sponsorship in 2025, offering interactive activations including EV and tow truck walk-throughs to an estimated 7,000–10,000 attendees. A standout was our sponsored artist Kobie Dee, who mentored kids, engaged with the community, and delivered a hit performance that brought everyone together. Through the mentor program, 10 young people recorded versions of their original songs, and three finalists enjoyed a one-on-one session with Kobie Dee.









EV education and art wrap program

The NRMA EV art wrap program brings EV education to young people across regional and remote communities. Through hands-on workshops, participants create artwork showcasing local stories through their eyes, which are then wrapped on EV chargers in their local community.

Each project is celebrated through a community event, and participants receive a certificate. So far, the program has visited Dubbo, Wagga Wagga, Moree and Bourke, with more to come. Beyond education, the program builds youth ownership and pride, giving the artists and community a direct connection to the EV chargers in their towns, which has also helped reduce vandalism.

Proud sponsors

- Elders Olympics (2025-26)
- NSW Koori Rugby League Knockout (2024-25)
- Lismore Aboriginal Rugby League Knockout (2025)
- Better Together Program (2026)
- NAIDOC Week Sydney (2025)
- NAIDOC Ball Dubbo (2024-25)

Milestones along the way

2014

- Indigenous Learner Driver Mentor Program (IALP) is founded in partnership with the Australian Red Cross.

2015

- Group Executive Committee approves RAP Strategy and the NRMA Board notes its commitment.

2016



- The NRMA launches our first RAP.

2017

- Establishment of the NRMA First Nations Advisory Group.

2018

- NRMA '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 maritime training and certifications.

2019

- 15 First Nations drivers get their licence through our Indigenous Learner Driver Mentor Program.



- We recruit two interns via CareerTrackers.

2020

- Gomeroi man Warwick Keen creates wrap for our Ocean Dreaming 2 vessel.
- Thomas Mayo speaks with our people about the Uluru Statement from the Heart.

2021

- Establishment of media and content partnership with Welcome to Country.



- We team up with Ochre-Rain to embed cultural protocols across our Tasmanian assets.
- Appointment of our first Senior Indigenous Affairs Manager.

2022

- RAP Working Groups embedded across all NRMA Group businesses.
- Inaugural National Acknowledgement Ceremony promotes healing and reconciliation across our locations.
- Launch of road safety pilot program in First Nations communities.

2023

- The inaugural My Thanks Reconciliation Ambassador is awarded.
- Arrernte/Kalkadoon woman Rachel Perkins leads session on the 2023 referendum.
- The NRMA formalises Aboriginal Cultural Heritage Land Management Agreement (ACHLMA) in Mon Repos.

2024



- Yarning circle installed at Murramarang Holiday Park.
- Sponsorships include NSW Koori Knockout, Elders Olympics, ACT Reconciliation Day, NAIDOC Week events.
- Panels at SXSW Sydney and First Nations Leadership and Allyship Summit.

2025

2026

- Our first Elder in Residence is appointed.
- First Nations procurement exceeds $5M target.
- We launch our third Stretch RAP.

03

About this RAP



Traditional Yolŋu dancers welcome guests at the opening ceremony of the Garma Festival 2026.

A reflection of learnings

Through honest reflection on both achievements and challenges, we identified 10 learnings that have directly informed this RAP. These insights ensure we build on what worked, address what didn't, and continue progressing with greater impact.

01 Leadership advocacy and cultural capability

It is key to have NRMA leaders actively advocate for reconciliation across all forums and meetings. High cultural capability and continued learning is needed in this cohort and will be an area of focus.

02 Building cultural capability at every level

Our previous RAP established a strong foundation of shared cultural awareness across the organisation. As our understanding and maturity continue to grow, this RAP introduces more targeted and role-specific learning that reflect the unique responsibilities of frontline teams, people leaders, executives and First Nations employees.

03 Employment data capture

Accurate First Nations employment data is essential to inform our strategy. This RAP will deliver a dedicated Employment Dashboard for real-time tracking of retention and hiring across all groups.

04 Right-sizing deliverables

RAP deliverables should be realistic, with quality over quantity. Where scope exceeded capacity, risks were identified. This RAP will have fewer deliverables with greater depth of impact, aligned to our core businesses.

05 Appropriate resourcing and budget support in business units

Achieving lasting impact requires reconciliation commitments to be supported by early planning, clear ownership and thoughtful resource allocation.

06 Communication channels

Reconciliation needs to be visible internally and externally. This RAP will embed a unified RAP Group Communications Strategy led by Brand and Reputation to drive storytelling and sustained engagement.

07 Community sponsorships, impact and reach

Sponsorships and partnership value have a direct community impact and require better measurement frameworks. Better amplifying the story of these activations is also core to driving greater impact for communities.

08 First Nations leadership pathways

A clear pathway for First Nations employees into senior and management roles, including succession pathways, was not delivered in our most recent RAP cycle but is actively being discussed and will be embedded into this RAP. There is a need for a dedicated First Nations people and culture lead to support culturally safe resolution processes.

09 First Nations artifacts register and location assets

A centralised artifacts register and location asset mapping will be established to ensure proper identification, protection, and governance of cultural heritage items and sites.

10 Heritage Strategy governance

Heritage Strategy governance will be formalised with clear accountability, First Nations Advisory Group input, and legislative compliance. Partnering with the Environment team will strengthen alignment between cultural heritage and environmental stewardship.

Our focus areas

Our RAP is built around five focus areas that turn intention into impact. From culturally grounded leadership to governance, each focus area reflects our commitment to walking alongside First Nations peoples in a practical, measurable and lasting way.

Reconciliation leadership and capability

Build culturally grounded leadership accountability and capability across the NRMA.

- Cultural capability embedded across onboarding, leadership development, and governance reporting.
- External reporting, insights and highlights.
- On Country learning and Yarning Groups embedded across the NRMA.
- Leadership accountability strengthened through structured forums and culturally grounded practice tracking.

Community partnerships and engagement

Deliver coordinated, long-term partnerships and community-led outcomes.

- Multi-year, two-way partnerships with First Nations organisations, with shared outcomes and clear governance.
- Community-led volunteering and sponsorships aligned to local priorities.
- Structured pathways for internships and programs that strengthen community connection and capability.

Mobility, access and opportunity

Improve access, safety, and participation through mobility pathways and practical solutions.

- Driver training and licensing pathways that strengthen safety, independence, and participation.
- Community mobility partnerships, including transport access and practical support.
- Road safety education, vehicle maintenance capability, and future mobility inclusion.

Member experience and cultural connection

Bring culture to life through experiences, storytelling, and culturally grounded representation across member, guest, and travel touchpoints.

- Member and guest cultural experiences delivered through culturally guided events and moments.
- Storytelling and representation embedded through brand, content, imagery, and corporate identity assets.
- Travel and tourism experiences co-designed with Traditional Custodians.

Governance, insights and accountability

Make delivery measurable, repeatable, and accountable through tracking, reporting and culturally informed policies and systems.

- Cultural Practice Tracker and governance reporting embedded across all working groups.
- Community-informed research and insights used to guide strategy, advocacy and design.
- Policy, systems, dashboards and leadership accountability embedded through RAP governance.

Internal governance

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.

Tanya Denning Orman
SBS Executive

Paul Dodd
CEO and Director at Corporate Culcha

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

Kate Russell
CEO at Supply Nation

RAP Steering Committee

This committee is responsible for executing and championing our RAP commitments internally and externally. Its members are internal senior leaders representing each NRMA Group business.

Victoria Doidge
Chief Membership Officer

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

Marie Ferrett
GM Brand and Reputation, RAP Business Lead

Simon Denic
GM Roadside Delivery

Jenna Nicholls
Head of People, Culture and Future of Work Strategy

Darren Jones
GM Membership

Christina Sypkins
Head of Procurement

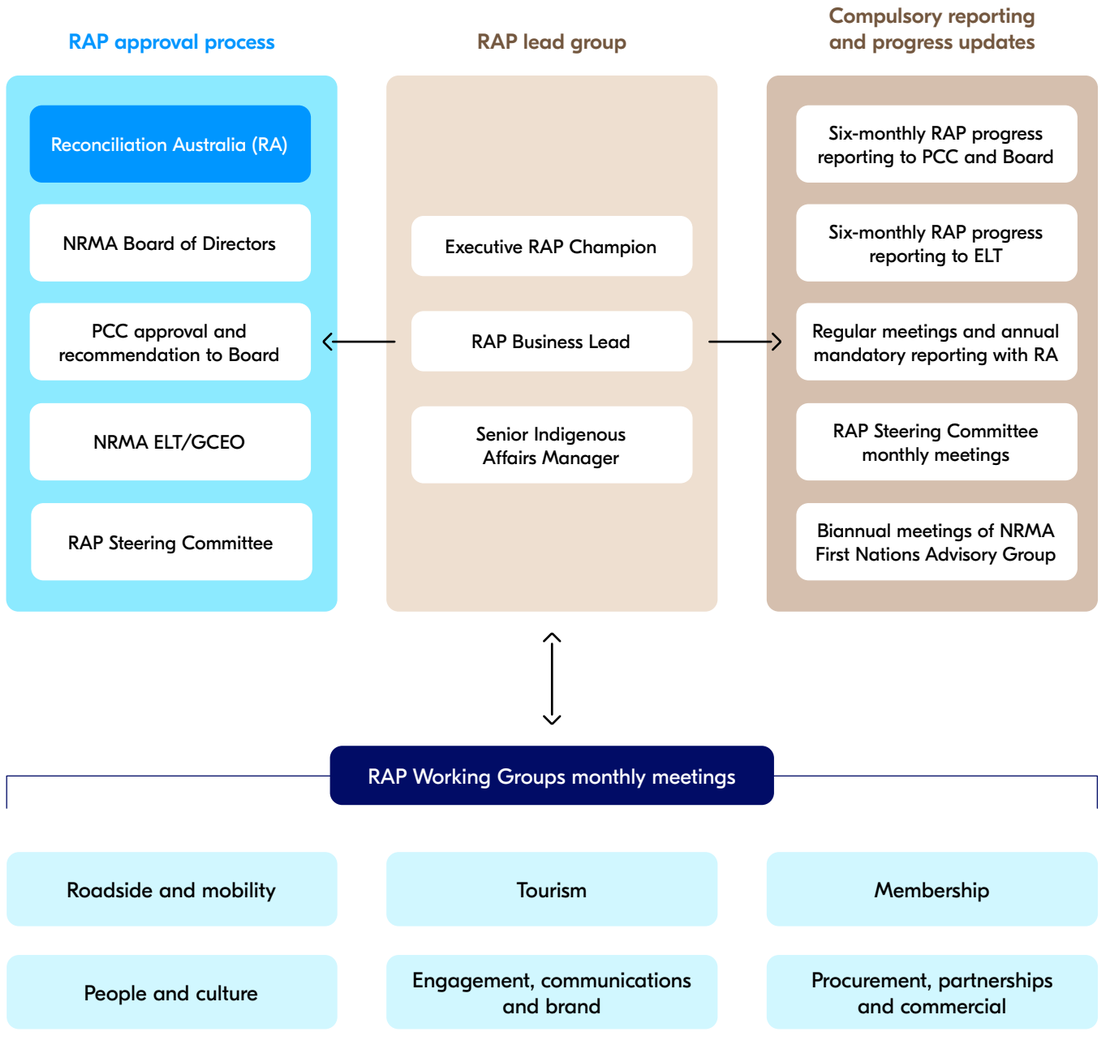
Deb Cogin
Chief Operating Officer, Parks and Resorts

RAP Working Groups

These groups are tasked with governing the development of initiatives and implementation of our RAP, led by their relevant Steering Committee champion.

- Roadside and mobility
- Tourism
- Membership
- People and culture
- Engagement, communications and brand
- Procurement, partnerships and commercial

Governance structure



Talking transformation with our RAP team

In this RAP, we are committing to two transformational deliverables focused on deepening cultural connections through our tourism assets and First Nations mobility and road safety. We asked our RAP leads to share a bit about each one, and what they're most looking forward to next.



Connecting guests to Country through local stories

With Victoria Doidge,
NRMA Chief Membership Officer

Can you tell us about this project?

Through locally tailored storyboards, signage and self-guided experiences, guests will have opportunities to learn about the stories, history, culture and significance of Country while staying in our holiday parks. Co-designed with Traditional Owners, these experiences will share authentic local knowledge, deepen connections to place and create meaningful opportunities for cultural learning and appreciation.

Why is the NRMA uniquely positioned to deliver this?

Each year, millions of members and guests connect with our holiday parks located on Country across the nation, giving us a unique opportunity and responsibility to help people deepen their understanding of the places they visit. Through genuine partnerships with Traditional Owners, we can create authentic experiences that share local stories, culture and history in a way that respects and celebrates Country.

Which moment tops your list from the last two years in RAP?

There are so many moments that have stayed with me but one was the First Nations children in Dubbo launching our EV charger. There was so much pride felt by all, because it was right that one of our EV chargers — which is about connecting people and places — should reflect the First Nations people of Dubbo.

What are you most looking forward to next?

I'm excited for us to facilitate the sharing of more First Nations stories through platforms like Open Road and immersing members and customers in storytelling across our travel destinations. I am also keen to see even more of our people leaning in and wanting to be a part of our reconciliation journey, stepping up and really making an impact.



First Nations mobility and road safety research and advocacy

With Marie Ferrett, RAP Business Lead and
GM Brand & Reputation at the NRMA

What are we doing in this space?

We're looking at undertaking culturally responsible, community-informed research on First Nations mobility and road safety through direct community engagement. These insights will help generate a data-led advocacy program and ensure our actions are informed by evidence, lived experience and community priorities.

What excites you about it?

It's an opportunity to combine the strength of our people, data and advocacy expertise with the lived experiences of First Nations communities. By listening directly to communities and building a deeper evidence base, we can better understand the mobility and road safety challenges they face and use those insights to advocate for meaningful change.

What is your biggest learning from the past two years in RAP?

The importance of listening. Early on, I felt a responsibility to have the answers, but I've come to realise that meaningful progress in reconciliation starts with creating space to hear from First Nations people, communities and partners. Some of the most impactful outcomes we've achieved have come from listening first, learning and being guided by community voices.

Imagine 10 years from now – where are we on our reconciliation journey?

Reconciliation will be woven into the fabric of who we are. Workplaces, destinations and communities will be culturally safe places where First Nations people experience greater opportunity and less disadvantage and culture is celebrated every day.



The NRMA and transformational activities

With Di Ellis, RAP Lead and
Senior Indigenous Affairs Manager at the NRMA

What is the importance of the transformational activities?

These two deliverables reflect our commitment to practical reconciliation through education and road safety, elevating impact across the life of our Stretch RAP by gathering current, direct data that can strengthen road safety evidence and outcomes for First Nations people.

What will be the key to success?

Keeping reconciliation connected to the real work of the NRMA: our people, customers, members and communities. When culture is respected, First Nations voices are heard, and shared responsibility sits across the business. We build trust, strengthen relationships and create social cohesion across all communities for bukmak — everyone.

What's made you feel the proudest in the last two years of RAP?

That reconciliation is part of how the NRMA works every day. There is real commitment across all groups, and at the NRMA we are a mob. I'm proud of the collective effort, with our people asking, learning and acknowledging Country with pride, while our leaders, partnerships and communities walk together with purpose and real impact.

Where will the NRMA focus its energy over the next couple of years?

We'll focus on ensuring our RAP creates real and lasting impact. This means strengthening First Nations employment and procurement, building cultural capability across the Group, growing meaningful partnerships, and continuing our work in road safety, mobility and cultural tourism. Through storytelling, shared learning and authentic partnerships, we'll continue creating opportunities to engage with, learn from and celebrate the world's oldest living culture. Finally, we'll keep embedding reconciliation into the way we work, through our governance, decisions, business practices and leadership, so this work continues beyond the life of the RAP.

04

Deliverables



Yolŋu woman painting a traditional yidaki at the 2026 Garma Festival.

Relationships

Community Partnerships & Engagement | Mobility, Access & Opportunity

Over the last RAP period, we've made strong progress in strengthening connections with First Nations communities. The NRMA Group established formal two-way partnerships, advanced long-term relationships and MOUs with Traditional Custodians and First Nations organisations, and continued work to move from consultation to shared decision-making. These efforts reflect our commitment to building relationships grounded in trust, respect, reciprocity and shared purpose, where First Nations voices help shape outcomes that matter. We recognise that strong relationships are also built through cultural understanding, inclusion and positive race relations. By fostering environments that challenge racism, promote respect and encourage meaningful engagement, we remain committed to standing alongside communities and advancing reconciliation through genuine partnership, collaboration and action.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Meet with local First Nations stakeholders and organisations to continuously improve guiding principles for engagement.	Oct 2026, then ongoing	**Reconciliation**
	Review and update the NRMA engagement plan to work with First Nations stakeholders.	Reviewed annually from Nov 2027	**Reconciliation**
	Establish and maintain formal two-way partnerships with First Nations communities or organisations.	June and December annually, ongoing	**Group** Support: Reconciliation
	Embed four Memoranda of Understanding with local First Nations organisations and Traditional Custodians across NRMA Parks and Resorts, delivering culturally informed partnerships that enable cultural tourism, environmental stewardship, local employment outcomes, and authentic storytelling that connects guests and communities to Country.	Mar 28	**NRMA Parks and Resorts** Support: People & Culture
	Undertake culturally responsible, community-informed research on First Nations mobility and road safety through direct community engagement. These insights will help us generate a data led advocacy program.	July 28	**Brand & Reputation** Support: Insights, Reconciliation
	Embed First Nations Yarning Groups across NRMA, creating culturally safe spaces for First Nations employees to connect, share experiences, and support one another, with invited leadership participation to strengthen understanding and pathways.	Oct 27	**Reconciliation** Support: Group
	Establish six multi-year partnerships with First Nations community organisations that connect multiple NRMA business units and deliver coordinated community engagement, volunteering, service access and shared community outcomes through a One NRMA approach.	Dec 27	**Reconciliation** Support: Group
	Partner with First Nations artists to display and sell products on board Coral Expeditions cruises, providing guests with access to authentic cultural products, storytelling, and connection to artists, supporting promotion and economic participation for artists in remote locations.	Nov 27	**Coral Expeditions** Support: Reconciliation

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff. Communicate our commitment to reconciliation publicly.	May annually	**Brand & Reputation** Support: RAP Communication Strategy Group
	RAP Working Group members to participate in external NRW events.	27 May-3 June annually, ongoing	**People & Culture** Support: Group
	Encourage and support staff and senior leaders to participate in external events to recognise and celebrate NRW.	27 May-3 June annually, ongoing	**People & Culture** Support: Group
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May-3 June annually, ongoing	**Reconciliation**
	Establish Coral Expeditions as a major sponsor of Cairns First Nations Expo, supporting regional cultural enterprise, tourism, and First Nations economic participation.	May 2027	**Coral Expeditions** Support: Reconciliation
	Deliver and take part in First Nations events and celebrations through our NRMA In Town and Better Together programs, prioritising community while inviting members to respectfully engage with culture, Country, and community.	Jul 2027	**Membership** Support: Group
Promote reconciliation through our sphere of influence.	Review staff engagement strategy to raise awareness of reconciliation across our workforce.	Reviewed annually from Mar 2027	**Reconciliation**
	Collaborate with other RAP organisations, First Nations organisations and like-minded partners to develop and implement innovative approaches that advance reconciliation, share learnings and amplify collective impact.	Jun 2028, then ongoing	**Reconciliation** Support: Group

Relationships

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Embed quarterly Roadside Cultural Storytelling Drives, enabling patrol and tow truck teams to share stories of Country through culturally informed prompts and guidance.	Quarterly from Mar 2027	**Roadside** Support: Group
	Partner with NITV/Koori Mail to document and amplify the stories of First Nations people engaged in NRMA programs across community, travel, experiences, and road safety, amplifying local voices and showcasing community impact.	Dec 2027	**Membership** Support: RAP Communication Strategy Group
	Embed First Nations artwork across NRMA Electric charging infrastructure by engaging with local communities to design and install locally developed artwork, wrapping three EV charging stations to showcase culture, connection to Country, and local stories and peoples, while supporting community education on EV technology and future mobility.	Oct 2028	**Electric** Support: Reconciliation
	Demonstrate authentic external leadership by contributing constructively to public conversations on First Nations issues, reconciliation and equity, while actively engaging key stakeholders such as BCCM network to explore partnership opportunities that deliver mutual and meaningful outcomes for First Nations peoples and communities.	Jun 2028	**Brand & Reputation** Support: RAP Communication Strategy Group
	Leverage NRMA Parks and Resorts as platforms for reconciliation by hosting National Reconciliation Week and NAIDOC Week celebrations across key locations. These events will bring together guests, staff, local communities, and Traditional Owners through cultural experiences including smoking ceremonies, storytelling, and on-Country activities that celebrate First Nations cultures and strengthen community connection to reconciliation.	May-Jul annually	**Reconciliation** Support: NRMA Parks and Resorts
	Explore the opportunity of 'opt out' approach for media marketing when considering First Nations audiences in the NRMA media buying strategy.	Apr 2027	**Brand & Reputation**
	Partner to deliver a national First Nations driver licensing and road safety program, grounded in community-led partnerships, piloted in NSW and scaled nationally subject to outcomes, improving licensing progression and road safety outcomes. Strengthen access to employment and essential services, and inform policy and advocacy to address barriers for First Nations communities.	Dec 2028	**Roadside** Support: Reconciliation, Brand & Reputation, Community, PMO, Policy & Advocacy, Legal, Procurement, Finance
	Communicate our commitment to reconciliation publicly through our website, social media, and other communication channels.	Jul 2027	**RAP Steering Committee** Support: RAP Communication Strategy Group
	Engage employees in continuous opportunities to learn about and build relationships with First Nations communities.	Ongoing from Mar 2027	**Group** Support: RAP Steering Committee
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2027	**Group** Support: Reconciliation
Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination.	Reviewed and promoted annually from Oct 2026	**People & Culture** Support: RAP Steering Committee
	Engage with First Nations staff and advisors to continuously improve anti-discrimination policy.	Reviewed and promoted annually from Oct 2026	**People & Culture** Support: Reconciliation
	Maintain and annually promote the anti-discrimination policy for our organisation.	Reviewed and promoted annually from Oct 2026	**People & Culture** Support: RAP Steering Committee
	Provide ongoing education to senior leaders and managers on the effects of racism.	Reviewed and promoted annually from Oct 2026	**People & Culture** Support: Reconciliation
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	Reviewed and promoted annually from Oct 2026	**People & Culture** Support: RAP Steering Committee

Responsibility key

Reconciliation	Indigenous Affairs & Reconciliation Team
Group	All NRMA business units
RAP Lead Group	Executive RAP Champion, RAP Business Lead and Senior Indigenous Affairs Manager
RAP Steering Committee	Senior leaders responsible for RAP governance and accountability
RAP Working Groups	Cross-functional groups responsible for implementation of RAP commitments
Steer Co Members	Members of the RAP Steering Committee
People & Culture	People & Culture Team
Brand & Reputation	Brand & Reputation Team
Procurement	Procurement Team
Membership	Membership Business Unit
Roadside	NRMA Roadside Business Unit
Electric	NRMA Electric Business Unit
Marine	Marine Businesses
Coral Expeditions	Coral Expeditions Business Unit
NRMA Parks and Resorts	Parks and Resorts Business Unit
Community	Community Team
Insights	Insights Team
Customer Data & Customer Intelligence	Customer Data & Customer Intelligence Team
Policy & Advocacy	Policy & Advocacy Team
Legal	Legal Team

Lead: Primary team accountable for the delivery, monitoring and reporting of the deliverable.

Support: Teams or stakeholders that contribute to the successful delivery of the deliverable.

Kicking goals with the Tabulam Turtle Divers

Before 2025, the Tabulam Turtle Divers Under-15s had never competed at the NSW Koori Rugby League Knockout. The Knockout is one of the most significant events in Indigenous rugby league — often described as a modern-day corroboree — and for young players from the remote Jubullum Village, the barriers to getting there were real.

The ancient tradition of turtle diving is unique to the Wahlabul People of the Western Bundjulung Nation in the Northern Rivers of NSW. It's a practice woven into the culture and identity of the community and the reason the local rugby league club, established in 1986, proudly carries the name Turtle Divers.

NRMA involvement began in 2024, when we first attended the Knockout as part of our RAP commitment to building genuine, long-term community partnerships. We ran giveaways, connected with community members and, importantly, we listened. What we heard was clear: meaningful reconciliation outcomes don't come from a high-level presence. They come from showing up where it counts.

This understanding shaped what came next. We turned our focus to the Tabulam Turtle Divers Under-15s team, sponsoring them to compete at the Knockout — a debut for every young man on the roster.

"For many of them, it was more than just a football trip. It was their first time experiencing something beyond the boundaries of our remote community. It was a moment of pride, connection, and possibility."

Practical support like uniforms and transport from SIXT removed the barriers that had kept the club on the sidelines for a generation. But the sponsorship was never really about logistics. It was about what happens when a young person from a remote community gets to stand on a big stage and represent something they love. The ripple effect into the community was immediate.

"The boys returned home not only as better players, but as role models. Their younger siblings, cousins, and friends saw what was possible. They saw pride, discipline, teamwork, and belief. And because of that, something incredible has happened. This year, we're not taking one team, we're taking two."

That's right. In 2026, NRMA sponsorship continues and the Tabulam Turtle Divers send both their under-15s and under-17s teams to 'the big dance'.

"This is a huge milestone for our club, and we can't wait to see our young players represent Tabulam with pride, passion and respect on one of the biggest stages in Indigenous rugby league."

This is what community-led reconciliation looks like in practice — long-term relationships, locally defined priorities, and outcomes that grow well beyond the initial commitment.



L to R: Tammy Collins, Jennifer Hickling, Joan Bell (Aunty Ding), Donna Collins, Shantelle Collins, Sherrie Collins.



Jarvis Parry sharpens his skills at training.



The Tabulam Turtle Divers Under-15s ready to take on the 2025 Knockout.

Quotes appear with permission from Tabulam Turtle Divers RLFC.

Respect

Reconciliation Leadership & Capability | Member Experience & Cultural Connection

We will embed cultural safety as a non-negotiable across our policies, service standards and ways of working. Guided by First Nations stakeholders, we will strengthen cultural capability across the NRMA, support culturally informed leadership, uphold cultural protocols, protect and respect cultural heritage, and ensure respectful representation of First Nations peoples, cultures and stories across all touchpoints. Through ongoing learning, reflection and engagement, we will listen, measure what is changing, and continuously improve so that respect is reflected in everyday decisions, behaviours and experiences across our organisation.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of First Nations cultures, histories, Knowledges, and rights through cultural learning.	Consult local Traditional Owners and/or First Nations advisors on cultural learning strategy implementation.	Mar 2027	**Reconciliation**
	Continue to build cultural capability learning strategies across the NRMA by embedding the Yarning for Understanding online training and expanding on-Country immersion experiences. Develop measurable targeted learning programs for people leaders, senior leaders, Executive and the NRMA Board to ensure learning is relevant and role-appropriate.	Jun 2028	**Reconciliation**
	Implement a cultural learning evaluation framework to measure participation, impact and behaviour change arising from cultural learning programs. Use findings to continuously improve learning content, delivery methods and targeted capability initiatives across the NRMA.	Reviewed annually from Jun 2027	**Reconciliation** Support: People & Culture, Insights
	Develop First Nations self-paced on park experiences through visual storyboards and signage across relevant NRMA Parks and Resorts. Co-designed with the Traditional Owners to educate guests and members about the local stories, history, culture, and Country.	Oct 2027	**Parks and Resorts** Support: Reconciliation
	Develop culturally guided seasonal calendars for Coral Expeditions guests, sharing Traditional Knowledges of seasons and natural indicators, aligned to cruise journeys and delivered with permission from cultural authority.	Aug 2027	**Coral Expeditions** Support: Reconciliation
	Embed native plant and cultural ecosystem initiatives across selected NRMA Parks and Resorts, working in consultation with Traditional Owners and recognising the cultural and ecological significance of place-specific native species incorporated into guest experiences and land care.	Feb 2028	**NRMA Parks and Resorts** Support: Reconciliation
	Deliver eight First Nations member experience moments through NRMA events, creating accessible, culturally guided experiences that bring First Nations culture to life through the arts, fostering connection, understanding, and shared participation.	March 2028	**Brand & Reputation** Support: Sponsorships
Demonstrate respect to First Nations peoples by observing cultural protocols.	Continue to increase staff understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country.	Ongoing from Apr 2027	**Reconciliation** Support: Group
	Invite a local Traditional Owner or Custodian to provide Welcome to Country at significant events each year.	Annually from 2027	**Group** Support: Reconciliation
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of significant meetings.	Ongoing from Mar 2027	**Group** Support: Reconciliation
	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	Ongoing from Mar 2027	**Group** Support: Reconciliation
Demonstrate respect to First Nations peoples by observing cultural protocols.	Embed a respectful and informed approach to January 26 across the NRMA, providing employees with choice while acknowledging the differing meanings of this date.	Jan 2027, then annually	**Brand & Reputation** Support: People & Culture
	Maintain Acknowledgement of Country plaques in our offices or on our buildings.	Annually from Jun 2027	**Brand & Reputation** Support: Brand
	Embed the NRMA RAP artwork, 'Charging Together Towards a New Dreaming' by Bianca Gardiner-Dodd, across selected corporate assets, uniforms, ensuring all use follows established corporate approval processes and cultural protocols.	Oct 2028	**Brand & Reputation** Support: Brand
	Embed and promote access to a curated library of First Nations imagery and visual storytelling across NRMA platforms, ensuring consistent, respectful, and culturally grounded representation in how we communicate.	May 2027	**Brand & Reputation** Support: Brand
	Expand NRMA reconciliation storytelling by sharing RAP progress, elevating First Nations voices, and amplifying stories of culture, Country, and community across internal and external platforms.	Quarterly from Jul 2027	**Membership** Support: RAP Communication Strategy Group
	Embed consistent policies and procedures across the NRMA to ensure cultural heritage is identified, protected, and managed respectfully across all projects and site development activities.	Sep 2028	**Reconciliation** Support: NRMA Parks and Resorts, Electric
Engage with First Nations cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July annually	**People & Culture** Support: RAP Steering Committee
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Reviewed annually from May 2027	**People & Culture** Support: RAP Steering Committee
	Support all staff to participate in NAIDOC Week events in their local area.	First week in July annually	**RAP Steering Committee** Support: People & Culture
	In consultation with First Nations stakeholders, support external NAIDOC Week events each year.	First week in July annually	**Reconciliation** Support: Group
	Deliver Marine NAIDOC-themed cruises and Sydney Harbour events, creating opportunities for NRMA groups and partners to engage with culture, community, and Country.	First week in July annually	**Marine** Support: Reconciliation

Building respect through education with yarning circles



Yarning circle at Blue Dolphin Holiday Resort in Yamba established in September 2026.

Across our holiday parks and resorts, yarning circles are becoming a practical way to share First Nations Knowledge with guests, create culturally safe places for community, and build respect through education and experience.

What is a yarning circle?

A yarning circle is a traditional Aboriginal and Torres Strait Islander practice of sitting together in a ring to communicate, share stories, and pass down knowledge. It holds deep cultural significance as a safe and equal space where everyone is heard, relationships are built, and community decisions are made without hierarchy.

The circle matters because it removes rank. Everyone can see one another, and everyone has the same chance to listen, speak and contribute.

Co-created with community

Crucially, our approach starts with relationships, not construction. Guided by our Senior Indigenous Affairs Manager, Di Ellis, we engage with Traditional Custodians early to share our intent and invite collaboration to develop a yarning circle that pays respect to local knowledge. From there, community decisions shape everything; materials, location, seating numbers, entry and exit points, and how the circle is used.

These yarning circles sit within our Memorandums of Understanding (MoUs) with local communities; formal, good-faith agreements that reflect local expectations and create shared commitments over time. Our MoUs also support opportunities for employment, cultural immersions, community-led ceremony during events like NAIDOC Week, and the re-establishment of native plant ecosystems.

Our first circle at Murramarang

At our NRMA Murramarang Beachfront Holiday Resort on the NSW South Coast, the yarning circle was developed with local permissions and under the guidance of Elders. The Yuin Lore number of three resulted in six seats made from local sandstone — chosen for the sandstone cliff at Murramarang, which holds evidence of two ice ages. The location was also selected so participants can look out to sacred hills and over the water from a new vantage point.

In the centre, a one metre fire pit provides the space for local people to hold ceremony. Cultural care also extended to how the circle was installed: a small excavator did only the minimum required to avoid disturbing the earth. The goal was simply to place the blocks on a stable base, no concrete in sight, just sandstone connected to dirt and Country.

Following local Lore at Turtle Sands

At our Turtle Sands resort in Mon Repos, Queensland (on the traditional lands of the Taribelang Bunda, Gooreng Gooreng, Gurang, and Byellee Peoples) the circle is also made of sandstone. Its entry and exit points reflect local Lore: it follows sunrise to sunset and aligns with stories connected to the turtles, the mountain and ancestors. The circle sits at the centre of the resort known for its turtle conservation — educating guests by linking cultural Knowledge and caring for Country.

Education and inclusion through storytelling

We know that placing a yarning circle isn't the end of the story. The next vital step is educating guests on what it is and how to use it. We work with communities to develop storyboards in local language and translated into English, explaining the circle's meaning and local cultural context. At Murramarang, storyboards share the circle's story and the local totem of the black duck, alongside guidance on how to enter and exit respectfully.

The impact of the signage has been immediate and practical. Since installation, graffiti has stopped, showing that when people understand meaning, they treat the place with care.

Respect in daily practice

Outside times of ceremony, we're proud to watch our guests using the yarning circles every day. Whether reading the storyboards, sharing lunch, chatting with their children or simply watching the water and being on Country — it's clear that sitting in circle is an ancient, intuitive practice that invites listening and connection. In our parks, it has become a shared, inclusive place where guests can slow down and strengthen their knowledge and respect.

Looking ahead

Through collaboration, NRMA South West Rocks Holiday Resort also welcomed its yarning circle in 2026, with seven seats aligned to the local story of the Seven Sisters. In addition to this circle and those at Murramarang and Mon Repos, NRMA Blue Dolphin Yamba Holiday Resort and NRMA Ocean Beach Holiday Resort at Umina are also establishing yarning circles — creating places where First Nations culture is visible, community-led and celebrated every day.

On Country immersions at NRMA Murramarang Beachfront Holiday Resort

Our Murramarang yarning circle and wider resort has also begun playing host to deeper learning through immersions. In 2026, First Nations staff and colleagues from SBS and NITV gathered for Mabu Liyan (a Yawuru word for good spirit), an on Country immersion across three days. They listened to Elders, shared stories, spent time on Country, and strengthened relationships – demonstrating how these spaces can support cultural learning, connection and respect when used as intended.

Opportunities

Mobility, Access & Opportunity | Community Partnerships & Engagement

We're committed to ensuring reconciliation is embedded into how we hire, develop, promote and buy — with First Nations procurement requirements built into supplier onboarding and contracts. We will strengthen First Nations representation, set ambitious procurement targets, and deliver partner-led, co-designed initiatives with community-defined outcomes. To support accountability, we'll establish clear measures, baselines and targets, improve evaluation, and publicly report on progress aligned to our core NRMA advocacy — ensuring our commitments are visible, measurable and real.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by improving First Nations recruitment, retention, cultural safety and professional development.	Advertise targeted and identified job vacancies to effectively reach First Nations stakeholders.	Ongoing from Oct 2026	**People & Culture** Support: Group
	Support First Nations employees to progress into management and senior leadership roles through targeted development, mentoring, coaching, and structured career pathway opportunities.	Jun 2028	**People & Culture** Support: Group
	Strengthen recruitment and employment systems to improve access, remove barriers, and increase First Nations representation across the NRMA. Engage with the Reconciliation Team and First Nations staff to consult on the effectiveness of recruitment, retention, and professional development strategies, ensuring continuous improvement informed by lived experience.	Dec 2026 ongoing	**People & Culture** Support: Reconciliation
	Maintain and review First Nations employment representation of 4.8% across the NRMA, supported by embedded recruitment, retention, and workforce tracking practices across all business units.	June 2028, review regularly	**People & Culture** Support: Group
	Embed the First Nations Internship Program in partnership, focused on providing three paid internship opportunities annually for First Nations students, with structured rotation across key business units and flexible working arrangements aligned to study and organisational needs.	Feb 2027, review regularly	**Reconciliation** Support: People & Culture
	Create a minimum of four unique First Nations Cultural Traineeships across NRMA Parks and Resorts, each shaped by Country and community. Trainees will grow their cultural expertise across park operations which could include hospitality, guest experiences, heritage protection, and cultural land practices, with cultural knowledge embedded as a core capability of our parks. Each traineeship will be designed with clear pathways into ongoing roles, strengthening culturally informed leadership across the business.	Nov 2027	**NRMA Parks and Resorts** Support: People & Culture
	Establish a One NRMA First Nations Service Pathway Initiative to enhance member experiences, strengthen workforce capability, and inform the future design of a culturally informed all NRMA Member Contact Service through cultural knowledge and community connection.	Aug 2028	**Roadside** Support: People & Culture
	Review culturally safe and responsive workplace practices and support structures across the NRMA to create a safe, inclusive, and culturally grounded environment for First Nations employees.	Embedded Dec 2026, then ongoing	**People & Culture** Support: Reconciliation
	Embed an annual review and refresh of First Nations policies and procedures, including the First Nations Employment Strategy and Cultural Protocols, ensuring they remain culturally informed, relevant, and effective across the NRMA.	Reviewed annually from Nov 2026	**People & Culture** Support: Reconciliation
Increase First Nations supplier diversity to support improved economic and social outcomes.	Increase spend with First Nations suppliers by 5% from the previous year, baseline $5 million.	July 2029	**Procurement** Support: Group
	Maintain the First Nations Procurement Strategy.	Reviewed annually from Jun 2027	**Procurement** Support: RAP Steering Committee
	Maintain our Supply Nation membership.	Annually from Jan 2027	**Procurement** Support: Reconciliation
	Continue to communicate opportunities for procurement of goods and services from First Nations businesses to staff.	Quarterly from Mar 2027, ongoing	**Procurement** Support: RAP Communication Strategy Group
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Reviewed annually from Sep 2027	**Procurement** Support: Group
	Maintain and regularly review commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June and December annually	**Procurement** Support: Group
	Train all relevant staff in contracting First Nations businesses through Supply Nation or equivalent.	May 2028	**Procurement** Support: Group
	Strengthen the identification and engagement with First Nations suppliers across the NRMA Group, including a First Nations Procurement Strategy beyond policy inclusion. Expand identification beyond Supply Nation and formalise a First Nations preferred supplier network or pipeline.	Sep 2028	**Procurement** Support: Group
	Ensure business units engage those suppliers to quote for business when opportunities are identified. Partner with key First Nations procurement suppliers to expand and strengthen existing relationships and pursue additional opportunities.	Oct 2028	**Procurement** Support: Roadside
Improve mobility outcomes for First Nations peoples by increasing access, building road safety capability and preparing communities for the future of transport.	Develop and distribute tailored EV education materials for First Nations communities, building awareness and understanding of electric vehicles and future mobility options.	Aug 2027	**Electric** Support: Reconciliation
	Reach 3,000 First Nations students across NSW and ACT through education delivered via the NRMA Road Safety Education Program, building safe driving capability.	Dec 2028	**Membership** Support: Community
	Deliver a community-based road safety and practical vehicle maintenance program across five locations in NSW, in partnership with First Nations communities, building practical skills to improve road safety, vehicle reliability, and access to employment and essential services.	Nov 2028	**Roadside** Support: Reconciliation

Our people making an impact

Meet two employees who are showing why First Nations perspectives — grounded in lived experience, cultural knowledge and community connection — are making our organisation stronger.

Rich Smith

First Nations Talent Acquisition Specialist at the NRMA

A proud Thunghutti/Dunghutti, Wiradjuri and Jawoyn man, Rich brings his experience to a dedicated role focused on improving employment outcomes for First Nations people. Drawn to the NRMA's values and commitment to reconciliation, he joined with a clear purpose: to help turn RAP commitments into meaningful, measurable change for First Nations people.

As the inaugural First Nations Talent Acquisition Specialist, Rich recognised a unique opportunity to challenge existing barriers and reshape recruitment practices. One of the first changes he introduced was a question asking candidates about their connection to Country or Mob. It's a simple but an important step, ensuring First Nations candidates are connected to the right support and enter interviews feeling culturally safe.



Rich also trained his team in using Indigenous Terms of Reference, shifting the standard interview format to one that builds trust and connection first. Rich shares that recruitment can't sit with one person, "It's everybody's business", lasting change requires shared ownership.

For Rich, a real win is seeing a hiring manager's perspective shift. He educates leaders on the barriers First Nations people can face, and values "lightbulb" moments where understanding expands and decision-making genuinely incorporates new perspectives.

He challenges assumptions about what counts as "critical" criteria in a role. Is formal education always essential, or can professional capability and lived experience be equally valuable? By encouraging hiring managers to rethink traditional requirements, Rich is helping evolve and guide the way the NRMA recruits and supports talent.

Rich sees recruitment as more than posting a job ad. He's out in communities talking about pathways and showcasing the breadth of opportunities across the NRMA Group, from call centre roles in roadside to travel and corporate offices. A moment that stuck with him came in Lismore, where NRMA Patrol Vance spoke with young men who wanted to be mechanics, then pointed to his van, wrapped in our reconciliation artwork. He told them, "In five years, this could be your van." For Rich, that's what motivates him, making pathways visible.

Looking ahead, he's focused on building upon the foundations laid by the previous RAP, strengthening Employee Value Proposition (EVP) and retention, contributing to a workplace where First Nations employees feel proud to recommend the NRMA to family and friends.

Goyma

Cultural Lead at Coral Expeditions

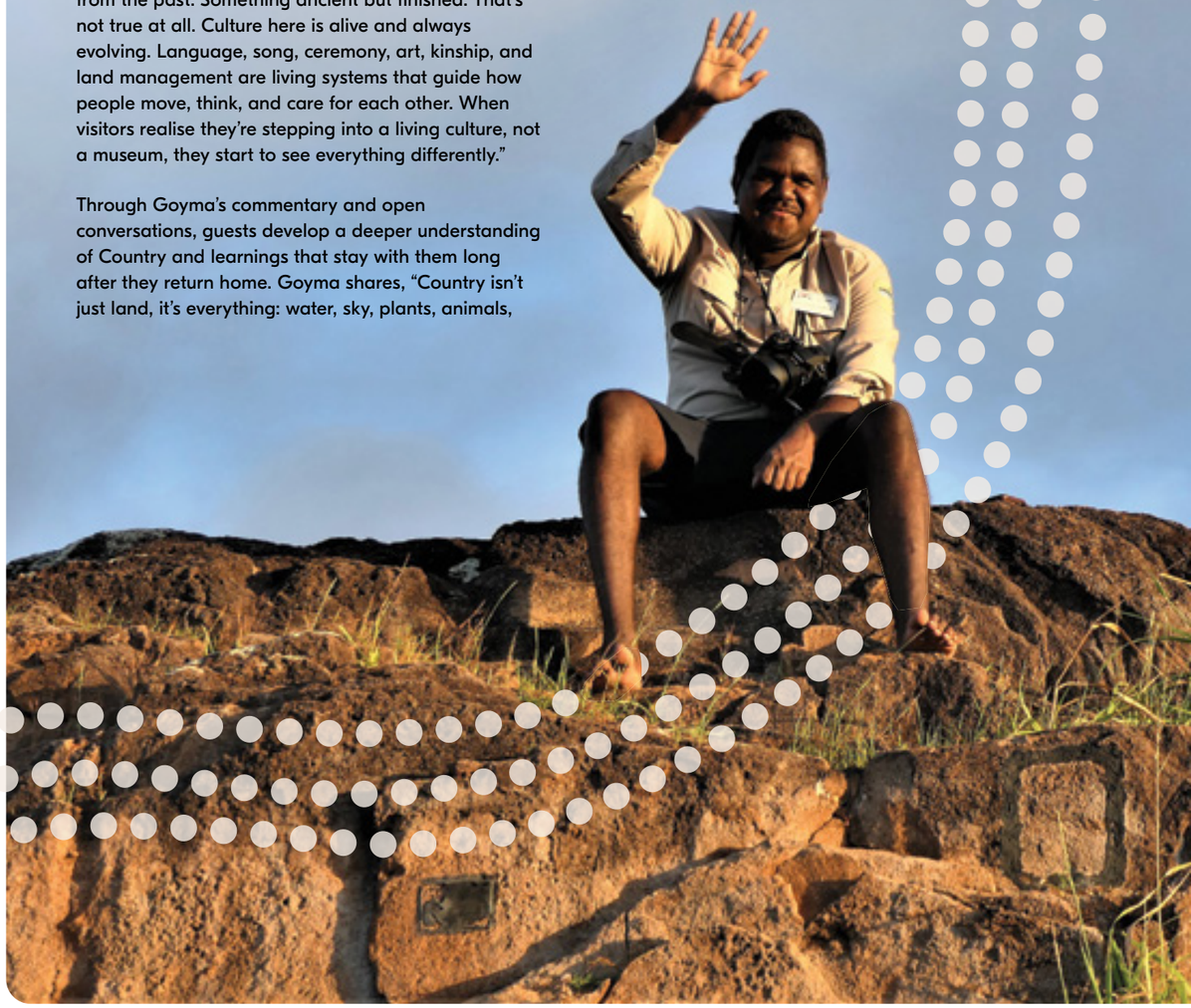
Meet Goyma, Yolŋu man, cultural ambassador from Northeast Arnhem Land, and Expeditions Crew member for our Coral Expeditions business.

As a keeper of ancient knowledge and a respected voice from the regions Coral Expeditions explores, Goyma's insights into the Kimberley, Cape York and Arnhem Land offer an invaluable perspective — grounding every journey in culture, connection and lived experience.

In his role, he witnesses countless moments where guests' understanding of First Nations cultures shifts. "A lot of visitors think Indigenous culture is something from the past. Something ancient but finished. That's not true at all. Culture here is alive and always evolving. Language, song, ceremony, art, kinship, and land management are living systems that guide how people move, think, and care for each other. When visitors realise they're stepping into a living culture, not a museum, they start to see everything differently."

Through Goyma's commentary and open conversations, guests develop a deeper understanding of Country and learnings that stay with them long after they return home. Goyma shares, "Country isn't just land, it's everything: water, sky, plants, animals, ancestors, spirit beings, stories, and people. Country is family. It watches you, cares for you, and expects you to show respect in return. Once visitors understand this, their whole experience becomes deeper and more meaningful."

Goyma's wealth of knowledge highlights the contribution that First Nations employees make to the guest experience, workplace culture, and reconciliation more broadly — reminding us of the power of storytelling when it comes directly from those who live, care for and belong to Country.



Governance

Governance, Insights & Accountability | Reconciliation Leadership & Capability

We will embed our reconciliation commitments, including advocacy priorities, into planning and performance, supported by executive sponsorship, clear accountability and robust measures. Progress will be reviewed at least quarterly and reported publicly each year. Reconciliation will be embedded into core systems, including our Engagement Strategy, Cultural Protocols and January 26 approach, procurement and supplier onboarding, service design, and risk and assurance. A First Nations employment dashboard will strengthen workforce accountability and support the NRMA's continued reconciliation growth, leadership and influence across our sector.

Action	Deliverable	Timeline	Responsibility
Establish and maintain effective RAP governance to drive reconciliation impact across the organisation.	Maintain a monthly RAP Working Group meeting cadence to drive accountability, monitor progress, capture and share learnings, and support the effective implementation of RAP commitments across all groups.	Monthly from Nov 2026, ongoing	**Group** Support: Reconciliation
	Strengthen leadership accountability through structured reconciliation reporting forums, including RAP Working Groups, RAP Steering Committee, Executive Leadership Team and Board reporting. Implement a Cultural Practice Tracker to monitor delivery of RAP commitments, cultural learning, community engagement and agreed actions across the NRMA.	Ongoing from Jul 2027	**Reconciliation** Support: RAP Steering Committee, RAP Working Groups
	Annually review and update the RAP Working Group Terms of Reference to ensure governance remains effective, culturally informed, and includes clear First Nations representation and quorum requirements.	Reviewed annually from Mar 2027	**Reconciliation** Support: Steer Co Members
	Engage with the NRMA First Nations Advisory Group through a minimum of two formal meetings per year to review and provide feedback on NRMA First Nations strategies, cultural learning tools, and reconciliation initiatives. These sessions will ensure First Nations perspectives and guidance are embedded into the continuous improvement of our cultural capability programs and RAP commitments.	Twice annually from Jun 2027	**RAP Lead Group** Support: Steer Co Members
Build accountability and transparency through reporting RAP achievements, challenges and learnings.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date.	June annually	**Reconciliation**
	Contact Reconciliation Australia to request a unique link to access the online *RAP Impact Survey*.	1 August annually	**Reconciliation**
	Complete and submit the annual *RAP Impact Survey* to Reconciliation Australia.	30 September annually	**Reconciliation**
	Report on RAP progress to all staff and senior leaders quarterly.	Quarterly from Mar 2027, ongoing	**Reconciliation**
	Scope and plan for participation in Reconciliation Australia's biennial Workplace RAP Barometer.	Feb 2027 – Scope budget and participation requirements. Feb 2028 – Submit Expression of Interest to Reconciliation Australia.	**Reconciliation**
Build accountability and transparency through reporting RAP achievements, challenges and learnings.	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Jun 2029	**Reconciliation**
	Develop and implement a coordinated, NRMA-wide Reconciliation Communication Strategy designed to educate and amplify the impact of our work. It will unite all communications teams, ensuring alignment, consistency, and cultural integrity across all channels.	Oct 2028	**Branding and Reputation** Support: RAP Communication Strategy Group
	Publicly report on RAP progress annually through NRMA communication channels, highlighting achievements, challenges, learnings and key outcomes.	Annually from 2027	**Reconciliation** Support: Brand & Reputation
	Engage with Reconciliation Australia to reflect on RAP progress and outcomes, identify opportunities for greater impact, and inform the planning of the organisation's next RAP.	April and October annually	**Reconciliation**
Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	Bi-annually from Mar 2027, ongoing	**Steer Co Members** Support: RAP Lead Group
	Embed key RAP actions in performance expectations of senior management and all staff.	Jul 2027	**Group** Support: Steer Co Members
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	Nov 2026	**Reconciliation**
	Maintain an internal RAP Champion from senior management.	Ongoing from Oct 2026	**RAP Lead Group**
	Monitor RAP progress as a standing agenda item at senior management meetings.	Reviewed annually from Dec 2026	**RAP Lead Group** Support: Steer Co Members
	Develop and maintain a First Nations Employment Dashboard across the NRMA, embedding consistent workforce data insights and reporting, including employment representation, retention, and applicant demographics, to drive accountability and improve First Nations employment outcomes.	Feb 2027	**Membership** Support: Customer Data & Customer Intelligence, People & Culture

Meet our Elder in Residence

Aunty Joan Bell is a proud Wiradjuri and Gadigal woman, mother of 10, and grandmother to many more. Known affectionately across the community as Aunty Ding, she is a deeply respected Elder and our inaugural Elder in Residence (EIR) at the NRMA.

Whilst her official title is new, Aunty Ding's history with the NRMA is a lifetime in the making. She first joined the organisation as an 18-year-old needing roadside assistance and now provides cultural wisdom and guidance that helps to keep our reconciliation journey grounded in truth and community connection.

To her, being an EIR is an opportunity to provide pointers to the NRMA concerning "the Kooris" while gaining insight into where the company is heading. And importantly, it's a relationship built on a foundation of mutual respect.



NRMA staff and Aunty Ding celebrate NAIDOC Week 2026



For the NRMA, the decision to appoint an EIR was a realisation that emerged organically. As Indigenous Engagement Advisor Haylie Beckett explains, the organisation was increasingly leaning on Aunty Ding for advice. "We needed a face to the culture we're bringing in," Haylie says. "Someone who understands where we've come from and where we're going."

Whether Aunty Ding is sharing her own experience on getting roadside assistance between Campsie and Taree or advising on sponsorships like the NSW Koori Knockout, her presence ensures First Nations perspectives are surfaced and understood.

"I look at the NRMA now as my friends," she says. As our EIR, Aunty Ding ensures that as we move forward in our reconciliation journey, every step is made with respect and collaboration.



Refreshing our cultural training

Yarning for Understanding is an online learning module that is helping to build cultural capability, connection and inclusion across the NRMA.

The refreshed training was borne out of our 2024 RAP Barometer Survey, where employees shared that the workplace is one of the most important places to deepen their understanding of First Nations cultures, histories and experiences.

The training consists of five short chapters and is self-paced, providing important flexibility for employees. It is mandatory for all corporate employees and frontline teams are invited to participate, resulting in 80% of the Group completing the training.

Looking ahead, we will develop measurable targeted programs for our leaders and the NRMA Board to continue strengthening cultural capability by ensuring learning is relevant and role-appropriate.

Reconciliation in action

Michael Foster has been recognised for his leadership and commitment to advancing reconciliation, receiving the annual Reconciliation award.

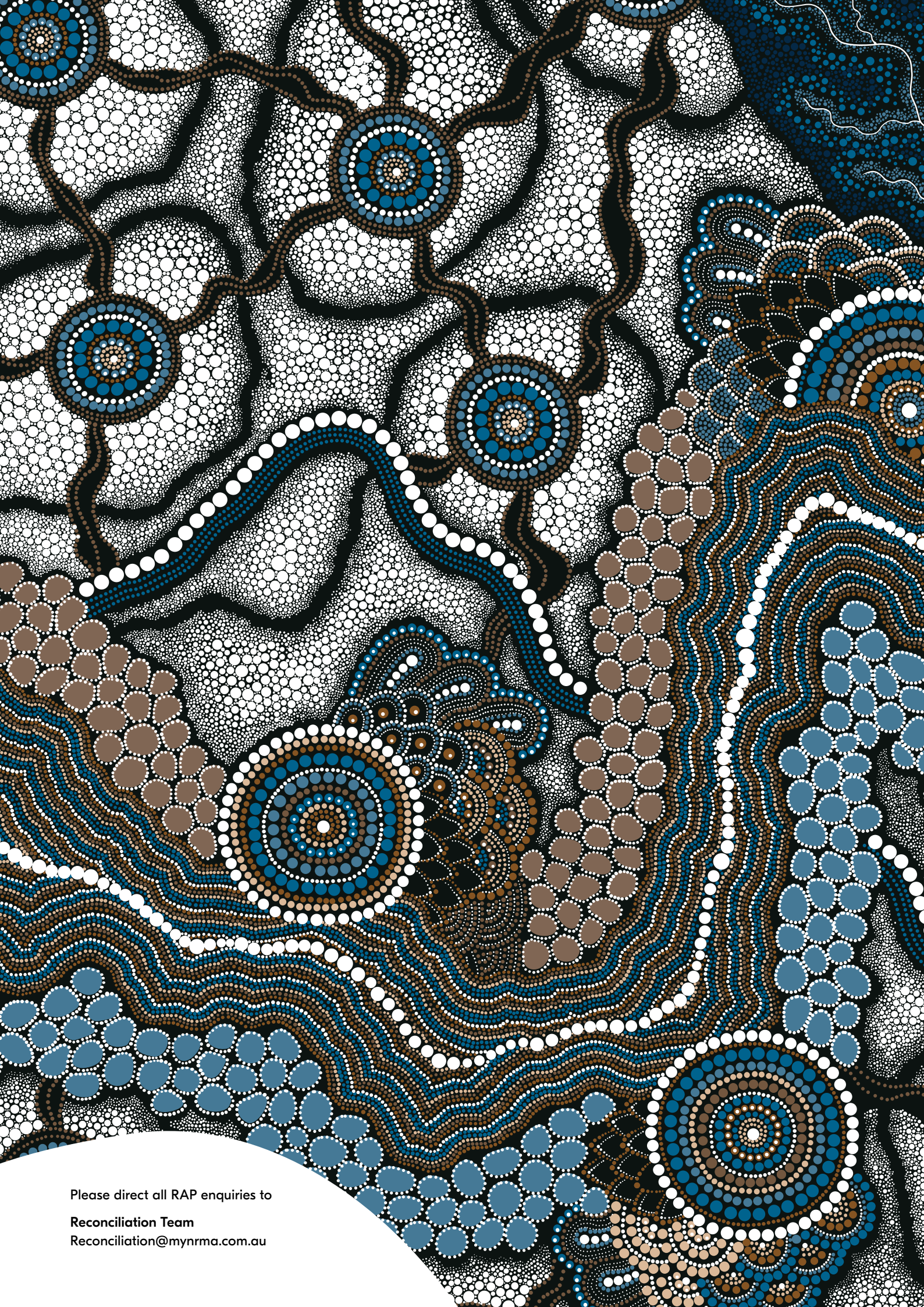
Since joining as Director of Resort Operations at Parks and Resorts, Michael has brought a renewed sense of energy, purpose, and momentum to the business — resulting in increased engagement across teams.

He has also helped spark the early stages of stronger, more authentic relationships with the Traditional Owners connected to our holiday parks. These relationships are critical to our journey, and Michael's leadership is helping ensure they are built on trust, respect, and collaboration.

He has shown what it means to be a genuine ally; championing inclusive thinking, encouraging open dialogue, and fostering a culture of respect and partnership.







Please direct all RAP enquiries to

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