



**RECONCILIATION
ACTION PLAN**

REFLECT

**COMMITTEE FOR ECONOMIC
DEVELOPMENT OF AUSTRALIA (CEDA)**

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JULY 2022 – JULY 2023

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Acknowledgement of Country

In the spirit of reconciliation, CEDA acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today. We are committed to inclusiveness in all communities and endorse diversity, support equal rights and reject discrimination of all kinds.

Opening Statement from Reconciliation Australia CEO

Reconciliation Australia welcomes the Committee for Economic Development of Australia (CEDA) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

CEDA joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables CEDA to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to the Committee for Economic Development of Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Opening Statement from CEDA Chairman

CEDA has been encouraging conversation on the topics that matter most to Australia's future for over 60 years. Our independence, focus on economic and social development and our large and diverse member base makes CEDA a unique organisation in Australia's landscape. CEDA has also been very much a part of the conversation on equity for First Nations' peoples, examined from an economic lens.

Our contribution has, however, not yet gone as far as it could in promoting and enabling reconciliation. This RAP is a key step in changing CEDA's level of aspiration in our role in reconciliation. CEDA is taking on a challenge to use our convening power to do two things. First, CEDA aims to involve First Nations peoples more deeply in our conversations about Australia's future. Second, CEDA commits to creating more opportunities for our First Nations peoples and communities to lead discussions on the issues that matter most to them using our platforms and research to support and empower their agenda for the future.

Bottom line – we've done a bit and now it is time to do a lot more.

Diane Smith-Gander AO
National Chairman
CEDA

Opening Statement from CEDA CEO

I am proud to introduce CEDA's inaugural Reconciliation Action Plan. This Reflect RAP marks a very important step in CEDA's journey to support the achievement of a just, equitable and reconciled Australia. In doing so, it demonstrates the commitments and ambition of the CEDA team in advancing reconciliation for the benefit of all Australians.

For over 60 years CEDA has sought to influence debate and policy in support of a strong economy and vibrant communities in which all are enabled to contribute to and benefit from our nation's prosperity. The fact is, however, that despite record runs of sustained economic growth, as a nation we have done a very poor job of empowering Aboriginal and Torres Strait Islander peoples and communities to prosper. We cannot and should not shy away from this and the disempowerment, racism and discrimination that continue to characterise Australia's relationship with Aboriginal and Torres Strait Islander peoples and communities.

Creating a better future from here involves taking action across all five dimensions of reconciliation: race relation; equality and equity; institutional integrity; unity; and historical acceptance. CEDA's work and platforms provide opportunities for us to proactively address and progress each of these dimensions and our RAP outlines the actions we intend to start with.

Underlying our RAP is a strong commitment to diversity, equity and inclusion and our organisational values including to be brave in addressing the issues that matter most for our future. But most importantly, this RAP demonstrates CEDA's firmly held belief that building better relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples will contribute positively to Australia's economic and social prosperity.

The team and I look forward to reporting progress against our first RAP, sharing our learnings and experience along the way, and collaborating with our members and the broader RAP community that we have now joined.

Melinda Cilento
Chief Executive
CEDA

Our business

CEDA was formed in 1960 by one of Australia's foremost economists, Sir Douglas Copland, to harness the ideas and influence of leading thinkers from business, government, community and academia. CEDA's purpose has evolved, with its focus on improving the lives of Australians by enabling a dynamic economy and vibrant society. We do this by helping to shape Australia's future, driving informed debate, and creating innovative policy solutions that enable constructive policy discussion on the issues that matter most to Australia's economic and social development.

Our people

We are recognised as Australia's leading independent think tank, employing around 50 staff in offices in Melbourne, Sydney, Brisbane, Adelaide and Perth. Several of our people also live in regional cities, expanding our opportunity to connect with community groups outside of the capital cities. Our people are currently working in offices around the nation on the traditional lands of the Wurundjeri people in Melbourne, the Gadigal people in Sydney, the Turrbal and Jagera peoples in Brisbane, the Kurna people in Adelaide and the Noongar people in Perth. Currently we have one staff member who self-identifies as Aboriginal, however with an extensive membership base of almost 600 members and access to a diverse Board and Advisory Committees, CEDA will draw on this wide network of people to provide advice and connections as we formulate our RAP Working Group and implement our Reflect RAP.

At the centre of how we interact with colleagues, members and stakeholders are our CEDA values of:

- We are open, honest and **trusted**
- We are **curious** about ideas and opportunities
- We **succeed together**
- We are **brave** in our approach and ambitions
- We are **passionate** about working with our members for the greater good

We are proud to have a team that is highly engaged and focused on creating greater opportunities for understanding, respecting and championing Aboriginal and Torres Strait Islander peoples, histories, cultures and empowerment. This is evidenced in the outcomes of our first Diversity, Equity and Inclusion survey where our people demonstrated very favourable perspectives of CEDA's culture, actions and initiatives towards diversity and inclusion.

Our RAP Vision

With our purpose to improve the lives of Australians through independent research, debate and policy influence, CEDA envisions the voices of Australia's First Peoples as central within our work and that our policy advocacy is inclusive and beneficial to all Australians.

CEDA's commitment to reconciliation is founded on a vision for having a society in which Aboriginal and Torres Strait Islander peoples are fully recognised, understood, supported and celebrated. We want to acknowledge the truth of the past and recognise that building awareness of cultures, customs, languages and differences plays a critical role in building better relationships and our path to reconciliation.

Across the CEDA team there is a passion for building our knowledge of, and celebrating, the values and beliefs of Aboriginal and Torres Strait Islander peoples, and for using our influence and reputation as a trusted voice to build a fuller understanding and respect for their cultures and their deep spiritual connection with the land. We share Reconciliation Australia's vision for a just, reconciled and equitable Australia and envisage a future where well-resourced and evidence-based policies and programs, informed and led by community, ensure that Aboriginal and Torres Strait Islander peoples succeed and thrive on their own terms.

The CEDA Board, CEO and Leadership Team have committed to the implementation of CEDA's RAP in 2022-2023. The RAP project team has been instrumental in the development of our first Reflect RAP and will continue to be involved in the delivery and implementation. We will establish a RAP Working Group to oversee the implementation of our first Reflect RAP. A Chair will be appointed and the RAP Working Group will include the CEO, members of our Leadership Team, CEDA staff, external advisors and Aboriginal and Torres Strait Islander stakeholders. Our RAP champion will be our Director, People and Culture who, with support from the RAP Working Group, will create opportunities for engagement and awareness. Our CEO and Chairman will provide key influence and connection across the organisation and our membership.

Our Partnerships and Current Activities

CEDA is at the beginning of its reconciliation journey and will use the framework of this RAP to establish partnerships that support our vision for greater recognition, understanding, support and celebration of Aboriginal and Torres Strait Islander cultures, languages and traditions. The RAP project team has engaged in conversations with community groups and CEDA members who are active and more advanced in their reconciliation journey to provide guidance and valuable advice. These conversations have been instrumental in raising the appreciation, education and understanding of the part we can all play in reconciliation. The team will continue to engage with a diverse group of stakeholders as we implement our RAP.

Currently we commence all internal Town Hall and key meetings with an Acknowledgement of Country. This is rotated amongst team members and encourages the sharing of personal connections with their local lands and communities. All CEDA external events, Board and Committee meetings include an Acknowledgement of Country, with large-scale CEDA Events, such as our Annual Dinner, incorporating a Welcome to Country.

In 2021 our team participated in an education workshop to provide a deeper understanding and context on Welcome to Country and Acknowledgment of Country. In addition, our Perth based team undertook a language sharing workshop to develop their understanding and pronunciation of the language of the Noongar people. This was delivered by local Aboriginal educator and artist, Rhys Paddick, a Budimia, Yamatji and Noongar Australian, and was a terrific learning and engaging experience for the team. Further opportunities for local education and sharing form part of our RAP.

CEDA's first Diversity, Equity and Inclusion (D, E & I) survey was undertaken in January 2022, with results demonstrating a very positive perspective on CEDA's culture, expectations and sense of inclusion and belonging. Specifically, 94 percent of employees believe there is a positive culture at CEDA in relation to employees who identify as Aboriginal and/or Torres Strait Islander peoples. In addition, 89 percent of employees see people of different backgrounds valued and respected at CEDA. The survey results will assist in formulating our D, E&I strategy and associated actions and initiatives, our Reflect RAP will be a key pillar of our diversity strategy.

Recently CEDA embarked on a series of national discussion forums on Empowering First Nations Peoples, which engaged a range of First Nations and non-Indigenous people in discussions to identify and remove barriers and bring cultural awareness and inclusion across a range of pivotal topics including employment, housing and education. This series will continue with solution-seeking conversations, including delivery of health services, pathways to leadership, and digital connectivity. Through this series, and across our wider research and event programs CEDA is committed to providing platforms for raising awareness, discussion and informed debate and providing greater diversity of speakers, sponsors and stakeholders on our stage.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	July 2022 and review quarterly (Oct 2022, Jan, April, July 2023)	Lead: RAP Working Group Chair Support: Director Content Programming, Director Membership
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	October 2022	HR Advisor
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to raise awareness of reconciliation amongst CEDA staff, including the significance of key dates (27 May and 3 June). 	May 2023	HR Advisor
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June 2023	Senior Event Manager, Membership Engagement Manager
	<ul style="list-style-type: none"> Conduct a CEDA event during or around National Reconciliation Week to promote reconciliation/ diversity/equality, that is part of CEDA's First Nations content program 	May 2023	Senior Event Manager
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2023	HR Advisor



Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all CEDA staff, members and stakeholders. 	July 2022	CEO
	<ul style="list-style-type: none"> Investigate the opportunity to record a video from CEDA Chairman, CEDA CEO and staff on their personal reflections and commitment to reconciliation that can be used to further communicate our vision and commitment. 	April 2023	Senior Digital Marketing Manager
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey by developing a wiki of resources and key contacts. 	Oct 2022 and review quarterly (Oct 2022, Jan, April, July 2023)	Membership Engagement Manager
	<ul style="list-style-type: none"> Representatives of RAP Working Group to participate in annual National RAP Conference 	June 2023	Senior Event Manager, Membership Engagement Manager
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations and CEDA member organisations that we could approach to collaborate with on our reconciliation journey. 	Review status quarterly (July, Oct 2022, Jan, April 2023)	Director People & Culture, Membership Engagement Manager
	<ul style="list-style-type: none"> Publish RAP to the CEDA website to show case RAP initiatives, resources and CEDA's commitment to reconciliation. 	August 2022	Senior Digital Marketing Manager
4. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	Sept 2022 and review March 2023	Director People & Culture
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	Sept 2022	Director People & Culture



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through	<ul style="list-style-type: none"> Develop a cultural learning strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within CEDA. 	Oct 2022	Director People & Culture
	<ul style="list-style-type: none"> Promote the AIATSIS map of First Nations Australia by displaying it in a prominent location in each CEDA office. 	Jan 2023	Lead: RAP Working Group Chair, Support: Local Office Senior Leader
	<ul style="list-style-type: none"> Investigate and establish relationships with organisations to source cultural learning resources for CEDA 	Jan 2023	HR Advisor
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs across CEDA staff. 	Oct 2022	Director People & Culture
	<ul style="list-style-type: none"> Identify a suitable provider for cultural learning training for all CEDA staff. 	Oct 2022	HR Advisor
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters for each CEDA office location. 	Oct 2022	Senior Event Manager
	<ul style="list-style-type: none"> Increase CEDA staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Sept 2022	Director Content Programming



Respect

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Establish agreed and appropriate protocols for CEDA to adopt for all external meetings and events for an Acknowledgement of Country or Welcome to Country. 	Sept 2022	Director Content Programming
	<ul style="list-style-type: none"> Ensure an Acknowledgement of Country is presented at relevant internal and all external events, activities and meetings. 	Sept 2022	Senior Event Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other significant dates.	<ul style="list-style-type: none"> Raise awareness and share information amongst CEDA staff about the meaning of NAIDOC Week. 	June 2023	HR Advisor
	<ul style="list-style-type: none"> Introduce CEDA staff to NAIDOC Week by promoting external events in our local area. 	June 2023	HR Advisor
	<ul style="list-style-type: none"> Investigate the opportunity to host or partner with an Aboriginal and Torres Strait Islander organisation on a NAIDOC week event for all CEDA staff. 	June 2023	Senior Event Manager
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2023	Lead: RAP Working Group Chair Support: RAP Working Group
	<ul style="list-style-type: none"> Encourage our staff to consider using CEDA's Floating Public Holiday policy to swap a gazetted public holiday for another day of cultural significance such as a NAIDOC week event. 	July 2022 and review quarterly (Oct 2022, Jan, April 2023)	HR Advisor



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Investigate the opportunity to partner with research networks that are focused on progressing research and policy priorities that improve the social and economic development of Aboriginal and Torres Strait Islander peoples and communities. 	Dec 2022	Chief Economist
	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	Jan 2023	Director People and Culture
	<ul style="list-style-type: none"> Encourage applications from Aboriginal and Torres Strait Islander peoples for all advertised positions. 	Jan 2023	HR Advisor
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities. 	Dec 2022	Director People and Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	Oct 2022	Chief Operations Officer (COO)
	<ul style="list-style-type: none"> Investigate Supply Nation membership 	Dec 2022	COO
	<ul style="list-style-type: none"> Review opportunity for RAP Working Group member to attend Supply Nation national conference in May 2023. 	May 2023	Senior Event Manager, Membership Engagement Manager



Opportunities

Action	Deliverable	Timeline	Responsibility
10. Investigate opportunities to increase Aboriginal and Torres Strait Islander representation across CEDA events, membership and Board/Advisory Committees	<ul style="list-style-type: none">• Capture and report baseline data on CEDA members, event attendees and speakers who identify as Aboriginal and/or Torres Strait Islander peoples.	January 2023, review quarterly (April, July 2023)	Director Membership
	<ul style="list-style-type: none">• Actively identify and engage with Aboriginal and Torres Strait Islander peoples who are available to participate in an on-stage role at CEDA events.	July 2022, review quarterly (Oct 2022, Jan, April, July 2023)	Director Content Programming
	<ul style="list-style-type: none">• Pursue opportunities to increase representation of Aboriginal and Torres Strait Islander peoples in CEDA Board and Advisory Committees.	Nov 2022	CEO, Chairman



Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form a RAP Working Group to govern RAP implementation. 	Sep 2022	Director People & Culture
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RAP Working Group. 	Aug 2022	Director People & Culture
	<ul style="list-style-type: none"> Identify external Aboriginal and Torres Strait Islander peoples, communities and organisations that can advise the RAP Working Group. 	July 2022 and review quarterly (October 2022, January, April, July 2023)	Director People & Culture
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group. 	Sept 2022	Director People & Culture
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	July 2022	Director People & Culture
	<ul style="list-style-type: none"> Engage Leadership Team in the delivery of RAP commitments. 	June 2022	Director People & Culture
	<ul style="list-style-type: none"> Appoint a senior leader to champion our RAP internally. 	July 2022	Director People & Culture
	<ul style="list-style-type: none"> Ensure RAP outcomes are aligned with CEDA's Strategic priorities 	July 2022, review quarterly (Oct 2022, Jan, April 2023)	Director People & Culture



Governance

Action	Deliverable	Timeline	Responsibility
12. Continued	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments, initiatives and activities. 	July 2022	Director People & Culture
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	June annually	HR Advisor
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August annually	HR Advisor
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September annually	Director People & Culture
	<ul style="list-style-type: none"> Highlight RAP development and activities in CEDA annual report. 	August 2022	Director Communications
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	April 2023	HR Advisor

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