



Reflect Reconciliation Action Plan

February 2025 to February 2026



The Lottery Corporation Limited
ABN 21 081 925 706



Acknowledgement of Country

The Lottery Corporation Limited (The Lottery Corporation) would like to acknowledge the First Nations Peoples of Australia. We acknowledge that they are the Traditional Custodians of the lands on which our offices, retail outlets and venues operate.

As our nation and organisation continues our journey towards reconciliation, it is with great respect we acknowledge all Elders past and present. We acknowledge the inextricable link First Peoples of Australia, past, present and future, have with the land.

Our Artwork

Elaine Chambers-Hegarty has created a powerful artwork that symbolises our reach across the Australian landscape, from urban centres to regional communities. The work is rich with colour and symbols that help tell the story of our commitment to reconciliation. At the heart of the artwork are people, gathered in a yarning circle, symbolic of the diverse people we connect with, our commitment to collaboration and strong bonds.

Elaine spreads colours of The Lottery Corporation's logo throughout creating eye-catching line markings of the land in shades of green, purple representing connections, yellow representing people, reds and orange continuing the flow of the land and showing the external audience. Striking blues represent our internal engagement and working together. Strong imagery and motifs throughout the work bring to life our commitment with boomerangs scattered throughout signifying our return each year to create new beginnings; community motifs symbolising working together to understand cultures; pathways weaved throughout, map our history and bright future; inclusive motif signifies our reach across the Australian landscape; and the internal engagement motif indicates the smooth, progressive flow of teamwork. Together we can build a bright future through our commitment to reconciliation, creating better outcomes for all Australians.



About the Artist

Elaine Chambers-Hegarty is an Indigenous Graphic Designer and Artist with cultural links to the Koo (Guwa), Kuku Yalanji, and Barada Barna peoples. Elaine's art brings together ancestral themes and imagery through a modern lens to create rich, thought provoking and emotive artworks. Her artistic expression is grounded in her cultural heritage and inspired by her deep love for her family and heritage. Elaine's evolution as an artist has seen her combine graphic design with painting and sketching over a distinguished career spanning 30 years.

She has been awarded accolades including the PANPA Award for Creative Excellence, print media's highest achievement award, and NAIDOC poster design competition (2015). Elaine is passionate about bringing to life stories into creative designs that can be printed across any medium, sparking conversations, ideas and engaging with our shared history.



YarnnUp Aboriginal Consultants' Business Bio

The Lottery Corporation is proud to partner with YarnnUp, First Nations consultants that will work with us throughout the development, endorsement and implementation of this Reflect RAP and across the ongoing commitment to reconciliation.

YarnnUp is an Aboriginal owned and managed consulting and training organisation based in South Eveleigh, NSW. YarnnUp supports organisations that are working towards a more positive future for First Nations peoples, businesses, and communities, by providing them with the knowledge, skills and strategy to create authentic change through policy reform, business systems and training.

A Message from our Managing Director and CEO

It is with deep respect I acknowledge the Traditional Custodians of the lands on which The Lottery Corporation operates. I recognise their Connection to Country, thank them for their continued care and custodianship, and pay respect to Elders past and present.

We are very proud to introduce The Lottery Corporation's inaugural Reconciliation Action Plan (RAP) marking the first formal step in our journey and long-term commitment to reconciliation.

The Lottery Corporation's purpose is to create positive impacts, and we are dedicated to creating an inclusive environment through recognising and nurturing unique perspectives, including those of Aboriginal and Torres Strait Islander peoples.

Our RAP builds on existing initiatives for our people to engage in cultural learning and awareness activities, and we will work to build authentic and mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders, businesses and people.

Our RAP complements our ESG and Belonging strategies and will underpin initiatives to help increase representation of First Nations peoples within our workforce, supply chain and in the communities we support.

It has the full support of our Board and Executive Leadership Team, and we are committed to regular and transparent reporting on our progress.



Like everything we do, we have passionate and dedicated team members supporting our commitments. We intend to leverage The Lottery Corporation's strengths and activate our teams - including our RAP Working Group as well as our employee-led Indigenous Inclusion Network, Djari, comprising First Nations members and allies - to make meaningful advancements.

We recognise through partnering with Reconciliation Australia and joining the RAP community of organisations, we boost our collective ability to improve opportunities and outcomes for First Nations communities.

We strongly believe that championing reconciliation will lead to better outcomes for all Australians.

We look forward to continuing to listen and deepening our understanding of First Nations perspectives, history and culture, and working with our many partners as we play our part in a future where Aboriginal and Torres Strait Islander peoples are recognised, respected and empowered.

Sue van der Merwe
CEO and MD
The Lottery Corporation

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes The Lottery Corporation to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Lottery Corporation joins a network of more than 3,000 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 The Lottery Corporation 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 The Lottery Corporation, 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

Our Business

The Lottery Corporation became a standalone ASX-listed entity following the demerger from Tabcorp in 2022 and is the leader in the Australian lotteries and Keno market, and one of the highest performing lottery businesses globally.

Our lotteries business dates back to 1881 when George Adams organised the first Tattersalls public sweep on the Sydney Cup.

Operating in every state and territory except Western Australia, we bring The Lott and Keno brands to life, offering exciting games that not only deliver life-changing wins to our customers, but make a meaningful difference in the community. Through a unique omni-channel offering we bring Australia's largest lottery games to an estimated 9.7 million active customers¹.

Our purpose is to make positive impacts and, as part of a sustainable lotteries ecosystem, we continue to deliver on that goal.

In FY23, we defined a sustainability strategy which addresses environmental, social and governance (ESG) factors specifically relevant to The Lottery Corporation and its businesses. The ESG strategy sets out how we will pursue our vision to be the world's best lottery operator while fulfilling our purpose of creating positive impacts for customers, shareholders, team members and the communities we operate in.

Our ESG strategy is based on four pillars: operating our business and products responsibly; supporting our community; nurturing our people; and reducing our environmental impact.

Underpinning our company strategy are our corporate principles which guide how we do things and form the basis of our culture: create joyful moments; dare to find a better way; be accountable and transparent; and nurture the uniqueness of our people. We expect our people to apply these principles to their day-to-day work life and consider their impacts on a wider scale.

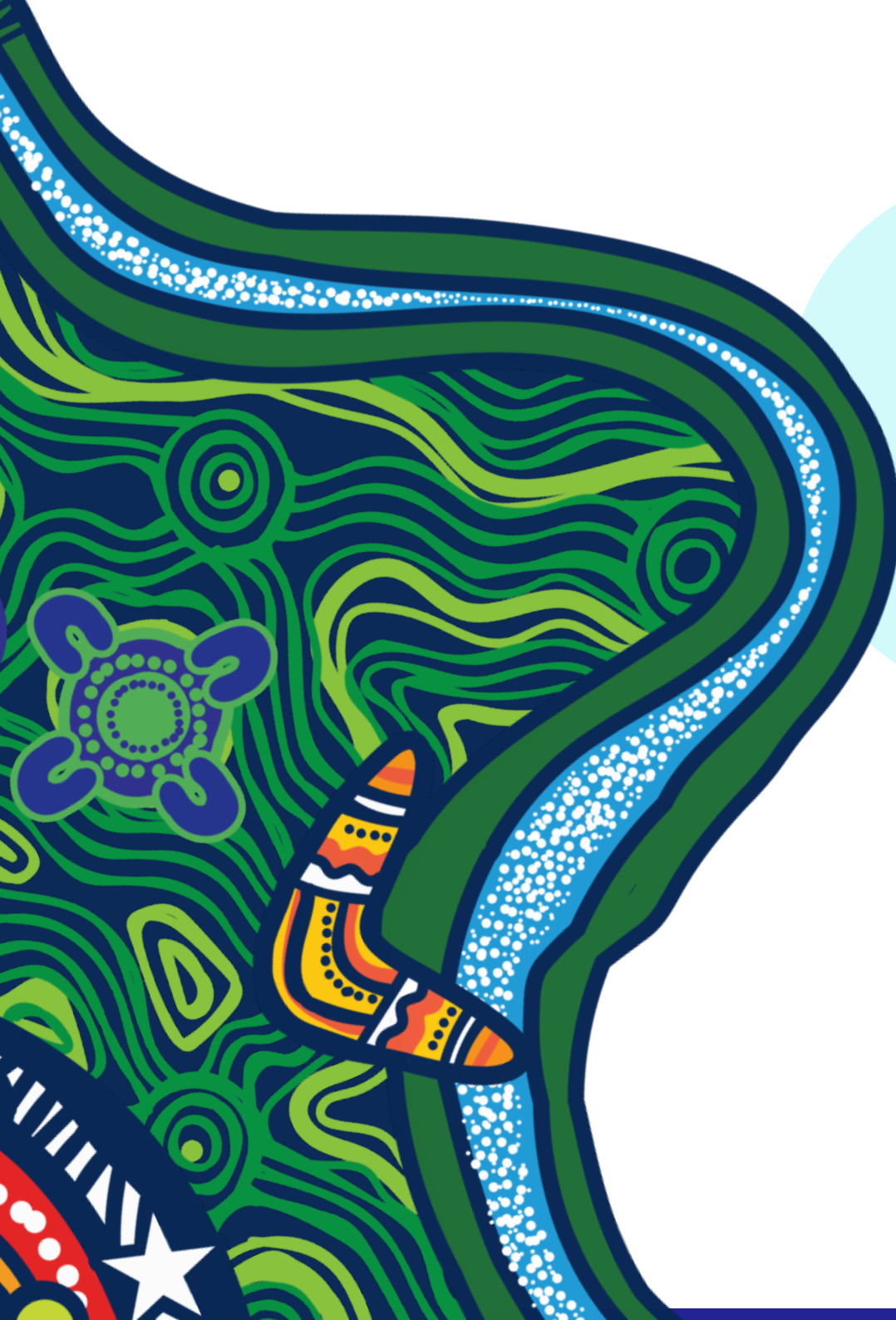
The Lottery Corporation employs 900 people who work across eight divisions. Our Head Office is in Brisbane, home of the Turrbull and Yuggera people, with state offices in Sydney, Melbourne and Adelaide.

We are informally aware that we currently have 9 team members who identify as Aboriginal and Torres Strait Islander. Our recently updated onboarding process provides the voluntary option for new starters to enter their ethnicity data. During this Reflect RAP phase we will explore ways to encourage self-identification.

As a business with such a broad national footprint and scope for engagement, we look forward to building the capacity and self-efficacy of our people to contribute within their sphere of influence to co-design and co-deliver alongside First Nations peoples impactful initiatives that generate positive social outcomes across Aboriginal and Torres Strait Islander communities.

1. Active customer numbers based on Roy Morgan Gambling Monitor, April 2023 – March 2024. Based on percentage of respondents who had purchased a lottery product over the last 12 months in The Lottery Corporation's jurisdictions of operations (ex. WA), and weighted against the Australian adult population.





Our Vision For Reconciliation

Our vision for reconciliation is to work collaboratively with First Nations communities within our vast operational footprint to contribute to better socio-economic outcomes, whether through financial contribution, education, employment or commercial relationships.

Whilst The Lottery Corporation is relatively new as a standalone entity, we have a long history of creating positive impacts for customers, shareholders, team members and our community. We take our social responsibility seriously and are proud of the contribution we make to the diverse communities in our network.

Our vision for reconciliation extends to strengthening relationships with First Nations peoples to work together, and to supporting and educating Aboriginal and Torres Strait Islander communities in responsible play through our harm minimisation programs.

We are aspirational in our desire to foster a diverse and inclusive culture - a workplace where all people are treated fairly and equitably, their uniqueness is nurtured, and they are enabled to be their best. Our objective is to apply a reconciliation lens to our workplace practices, community programs, and stakeholder interactions to build our cultural capability and advance our ambition to create positive outcomes as part of our commitment to reconciliation.

Our Journey Towards Reconciliation

Following the establishment of The Lottery Corporation as a standalone business in 2022, we have defined our identity and direction and aligned our cultural aspirations, operations and ways of working to advance our purpose while honouring our history of community contribution and social responsibility.

We recognise it is early days for us in our reconciliation journey. However, we have confidence in the steps we have taken to date in positioning us well to deliver on our Reflect RAP, in no small part due to the contributions of The Lottery Corporation's Aboriginal and Torres Strait Islander team members and allies in our Indigenous Inclusion Network, Djari. The Executive Leadership Team and Board would like to formally acknowledge and thank them for their unique insights, generosity of spirit, commitment and capability.

RAP Development and Consultation

We have engaged YarnnUp, a First Nations consultancy, to educate and guide us in the development of our Reflect RAP and our journey towards reconciliation. YarnnUp's involvement will continue beyond the RAP development and endorsement through to implementation.

Our Reflect RAP has been informed by input from our senior leadership group, our RAP Working Group (RWG), as well as First Nations team members and team members in our Djari Employee Resource Group (ERG). Through a structured questionnaire, group meetings and discovery workshops, YarnnUp have assisted in helping us articulate our why and our role within the RAP process, while clarifying our vision for reconciliation.



Cultural Awareness

- We have strengthened our cultural awareness through several education and training sessions, including a session delivered by YarnnUp for our leadership and RWG on the role of the RAPs in reconciliation, and guest speakers at events such as the opening of our Adelaide office where we learnt about the Kurna land(s) and community.
- To support The Lottery Corporation team members in understanding the protocols used to recognise the Traditional Custodians of the lands in which we operate, we implemented a Traditional Custodians guideline and related training. The guideline explains why Welcome to Country and Acknowledgement of Country are important – taking the time to engage in these cultural protocols reminds us every day that we live and work on the traditional lands of Aboriginal and Torres Strait Islander peoples.
- Acknowledgement of Country training forms a component of our Thrive leadership program, with over 130 team members having attended these workshops. Acknowledgement of Country is also included in our email signatures and presentation templates.
- Learning modules on Aboriginal and Torres Strait Islander Inclusion and Cultural Safety are available through our learning management system and we encourage all team members to complete these modules.
- Articles published on our employee intranet 'Square One', in which Aboriginal and Torres Strait Islander team members presented their stories, helped educate the wider team on First Nations culture and individual experiences.

Embracing and Celebrating First Nations Culture and Heritage/NAIDOC Week 2023

- In 2022 we launched the Indigenous Inclusion Network (Djari) which was initiated by a First Nations team member. The group of Aboriginal and Torres Strait Islander team members and allies meet monthly to discuss areas of impact, have made 'Proudly Indigenous' email signature templates available and are now establishing a strategy and group purpose.
- Presentations by First Nations elders/organisations including Shelley Ware's keynote, Stars Foundation's Andrea Goddard and Orange Sky were received very positively by our team members, creating conversation and connection.
- We commissioned a First Nations artist to paint an artwork to mark the establishment of The Lottery Corporation. This artwork was digitised and is used in our Acknowledgement of Country and takes pride of place on our website.
- We ran a program of events including curating First Nations artist material such as a Spotify playlist, book and movie recommendations.
- The Lottery Corporation hosted several morning teas across the organisation that were catered for by Aboriginal and Torres Strait Islander businesses.
- First Nation Country names are listed in our office locations online and referenced in content on our website.



Valuing Inclusion, Diversity and Equal Opportunity

At The Lottery Corporation, we recognise the importance of a truly inclusive and diverse culture to Aboriginal and Torres Strait Islander team members' sense of belonging, psychological safety and value. We believe diversity has made our workplace more fun, engaging and better performing.

In addition to NAIDOC week, we celebrate many different cultural and awareness days such as Wear it Purple Day, Diwali, RUOK, International Women's Day and Pride Month with content that is aimed at increasing understanding and acceptance.

Our commitment to Inclusion and Diversity (I&D) is expressed in our Belonging and ESG strategies, and market leading workplace belonging, gender affirmation, domestic violence, parental leave and human rights policies and practices. Our Code of Conduct promotes a workplace free from any kind of harassment, bullying, victimisation or discrimination, and we score highly in employee surveys on belonging and feeling safe. To ensure we drive the right behaviours and processes, we have established belonging targets, track achievement, and review policies and processes on an ongoing basis to identify and address significant adverse trends or biases.

While we have been recognised as an Equal Opportunity Employer and believe our workplace is inclusive and diverse, we see our Reflect RAP as an opportunity for us to focus on First Nations team members and potential team members to ensure our people and culture practices actively support Aboriginal and Torres Strait Islander peoples in being an integral and valued part of the The Lottery Corporation workforce and workplace culture.



Nurturing the uniqueness of our people

Allyes are effective and powerful voices for underrepresented communities. At The Lottery Corporation we are proud to have a culture that allows everyone to be their true selves. We recognise that each of us has a diverse background and we encourage our people to develop a greater understanding of others.

These pins are a visible way to show your support as an ally. Display them with pride on your lanyard, laptop case or other prominent position.

To learn more about how to be an ally for all, scan the QR code to visit a curated collection of LinkedIn courses that builds understanding of the importance of allyship and diversity in multiple contexts.



To join our Diversity network, simply email culture@thelotterycorporation.com

Supporting Our Community

The Lottery Corporation has a longstanding commitment to supporting the Australian community, with lotteries serving this purpose for more than a century. We recognise and appreciate the vital role we play in supporting communities, including First Nations communities where our games, retailers, and businesses operate. Furthermore, we acknowledge the profound connection between our retailers and the many communities in which they operate.

In recent years, we have demonstrated our commitment through donations and partnerships aimed at supporting First Nations communities. These partnerships include The Stars Foundation, Starlight Healthier Futures Program, Tatts Finke Desert Race, and Orange Sky.

In collaboration with the Djari working group, we are committed to expanding our sponsorships and programs to have a direct impact on Aboriginal and Torres Strait Islander communities in the future.

Future's bright for more young First Nations women

The sky's the limit for the next generation of young First Nations women involved with the Stars Foundation in the Northern Territory. Stars is on a mission to support and enable Aboriginal and Torres Strait Islander girls and young women to make active choices about their health and education through tailored programs, mentor support and opportunities to learn and grow in a culturally safe and trusting environment.

During NAIDOC Week 2023, we announced a \$100,000 donation to Stars from The Lott via Tatts Northern Territory for the third year in a row. More than 2,000 girls and young women have participated in the foundation's programs, with more than 90% of senior students completing Year 12 and 93% of graduates successfully transitioning to work or further study.

"We will continue to support communities across the Northern Territory through organisations like Stars Foundation," our Partnerships Manager Liz McPherson said. "Education is such an important part of creating new opportunities and building strong communities and we're committed to ensuring more girls and young women have the greatest chance to thrive."



Our RAP

While The Lottery Corporation only recently became a standalone entity, as an organisation we have a long, rich history of giving back to the communities within our network. In shaping The Lottery Corporation's identity, we intend to leverage our heritage and culture to demonstrate and deliver on our commitment to reconciliation.

Our ESG strategy is founded on four pillars: responsible business and product; supporting our community; nurturing our people; and reducing our environmental footprint - all of which are supportive of and enhanced by reconciliation. Our people and culture practices and policies and RAP initiatives are similarly intertwined – without an inclusive and diverse culture we cannot achieve reconciliation and conversely, without reconciliation we are not an authentically inclusive, diverse, equal opportunity employer. To ensure our reconciliation journey is part of our strategic roadmap, our Reflect and subsequent RAPs will be aligned and integrated with our ESG goals and P&C policies, practices and processes, particularly our Belonging strategy and Code of Conduct.

During this Reflect RAP phase we intend to bridge cultural knowledge and capability gaps in our workforce. Our increased understanding of the past and present reality for The Lottery Corporation First Nations team members, communities and customers will inform our actions to help realise a more equitable, economically viable and socially sustainable future for Aboriginal and Torres Strait Islander peoples.

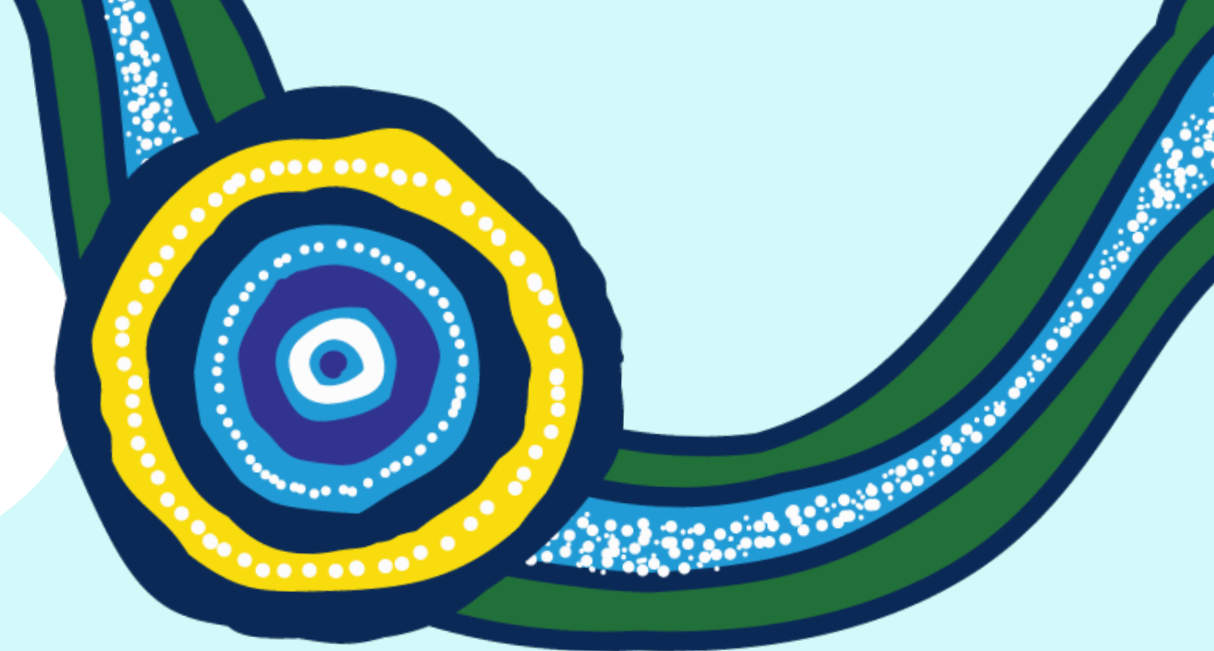
It is also important we explore our thinking around The Lottery Corporation's potential contribution to reconciliation and develop a collective understanding of the meaningful role we can play within the industry and beyond. We aim to build our cultural awareness and capability via a series of education programs, including our senior leadership group. Through these programs and exposure to Aboriginal and Torres Strait Islander communities and cultures, our teams will be better equipped to forge stronger relationships with First Nations colleagues, communities and suppliers while understanding our scope of influence and contribution to the reconciliation movement.

We recognise reconciliation is a long and enriching journey for our workforce, First Nations communities and customers. To allow space for those involved to share perspectives, show empathy and take actions we can all be proud of, we intend to develop and implement a reconciliation communication and engagement strategy. Linked to our internal Belonging initiatives and our external facing ESG and community engagement programs, this strategy will provide for co-ordinated, transparent communications on reconciliation and related initiatives ensuring our people are well informed throughout the application of our reconciliation efforts.

The Djari network and First Nations team members' knowledge and insights will be welcomed, encouraged and valued as we develop and implement our cultural capability programs, progress our RAP initiatives and communicate with our teams and broader stakeholder network.

To support First Nations recruitment, engagement and retention, we will apply a First Nations lens to our people policies and practices to help ensure they promote an inclusive, respectful, psychologically safe workplace that celebrates Aboriginal and Torres Strait Islander team members' contributions.

We also aim to increase First Nations team member employment numbers to ensure our workforce is representative of our community base. In pursuit of this aim, we intend to assess our recruitment and selection processes to eliminate barriers to First Nations employment and inform the development of a First Nations employment strategy.





We recognise the opportunity presented to leverage our procurement spend to create positive impacts, support First Nations businesses and deliver value to the organisation. We aim to increase spend with First Nations suppliers at The Lottery Corporation, which will be assisted through the development and implementation of a Supplier Diversity and Inclusion strategy.

In addition to targeting an increase in the number of First Nations suppliers to The Lottery Corporation, one of our RAP actions will be to expand our engagement with existing Aboriginal and Torres Strait Islander community partners. We aim to collaborate further with our community partners in this space to create positive impacts by working with them to help continue to grow their participation numbers, service locations, show their impact to customers well as working collaboratively with the partners to offer upskilling opportunities, internships and other opportunities with The Lottery Corporation where possible.

Operating our business and products responsibly and supporting our community are key pillars in The Lottery Corporation's ESG strategy.

For most people, playing lottery games is fun and entertaining; however, for a small percentage of people playing can become a problem.

We remain committed to working with all communities, including Aboriginal and Torres Strait Islander communities, the industry and regulators to provide our customers with a safe, secure and friendly environment in which to play our games. Our Responsible Play programs are informed by insights from domestic and international research in relation to minimising the potential for gambling harm.

We also adhere to codes and guidelines which, among other things, ensures we do not target vulnerable groups in our marketing and advertising, including minors and those from culturally and linguistically diverse communities.

As Australia's largest lottery business with more than 7,200 distribution outlets across the country, we have a vast network. We work closely with Governments, regulators and industry associations such as the World Lottery Association, Asia Pacific Lottery Association, Australian Lottery & Newsagents Association and the Australian Association of National Advertisers in relation to the regulation and monitoring of the sector to help minimise the potential for harm, promote responsible play and pursue positive social impact. To deliver on our Reflect RAP actions and advance reconciliation across the industry, we intend to explore our sphere of influence with a view to identifying First Nations sponsorship and partnering prospects. We also aim to seek out other like-minded businesses who are further along the reconciliation journey so we may leverage their wisdom and learn from their experiences.

We embark on our reconciliation with realism and optimism – as a relatively new business entity we know we have much to do. However, we are confident the purposeful approach we are adopting to our Reflect RAP implementation will assist us to prioritise and deliver our reconciliation commitments.

Championing the RAP

The Lottery Corporation's Executive Leadership Team (ELT) believes it is the right time for The Lottery Corporation to formally progress its journey towards reconciliation and to commit to actively leading the Reflect RAP implementation process.

Guided by YarnnUp, our First Nations advisory partner, the ELT will oversee and support the Reconciliation Action Plan Working Group (RWG), who will act on behalf of the Executive in promoting, co-ordinating and monitoring the Reflect RAP initiatives. YarnnUp will also assist in the development of our RWG charter, fleshing out our RAP deliverables and establishing governance processes.

Our RAP champion is our Chief Customer and Marketing Officer who is a member of the ELT.

Our Reflect RAP will be embedded in our key strategic documents to help ensure we adopt a strategic, focussed approach to reconciliation. We recognise the challenge presented by the number of initiatives we are executing in 2025/2026 - planning and prioritising is key to our capacity to deliver on these business imperatives along with our RAP commitments. We intend to provide the right level of funding and resourcing to support and empower RWG members, First Nations team members and other RAP champions are supported and empowered to deliver on our RAP commitments.

RAP Working Group Membership

Executive Sponsor:

Chief People Officer

Members:

RAP Working Group Lead
Incident Team Manager

RAP Working Group member.
Head of Community Partnerships

RAP Working Group member.
Head of Technology Regulation and Compliance

RAP Working Group member.
Employee Communications Partner

RAP Working Group member.
Head of Group ESG

RAP Working Group member.
Investigations Analyst

RAP Working Group member.
Manager Data Governance

RAP Working Group member.
Senior Manager Procurement Excellence

Supporting Functions:

Procurement
Senior Manager, Procurement

People and Culture
EX & Culture Manager



**The Lottery Corporation
Reflect Reconciliation
Action Plan**

February 2025 to February 2026

Relationships



Action	Deliverables	Timeline	Responsibility
1	Establish and maintain mutually beneficial relationships with Traditional Owners and Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	April 2025 Lead: Head of Community Partnerships Support: Partnerships Manager
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	National Partner Manager
2	Build relationships through celebrating National Reconciliation Week (NRW)	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members.	May 2025 EX Advisor
		2.2 RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025 EX Advisor
		2.3 Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 Employee Communications Partner
3	Promote reconciliation and our RAP through our sphere of influence.	3.1 Communicate on our commitment to reconciliation to all team members.	February 2025 Chief People Officer
		3.2 Identify and connect with other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2025 GM, Culture & Organisational Development
		3.3 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2025 GM, Culture & Organisational Development
4	Promote positive race relations through anti-discrimination strategies	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	April 2025 EX & Culture Manager
		4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2025 Senior Legal Counsel - ER

Respect

Action	Deliverables	Timeline	Responsibility
1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2025	L&D / Capability Manager
	1.2 Conduct a review of cultural learning needs within our organisation.	May 2025	EX & Culture Manager
2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	2.1 Increase team members' understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	April 2025	EX & Culture Manager
	2.2 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2025	L&D / Capability Manager
3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	3.1 Introduce our team members to NAIDOC Week by promoting external events in our local area.	June 2025	L&D / Capability Manager
	3.2 Raise awareness and share information amongst our team members about the meaning of NAIDOC Week.	First week in July 2025	EX Advisor
	3.3 RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	EX Advisor



Opportunities

Action	Deliverables	Timeline	Responsibility
1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	1.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2025	Talent Acquisition Partner
	1.2 Build understanding of current Aboriginal and Torres Strait Islander team members to inform future employment and professional development opportunities.	March 2025	EX & Culture Manager
2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	2.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2025	GM, Procurement
	2.2 Investigate Supply Nation membership.	May 2025	Head of Group ESG

Governance

Action	Deliverables	Timeline	Responsibility	
1	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	1.1 Maintain a RWG to govern RAP implementation.	February 2025	EX & Culture Manager
		1.2 Draft a Terms of Reference for the RWG.	February 2025	EX Advisor
		1.3 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	February 2025	EX Advisor
2	Provide appropriate support for effective implementation of RAP commitments	2.1 Define resource needs for RAP implementation.	March 2025	Incident Team Manager
		2.2 Engage senior leaders in the delivery of RAP commitments.	March 2025	Incident Team Manager
		2.3 Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2025	Incident Team Manager
3	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	3.1 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.	September 2025, annually	EX & Culture Manager
		3.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025, annually	EX & Culture Manager
		3.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025, annually	EX & Culture Manager
4	Continue our reconciliation journey by developing our next RAP	4.1 Review RAP based on achievements, challenges and lessons learned.	December 2025	Incident Team Manager
		4.2 Register via Reconciliation Australia's website to begin developing our next RAP	December 2025	EX & Culture Manager



**For any queries,
contact:**

EX & Culture Manager
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The Lottery Corporation

RECONCILIATION ACTION PLAN
REFLECT