

# Reconciliation Action Plan

June 2026 - June 2029



# Acknowledgement of Country

## The Australian Olympic Committee (AOC) acknowledges Aboriginal and Torres Strait Islander peoples of this nation.

We acknowledge the Traditional Custodians of all the lands on which we are located. We pay our respects to ancestors and Elders, past and present.

We celebrate and honour all of our Aboriginal and Torres Strait Islander Olympians, past and present.

The Australian Olympic Committee is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society and sport.

*Warning: Aboriginal and Torres Strait Islander readers are warned that this document may contain images of deceased persons.*

*Respectful Language: This document uses the terms Aboriginal and Torres Strait Islander, First Nations, and Indigenous interchangeably. This choice was made in consultation with the AOC's Indigenous Advisory Committee, respecting the diverse language groups, Traditional Owners, Elders, and communities across Australia.*



# Contents

Acknowledgement of Country	2
The AOC Vision for Reconciliation	3
Australian Olympic Committee Constitution, Objective 6.6	3
Messages	
Ilan Chesterman AM	4
Patrick Johnson OLY	5
Mark Arbib	6
Karen Mundine	7
Australian Indigenous Olympians	8
Significance of the Art	10
Our Organisation	13
AOC Objectives	14
AOC Strategy	16
AOC Spheres of Influence	18
Our Reconciliation Action Plan	20
Our approach	21
RAP governance	21
Role of the Indigenous Advisory Committee	21
Implementation Framework	22
AOC RAP Champion and Ambassadors, Committees and Commissions	23
Our Reconciliation Journey	26
Profile on Beki Smith OLY	30
Profile on Kyle Vander-Kuyp OLY	31
Case Study: Learnings from Indigenous led Research	32
Summary of RAP Initiatives	36
Indigenous Olympian's milestones	40
Relationships	44
Respect	48
Opportunities	52
Governance	58
Contact	63

## THE AOC VISION FOR RECONCILIATION

The AOC's vision for reconciliation is a nation where Aboriginal and Torres Strait Islander peoples and other Australians walk together in unity in a reconciled Australia.

A reconciled Australia that embraces a shared history, supports equality and equity for First Nations peoples, and respects the ancient Aboriginal and Torres Strait Islander histories and their ongoing connection to the continent, water and seas.

We envisage the joining together of the Reconciliation and Olympic movements, in the lead up to 2032 and beyond.

We both accept and extend the invitation to 'Walk with Us'.

## THE AOC CONSTITUTION, OBJECTIVE 6.6

'to recognize and value the heritage, culture and contribution of Aboriginal and Torres Strait Islander peoples to Australia and the Olympic Movement and to promote and give practical support to the journey of reconciliation through sport'



MESSAGE FROM THE PRESIDENT,  
AUSTRALIAN OLYMPIC COMMITTEE

# Ian Chesterman AM



The AOC is proud to continue our reconciliation journey with the launch of our 'Stretch' Reconciliation Action Plan (RAP). Building upon the foundations laid by our 'Reflect' and 'Innovate' RAPs, this plan signifies our commitment to recognise and value the heritage, culture and contribution of Aboriginal and Torres Strait Islander peoples and to promote and give practical support to the journey of reconciliation through sport.



The Paris 2024 Olympic Games showcased how the Olympic Movement can highlight and promote reconciliation initiatives. Eleven Indigenous athletes competed for Australia – Patty Mills became the first ever five-time Indigenous Olympian, and six Indigenous athletes made their Olympic debut, bringing the total number of known Aboriginal and Torres Strait Islander Olympians to 66.

Kyle Vander-Kuyp, a proud Worimi and Yuin man, made history as the first Indigenous Olympian to serve as Deputy Chef de Mission, while Beki Smith (proud Yuin woman) contributed significantly as a vital part of the Olympian Services team. Their leadership enriched the team's understanding and connection with Indigenous culture.

For the first time, the Australian Olympic Team's competition uniforms featured both Aboriginal and Torres Strait Islander artworks – 'Walking Together' by Aboriginal artist and Olympian Paul Fleming and 'Ngalmun Danalaig (Our Way of Life)' by Torres Strait Islander artist David Bosun.

A global audience of billions saw Indigenous artwork proudly worn by Australian athletes competing in Paris. Indigenous artwork, including a Yarning Circle by Olympian Brad Hore, also featured throughout the Australian allotment in the Olympic Village.

Following Paris 2024, nine Indigenous athletes who competed at the Games were awarded the AOC's inaugural Indigenous Performance Grants. Future support for Indigenous

athletes will also be generated via a scholarship program financed by the Australian Olympic Community Fund.

As we embark on this 'Stretch' RAP, we reaffirm our commitment to walk alongside Aboriginal and Torres Strait Islander communities, listening, learning, and using the power of the Olympic Movement to give practical support to the journey of reconciliation.

We recognise the integral guidance and support of the AOC's Indigenous Advisory Committee, Reconciliation Australia, and all who have contributed to the AOC's journey. We look forward to walking forward together, committed to a future where reconciliation is realised through the spirit of sport.



As an Olympian and proud Kaanju man, I am honoured to both lead and witness the leadership that the AOC's Indigenous Advisory Committee (IAC) continues to provide on the AOC's reconciliation journey. As Chair of the IAC, I acknowledge the allyship shown by the Executive and the Athletes Commission as we walk together on this path of reconciliation.

From integrating Indigenous art into competition wear for the Paris Olympic Games to creating opportunities through the Australian Olympic Indigenous Coaching Scholarship, the AOC continues to work side by side with the IAC to deliver meaningful reconciliation initiatives.

One of the most significant actions has been the AOC Executive and AOC Athletes' Commission publicly supporting the YES vote for the 2023 Australian Indigenous Voice referendum. This decision, supported by the advice of the IAC, allowed our Aboriginal and Torres Strait Islander members to have our own voice in

the process. Although the campaign did not succeed, the involvement of our Indigenous IAC members was a powerful testament to the AOC's commitment to reconciliation.

As we embark on our next 'Stretch' RAP, I want to take a moment to celebrate the unwavering commitment of the IAC members: Kyle Vander-Kuyp OLY; Nova Peris OAM OLY; Beki Smith OLY; Brad Hore OLY; Kyah Simon and Lara Davenport OAM OLY. Their strength and vision have been instrumental in guiding the AOC on this important next step in their reconciliation journey.



## AOC Indigenous Advisory Committee Members:



MESSAGE FROM THE CHAIR,  
AOC INDIGENOUS ADVISORY COMMITTEE

# Patrick Johnson OLY

The power of Olympic sport in the reconciliation journey is clear in the success of the Australian Olympic Indigenous Coaching Scholarship (AOICS). This program has now graduated sixteen exceptional First Nations coaches across the sports of Basketball, Swimming, Hockey, and Athletics (including marathon). These leaders are now coaching, mentoring and empowering future generations in their communities, and the AOICS will continue to grow through the 'Stretch' RAP.

Olympics Unleashed, our nationwide school outreach program, continues to bring the Olympic spirit to life for students across Australia, including in Aboriginal and Torres Strait Islander communities. Olympians such as Brad Hore will continue to share their personal stories of challenge, resilience, and motivation, to inspire young Australians to find and chase their passions. These moments spark belief in young minds and hearts, underscoring the power of representation.



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER,  
AUSTRALIAN OLYMPIC COMMITTEE

Mark Arbib

Our commitment to reconciliation also lives in our long-term vision. The home Games of 2032 offers a generational opportunity, to support pathways for First Nations athletes and coaches, amplify and broaden reconciliation initiatives and to support our Member Sports to expand their own RAP journeys.

As we launch this 'Stretch' RAP, we acknowledge the work done so far, and the work still ahead. Through sport, we can create meaningful change and connect with communities across cultures, generations and geographies.

By walking this journey together with Reconciliation Australia, our Indigenous Advisory Committee, Olympians and Member Sports, we reaffirm our belief that reconciliation is a collective commitment to action and achieving shared outcomes.

We look forward to building the impact of the Olympic Movement to give practical support to the journey of reconciliation through sport.



**The AOC's 'Stretch' RAP is an important step forward in the AOC's reconciliation journey.**

**Through the 'Reflect' and 'Innovate' RAP process, the AOC has walked with Reconciliation Australia, Indigenous Olympians and our partners. As we look towards Brisbane 2032, our commitment to reconciliation through sport is more focused than ever.**



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER,  
RECONCILIATION AUSTRALIA

Karen Mundine



On behalf of Reconciliation Australia, I congratulate the Australian Olympic Committee (AOC) on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. Sport is woven into the fabric of Australian identity and Aboriginal and Torres Strait Islander peoples have played a large role both at a community level and international stages. The AOC understands its responsibility to celebrate and expand Aboriginal and Torres Strait Islander contributions in Australian Olympic sports.

The AOC's work since entering the RAP program also shows its dedication to, not only highlighting First Nations knowledge and achievements, but strategies to sustain them. From celebrating Aboriginal and Torres Strait Islander art, histories and cultures through various awareness initiatives to establishing partnerships for impactful community outreach, the AOC enters its Stretch RAP with considerable experience to build on.

Now, the AOC aims to use its vast sphere of influence to broaden its impact on reconciliation beyond internal activities into broader national and international sporting systems. Reconciliation Australia recently worked with the AOC to co-design a Member Sport RAP Engagement Plan to

guide Olympic sports in developing their own RAPs. This work embodies the RAP program's core intentions; to utilise the influence of Australian business and institutions to build meaningful relationships that result in real opportunities. Applying this approach beyond Australia, the AOC is also committing to knowledge-sharing initiatives with international Indigenous stakeholders to promote reconciliation through the International Olympic Committee.

With its reach and dedication, the AOC has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend the AOC on its first Stretch RAP and look forward to following its ongoing reconciliation journey.



# Australian Indigenous Olympians

66 known Indigenous Australians have competed at the Olympic Games from Tokyo 1964 to Paris 2024.

- |   |  |  |  |  |
|---|--|--|--|--|
| <b>MICHAEL AH MATT</b><br>Basketball - 1964 Tokyo                                 | <b>BAEDEN CHOPPY</b><br>Hockey - 1996 Atlanta                      | <b>DEAN SEMMENS</b><br>Waterpolo - 2004 Athens   | <b>DAMIEN HOOPER</b><br>Boxing - 2012 London                                 | <b>ASH BARTY</b><br>Tennis - 2020 Tokyo                            |
| <b>ADRIAN BLAIR</b><br>Boxing - 1964 Tokyo  | <b>NOVA PERIS</b><br>Hockey, Athletics - 1996 Atlanta, 2000 Sydney | <b>ANTHONY LITTLE</b><br>Boxing - 2004 Athens, 2008 Beijing                                      | <b>BEKI LEE</b><br>Athletics - 2012 London                                   | <b>ANGELINE BLACKBURN</b><br>Athletics - 2020 Tokyo                |
| <b>FRANCIS ROBERTS</b><br>Boxing - 1964 Tokyo                                     | <b>JAMES SWAN</b><br>Boxing - 1996 Atlanta, 2000 Sydney            | <b>JADE NORTH</b><br>Football - 2004 Athens, 2008 Beijing  | <b>JESSE ROSS</b><br>Boxing - 2012 London                                    | <b>THOMAS GRICE</b><br>Shooting - 2020 Tokyo                       |
| <b>ROBERT CARNEY</b><br>Boxing - 1968 Mexico City                                 | <b>KYLE VANDER-KUYP</b><br>Athletics - 1996 Atlanta, 2000 Sydney   | <b>STACEY PORTER</b><br>Softball - 2004 Athens, 2008 Beijing, 2020 Tokyo                         | <b>KHALEN YOUNG</b><br>Cycling (BMX) - 2012 London                           | <b>MAURICE LONGBOTTOM</b><br>Rugby Sevens - 2020 Tokyo, 2024 Paris |
| <b>JOSEPH DONOVAN</b><br>Boxing - 1968 Mexico City                                | <b>HENRY COLLINS</b><br>Boxing - 2000 Sydney                       | <b>JOSHUA ROSS</b><br>Athletics - 2004 Athens, 2008 Beijing                                      | <b>TALIQUA CLANCY</b><br>Beach Volleyball - 2016 Rio, 2020 Tokyo, 2024 Paris | <b>DYLAN PIETSCH</b><br>Rugby Sevens - 2020 Tokyo                  |
| <b>JOHN KINSELA</b><br>Wrestling - 1968 Mexico City, 1972 Munich                  | <b>DANIEL GEALE</b><br>Boxing - 2000 Sydney                        | <b>DESMOND ABBOTT</b><br>Hockey - 2008 Beijing   | <b>LEILANI MITCHELL</b><br>Basketball - 2016 Rio, 2020 Tokyo                 | <b>TARNI STEPTO</b><br>Softball - 2020 Tokyo                       |
| <b>NORMAN STEVENS</b><br>Boxing - 1980 Moscow                                     | <b>ANTHONY MARTIN</b><br>Weightlifting - 2000 Sydney               | <b>LUKE BOYD</b><br>Boxing - 2008 Beijing  | <b>BROOKE PERIS</b><br>Hockey - 2016 Rio, 2020 Tokyo, 2024 Paris             | <b>BRANDON WAKELING</b><br>Weightlifting - 2020 Tokyo              |
| <b>DANNY MORSEU</b><br>Basketball - 1980 Moscow, 1984 Los Angeles                 | <b>BRIDGETTE STARR</b><br>Football - 2000 Sydney                   | <b>ROHANE COX</b><br>Basketball - 2008 Beijing   | <b>JON PORCH</b><br>Rugby Sevens - 2016 Rio                                  | <b>ALEX WINWOOD</b><br>Boxing - 2020 Tokyo                         |
| <b>DARRELL HILES</b><br>Boxing - 1988 Seoul                                       | <b>KASEY WEHRMAN</b><br>Football - 2000 Sydney                     | <b>PAUL FLEMING</b><br>Boxing - 2008 Beijing   | <b>KYAH SIMON</b><br>Football - 2016 Rio, 2020 Tokyo                         | <b>ABBEY CONNOR</b><br>Swimming - 2024 Paris                       |
| <b>JUSTANN CRAWFORD</b><br>Boxing - 1992 Barcelona, 1996 Atlanta                  | <b>BRADLEY HORE</b><br>Boxing - 2000 Sydney, 2004 Athens           | <b>BENN HARRADINE</b><br>Athletics - 2008 Beijing, 2012 London, 2016 Rio                         | <b>JOEL SWIFT</b><br>Waterpolo - 2016 Rio                                    | <b>CALAB LAW</b><br>Athletics - 2024 Paris                         |
| <b>ROBERT PEDEEN</b><br>Athletics - 1992 Barcelona, 1996 Atlanta                  | <b>PATRICK JOHNSON</b><br>Athletics - 2000 Sydney, 2004 Athens     | <b>PATRICK MILLS</b><br>Basketball - 2008 Beijing, 2012 London, 2016 Rio, 2020 Tokyo, 2024 Paris | <b>LYDIA WILLIAMS</b><br>Football - 2016 Rio, 2020 Tokyo                     | <b>CONOR NICHOLAS</b><br>Sailing - 2024 Paris                      |
| <b>SAMANTHA RILEY</b><br>Swimming - 1992 Barcelona, 1996 Atlanta                  | <b>NATHAN THOMAS</b><br>Waterpolo - 2000 Sydney, 2004 Athens       | <b>JOEL CARROLL</b><br>Hockey - 2012 London  | <b>MARIAH WILLIAMS</b><br>Hockey - 2016 Rio, 2020 Tokyo, 2024 Paris          | <b>CALLUM PETERS</b><br>Boxing - 2024 Paris                        |
| <b>CATHERINE FREEMAN</b><br>Athletics - 1992 Barcelona, 1996 Atlanta, 2000 Sydney | <b>JAMIE PITTMAN</b><br>Boxing - 2004 Athens                       | <b>CAMERON HAMMOND</b><br>Boxing - 2012 London   | <b>HARLEY WINDSOR</b><br>Figure Skating (Pairs) - 2018 PyeongChang           | <b>MARISSA WILLIAMSON POHLMAN</b><br>Boxing - 2024 Paris           |
|   |  |  |  | <b>ALEX WILSON</b><br>3x3 Basketball - 2024 Paris                  |



Olympic Milestones / Getty Images

# Significance of the Art

## TITLED 'DOONCH - DOONCH, KAYMELAN, TOGETHER'

*(coming together in Noongar, together in Zenadth Kes)*

Three artists, Peter Farmer Senior, Peter Farmer Junior and Alick Tipoti, have woven Noongar and Zenadth Kes (Torres Strait) visual languages into a single composition. At its heart, it honours the 66 known Aboriginal and Torres Strait Islander Olympians (as at July 2025) and stands alongside every Australian Olympian and the wider Olympic Movement they are part of.

The story begins overhead. Seven stars form Alick Tipoti's own constellation (six for Australia's states, the seventh for the territories), guiding journeys across land, sea and sky, with cut-outs inside each speaking to the many sports Olympians compete in. Beneath, three motifs interpret the Olympic motto "Faster, Higher, Stronger, Together": fretwork through each form expresses the kinship that binds

athletes; rounded ends mark each athlete's achievements. A woven island mat, the setting for Torres Strait Islander initiation ceremonies, borders the central wave, every leaf thread an athlete woven into a stronger whole. Elongated forms rise behind, tracing the years of training and unseen effort that bring each Olympian to this stage, with patterns along their sides recording the challenges overcome.

Flowing through it all is Country. Peter Farmer Senior's Bididi Keip (Waterlines) carry the Noongar significance of water as life and connection; his Community pattern moves alongside, marking how each person contributes and belongs.

Then the people arrive. Peter Farmer Junior reinterprets the Noongar 'Sitting' symbol in a fluid, contemporary form

that moves across the work. Baalap Nyininy (People Sitting) gathers figures in connection and belonging (symbols Noongar people have long used to carry knowledge across generations), while Baalap Koorliny (People Moving) carries them forward in a wave of collective strength.

At the centre, these forms become the work's feature: 66 refined 'People Sitting' elements, one for every Indigenous Olympian, arranged as a wave. In Noongar culture, water and waves signify resilience, unity and continuity: each figure distinct, all carried together.

Across land, sea and sky. Across generations, communities and cultures. One shared story.

***Doonch-doonch · Kaymelan · Together***

### Peter Farmer Senior



Award-winning Noongar artist Peter Farmer Senior views art as a powerful medium for breaking down barriers and fostering understanding of Noongar language and cultural knowledge systems. A painter and creator of public artworks, he has worked extensively across Whadjuk Boodjar and throughout Western Australia's education sector, sharing his deep connection to community, Country, and environment with a wider audience. Grounded in the values of his ancestors, Peter Snr upholds the belief that all life is interconnected, respected, and sustained in ways that support the ongoing strength and continuity of community.

### Peter Farmer Junior



Peter Farmer Junior is an Award-winning Contemporary Noongar artist of Minang, Ballardong and Whadjuk descent, with paternal connections to the Albany and Gnowangerup regions in the south-west of Western Australia. Building on a strong cultural and artistic legacy, his practice bridges traditional knowledge with contemporary expression.

Since 2015, Peter Jnr has delivered over 15 public art commissions through Western Australia's Percent for Art program, contributing to significant projects across the state. His work is grounded in storytelling and connection, often exploring the Noongar realms of past, present and future - reflecting the Dreaming, the lived experience of today, and the spirit that continues beyond.

### Alick Tipoti



Alick Tipoti is a Koedal (crocodile), a Zugubaw Baydham (Seven Stars constellation) and a Kuki Guuba (northwest monsoon wind) through his father's side from Baadhu/Mabuyag, and a Thabu (snake) and Dhoeybaw (wild yam) through his mother's side from Saibai. Tipoti is a preeminent knowledge holder whose work powerfully embodies the rich cultural heritage of his people. Fluent in the endangered Kala Lagaw Ya language, Tipoti draws on a deep connection to his cultural roots, imbuing his work with the stories, traditions and profound understanding of his ancestral lands, seas and constellations. Beyond visual art, Tipoti is a skilled choreographer who seamlessly blends traditional dance with contemporary expression. His dynamic performances and intricate movements further amplify the narratives woven in his art.

Tipoti's work has garnered international acclaim and featured in exhibitions across the globe. His pieces are held in major Australian collections, including the National Gallery of Australia, the National Gallery of Victoria, the Queensland Art Gallery | Gallery of Modern Art (QAGOMA) and the Art Gallery of South Australia, confirming his place as a leading contemporary Indigenous artist.



DOONCH - DOONCH, KAYMELAN, TOGETHER



# Our Organisation

## **The AOC is an independent, incorporated not-for-profit organisation committed to the development of youth and sport across Australia.**

The AOC is responsible to the International Olympic Committee (IOC) to develop, promote and protect the Olympic Movement in Australia in accordance with the Olympic Charter.

The AOC employs 45 staff, including 1 First Nations employee, across its offices in Sydney (Gadigal land), Brisbane (Yuggera and Turrbal land), and Perth (Wadjuk land).

Our members are 40 Summer Olympic National Federations and 9 Winter Federations. New sports join the Australian Olympic family as they are added to the IOC's Olympic program.

Sports which have been involved in the Olympic Games but which are not currently part of the Olympic program, remain in the Olympic family as Recognised Organisations.

It is the AOC's responsibility to select, send and fund Australian Teams to the Summer and Winter Olympic Games, Summer and

Winter Youth Olympic Games as well as Regional Games such as the Asian Games and the Pacific Games.

The AOC does not receive or seek Federal Government funding for its own operations, however we do advocate on policy, programs and funding on behalf of more than 40 Olympic sports.

We believe sport has a vital role to play in promoting national health and wellbeing, building national pride, community spirit and social cohesion as well as promoting a positive image for Australia internationally.

The AOC is particularly focused on its role in the community, promoting the values and principles of Olympism. As one of only two countries to send Teams to every Summer Olympic Games in the modern era, our most cherished obligation is to provide Australian athletes with the environment to perform at their best in Olympic competition.

Giving Australian athletes the best opportunity to realise their Olympic dreams is a challenging task that requires planning, preparation and Games-time delivery to ensure every aspect of our athletes' needs is met. This includes travel, accommodation, outfitting and ensuring our athletes have the highest quality coaching, medical support, physiotherapy, recovery, welfare support, logistical support and more.

The AOC provides direct assistance to a number of individual Summer and Winter Olympic athletes with financial support based on their performances in

benchmark events across a calendar year. This helps to defray the costs of competing in their chosen sports at home and abroad. The AOC also provides direct funding to a number of Olympic sports.

The AOC is proud of our Australian Olympic Indigenous Coaching Scholarship (AOICS) program that has now completed two cohorts with 16 graduate coaches across the Olympic sports of basketball, hockey, swimming, and athletics (including marathon running). AOICS provides professional development, education, and training to Aboriginal and Torres Strait Islander Olympic sports coaches. Graduates are then supported by the AOC, and their respective sport, to deliver coach development courses or sports clinics, and share their knowledge within Aboriginal and Torres Strait Islander communities across Australia. We look forward to future cohorts completing this program across other Olympic sports.

As part of the AOC's Indigenous procurement strategy, our organisation engages graduate coaches from our AOICS program. By contracting AOICS coaches to deliver HaveAGo Olympic sports clinics and other services, we aim to provide paid, practical experience that builds their capability and supports their ongoing employment and contracting opportunities.

The AOC is also developing the Australian

Olympic Indigenous Athlete Scholarships (AOIAS) to help Aboriginal and Torres Strait Islander athletes pursue Olympic careers ahead of Brisbane 2032 and beyond. The program offers financial, educational, and culturally safe career support, enabling athletes to plan for success both on and off the field of competition.

The AOC delivers community-based programs such as Olympics Unleashed, which engages school-aged children in the life journeys of Olympic athletes. Athletes are specially trained to share their life experiences in overcoming hardships to teach children the valuable lessons of resilience, goal setting and self-awareness.

The Australian Olympic Change-Maker program recognises senior school students who demonstrate leadership through sport and/or use sport as a vehicle to improve health and wellbeing in their school community.

The AOC is committed to supporting all Australian Olympians by providing opportunities to further their careers outside of sport through education, employment, mentoring and other opportunities to make a positive contribution to our community.

In undertaking its responsibilities, the AOC Objectives are set in our Constitution and are approved by the IOC under the Olympic Charter.

# AOC Objectives 'what we do'

1. To develop, promote and protect the principles of Olympism and the Olympic Movement in Australia in accordance with the Olympic Charter and all regulations and directives issued by the IOC;
2. To promote, raise awareness of and encourage participation in sport for benefits of health, longevity, fitness, skill, achievement, social interaction, wellbeing and other benefits of exercise for all individuals in Australia;
3. In support of the above objects, to effect its exclusive authority for the representation and participation by Australia at the Olympic Games, Olympic Winter Games, Youth Olympic Games, Youth Olympic Winter Games and at Regional Games and do all matters incidental thereto, including the selection and discipline of all members of the teams to represent Australia at those Games. The Committee is obliged to participate in the Olympic Games and Olympic Winter Games by sending athletes.
4. To promote the fundamental principles and values of Olympism in Australia, in particular, in the fields of sport and education, by promoting Olympic sporting and health, educational programmes in all levels of schools, sports and physical education institutions and universities, as well as by encouraging the creation of institutions dedicated to Olympic education, such as National Olympic Academies, Olympic Museums and other programmes, including cultural, related to the Olympic Movement;
5. To ensure the observance of the Olympic Charter in Australia;
6. To recognize and value the heritage, culture and contribution of Aboriginal and Torres Strait Islander peoples to Australia and the Olympic Movement and to promote and give practical support to the journey of reconciliation through sport;
7. To encourage the development of sport for all for the health, wellbeing and other benefits to all individuals in Australia, and in support and encouragement of those objects, the development of high performance sport as the pinnacle of the benefits of sporting participation;
8. To take action against any form of discrimination and violence in sport;
9. To adopt and implement the World Anti-Doping Code;
10. To implement the Olympic Movement Code on the Prevention of the Manipulation of Competitions;
11. To encourage and support measures relating to the medical care and health of athletes;
12. To protect clean athletes and the integrity of sport by being a leading advocate in the fight against doping in Australia, and by taking action against all forms of manipulation of competition and related corruption;
13. To exercise its exclusive authority to select and designate the city or cities which may apply to organise Olympic Games in Australia;
14. In order to fulfil these objects, the Committee may cooperate with governmental bodies. The Committee shall not associate itself with any activity which would be in contradiction with the Olympic Charter. The Committee may also cooperate with nongovernmental bodies;
15. To protect its independence, maintain and promote its political neutrality, preserve its autonomy and the autonomy of sport and resist all pressures of any kind, including but not limited to political, legal, religious or economic pressures which may prevent the Committee from complying with the Olympic Charter;
16. To promote and respect the Athletes' Rights and Responsibilities Declaration;
17. The Committee has the right to:
  - (1) Designate, identify or refer to itself as the Australian Olympic Committee (AOC) which designation or identification must be included or referred to in its name;
  - (2) Send competitors, team officials and other team personnel to the Olympic Games in compliance with the Olympic Charter;
  - (3) Benefit from the assistance of Olympic Solidarity;
  - (4) Use certain Olympic properties as authorised by the IOC and in compliance with the Olympic Charter;
  - (5) Take part in activities led or patronised by the IOC, including Regional Games;
  - (6) Belong to ANOC and ONOC;
  - (7) Formulate proposals to the IOC concerning the Olympic Charter and the Olympic Movement, including the organisation of the Olympic Games;
  - (8) Give its opinions concerning the candidatures for the organisation of the Olympic Games;
  - (9) Participate, on request from the IOC, in the activities

of the IOC commissions;

(10) Collaborate in the preparation of Olympic Congresses;

(11) Exercise other rights as granted to the Committee by the Olympic Charter or by the IOC; and

18. To do all such other acts and things incidental to the attainment of these objectives.

19. The Committee is a not-for-profit association. The assets and income of the Committee shall be applied solely in furtherance of its objects and as set out in this Constitution, and no portion shall be distributed directly or indirectly to the members of the Committee except as bona fide compensation for services rendered or expenses incurred on behalf of the Committee.

**As the custodian of the Olympic Movement in Australia, the AOC has a mandate and significant role to encourage more Australians to play sport, increasing access to sport for all.**

**We will continue to highlight, for young people in particular, the education and health benefits as well as the positive values associated with sport.**

Callum Peters / Getty Images



# AUSTRALIAN OLYMPIC COMMITTEE STRATEGY

2026 — 2036

## A DECADE OF OPPORTUNITY

In May 2026, the Australian Olympic Committee (AOC) adopted a 10-year Strategy to guide Olympic Sport in Australia through a decade of opportunity, anchored by the Brisbane 2032 Home Olympic Games. Developed collaboratively with Member Sports, governments, the Australian Sports Commission, Australian Institute of Sport, State Institutes and Academies, and partners across the sporting system, the Strategy places Australian Olympians and Member Sports at the centre of the AOC's endeavours.

The Strategy responds to a rapidly changing environment - shifting demographics, digital disruption, climate change, declining social connection, mental health challenges, emerging AI, and an evolving international sporting landscape - while preserving the AOC's core role in delivering world-class Games-time performance environments.

**VISION** ▶ Our Olympians unite all Australians to be their best and dream big.  
**MISSION** ▶ Deliver world-class team environments. Celebrate Australian Olympians throughout their lives. Advocate for Olympic Sport. Support athletes to follow their Olympic dreams.



## AUSTRALIAN OLYMPIC COMMITTEE STRATEGY: 2026 - 2036

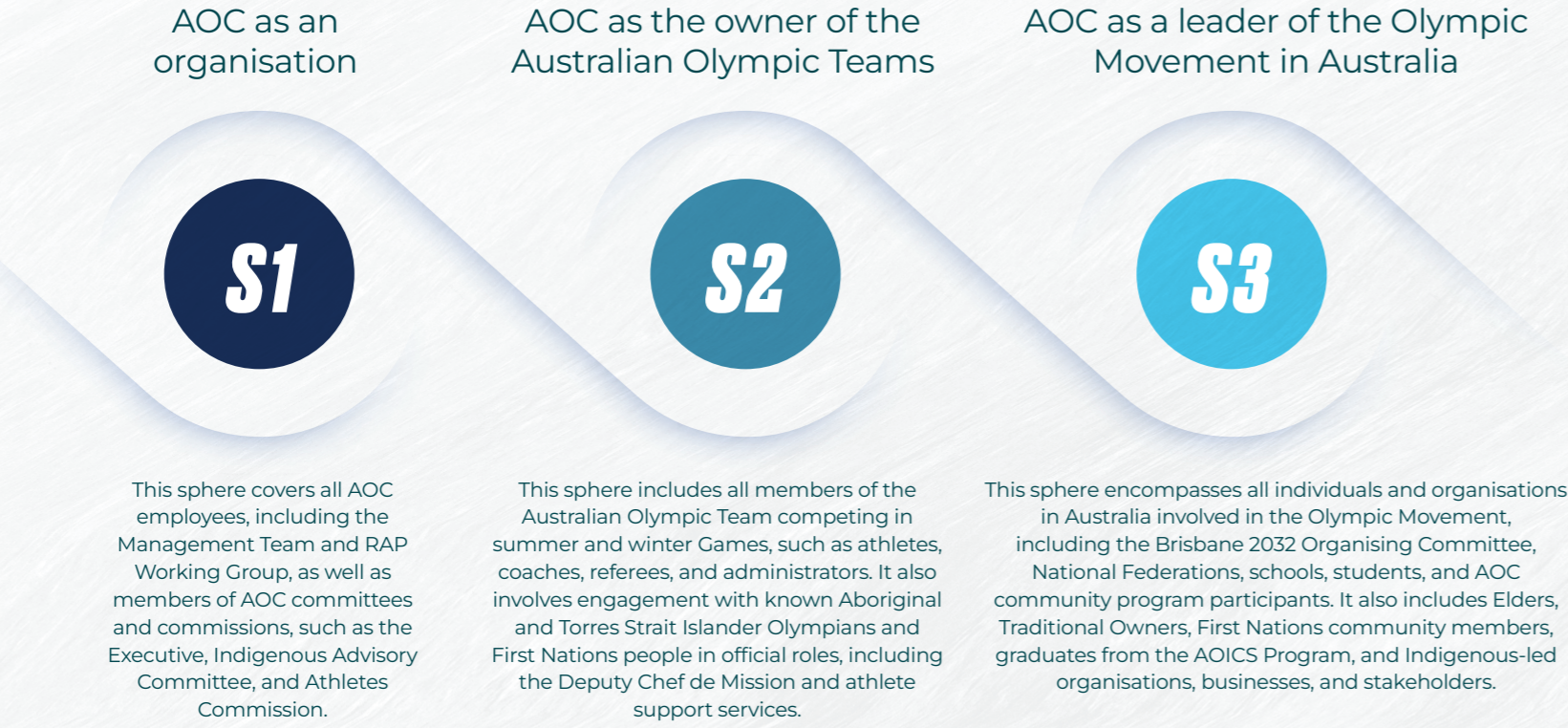


# AOC Spheres of Influence

Reconciliation Australia (RA) encourages the use of a “sphere of influence” to help organisations think broadly about the stakeholders involved in their operations, and how they may be able to engage in reconciliation.

To promote meaningful stakeholder engagement, the AOC has developed its own ‘Spheres of Influence’ framework (see diagram 1). This framework aligns actions and deliverable in this Stretch RAP with the AOC’s core objects and core business, further converging the Reconciliation and Olympic Movement.

**The AOC’s three ‘Spheres of Influence’ guiding and aligning its reconciliation efforts are the:**



All actions and deliverables in this Stretch RAP, across the pillars of Relationships, Respect, and Opportunities, including Governance, will align with one or more of the AOC’s three Spheres of Influence. This alignment ensures the RAP is better integrated with AOC’s core business, enhancing its contribution to the five dimensions of reconciliation: race relations, equality and equity, institutional integrity, unity, and historical acceptance.

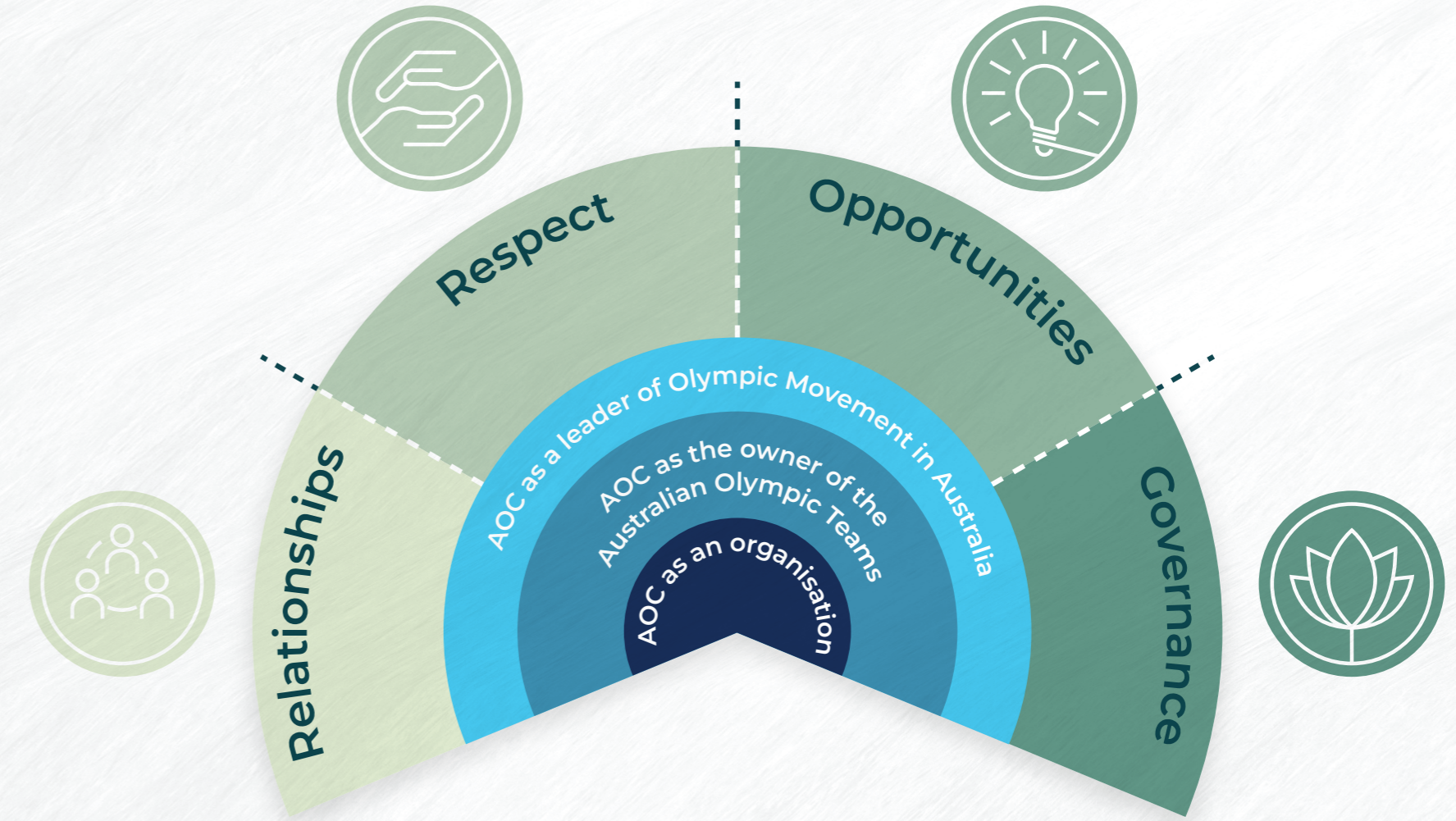


Diagram 1 - ‘Spheres of Influence’ framework

# Our Reconciliation Action Plan

In 2015, the AOC amended its Constitution to recognize the heritage, culture, and contributions of our nation's First Peoples, and to support reconciliation through sport. This amendment was endorsed by Aboriginal and Torres Strait Islander Olympians, the Prime Minister of Australia, the Leader of the Opposition, State Premiers, Chief Ministers, and received unanimous support from Member Sports.

In 2024, the AOC furthered its reconciliation journey by amending the Constitution to update Objective 6.6, which states:

***'To recognize and value the heritage, culture, and contributions of Aboriginal and Torres Strait Islander peoples to Australia and the Olympic Movement, and to promote and support the journey of reconciliation through sport.'***

Guided by Objective 6.6 and our Vision for Reconciliation, the AOC is embarking on its next Stretch RAP. Our previous RAPs have built a strong foundation of respect, relationships, governance, and the creation of opportunities for Aboriginal and Torres Strait Islander people. This includes forming an Indigenous Olympian's voice at the AOC through the establishment of the Indigenous Advisory Committee and inclusion of First Nations representation on our Athletes' Commission (AC).

We are committed to Objective 6.6 and our Vision for Reconciliation, which aims to unite the Reconciliation and Olympic Movements. Our commitment focuses on fostering trust and respect with First Nations peoples by enhancing understanding and recognition of Aboriginal and Torres Strait Islander cultures, histories, and knowledge. We will continue to contribute to Reconciliation Australia's five dimensions of reconciliation - race relations, equality and equity, institutional integrity, unity, and historical acceptance - through the pillars of respect, relationships, opportunities, and governance.

By acknowledging past histories, we strive to bring First Nations and non-Indigenous people together in the present, working towards a reconciled Australia in the future.

We will continue to lead and support initiatives that promote equality and equity for First Nations people in sport through procurement, education, employment, and leadership opportunities.

As leaders of the Olympic Movement in Australia, we embrace and extend the invitation to reconciliation. We are committed to this journey as we approach the Brisbane 2032 Olympic Games and beyond.



Yarning Circle,  
Olympic Village Paris 2024 / AOC

## OUR APPROACH

In developing our 'Stretch' RAP, the AOC relies on strong governance as its foundation. Reconciliation Australia advises "Strong governance is vital to turning good intentions into action to support the national reconciliation movement."

The AOC's 'Stretch' RAP is fully supported by the AOC Executive, the AC, and the IAC. These three governing bodies, with their cross-representation, work effectively together to drive the AOC's reconciliation journey.

The Aboriginal and Torres Strait Islander members of the IAC were consulted first in developing the new RAP through a participatory co-design approach. This ensured First Nations perspectives were included from the beginning and can be carried through to the implementation, reporting, and evaluation phases of this RAP.

## RAP GOVERNANCE

The AOC's RAP Working Group (RWG), guided by the IAC, is the governing body of the RAP.

The RWG includes members of the Management Team (MT), composed of AOC department heads accountable for their teams. Representation from key internal decision makers ensures timely and effective implementation of all RAP items.

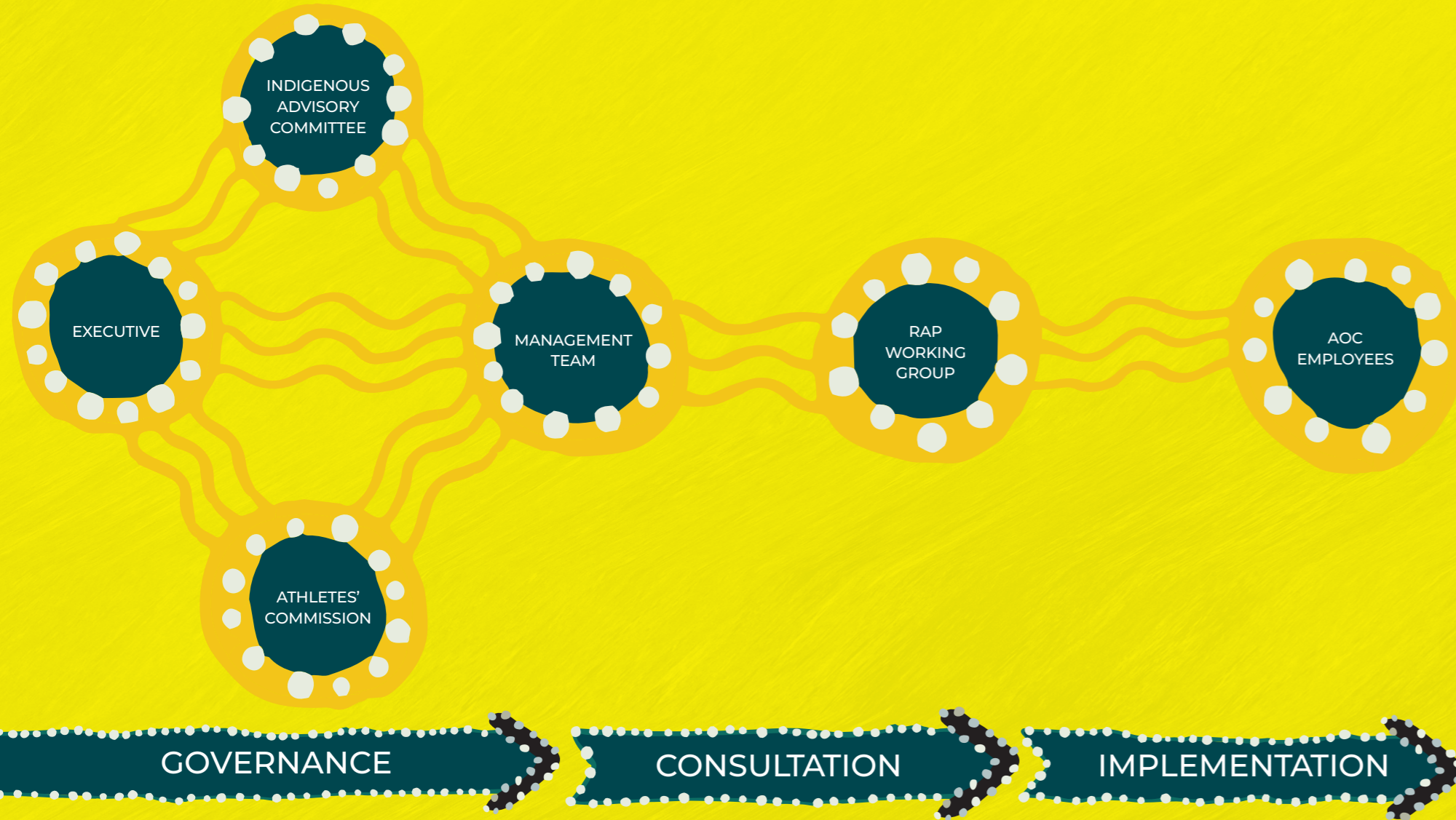
The AOC's RWG is actively involved in RAP planning, responsible for delivering, measuring, and reporting on RAP action points. All established and existing committees, working groups, and consultation processes form the interconnected components of an effective RAP implementation framework.

## ROLE OF THE AOC'S INDIGENOUS ADVISORY COMMITTEE (IAC)

In addition to the RWG, the AOC has established the IAC to provide advice and direction, accelerating the integration of the Olympic Movement into Aboriginal and Torres Strait Islander communities, as follows:

- INTEGRATE Aboriginal and Torres Strait Islander cultures into the Olympic Movement;
- PURSUE opportunities around the promotion of health and wellbeing in Indigenous communities;
- ADVOCATE for Indigenous Australians to be better represented in Olympic sports;
- PROMOTE the stories of Indigenous athletes and Olympians to inspire Australians;
- ENSURE Aboriginal and Torres Strait Islander customs are respected in AOC protocols;
- CONTINUE to work alongside organisations supporting Indigenous Australians; and
- SUPPORT current and future AOC RAPs.

# Implementation Framework



# AOC RAP Champion and Ambassadors, Committees and Commissions

AOC President Ian Chesterman AM is the RAP champion at the AOC, leading our reconciliation journey with influence that spans the Olympic Movement internally, nationally, and internationally through the IOC and the Oceania National Olympic Committees (ONOC).

The RAP is guided by Aboriginal and Torres Strait Islander knowledge and perspectives, thanks to RAP ambassadors Patrick Johnson OLY, Beki Smith OLY, and Kyle Vander-Kuyp OLY. These ambassadors champion the RAP externally across communities and stakeholders throughout Australia.

The AOC extends heartfelt thanks to these Olympians for their dedication in ensuring the RAP is developed, implemented, and reported in a culturally appropriate manner.



Ian Chesterman AM / Getty Images

## AOC EXECUTIVE

Ian Chesterman AM  
President

Evelyn Halls OAM OLY  
Vice President

Matt Allen AM  
Vice President

Craig Bingham

Alisa Camplin-Warner  
AM OLY

Craig Carracher AM

Kitty Chiller AM OLY

Michael Murphy OLY

Susie O'Neill AM OLY

Elizabeth Scott (Weekes)  
OAM OLY

Jessica Fox OAM OLY

Brodie Summers OLY  
Chair - Athletes' Commission

Mark Arbib  
CEO

## AOC INDIGENOUS ADVISORY COMMITTEE

Patrick Johnson OLY  
Chair

Kyle Vander-Kuyp OLY

Beki Smith OLY

Brad Hore OLY

Nova Peris OAM OLY

Lara Davenport OAM OLY

Kyah Simon OLY

## AOC ATHLETES COMMISSION

Brodie Summers OLY  
Chair

Alyce Wood OLY  
Deputy Chair

Georgia Baker OLY

Belle Brockhoff OLY

Andrew Charter OLY

Sally Fitzgibbons OLY

Jessica Fox OAM OLY

Joshua Hicks OLY

Henry Hutchison OLY

Conor Nicholas OLY

Anabelle Smith OLY

Ken Wallace OAM OLY

Rowie Webster OLY

Alex Wilson OLY

## RAP WORKING GROUP (RWG)

Mark Arbib  
Co-Chair

Freda Driscoll  
Co-Chair

The RAP Working Group comprises members of the AOC Management Team.

# Our Reconciliation Journey

## Building on a foundation of Respect, Relationships, Opportunities and Governance

In November 2019, the IAC convened with the AOC for the first time to support the organisation's reconciliation journey. Their initial recommendation was for the AOC to develop its first RAP. Since then, the AOC has completed both a 'Reflect' and 'Innovate' RAP, establishing a foundation for reconciliation through respect, relationships, opportunities, and governance. These RAPs are crucial milestones as the AOC integrates reconciliation into its core business and delivers its next 'Stretch' RAP over the next three years. Here is a summary of our reconciliation journey, highlighting key learnings, challenges and achievements.



Murriwa Dow, Innovate RAP Launch / Getty Images

### 2021 – 2022 Reflect RAP: Learning Through Listening and Respect

The AOC's 'Reflect' RAP emphasised the importance of Aboriginal and Torres Strait Islander participation in the design, delivery, and evaluation of initiatives to create sustainable opportunities for First Nations peoples. This approach led to initiatives like the AOICS program where our IAC members and First Nations coaches co-designed the scholarship program. Additionally, the AOC and the Royal Australian Air Force (RAAF) collaborated to deliver community engagement activities during NAIDOC Week 2022 through their joint visit to Thursday Island. The Walk with Us Forum was another event involving IAC representatives in its design and delivery to capture and share Aboriginal and Torres Strait Islander perspectives. This Forum celebrated Australia's known Indigenous Olympians and acknowledged our Indigenous Olympic history and achievements.



Thursday Island / Royal Australian Air Force



Kyle Vander-Kuyp and Patrick Johnson / Royal Australian Air Force

During the Tokyo 2020 Summer Olympic Games and the Beijing 2022 Olympic Winter Games, the AOC focused on respect and relationship building by celebrating Aboriginal and Torres Strait Islander arts, cultures, languages, and histories. This included displaying First Nations artwork in the Village allotments and incorporating it into apparel, uniforms and equipment. Additionally, the AOC provided education and awareness opportunities on Aboriginal and Torres Strait Islander cultures, histories, and knowledge for Olympic athletes, officials and administrators. Through a joint initiative with the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), the AIATSIS Map was installed in the Tokyo 2020 Olympic Village, allowing athletes to identify their land of origin and learn about First Nations language groups from Kyle Vander-Kuyp OLY. A similar education opportunity was provided at the Beijing 2022 Winter Olympics through a video package also featuring Kyle Vander-Kuyp.



Olympic Games, Paris 2024 / Getty Images



Keegan Palmer / Getty Images



Jaclyn Narracott / Getty Images

### 2023 – 2025 Innovate RAP: Towards Reconciliation as Core Business

Building on the foundation of the AOC's first 'Reflect' RAP, our focus shifted to embedding reconciliation into everyday operations through our second 'Innovate' RAP. This included formalising our Indigenous Procurement Strategy by building relationships with Aboriginal and Torres Strait Islander businesses, consultants and coaches. Graduates from our AOICS program, an ongoing initiative, played a key role.

The AOICS program also enabled partnerships with like-minded organisations like Swimming Australia, Hockey Australia and the Indigenous Marathon Foundation, collectively creating education and procurement opportunities for First Nations coaches.

Our flagship school engagement program, Olympics Unleashed, continued to serve remote Aboriginal and Torres Strait Islander schools across Queensland (including Far North Queensland and the Torres Strait Islands), South Australia, New South Wales, and Western Australia. In 2024, the AOC delivered the program in the Northern Territory for the first time, reaching communities in Alice Springs, Katherine, Darwin and the remote Indigenous communities of Beswick and Barunga.

Supporting the delivery of our AOICS program and Olympics Unleashed in Katherine, Northern Territory, was the RAAF. Through our ongoing partnership to promote reconciliation, the RAAF hosted the AOC at RAAF Base Tindal. Together, we co-delivered Olympics Unleashed sessions at local schools, HaveAGo sports clinics and a RAAF Base tour for First Nations students from the Clontarf and Star Foundations.



Keegan Popowski, Katherine / AOC



Michael Faccin, Katherine 2023 / AOC



Brad Hore / AOC



Aleisha Power / AOC



Tom Wickham, Alice Springs 2024 / AOC



Beki Smith, Jessica Mauboy and Kyle Vander-Kuyp, Paris 2024 / AOC

Furthering the AOC's objective to provide practical support to Indigenous Australians, the Indigenous Athlete Performance Grant was developed for the Paris Olympic Games to support Indigenous athletes selected for the Australian Olympic Team. Grants of \$5,000 were awarded to eligible athletes to recognise their achievements at the Paris Olympic Games and assist their future performance. Learnings from this project will inform future athlete support initiatives.

The National Reconciliation Week Joint Statement initiative continued in 2023, 2024 and 2025. This involved Australian sport leaders, including the AOC, Australian Sports Commission, Paralympics Australia, Commonwealth Games Australia and the National Institute Network, issuing a collective statement outlining their shared commitment to advancing reconciliation efforts.

Another significant reconciliation milestone was the AOC Executive and AC publicly announcing support for the YES vote on the referendum for an Indigenous Voice, following a joint meeting of the Executive and the AC. Although the referendum was ultimately unsuccessful, the IAC, under the thoughtful leadership of their chair Patrick Johnson, guided the AOC in determining the appropriate response.

Building on learnings from the Tokyo Olympic Games, First Nations Olympians Deputy Chef de Mission Kyle Vander-Kuyp OLY and Olympian Services Coordinator Beki Smith OLY, alongside the IAC, led the integration of Aboriginal and Torres Strait Islander art, history, and culture into the Australian Olympic Team for Paris 2024. New initiatives included incorporating both Aboriginal and Torres Strait Islander artwork into the Australian Olympic Team competition uniform for the first time ever, as well as in Opening Ceremony and delegation uniforms. Other initiatives included embedding Indigenous art, history, and culture into the athletes' village through the installation of artwork, an Indigenous Map, and a yarning circle featuring artwork by Olympian artist Brad Hore OLY.



Beki Smith / Getty Images

### Profile on Beki Smith OLY: **Championing Reconciliation as an Olympic Services Coordinator**

Upon being offered the position of Olympic Services Coordinator for the Paris 2024 Olympic Games, Beki experienced an emotional moment reminiscent of her own selection as an Olympian for the London 2012 Olympic Games.

“It was almost the same as how I felt when I was actually selected to participate as an athlete back in 2012.”

Beki Smith, an Olympian and proud Yuin woman from the New South Wales South Coast, has spent the last fifteen years living, training, working and raising her family on Ngunnawal Country in Canberra. Growing up on Dharug land in Western Sydney, Beki’s journey has been deeply influenced by Indigenous heritage and her support network of Ancestors and Elders.

“I’d like to pay my respects to our Ancestors and Elders, past, present, and our future leaders. Also, for me they play a vital part in the work that I do both in and outside of

sport, moulding me into the person I am today.”

As the Olympic Services Coordinator, Beki’s role ensured that athletes, sports, and coaching staff had what they needed while on the ground in Paris. Her responsibilities included creating a home away from home for athletes, both physically and emotionally.

“It’s not always about that physical side of how we can make athletes feel in their physical environment, but also the emotional, the mental space where they can feel that they can come to us for anything.”

Beki’s involvement as a member of the IAC has been instrumental in integrating Aboriginal and Torres Strait Islander art, history, and culture into the Paris Olympic Village.

The Australian Olympic Team embraced First Nations culture, embedding it authentically and organically into the Olympic Movement in Paris. This integration set a new standard for future Olympic games, providing a sense of belonging and representation for First Nations athletes.

“We were able to naturally embed into the Olympic Movement so authentically and organically. The sports, athletes, support staff really embraced that environment.”

The inclusion of a Yarning Circle, a significant element of the Paris Games, played an important role in welcoming all athletes to the village, providing a space for meetings, and fostering a sense of belonging and comfort for First Nations athletes.

“When athletes first came into the village, that was their first point of contact with the Yarning Circle. That was where we welcomed them. That was where we gave them the rundown of the village and expectations.”

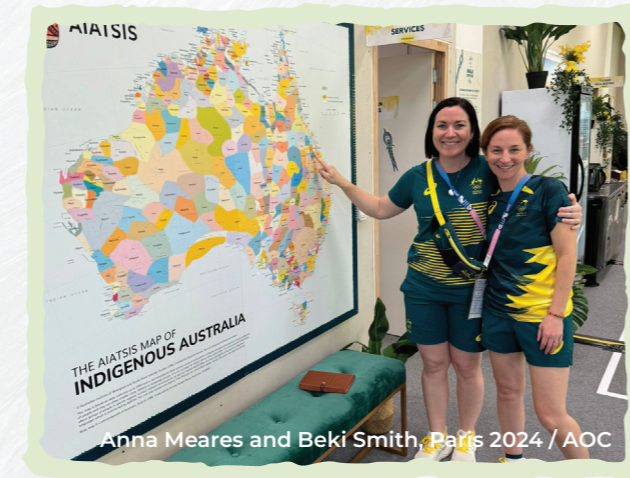
The impact of the artworks by Aboriginal Olympians and artist Paul Fleming and Torres Strait Islander artist David

Bosun, along with the Indigenous map installation, was profound. These elements, along with the integration of these artworks into the competition uniform, provided the team with a sense of pride and a unique edge, representing the oldest living culture in the world.

“We mentioned that you (the Olympians) were part of the oldest living culture in the world, so take that with you when you go, you’re actually wearing it on your uniform when you are competing.”

Beki’s time in Paris was a healing journey, allowing her time to reflect on her own Olympic experience and find wholeness in her role as an Olympic Services Coordinator.

“I was really grateful. Not everyone is going to experience, as an Olympian, this feeling of being able to come back around full circle and participate in the Olympics on the ground in a different way.”



Anna Meares and Beki Smith, Paris 2024 / AOC



Kyle Vander-Kuyp / Getty Images

### Profile on Kyle Vander-Kuyp OLY: **Deputy Chef de Mission for Paris 2024 Olympic Games**

As Kyle Vander-Kuyp sat in his car, preparing for the school pick-up, his phone rang. On the other end was Chef de Mission Anna Meares, with an unexpected yet exciting proposition. She asked if he would step into the role of Deputy Chef de Mission. Without a moment’s hesitation, Kyle enthusiastically accepted.

“I was definitely speechless on the phone, but blown away by the opportunity and to be acknowledged. It’s a compliment to yourself that your leadership skills have been recognised.”

Kyle Vander-Kuyp, an Olympian, and proud man from the Yuin and Worimi communities of New South Wales, serves as an AOC RAP ambassador, educating fellow Olympians about Aboriginal and Torres Strait Islander histories and cultures.

“Young Australians becoming Olympians are our next leaders, and their experience on the Olympic team can be the first step in their leadership journey. If they’ve intersected with Indigenous culture, they can



Paris 2024 / AOC



Kyle Vander-Kuyp, Paris 2024 / Getty Images

take that into their life afterwards.”

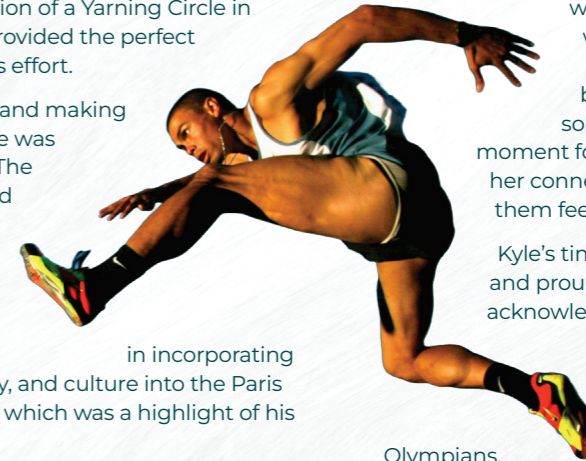
As Deputy Chef de Mission, Kyle welcomed athletes and helped them settle into the Paris 2024 Olympic Games. The introduction of a Yarning Circle in the athletes’ village provided the perfect setting to support this effort.

“Welcoming athletes and making them feel comfortable was a big part of my role. The yarning circle provided a perfect setting for meaningful and authentic interactions.”

Kyle played a key role in incorporating Indigenous art, history, and culture into the Paris 2024 Olympic Village, which was a highlight of his experience.

“The attention to detail was incredible. Seeing Indigenous artwork, the map of language groups, and the Yarning Circle was amazing.”

Kyle especially appreciated musician Jessica Mauboy’s participation, which boosted athlete morale and made



the Australian Olympic Team feel valued during their time at the Games.

“Having Jessica Mauboy at the Games was definitely a highlight. She was generous with her time, engaging with athletes from all backgrounds. She even broke into song at the village, creating a special moment for everyone. It was amazing to see her connect with the athletes and make them feel special.”

Kyle’s time in Paris was a significant and proud moment in his career. Being acknowledged for his leadership and contributions was an honour, and he looks forward to continuing to offer his unique perspective and support to future Olympians.

“I was extremely honoured and proud to be named as a Deputy Chef de Mission. It was great to work alongside Chef de Mission Anna Meares and my other deputies and contribute to the best experience possible for the Olympians.”

# Case Study

## Learnings from Indigenous led research

In 2021 the IAC recommended that the AOC do more to support the development of Aboriginal and Torres Strait Islander coaches in Olympic sports. This recommendation was solidified as an action in the AOC's first RAP. This led to the creation of the AOICS program through a co-design process with IAC members and First Nations coaches. Delivered in 2022, the first iteration of the project resulted in four First Nations scholarship coaches graduating in the Olympic sport of basketball. The AOICS project aimed to provide high-level professional development, education, and formal training to Aboriginal and Torres Strait Islander Olympic sports coaches. Upon completion, graduates could deliver ongoing coach development courses, sports clinics, and pass on their knowledge in Indigenous communities across Australia.

To maximise learnings from the project, the AOC commissioned an independent evaluation of AOICS, led by Awabakal man Stirling Sharpe, an Indigenous Researcher and Lecturer in Sports Management at the University of Canberra. This approach ensured a First Nations evaluation lens was present during the design and delivery of the project. The evaluation led to nine recommendations for future AOICS

iterations, including bespoke training, additional programs, cultural exposure, Olympic and high-performance camps, coach developer clinics, maintaining coach selection, monitoring, further research and expanding AOICS to new sports. However, the evaluation also indicated a gap in the project achieving its purpose. While high-level professional development, education, and formal training were delivered exceptionally well, opportunities for graduate coaches to apply their skills in Indigenous communities after graduation were limited.

Based on the research, the AOC restructured the AOICS program into two phases. Phase one introduced coaches to various modules and experiences, including shadowing elite national coaches, attending university workshops, participating in capacity-building modules and visiting communities. Phase two provided graduate coaches the opportunity to visit First Nations communities and deliver coach courses and HaveAGo sports clinics to local First Nations participants as paid coaches on behalf of their National Federation and the AOC. By incorporating recommendations, the AOC modified the AOICS structure to more effectively align with the program's objectives.



Stirling Sharpe, Alice Springs 2024 / Adam Crane



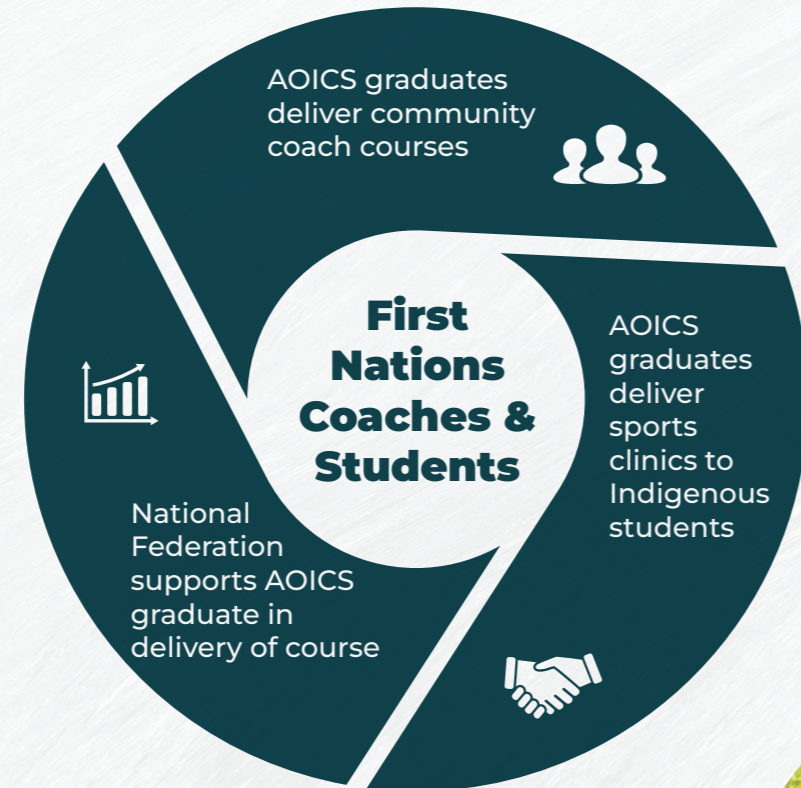
AOICS, Townsville 2025 / Adam Crane

# AOICS Student Phase and Graduate Phase

## PHASE ONE (Student)



## PHASE TWO (Graduate)



The second iteration of the AOICS program saw 12 new coaches from four Olympic sports (hockey, swimming, and athletics including marathon) complete a new two-phase program. After finishing the phase one curriculum, the scholarship holders participated in a graduation ceremony. Post-graduation, the AOC partnered with National Federations and participating organisations to send the graduates back into the community as paid professional coaches, including the original coaches from basketball. This created a clear distinction between being a student and a professional coach, emphasising the value of their newly acquired knowledge and skill set. The new two-phase program resulted in significantly more impact delivered by the graduate coaches including:

- The delivery of Hockey, Swimming, Athletics, Basketball, and Marathon community coach courses in Aboriginal and Torres Strait Islander communities located in Alice Springs NT, Katherine NT, Redlands QLD, and on Thursday Island in the Torres Strait.
- Forty-five (76%) of the community-based coaches who participated in the coach courses identified as Aboriginal and Torres Strait Islander.
- Thirty-five HaveAGo Olympic sports clinics were delivered to 1109 students in remote

communities, with 83% of participants identifying as Aboriginal and Torres Strait Islander.

- Five Aboriginal and Torres Strait Islander Olympians acted as mentors to the sixteen (16) graduating coaches.
- Five Elite experiences were completed by coaches.
- Five modules completed from the Centre for Healing and Justice Through Sport.
- AOICS achieved gender equality with 50% female and 50% male graduates from the program.

An unforeseen outcome of this new two-phase program structure was the significant increase in procurement of Aboriginal and Torres Strait Islander coaching services, as part of the AOC's procurement strategy. The procurement of Indigenous coaching services through phase two of the AOICS program represented the largest percentage of the AOC's reported procurement figure to Reconciliation Australia through the RAP survey. This demonstrates the power of underpinning RAP initiatives with research, particularly Indigenous-led research, as it can lead to improvements in program delivery and identifying important new outcomes, such as the increase in procurement of Aboriginal and Torres Strait Islander coach services.



Jaynaya Winmar, Townsville 2025 / Adam Crane

# Summary of RAP Initiatives

LAUNCHING THE INNOVATE RAP at the National Centre of Indigenous Excellence in Redfern, NSW. During this launch First Nations Olympians from the Tokyo 2020 Olympic Games were formally inducted into the AOC's known Aboriginal and Torres Strait Islander Olympians list.

CHANGING THE AOC CONSTITUTION following the 2024 Annual General Meeting and to better reflect our reconciliation journey, the AOC amended Objective 6.6 which reads: *to recognize and value the heritage, culture and contribution of Aboriginal and Torres Strait Islander peoples to Australia and the Olympic Movement and to promote and give practical support to the journey of reconciliation through sport.*

THE PARIS INDIGENOUS PERFORMANCE GRANT was made available to Aboriginal and Torres Strait Islander athletes who represented the Australian Olympic Team at the Paris 2024 Olympic Games. The successful applicants were Callum Peters (Boxing), Mariah Williams (Hockey), Conor Nicholas (Sailing), Abbey Connor (Swimming), Alex (Ally) Wilson (3x3 Basketball), Calab Law (Athletics), Brooke Peris (Hockey), Taliqa Clancy (Beach Volleyball) and Marissa Williamson Pohlman (Boxing).

THE AOC EXECUTIVE AND ATHLETES' COMMISSION publicly endorsed the YES vote for the 2023 Australian Indigenous Voice referendum. Despite the campaign being unsuccessful, this decision, guided by the Indigenous Advisory Committee (IAC), empowered our Aboriginal and Torres Strait Islander members to have their own voice in the process.

Saya Sakakibara, Paris 2024 / Getty Images

Taliqa Clancy, 2024 / Getty Images



Alex Wilson and Marena Whittle, Paris 2024 / Getty Images



RAAF Base Tindal, 2023 / AOC

OLYMPIANS headed to Katherine and Northern Territory communities to deliver sessions of the AOC's award-winning "Olympics Unleashed" program, which involves the athletes delivering face-to-face lessons to students about the benefits of goal setting, good decision-making, overcoming hardships and finding a passion in life. The Olympians were: Nova Peris (Hockey and Athletics), Patrick Johnson (Athletics), Mack Horton (Swimming), Mariah Williams (Hockey), Brad Hore (Boxing), Nick Timmings (Skeleton), Natalie Burton (Basketball) and David McKeon (Swimming).

OLYMPIC CHANGE-MAKER Kailu Luffman, hailing from the Torres Strait Islands, brought a youthful perspective to the Brisbane 2032 Legacy Forum. Kailu shared insights on how Australia can maximise the positive outcomes of hosting the Olympic Games. Recognised for his achievements as school captain at Tagai State College on Thursday Island, Kailu also managed the Torres Strait Islander team at the Indigenous Basketball Australia National Tournament. His contributions at the 2022 Olympic Change-Maker National Summit highlighted his dedication and leadership.

THE RAAF AND THE AOC PARTNERSHIP continues to flourish with a joint initiative in Katherine, Northern Territory. RAAF Base Tindal, provided accommodation, an indoor basketball court, and an Olympic-sized swimming pool. Together, our organisations delivered HaveAGo swimming, athletics, hockey clinics and Unleashed to First Nations students from the Clontarf and Star Foundations. The students also enjoyed a tour of the RAAF Base, which included a visit to 17 Squadron, featuring Fire Service truck and Military Working Dog demonstrations. Additionally, the AOC facilitated a fun run and BBQ for the RAAF families and community.

THE AUSTRALIAN OLYMPIC INDIGENOUS COACHING SCHOLARSHIP has now graduated a total of 16 Aboriginal and Torres Strait Islander coaches in the Olympic sports of basketball, hockey, swimming, and athletics (including marathon). The program has now delivered two successful graduating cohorts.

THE FOSTERING OF PARTNERSHIPS with Swimming Australia, Hockey Australia, Indigenous Marathon Foundation, and Indigenous Basketball Australia led to the procurement of AOICS graduate coaches to deliver coach courses and sports clinics. Five coach courses and 35 sports clinics were delivered in Aboriginal and Torres Strait Islander communities across Australia.



AOICS, Katherine 2023 / AOC

THE OLYMPIC WINTER INSTITUTE OF AUSTRALIA volunteered at the Worawa Aboriginal College Reconciliation Sports Carnival during Reconciliation Week 2025, engaging over 500 students from 19 schools in various sports. Curling Olympian Dean Hewitt served as MC, interviewing students and guests. In 2024, Bobsleigh Olympian Bree Walker delivered her Olympics Unleashed presentation to Worawa students and invited them to submit artwork for her training spikes for the 2026 Olympic Winter Games.



Worawa Aboriginal College, Reconciliation Week 2025 / OWIA

FOR THE FIRST TIME in Olympic history, the Australian Olympic Team proudly showcased both Aboriginal and Torres Strait Islander artworks in their competition wear at the Paris 2024 Olympic Games. This historic inclusion brought a vibrant and meaningful representation of Australia's rich Indigenous heritage to the global stage. The AOC extends thanks to Aboriginal artist and Olympian Paul Fleming OLY and Torres Strait Islander artist David Bosun for their stunning contributions, which beautifully adorned the athletes and celebrated the oldest living cultures in the world.

FIRST NATIONS LEADERSHIP was represented at the 2024 Paris Olympic Games, with Kyle Vander-Kuyp appointed as the first ever Indigenous Deputy Chef de Mission. In this role Kyle brought invaluable experience to the Australian Olympic Team as a former Olympian and member of the AOC's IAC.



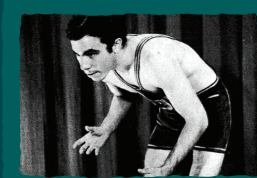
Patty Mills, Paris 2024 / Getty Images

# AUSTRALIA'S Indigenous Olympian's milestones



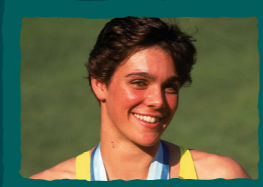
**1964**

Australia's first Indigenous Olympians - Michael Ah Matt (basketball), Adrian Blair (boxing) and Francis Roberts (boxing) created history competing at the Tokyo 1964 Olympic Games.



**1992**

At Barcelona 1992, Samantha Riley became the first female Indigenous Olympian athlete to win an Olympic medal, a bronze in the 100m breaststroke.



**2000**

Nova Peris was the first person to run the torch relay in Australia, barefoot, at Uluru. At the 2000 Games she competed in track and field and in so doing became the first to compete in two sports; hockey and athletics.



**2000**

Cathy Freeman is the most successful Indigenous Olympian with gold at Sydney 2000. It was the Games of the new millennium which have held the lasting memories, with many Australians elevating Cathy Freeman's historic win in the 400m final, 10 days after she lit the Olympic Cauldron to open the Games, as one of the most profound sporting moments in Australian history.



Cathy Freeman wins silver in the 400m.



**1996**

Nova Peris has achieved a number of 'firsts' as an Indigenous Olympian; the first gold medallist as part of the women's hockey team in Atlanta 1996.

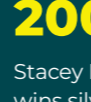


Baeden Choppy wins bronze in hockey.



**2008**

Stacey Porter (softball) wins bronze.



**2004**

Stacey Porter (softball) wins silver.



**2012**

Joel Carroll (hockey) wins bronze.



**2013**

Nova Peris became the first Indigenous woman to be elected to Federal Parliament as Senator for the Northern Territory.



**2018**

Harley Windsor became Australia's first Indigenous Winter Olympian at PyeongChang 2018.



Boxing is the sport with the greatest representation of Olympians (22), followed by Athletics (8), Basketball (5), Football (5) and Hockey (5).

The Tokyo 2020 Australian Olympic Team included the most Aboriginal and Torres Strait Islander Olympians with 16 athletes.



### 2020

Patty Mills becomes the first Indigenous Australian flag bearer in the Olympic Games Opening Ceremony. Mills also leads the Boomers to their first men's basketball bronze medal, scoring 42 points.



Taliqa Clancy (beach volleyball) wins silver.

The Australian Olympic Teams for Tokyo 2020 and Paris 2024 included 16 and 11 Indigenous Olympians, respectively, which were the highest numbers recorded for Australian teams at the Olympics.

### 2024

Kyle Vander-Kuyp is the first Indigenous Olympian to be appointed Deputy Chef de Mission for the summer Olympics at Paris 2024.



Patty Mills becomes the first Indigenous Olympian to attend 5 Summer Olympic Games: 2008 Beijing, 2012 London, 2016 Rio, 2020 Tokyo, & 2024 Paris.



Aboriginal and Torres Strait Islander artwork incorporated throughout Australian allotment of Olympic Village, including a 'Yarning Circle' as the Team's central meeting place.

### 66

11 Indigenous athletes compete at Paris 2024, bringing the total number of known Indigenous Olympians to 66.

Olympic Milestones / Getty Images



Patty Mills / Getty Images



Abbey Lee Connor / Getty Images



Alex Wilson / Getty Images



# Relationships

Building strong relationships between the AOC and Aboriginal and Torres Strait Islander peoples is a cornerstone of our reconciliation journey. We will continue to actively engage with First Nations representatives on our IAC, AC, and RWG as part of our governance structure. Additionally, we are dedicated to forming new partnerships with Indigenous and like-minded organisations, while also strengthening our

existing relationships through collective action. Our focus will remain on nurturing our established connections with Aboriginal and Torres Strait Islander Olympians and communities with an added emphasis on reaching out to new Indigenous communities both inside and outside the Olympic Movement.

**Legend – AOC Spheres of Influence:**

- S1  
 AOC as an organisation
- S2  
 AOC as the owner of the Australian Olympic Teams
- S3  
 AOC as a leader of the Olympic Movement in Australia

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
1	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	Review DEC 2026, 2027, 2028	<b>Accountable</b> Chief of People & Culture  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC
		Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Review JUN 2027, 2028, 2029	<b>Accountable</b> Chief of People & Culture  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC
		Establish and maintain five (5) formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	DEC 2027	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC
		Work with the Olympic Winter Institute of Australia to build relationships with Aboriginal and Torres Strait Islander boarding schools in Victoria and explore opportunities to support school events during NRW and NAIDOC week.	Review JUN 2027, 2028, 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
2	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	MAY 2027, 2028, 2029	<b>Accountable</b> Chief of People & Culture  <b>Responsible</b> People & Culture Manager  <b>Consult</b> RWG	
		RAP Working Group members to participate in three (3) external NRW events.	27 MAY - 3 JUN 2027, 2028, 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG
		Encourage and support staff and senior leaders to participate in three (3) external events to recognise and celebrate NRW.	27 MAY - 3 JUN 2027, 2028, 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG
		Organise three (3) internal NRW events, including at least one organisation-wide NRW event, each year.	27 MAY - 3 JUN 2027, 2028, 2029	<b>Accountable</b> Chief of People & Culture  <b>Responsible</b> People & Culture Manager  <b>Consult</b> RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
2	Register all our NRW events on Reconciliation Australia's NRW website.	MAY 2027, 2028, 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact	
		Continue to promote and celebrate known Aboriginal and Torres Strait Islander Olympians at NRW events.	27 MAY - 3 JUN 2027, 2028, 2029	<b>Accountable</b> Chief of Commercial, Fan Engagement & Media  <b>Responsible</b> Head of Content  <b>Consult</b> IAC
		Collaborate with the Australian Sports Commission, Australian Institute of Sport, Paralympics Australia, Commonwealth Games Australia, and other stakeholders to release a joint statement during NRW week, reinforcing support for reconciliation.	27 MAY - 3 JUN 2027, 2028, 2029	<b>Accountable</b> Chief of Commercial, Fan Engagement & Media  <b>Responsible</b> Head of Games Media Operations  <b>Consult</b> IAC
		Continue to share stories and content during NRW via the AOC's digital and social media platforms.	27 MAY - 3 JUN 2027, 2028, 2029	<b>Accountable</b> Chief of Commercial, Fan Engagement & Media  <b>Responsible</b> Head of Content  <b>Consult</b> IAC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3</b> Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	DEC 2026	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> IAC
	Communicate our commitment to reconciliation publicly.	MAY 2027, 2028, 2029	<b>Accountable</b> Chief of Commercial, Fan Engagement & Media <b>Responsible</b> Head of Games Media Operations <b>Consult</b> RWG
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	MAY 2027, 2028, 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b>
	Collaborate with three (3) RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	DEC 2027	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC, RWG
	Collaborate with Olympian advocates to advance reconciliation through the Athletes' Commission and alumni events.	MAY 2027, 2028, 2029	<b>Accountable</b> Chief of Olympian Support <b>Responsible</b> Olympian Liaison Manager <b>Consult</b> IAC, AC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3</b> Promote reconciliation through our sphere of influence.	Participate in knowledge sharing opportunities with organisations and stakeholders seeking to advance reconciliation through to the Brisbane 2032 Olympic Games.	Review DEC 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC
	In consultation with Reconciliation Australia, create a RAP engagement plan for our member sports.	Review DEC 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC
	Attend a minimum of two (2) RAP Leadership gatherings hosted by Reconciliation Australia per year.	MAY 2027, 2028, 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC
	Integrate the AOC's 'Sphere of Influence' framework into this Stretch RAP and future RAPs to align actions and deliverables with the AOC's core objectives and business, further converging the Reconciliation and Olympic movements.	DEC 2026, 2027, 2028	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>4</b> Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination.	Review JAN 2027, 2028, 2029	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> RWG
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	JUL 2026, 2027, 2028	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> IAC
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	JAN 2027, 2028, 2029	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> RWG
	Provide ongoing education to senior leaders and managers on the effects of racism.	JUL 2026, 2027, 2028	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> IAC, RWG
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	DEC 2026, 2027, 2028	<b>Accountable</b> Chief of Commercial, Fan Engagement & Media <b>Responsible</b> People & Culture Manager <b>Consult</b> IAC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5</b> Explore knowledge sharing opportunities with International Indigenous stakeholders and organisations.	Facilitate the exchange of Aboriginal and Torres Strait Islander knowledge and perspectives to international stakeholders and organisations to develop innovative approaches to advance reconciliation during Games.	NOV 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC
	Elevate the perspectives of Aboriginal and Torres Strait Islander peoples across the International Olympic Committee and other international forums.	MAY 2027, 2028, 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC
	Explore opportunities for two-way knowledge sharing, and relationship building with Indigenous athletes from different countries.	MAY 2027, 2028, 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC



# Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, and knowledge has always been a fundamental part of the AOC's initiatives since we began our reconciliation journey. We are committed to continuing this respect through immersive cultural learning experiences during the Games. These experiences include training athletes on Indigenous language groups and integrating Indigenous

art into Team uniforms and apparel. Our dedication to learning about Aboriginal and Torres Strait Islander histories, knowledge, and rights will be furthered through ongoing cultural awareness training for our people. These efforts will remain a priority within our organisation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>6</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation. <b>\$1</b>	Review MAR 2027, 2028, 2029	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> IAC, RWG
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy. <b>\$1</b>	JUL 2026, 2027, 2028	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC
	Implement and communicate a cultural learning strategy for our staff. <b>\$1</b>	FEB 2027	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC
	Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning. <b>\$1</b>	JAN 2027, 2028, 2029	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> IAC, RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>6</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Achieve the following financial year (FY) targets for AOC staff completion of formal and structured cultural learning (both online and face-to-face learning): <ul style="list-style-type: none"> <li>2025-26 FY target: 70%</li> <li>2026-27 FY target: 80%</li> <li>2027-28 FY target: 90%</li> </ul> <b>\$1</b>	July 2026, 2027, 2028	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> RWG
	Create a cultural induction and training video for new staff at the AOC, covering the organisation's reconciliation journey, and integration of Aboriginal and Torres Strait Islander histories, cultures, protocols, and engagement. <b>\$1</b>	JUN 2027	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> IAC, RWG
	Integrate Aboriginal and Torres Strait Islander artworks into AOC marketing, communication materials, and digital assets, and share the artist's stories behind these artworks. <b>\$2</b> <b>\$3</b>	JAN 2027	<b>Accountable</b> Chief of Commercial, Fan Engagement & Media <b>Responsible</b> Digital Products Manager <b>Consult</b> RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>7</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. <b>\$1</b>	JUL 2026, 2027, 2028	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> IAC, RWG
	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country. <b>\$1</b>	Review DEC 2026, 2027, 2028 Updated JAN 2027, 2028, 2029	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> IAC
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including but not limited to: <ul style="list-style-type: none"> <li>Annual General Meetings</li> <li>Graduation ceremony for the Australian Olympic Indigenous Coaching Scholarship</li> <li>Parliamentary Friends of the Olympic and Paralympic Movements Events</li> <li>Australian Olympic Change Maker National Summit</li> </ul> <b>\$3</b>	Ongoing from JUN 2026	<b>Accountable</b> Chief Operating Officer <b>Responsible</b> Corporate Services Manager <b>Consult</b> IAC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>7</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. <b>\$1</b>	Ongoing from JUN 2026	<b>Accountable</b> Chief Operating Officer <b>Responsible</b> Corporate Services Manager <b>Consult</b> IAC
	Staff and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events. <b>\$1</b> <b>\$3</b>	Ongoing from JUN 2026	<b>Accountable</b> Chief Operating Officer <b>Responsible</b> Corporate Services Manager <b>Consult</b> IAC
	Include an Acknowledgement of Country at all AOC media events. <b>\$1</b> <b>\$2</b> <b>\$3</b>	Ongoing from JUN 2026	<b>Accountable</b> Chief of Commercial, Fan Engagement & Media <b>Responsible</b> Head of Games Media Operations <b>Consult</b> RWG
	Display Aboriginal and Torres Strait Islander artworks in AOC signage and branding at all media and public events. <b>\$1</b> <b>\$2</b> <b>\$3</b>	Ongoing from JUN 2026	<b>Accountable</b> Chief of Commercial, Fan Engagement & Media <b>Responsible</b> Head of Games Media Operations <b>Consult</b> RWG
	Display seven (7) Acknowledgement of Country plaques in our office/s or on our buildings. <b>\$1</b>	AUG 2026	<b>Accountable</b> Chief Operating Officer <b>Responsible</b> Corporate Services Manager <b>Consult</b> IAC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>8</b> Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event. <b>\$1</b>	JUL 2026, 2027, 2028	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC, RWG
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. <b>\$1</b>	Reviewed MAY 2027, 2028, 2029	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> RWG
	Support all staff to participate in three (3) NAIDOC Week events in our local area. <b>\$1</b>	JUL 2026, 2027, 2028	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> RWG
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support three (3) external NAIDOC Week events each year. <b>\$1</b>	JUL 2026, 2027, 2028	<b>Accountable</b> Chief of People & Culture <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC, RWG
	Share stories and content during NAIDOC Week on AOC's digital and social media platforms. <b>\$2</b> <b>\$3</b>	JUL 2026, 2027, 2028	<b>Accountable</b> Chief of Commercial, Fan Engagement & Media <b>Responsible</b> Head of Content <b>Consult</b> IAC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>9</b> Implement opportunities to incorporate Aboriginal and Torres Strait Islander arts, cultures, languages, and histories as part of Olympic Teams and athlete experience.	Educate athletes on Aboriginal and Torres Strait Islander arts, cultures, languages, and histories through Olympic athlete experiences including Olympic Village activities and theming during Olympic Games. <b>\$2</b>	JUL 2028	<b>Accountable</b> Chief of Games & Performance Support <b>Responsible</b> Senior Games Services Manager <b>Consult</b> IAC, AC
	Incorporate and celebrate Aboriginal and Torres Strait Islander arts, cultures, languages, and histories as part of Olympic Teams such as competition uniforms, athlete apparel, village look and feel and team mementos. <b>\$2</b>	JUL 2028	<b>Accountable</b> Chief of Games & Performance Support <b>Responsible</b> Senior Games Operations Manager <b>Consult</b> IAC, AC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>10</b> Implement opportunities within AOC's community programs to incorporate Aboriginal and Torres Strait Islander histories and cultures to engage students in reconciliation, respect and recognition of the world's oldest continuous living culture.	Share and celebrate the histories, cultures and languages of Aboriginal and Torres Strait Islander peoples within AOC programs. <b>\$3</b>	Ongoing from JUN 2026	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC
	Explore collaborations with Aboriginal and Torres Strait Islander stakeholders to extend the scope of community programs within Aboriginal and Torres Strait Islander communities. <b>\$3</b>	AUG 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC
	Explore different modes of delivery to make AOC community programs more accessible to remote Aboriginal and Torres Strait Islander communities. <b>\$3</b>	DEC 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community <b>Responsible</b> Community Programs Manager - Social Impact <b>Consult</b> IAC



# Opportunities

Creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities has been a key focus of the AOC's reconciliation journey. Our procurement strategy connects more First Nations businesses with our core operations through service supply. Additionally,

our Indigenous scholarship programs are supporting and developing Aboriginal and Torres Strait Islander coaches and athletes, in turn creating pathway opportunities in high-performance Olympic sport.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>11</b>	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	DEC 2026, 2027, 2028 <b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> RWG
		Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	Review JAN 2027, 2028, 2029 <b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> RWG
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Ongoing from JUN 2026 <b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> RWG
		Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review JAN 2027, 2028, 2029 <b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>11</b>	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	Ongoing from JUN 2026 <b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> RWG
		Increase Aboriginal and Torres Strait Islander employees to two (2) at the AOC.	DEC 2028 <b>Accountable</b> Chief of People & Culture <b>Responsible</b> People & Culture Manager <b>Consult</b> RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>12</b>	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review, update and implement an Aboriginal and Torres Strait Islander procurement strategy.	Review JUL 2026, 2027, 2028 <b>Accountable</b> Chief Operating Officer <b>Responsible</b> Corporate Services Manager <b>Consult</b> RWG
		Investigate Supply Nation membership.	Review JUL 2026, 2027, 2028 <b>Accountable</b> Chief Operating Officer <b>Responsible</b> Corporate Services Manager <b>Consult</b> RWG
		Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Ongoing from JUN 2026 <b>Accountable</b> Chief Operating Officer <b>Responsible</b> Corporate Services Manager <b>Consult</b> RWG
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Review JUL 2026, 2027, 2028 <b>Accountable</b> Chief Operating Officer <b>Responsible</b> Corporate Services Manager <b>Consult</b> RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>12</b>	Increase commercial relationships to three (3) Aboriginal and Torres Strait Islander businesses.	DEC 2028	<b>Accountable</b> Chief Operating Officer  <b>Responsible</b> Corporate Services Manager  <b>Consult</b> RWG
	Achieve the below financial year (FY) targets for annual procurement from Aboriginal and Torres Strait Islander businesses:	JUL 2026, 2027, 2028	<b>Accountable</b> Chief Operating Officer  <b>Responsible</b> Corporate Services Manager  <b>Consult</b> RWG
	<ul style="list-style-type: none"> <li>2025-26 FY target = AUD \$80,000</li> <li>2026-27 FY target = AUD \$90,000</li> <li>2027-28 FY target = AUD \$100,000</li> </ul>		
	Increase the AOC's existing Vendor Register to include thirty (30) Aboriginal and Torres Strait Islander businesses, including local businesses in states and territories. Implement an annual review process to maintain currency of the register.	DEC 2028	<b>Accountable</b> Chief Operating Officer  <b>Responsible</b> Corporate Services Manager  <b>Consult</b> RWG
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	DEC 2026	<b>Accountable</b> Chief Operating Officer  <b>Responsible</b> Corporate Services Manager  <b>Consult</b> RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>13</b>	Develop pathway initiatives for Aboriginal and Torres Strait Islander athletes, coaches and other sport officials and administrators.	DEC 2026, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC
	Continue to deliver the Australian Olympic Indigenous Coaching Scholarship (AOICS) and achieve a target of two (2) delivered cohorts and twelve (12) new graduate coaches.		
	Deliver the first iteration of the new Australian Olympic Indigenous Athlete Scholarship to ten (10) emerging Aboriginal and Torres Strait Islander high-performance career athletes.	DEC 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC
	Investigate, in consultation with national federations, sporting organisations and other stakeholders, initiatives that support the development pathway of Aboriginal and Torres Strait Islander sport officials and administrators.	DEC 2027	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>14</b>	Research best practice and programs that support career advancement through sport for Aboriginal and Torres Strait Islander peoples.	JAN 2027	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC, RWG
	Implement a research agenda with like-minded universities to support the AOC Indigenous scholarship programs, that support career and education advancement through sport for Aboriginal and Torres Strait Islander athletes and coaches.		
	Continue to engage and collaborate with Aboriginal and Torres Strait Islander stakeholders and organisations that support career advancement through sport for Aboriginal and Torres Strait Islander peoples.	Ongoing from JUN 2026	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC
	Commission an Indigenous-led evaluation of the new Australian Olympic Indigenous Athlete Scholarship initiative, to measure impact and inform future iterations of the program.	DEC 2026	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC
	Continue to collaborate with Aboriginal and Torres Strait Islander researchers and scholars to monitor and evaluate AOC RAP projects and programs.	DEC 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>15</b>	Ensure any opportunities created through RAP initiatives are equally made available to female Aboriginal and Torres Strait Islander peoples.	Ongoing from JUN 2026	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC
	Maintain equal female representation in opportunities provided through RAP initiatives for Aboriginal and Torres Strait Islander peoples.		
	Communicate and celebrate the achievements of Aboriginal and Torres Strait Islander women in Olympic sports and AOC programs publicly at all appropriate opportunities.	MAR 2027, 2028, 2029	<b>Accountable</b> Chief of Commercial, Fan Engagement & Media  <b>Responsible</b> Head of Content  <b>Consult</b> RWG
	Continue to share stories and content celebrating the achievements of Aboriginal and Torres Strait Islander women in Olympic sports and AOC programs publicly via the AOC's digital and social media platforms.	MAR 2027, 2028, 2029	<b>Accountable</b> Chief of Commercial, Fan Engagement & Media  <b>Responsible</b> Head of Content  <b>Consult</b> IAC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
16 Establish the Australian Olympic Community Foundation, a charity to manage projects aligned with the AOC's objectives, including creating opportunities for Aboriginal and Torres Strait Islander peoples through the Olympic Movement.	Deliver the first iteration of the Australian Olympic Indigenous Athlete Scholarship program, the inaugural project of the Australian Olympic Community Foundation. <b>S1 S3</b>	DEC 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC
	Explore future projects and programs to create opportunities for Aboriginal and Torres Strait Islander peoples through the Australian Olympic Community Foundation.	DEC 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> IAC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
17 Increase the geographic reach of the Olympics Unleashed program to engage more Aboriginal and Torres Strait Islander student participants located in Indigenous Locations* across Australia.  *The Australian Bureau of Statistics defines 'Indigenous Locations' as the following: Small Aboriginal and Torres Strait Islander communities (urban and rural) with a minimum population of about 90 people.	<ul style="list-style-type: none"> <li>In 2026, visit a minimum of eight (8) schools located in Indigenous locations* across Australia.</li> <li>In 2027, visit a minimum of ten (10) schools located in Indigenous locations* across Australia.</li> <li>In 2028, visit a minimum of twelve (12) schools located in Indigenous locations* across Australia. <b>S3</b></li> </ul>	DEC 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> National Program Manager - Community & Education  <b>Consult</b> RWG
	Implement a monitoring and evaluation framework to assess the impact of visits to Indigenous locations across Australia. <b>S3</b>	DEC 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> National Program Manager - Community & Education  <b>Consult</b> RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
18 Collaborate with National Federations and Indigenous-led organisations to explore procurement opportunities for AOICS graduate coaches to deliver Olympic sports clinics as part of regional and remote Unleashed tours.	Pilot the procurement of AOICS graduate coaches for Olympic sports clinics across four (4) regional and remote Unleashed tours. <b>S3</b>	DEC 2027	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG
	Implement a monitoring and evaluation framework to assess the impact of AOICS procurement pilot. <b>S3</b>	DEC 2026	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG



# Governance

Creating a robust RAP governance structure is crucial for the AOC to achieve our goals and deliverables. Building on the work completed in our Reflect RAP, we have now included Aboriginal and Torres Strait Islander representation on our

IAC, AC, and RWG. This ensures that First Nations peoples actively participate in the development, delivery, and reporting phases of our Stretch RAP.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
19	Maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	<p>Review JAN 2027, 2028, 2029</p> <p><b>Accountable</b> Chief of Public Affairs, Sports Advocacy &amp; Community</p> <p><b>Responsible</b> Community Programs Manager - Social Impact</p> <p><b>Consult</b> RWG</p>
		Review and update the Terms of Reference for our RWG.	<p>SEP 2026</p> <p><b>Accountable</b> General Counsel</p> <p><b>Responsible</b> Legal Counsel</p> <p><b>Consult</b> RWG</p>
		Meet at least four times per year to drive and monitor RAP implementation.	<p>MAR, JUN, SEP, DEC 2026, 2027, 2028, 2029</p> <p><b>Accountable</b> Chief of Staff</p> <p><b>Responsible</b> Community Programs Manager - Social Impact</p> <p><b>Consult</b> RWG</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
20	Maintain and support an effective Indigenous Advisory Committee (IAC) to guide reconciliation initiatives and advise on the effective development of current and future RAPs.	Maintain and support Aboriginal and Torres Strait Islander members on the Indigenous Advisory Committee.	<p>Ongoing from JUN 2026</p> <p><b>Accountable</b> Chief of Public Affairs, Sports Advocacy &amp; Community</p> <p><b>Responsible</b> Community Programs Manager - Social Impact</p> <p><b>Consult</b> IAC</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
21	Ensure equal opportunity for female participation in the RAP Working Group (RWG) and Indigenous Advisory Committee (IAC) membership.	Maintain 50% female representation in the RWG and IAC membership.	<p>Ongoing from JUN 2026</p> <p><b>Accountable</b> Chief of Public Affairs, Sports Advocacy &amp; Community</p> <p><b>Responsible</b> Community Programs Manager - Social Impact</p> <p><b>Consult</b> IAC, RWG</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>22</b> Maintain and support Aboriginal and Torres Strait Islander Olympian members on the Athletes' Commission.	Maintain and support two (2) Aboriginal and Torres Strait Islander Olympian members on the Athletes' Commission. <b>S1 S2</b>	Ongoing from JUN 2026	<b>Accountable</b> Chief of Olympian Support  <b>Responsible</b> Olympian Liaison Manager  <b>Consult</b> AC, IAC

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>23</b> Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation. <b>S1</b>	Ongoing from JUN 2026	<b>Accountable</b> Senior Management Team  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG
	Embed key RAP actions in performance expectations of senior management and all staff. <b>S1</b>	Ongoing from JUN 2026	<b>Accountable</b> Chief Executive Officer  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG
	Embed appropriate systems and capability to track, measure and report on RAP commitments. <b>S1</b>	Review DEC 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG
	Maintain an internal RAP Champion. <b>S1</b>	Ongoing from JUN 2026	<b>Accountable</b> General Counsel  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG
	Include our RAP as a standing agenda item at management meetings. <b>S1</b>	Ongoing from JAN 2027	<b>Accountable</b> Chief Executive Officer  <b>Responsible</b> Chief of Staff  <b>Consult</b> RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>24</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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. <b>S1</b>	JUN 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. <b>S1</b>	1 AUG 2027, 2028, 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia. <b>S1</b>	30 SEP 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG
	Report RAP progress to all staff and senior leaders quarterly. <b>S1</b>	MAR, JUN, SEP, DEC 2026, 2027, 2028, 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>24</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings. <b>S1 S3</b>	MAY 2027, 2028, 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG
	Assess the feasibility and benefits of participating in Reconciliation Australia's biennial Workplace RAP Barometer and provide a recommendation on participation. <b>S1</b>	Review APR 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b>
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. <b>S1</b>	JUN 2029	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact  <b>Consult</b> RWG
	Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation	JUN, DEC 2026, 2027, 2028	<b>Accountable</b> Chief of Public Affairs, Sports Advocacy & Community  <b>Responsible</b> Community Programs Manager - Social Impact

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>25</b> Continue our reconciliation journey by developing our next RAP.</p>	<p>Register via Reconciliation Australia's website to begin developing our next RAP.</p> <p><b>S1</b></p>	<p>JAN 2029</p>	<p><b>Accountable</b> Chief of Public Affairs, Sports Advocacy &amp; Community</p> <p><b>Responsible</b> Community Programs Manager - Social Impact</p> <p><b>Consult</b> RWG</p>

Badu Island 2025 / Royal Australian Air Force



## Australian Olympic Committee

+61 2 9247 2000

[aoc@olympics.com.au](mailto:aoc@olympics.com.au)  
[olympics.com.au](http://olympics.com.au)

### Primary contact

Daniel Egan  
*Community Programs Manager - Social Impact*

+61 (0) 447 909 033  
[daniel.egan@olympics.com.au](mailto:daniel.egan@olympics.com.au)

