

AAT Kings Group

RECONCILIATION ACTION PLAN

November 2024 – November 2026



DOWN UNDER TOURS.





ACKNOWLEDGEMENT OF COUNTRY



We offer our respect and gratitude to the Aboriginal and Torres Strait Islander Custodians who have nurtured the land and its cultures for so many millennia, and who are now some of our most trusted partners in introducing you to this wonderful part of the world.

Wild, wide & wonderful, Australia continually excites and inspires. It doesn't matter how many mountains you've climbed, or remote island shores you've visited, there's always a different creation story to be told or gallery of ancient rock art to be revealed.

OUR VISION FOR RECONCILIATION

Reconciliation to the AAT Kings Group means acknowledgement of the trauma and challenges that Aboriginal and Torres Strait Islanders peoples' have and do face.

In the spirit of unity and harmony we are committed to defining new ways of working together towards equity, opportunity, and a positive shared future for all Australians.

Through the sharing of knowledge, we will gain a deeper understanding of Aboriginal and Torres Strait Islander peoples' Culture, Country, and Contribution. Reconciliation is a commitment to sustained trust and respect through genuine connection with the lived experience of all Australians.

Guided by our core values, we have defined an action plan to achieve a reconciled Australia, a place where each Australian feels a natural sense of pride in our culturally diverse society. A country in which we all trust that the inclusion and celebration of Aboriginal and Torres Strait Islander cultural heritage offers enrichment to all and detracts from none.

A reconciled Australia is a country in which we embrace, advocate for, learn from and celebrate each other. We will work in harmony for sustainability of culture and environment so that we all may benefit from meaningful and enduring connection to Country.

To our guests, a reconciled Australia appears free, fair and positive. A place where people can proudly engage with confidence and cultural awareness to respectfully educate our guests.

In pursuit of this vision, we at the AAT Kings Group are committed to engaging with all key internal and external stakeholders and acknowledge those on the lands in which we operate.



Photo by AAT Kings Group



ABOUT THE ARTIST

Kinya Lerrk (Wemba Wemba for ‘women coming together’) was established in July 2019 and is the collaboration of Aboriginal visual artists Emma Bamblett (Wemba Wemba, Gunditjmara, Ngadjonji and Taungurung) and Megan Van Den Berg (Dja Dja Wurrung, Yorta Yorta and Boon Wurrung) who have a strong history of collaboration on design/arts based projects. After being approached to create an Acknowledgement of Country plaque for a hotel, they established their first samples then launched their first range of 10 Acknowledgement of Country plaques. They thought this would be a side hustle but over 4 years later their business has become a prominent Victorian Aboriginal business/company with successful revenue streams through their online store, physical shop, art commissions, Acknowledgement of Country plaques and decals, meeting room plaques and decals, homewares, stationary and hampers.

Lead artist for the “Eagle soaring across Land” artwork was Emma Bamblett. Emma is a proud Aboriginal woman with Wemba Wemba, Gunditjmara, Ndgajon-ji and Taungurung connections.

Emma started to get commissions through working in the child and family welfare sector. Over the years, Emma has worked with Community and Organisations to tell their stories through art. She is currently working in the Aboriginal Children’s Healing team where she can share her passion for Art, Identity and Connection through art. Whether it is digital or paintings, Emma prefers to paint with bright and vibrant colours in her artwork.

In 2022 the AAT Kings Group engaged Emma to create an artwork that represented the company and their passion to showcase the culture and land throughout this Country. The Eagle has always been a part of the AAT Kings brand and was incorporated into the creation of “Eagle Soaring Across the Land”.

The orange-coloured background represents the Lands and Aboriginal People’s connection to Country.

The different shape circles throughout the artwork represents the many different locations, places and storyline’s that are throughout the Country.

The eagle depicts AAT Kings soaring over the Land to keep everyone safe.

The smaller red circles throughout represent the Elders, Traditional Owners, AAT Kings Staff, Guides, Directors and travellers admiring the Land and Country.

“ Message from our CEO



“I am thrilled to announce the launch of our Innovate Reconciliation Action Plan (RAP) at AAT Kings Group. A significant milestone in our journey and marking a new era of purpose-driven commitment to reconciliation. Our RAP outlines our dedication to fostering meaningful relationship and opportunities with Aboriginal and Torres Strait Islander peoples in both the communities in which we travel and within our organisation.

At AAT Kings, we’ve always been pioneers, not just in our products, but in our values and actions as well. Our passion for exploration extends far beyond the destinations we travel to – it encompasses the cultures, histories, and stories that enrich the landscape we traverse. We are proud of our 100+ years of history and privileged to partner with Aboriginal and Torres Strait Islander communities and businesses to showcase the rich and ancient cultures of Australia. This has always been part of our DNA, however, now more than ever we strive to ensure that our guests gain a deeper understanding of Aboriginal & Torres Strait Islanders peoples and cultures throughout their experiences with the AAT Kings group.

As a business which has always recognised the value of inclusion, diversity and equity a key focus of our RAP is to also recognise our Aboriginal and Torres Strait Islander team members and ensure they feel supported and are given the opportunity to maximise their potential and contribute to the AAT Kings Group. We will do this by increasing our organisations understanding of Aboriginal and Torres Strait Islander peoples through cultural learning, observing cultural protocols and celebrating significant events such as National Reconciliation Week and NAIDOC week. We will also strive to improve employment outcomes by supporting specific career development gaps, recruitment, and retention strategies for our Aboriginal and Torres Strait Islander team members.

Our Innovate RAP represents a significant step forward in our journey towards reconciliation. It reflects our acknowledgement of the importance of Aboriginal and Torres Strait Islander cultures, histories, and contributions to our society and business, and it is a testament to our values and our vision for a more inclusive and equitable future.

I encourage each and every one of you to join us in embracing the spirit of reconciliation. Let’s approach this with open hearts and open minds, ready to listen, learn, and grow – as individuals, as a team, and as a company.”

Ben Hall
AAT Kings Group | CEO

OUR BUSINESS

AAT Kings Group is the largest and leading tour operator in Australia and New Zealand, delivering immersive guest experiences through our diverse group of brands– AAT Kings, Inspiring Journeys, SEIT and Down Under Tours (DUT).

The AAT Kings story began in the 1920s, when the Pyke family pioneered touring in Australia. Beginning with a self-drive car service, then guided sightseeing with drivers, they provided the opportunity for the people to explore their surrounds. The first association with the current company name occurred when three early Australian bus companies, Grenda's Bus Service of Dandenong, Pykes Tours, and Blue Line Coaches of Sydney, were amalgamated and named Australian Accommodated Tours (AAT).

The business continued to go through positive amalgamations, including acquiring Bill King's Australian Adventure Tours in the 1970s, adopting the Kings component of the name. In 1997, AAT Kings was sold to The Travel Corporation (TTC), a highly successful international travel group with 40 sales offices and 10,000+ team members, serving over 1.9 million customers annually to over 70 countries. TTC incorporates brands such as Contiki, Trafalgar, Insight Vacations and Uniworld.

The Inspiring Journeys brand was developed in 2010, and then AAT Kings acquired Down Under Tours (DUT) in 2014 and SEIT in 2019 becoming the AAT Kings Group.

Setting TTC's unparalleled global presence, the AAT Kings Group has succeeded in preserving a strong commitment to touring across Australia and have a dedicated passionate team showcasing the wonders of Australia. Employing a team of 268 across Australia with 29 identifying as Aboriginal or Torres Strait Islander people, our team is committed to offering immersive and memorable experiences connecting people to the culture and lands on which we operate. Our vision is to become the leading and largest tour operator across Australia and New Zealand with the purpose of delivering immersive guest experiences through our diverse group of brands.



Photos by AAT Kings Group

AAT KINGS GROUP PORTFOLIO

GUIDED



Local Connection
Insider Knowledge
Cultural Immersion
Sustainable Footprints
Wildlife & Nature

Australia & New Zealand

Guided Holidays, Short Breaks
& Day Tours
Private Charters & Groups

PREMIUM



Immerse yourself
in new experiences
Indulge your senses
Explore boundless landscapes
Relax and recharge

Australia & New Zealand

Guided Holidays

LOCAL

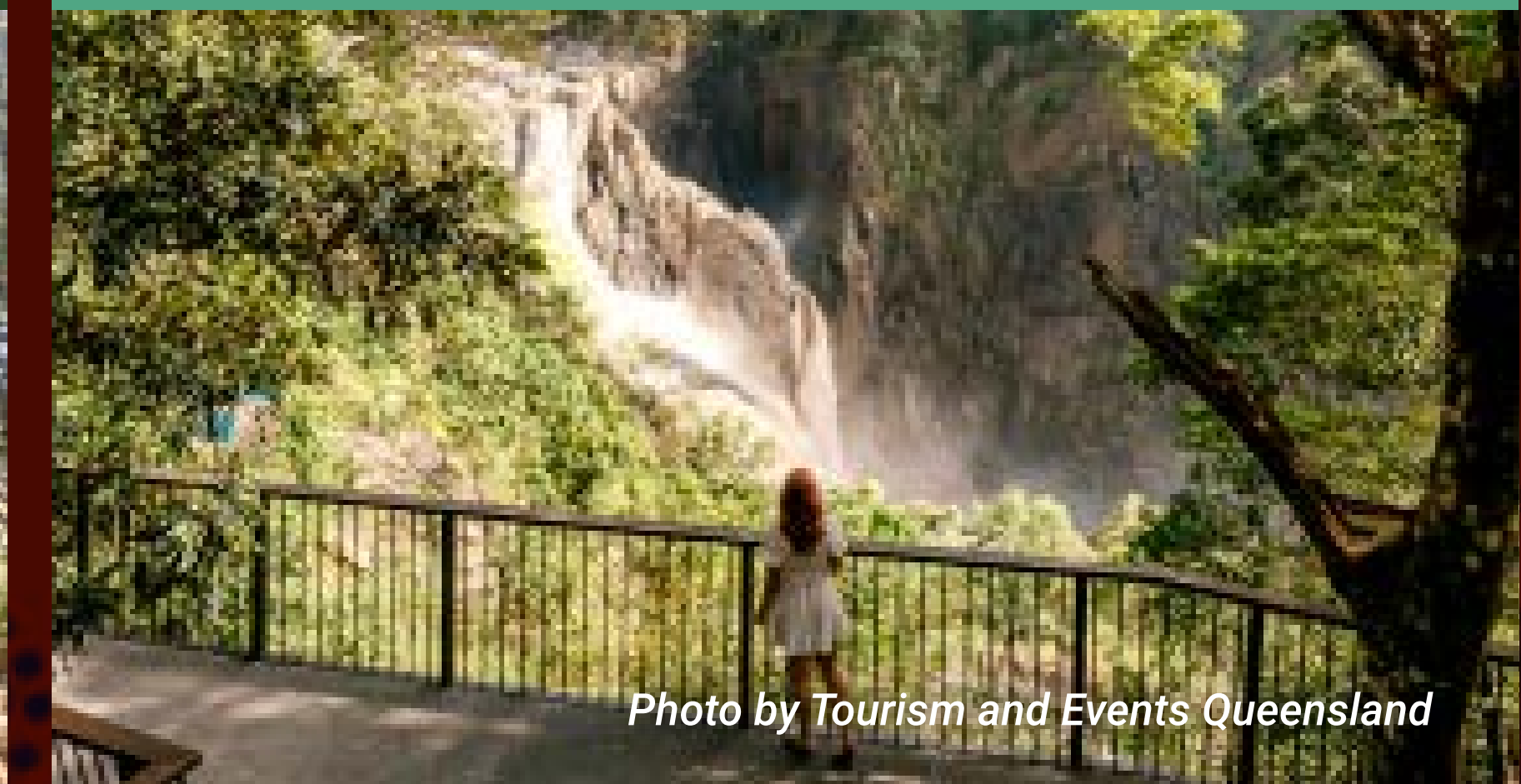


Spirit – venture to places less travelled,
feel its spirit and awaken your own
Emotion – encounter a journey of emotions
Intellect – travel to seek knowledge and
understand the ways of these lands
Task – embed yourself in culture

Red Centre & Cairns

Short Breaks & Day Tours
Private Charters & Groups

SPECIALIST



Coach Transport Professionals
Touring Experts
Comprehensive Premium Fleet
Driving Connection

Tropical North Queensland

Day Tours
Private Touring
Multiday Adventures
Groups & Coach Charter



Photo by AAT Kings Group

WE MAKE TRAVEL MATTER

Our passion for our lands, their people and wildlife are part of what makes each experience within the AAT Kings Group unique and is why we work with partners who share our vision for making travel matter, now and in the future. When you travel with us you can be assured that you are choosing to travel with a company that puts sustainability and the planet at the core of everything we do.

There are plenty of things we can all do while travelling to contribute to sustainable tourism practices. We've developed a series of tours that each include a signature **MAKE TRAVEL MATTER®** Experience, allowing our guests to see and understand firsthand the important work we support and its impact. These experiences have been selected based on the social and environmental impact they have on their communities and those who experience them and include many First Nations experiences such as Karrke Aboriginal Experience, Tiwi Islands Tour, NITA Education (TAS), Baron Falls (Din Din).



OUR RAP

The AAT Kings Group has always been committed to supporting Aboriginal and Torres Strait Islander peoples' Tourism and the communities in which we operate. The development of a meaningful Innovate Reconciliation Action Plan is a natural progression and builds on what we have already achieved to date. The AAT Kings Group has been working with Aboriginal communities for over 50 years and has a strong connection to the lands in which we operate. Developing an innovate RAP allows us to both reflect on actions to date and identify opportunities for progression towards long term mutually beneficial opportunities for both the AAT Kings Group, our Aboriginal and Torres Strait Islander partners, and the communities in which we operate.

As a premier tour operator showcasing the vast landscapes of Australia, we are committed to honouring and celebrating the rich cultural heritage of the local Aboriginal and Torres Strait Islander communities. Our touring experiences are not just about sightseeing, they are immersive experiences that foster a deep connection to the natural wonders and ongoing cultures of this land.

We recognise that true reconciliation begins with understanding and respect. That's why we are dedicated to engaging and supporting First Nations histories and heritages. Our commitment is ingrained in every aspect of our business operations.

From the moment our guests step on board our coaches they embark on a journey of discovery and understanding. We believe in creating meaningful interactions that bridge the gap between the everyday lives of our guests and the cultural realities of Aboriginal and Torres Strait Islander people. By partnering with Traditional Owners and incorporating their stories we ensure that every experience is authentic and respectful.

Senior Leaders Championing our RAP:

Ben Hall – CEO
Erin Simpson – GM DUT
Jody Grossfeldt – GM Operations & Experiences
Di Morgan – GM Group Marketing

RAP Working Group:

Ben Hall – CEO
Erin Simpson – GM Down Under Tours (DUT)
Jody Grossfeldt – GM Operations & Experiences
Di Morgan – GM Group Marketing
Alison O'Loughlin – Head of Digital Marketing & Data
John Navarro – Head of Product & Contracting
Tiffany Hunt – P&C Director

We have engaged Corporate Culcha to provide advisory services to ensure we have a consultative approach with Aboriginal and Torres Strait Island people as we develop and implement our Innovate RAP.

OUR RAP JOURNEY TO DATE



At the AAT Kings Group we recognise that a big part of what makes Australia so beautiful and unique are the immersive First Nations tourism experiences. As a founding partner of the not-for-profit TreadRight Foundation, we honour Aboriginal and Torres Strait Islander peoples' and are committed to encouraging the traditions and arts of the communities we visit to thrive.

After over 100 years of operation, we have been fortunate to forge strong relationships with First Nations communities throughout Australia. We strive to continue to bring to life the rich culture and captivating stories of these cultures for years to come. To honour, preserve, and educate our guests about local cultures, we have implemented several protocols. We perform an Acknowledgement of Country at significant internal meetings and display Acknowledgement of Country plaques on all coaches. Additionally, our travel directors deliver an Acknowledgement of Country at the beginning of extended tours.

As part of our RAP journey connections and relationships are fundamental and we are proud to support local Indigenous tourism businesses through Make Travel Matter experiences and work with local communities to develop exclusive experiences for our guests.

Some examples of these experiences include:



Photo by AAT Kings Group

Northern Territory

In Central Australia, the SEIT Patji Tour was developed in conjunction with the Anangu people and in the Top End our Tiwi Tour on Tiwi Islands highlights our commitment and connection to Country.



Photo by NITA Education

Tasmania

Our guests develop a deeper understanding of the palawa in this immersive Welcome to Country experience with a smoking ceremony. They walk with an Aboriginal Elder and learn about the history of the local Aboriginal peoples in this area along with the bush tucker growing along the banks of the Derwent River.

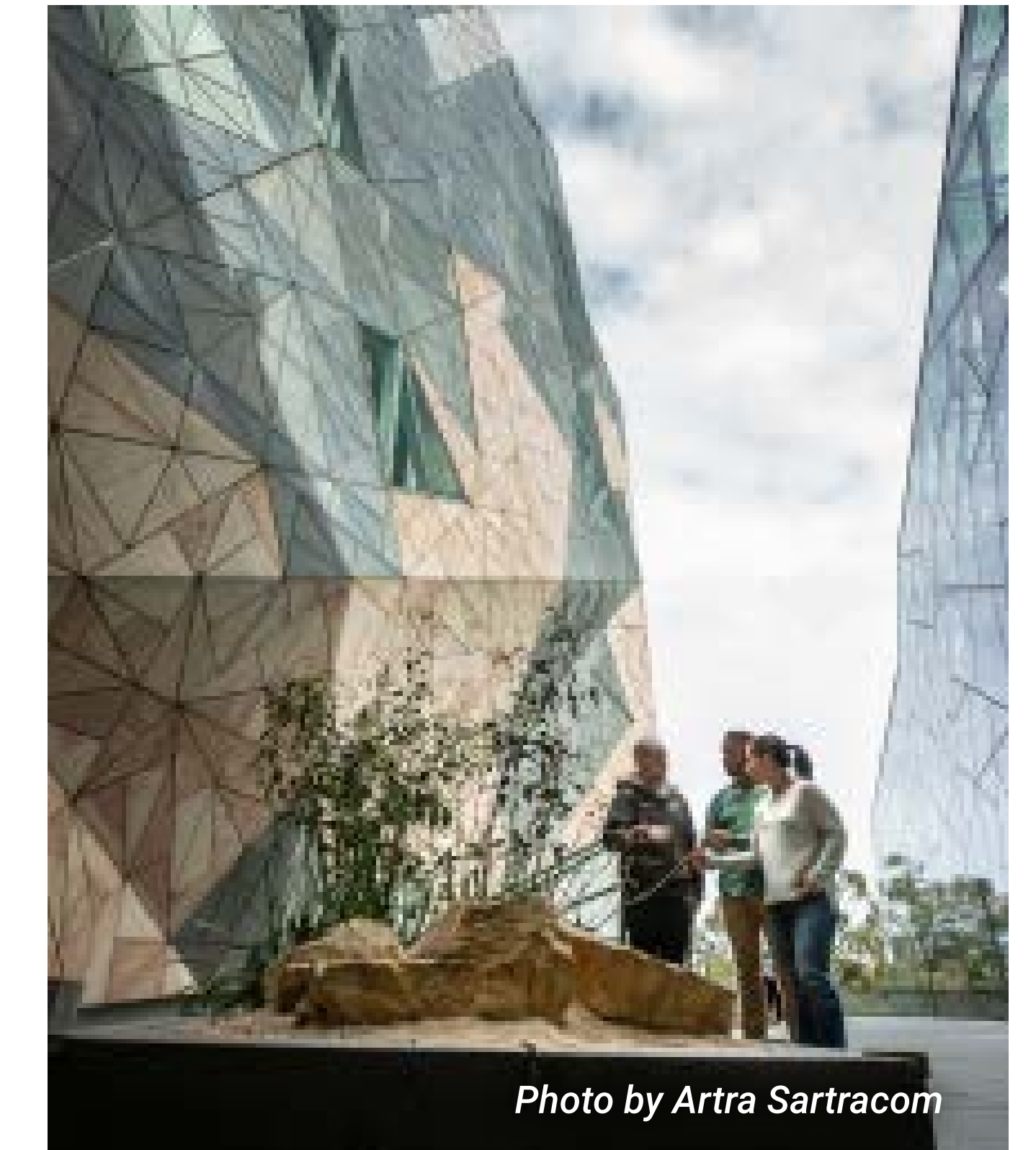


Photo by Artra Sartracom

Victoria

Guests enjoy a guided walk hosted by the Koorie Heritage Trust along the banks of the Yarra River where they will have the chance to learn about the history of the Birrarung and the Aboriginal Peoples of the Kulin Nation. Guests also enjoy a guided tour of a not for profit First Peoples arts and cultural gallery providing opportunities to learn, connect and re-connect with the rich living cultural heritage of Aboriginal Victoria. The collection houses over 3,900 items.

OUR RAP JOURNEY TO DATE



New South Wales

With Dreamtime Southern X Aboriginal Tours guests take a guided walk around The Rocks to uncover the histories of the Aboriginal people's heritage in Sydney Harbour, their land and water use and their spiritual connection to the waterways.



Queensland

With Down Under Tours our guests visit the awe-inspiring Barron Falls, known locally as Din Din. This magnificent waterfall holds profound significance to the Djabugay Aboriginal People, and our guest's experience goes beyond the surface as they receive a warm welcome and participate in Calling to Country with your Djabugay Cultural Guide, learning about culture and Connection to Country from the peoples of the Djabugay nation.



Western Australia

In partnership with Wula Gura Nyinda guests relax around a campfire with didgeridoo meditation within a bush setting, then learn about local Aboriginal cultures and histories in a fun and educational way. The local Aboriginal guide will cook bush tucker over an open campfire and then give the opportunity to learn to play the didgeridoo.



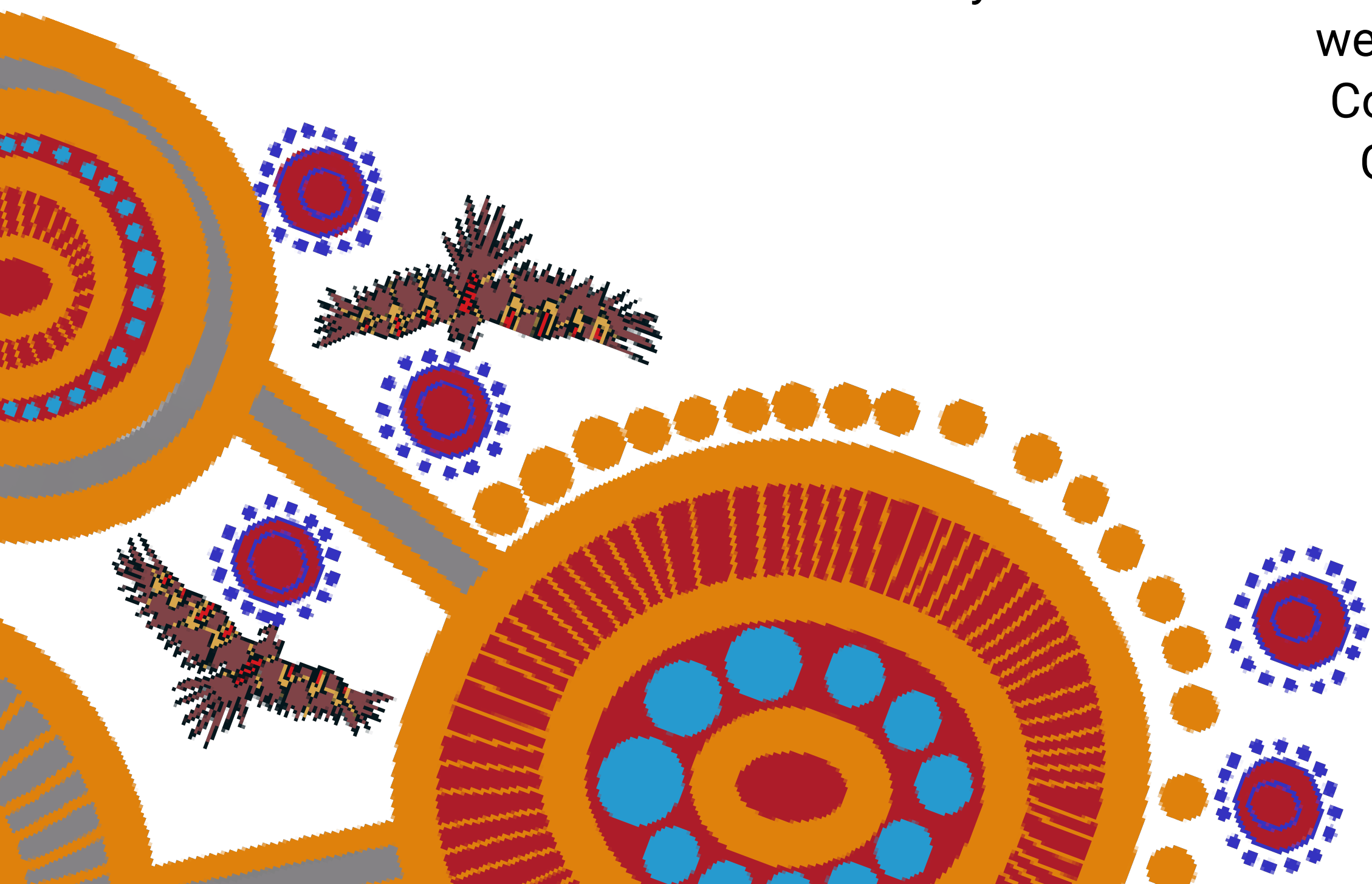
South Australia

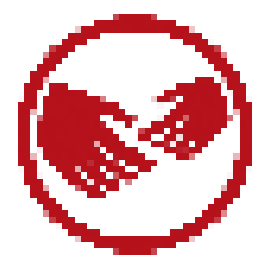
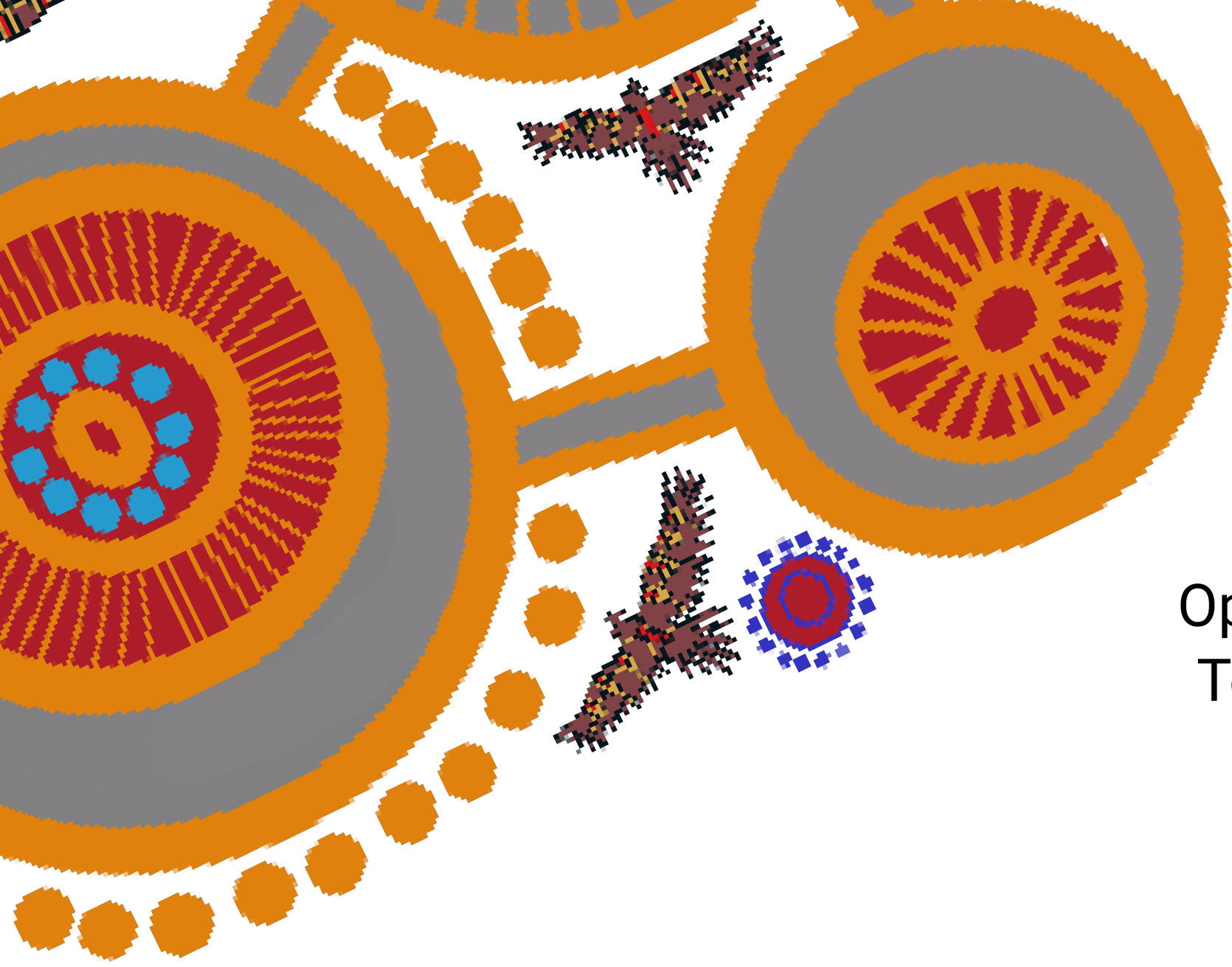
Guests stay at Wilpena Pound Resort, a place that has been owned by the Aboriginal Adnyamathanha people who have lived there for thousands of years. Staying at this resort helps by contributing towards the sustainable economic future of the Adnyamathanha who in turn work with the resort to minimize the environmental footprint and participate in the conservation of the region. Adnyamathanha (meaning "rock" or "hills people" in Yura Ngawarla) is a culture that has been passed down for generations in their spiritual connection to the sacred land. Guests feel this connection as they are welcomed to Wilpena Pound Resort by an Aboriginal Elder or member of the local community and learn about the area in a traditional Welcome to Country ceremony.



Employment Opportunities

A key part of our journey to date is creating employment opportunities for local Aboriginal people in the key communities in which we operate. We employ a team of local guides and Tiwi Ladies to deliver our Tiwi Island experience. In addition, we support the Indigenous traineeship program in Yulara with job opportunities across our business.





RELATIONSHIP

Operating throughout Australia, the AAT Kings Groups is dedicated to deepening the trust and respect we share, cultivating enduring relationships with Aboriginal and Torres Strait Islander Peoples across our extensive network. We believe that sustainable, long-term partnerships are vital to successfully fulfilling our commitments.

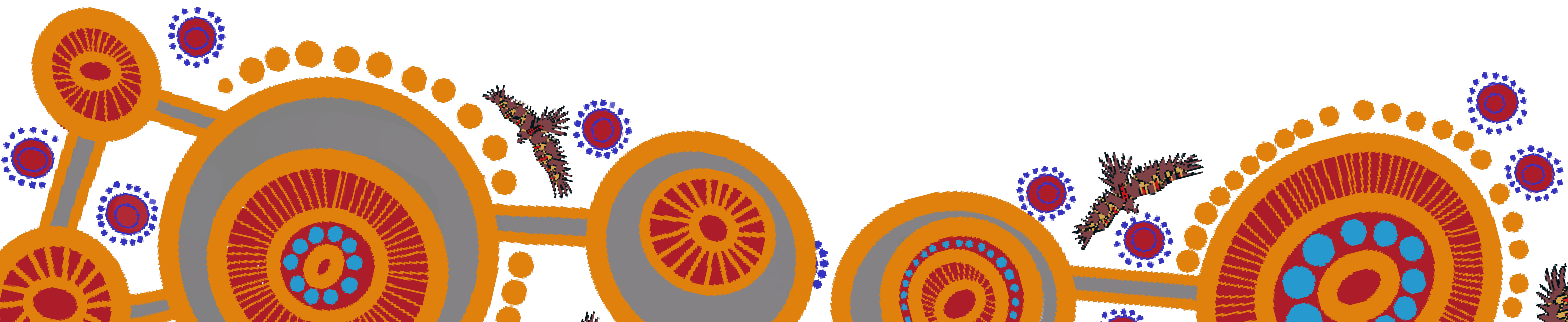
Focus area: Develop, optimise, and maintain strong business partnerships that drive commercial outcomes for all parties.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	Nov 2024	GM of Operations & Experiences, CEO
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	Apr 2025	GM of Operations & Experiences
2. Build relationships through celebrating National Reconciliation Week (NRW)	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2025, May 2026	Office Manager
	• RAP Working Group members to participate in an external NRW event	May 2025, May 2026	RAP Working Group
	• Organise at least one NRW event each year	May 2025, May 2026	Office Manager
	• Register all our NRW events on Reconciliation Australia's NRW website	May 2025, May 2026	Office Manager
	• Explore opportunities for staff to volunteer and engage with Aboriginal and Torres Strait Islander organisations and communities	Nov 2025	Director of P&C
3 Promote reconciliation through our sphere of influence	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	Nov 2024	Director of P&C
	• Communicate our commitment to reconciliation publicly	Nov 2024	GM of Marketing
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	Mar 2025	GM of Operations & Experiences, GM of DUT
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	Nov 2024	CEO



RELATIONSHIP

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti- discrimination strategies	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs	Nov 2024	Director of P&C
	• Develop, implement, and communicate an anti- discrimination policy for our organisation	Nov 2024	Director of P&C
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	Mar 2025	CEO, Director of P&C
	• Educate senior leaders on the effects of racism	Jul 2025	Learning & Development Manager
5. Build Relationships with Aboriginal and Torres Strait Islander organisations in the regions and on the lands in which we operate	• Establish one new formal mutually beneficial partnership each year with key Aboriginal and Torres Strait Islander organisations in the regions and lands in which we operate	Dec 2024 Dec 2025	CEO, GM of Operations & Experiences
	• Conduct an audit of existing Aboriginal and Torres Strait Islander relationships to identify potential new partnerships and identify any gaps	Dec 2024, Dec 2025	CEO, GM of Operations & Experiences
	• Following initial audit, develop a list of potential new partners to engage	Feb 2025, Feb 2026	CEO, GM of Operations & Experiences
	• Approach potential new partners to discuss mutually beneficial partnerships with the AAT Kings Group	Feb 2025, Feb 2026	CEO, GM of Operations & Experiences





We recognise our collective histories and cultures, and we value the diversity within Aboriginal and Torres Strait Islander cultures. By creating opportunities for all Australians to learn about and appreciate the significance of First Nations histories and cultures, we enhance our respect for these traditions. This approach will support the AAT Kings Group reconciliation journey through cultural education, acknowledgement and respect for the land.

Focus area: We are on a journey towards greater diversity, equity and inclusion to ensure everyone belongs, everyone plays a role and everyone has a voice.

Action	Deliverable	Timeline	Responsibility
6. 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	Jul 2025	Learning & Development Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy	Mar 2025	Learning & Development Manager
	• Develop, implement, and communicate a cultural learning strategy document for our staff	Sep 2025	Learning & Development Manager
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	Sep 2025	Learning & Development Manager
7. 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	Oct 2025	Learning & Development Manager
	• Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	Apr 2025	GM of Operations & Experiences
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	May 2025, May 2026 Jun 2025, Jun 2026	GM of Marketing
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	Nov 2024	CEO
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	• RAP Working Group to participate in an external NAIDOC Week event	Jun 2025, Jun 2026	GM of Marketing
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	Jun 2025, Jun 2026	Director of P&C
	• Promote and encourage participation in external NAIDOC events to all staff	Jun 2025, Jun 2026	Director of P&C

Action	Deliverable	Timeline	Responsibility
9. Foster respect of Aboriginal and Torres Strait Islander protocols on our tourism experiences.	<ul style="list-style-type: none">• Identify cultural protocols relevant to the lands on which we operate to inform cultural protocols and documents	Apr 2025, Apr 2026	GM of Marketing, GM of Operations & Experiences
	<ul style="list-style-type: none">• Develop guest code of conduct relevant to those lands on which we operate our experiences	May 2025, May 2026	GM of Marketing, GM of Operations & Experiences
	<ul style="list-style-type: none">• Conduct staff training sessions and create marketing collateral for the AAT Kings Group, ensuring an effective roll out and adoption of new protocols	Jun 2025, Jun 2026	GM of Marketing, GM of Operations & Experiences
	<ul style="list-style-type: none">• Establish a feedback system to ensure protocols are being consistently delivered	Jun 2025, Jun 2026	GM of Marketing, GM of Operations & Experiences



OPPORTUNITIES

The AAT Kings Group is committed to reflecting the communities where we live, tour & operate. We strive to offer opportunities for Aboriginal and Torres Strait Islander peoples within our business and the communities we serve, aiming to foster shared and sustainable economic and social benefits.

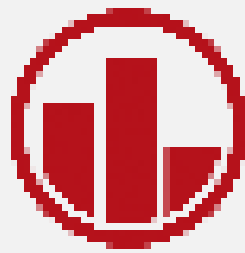
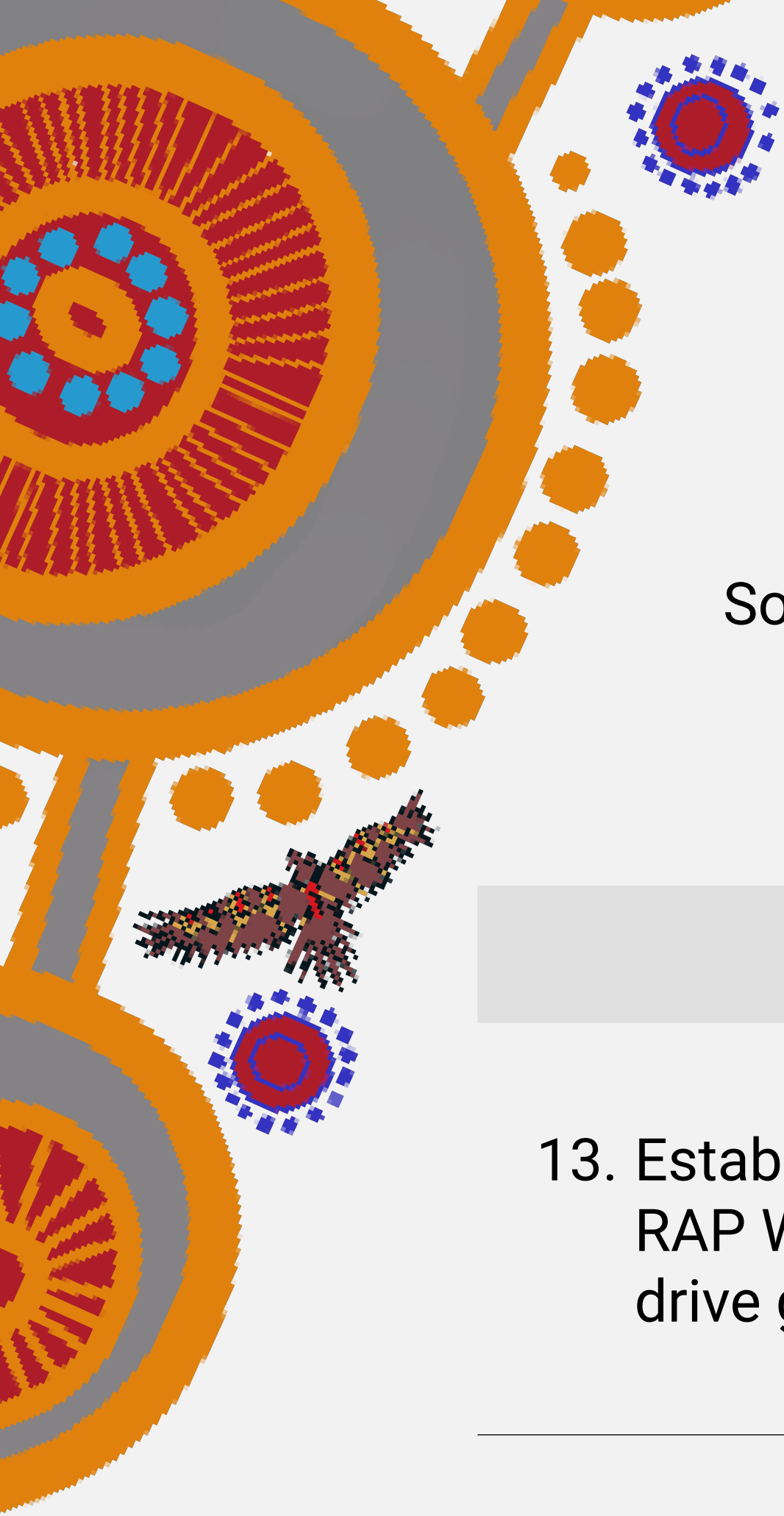
Focus area: We are committed to provide career pathways and development opportunities for all team members including Aboriginal and Torres Strait Islander people.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	<ul style="list-style-type: none"> • Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities 	Feb 2025	Director of P&C, GM of Operations & Experiences
	<ul style="list-style-type: none"> • Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy 	Mar 2025	Director of P&C, GM of Operations & Experiences
	<ul style="list-style-type: none"> • Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy 	Feb 2025	Director of P&C, GM of Operations & Experiences
	<ul style="list-style-type: none"> • Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders 	Apr 2025 + ongoing	Director of P&C, GM of Marketing
	<ul style="list-style-type: none"> • Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace 	Nov 2024	Director of P&C, GM of Operations & Experiences
	<ul style="list-style-type: none"> • P&C Team to attend at least 1 Aboriginal and Torres Strait Island career or recruitment event each year to connect with candidates and promote career opportunities for Aboriginal and Torres Strait Islander people. <ul style="list-style-type: none"> – Identify expected outcomes of the event attendance ensuring alignment with our recruitment needs. – Post event attendance, evaluate and gather feedback on event success against expected outcomes readjusting and realigning for the following year. 	Oct 2025, Oct 2026	Director of P&C
	<ul style="list-style-type: none"> • Develop collateral to promote employment opportunities within the AAT Kings group for Aboriginal and Torres Strait Islander people for use at recruitment events 	Feb 2025, Feb 2026	Director of P&C
	<ul style="list-style-type: none"> • Identify annual career and recruitment events for Aboriginal and Torres Strait Islander people to determine most effective and relevant event for the AAT Kings Group 	Jan 2025, Jan 2026	Director of P&C

 OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	Mar 2025	GM of Operations & Experiences
	• Investigate Supply Nation membership	Mar 2025	GM of Operations & Experiences
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	May 2025	GM of Operations & Experiences
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	May 2025	GM of Operations & Experiences
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	May 2025	GM of Operations & Experiences





GOVERNANCE

Sound, precise and strong governance is crucial to the success of any business. The AAT Kings Group recognises that such governance is vital to achieve our goals and promote ongoing improvement. We are dedicated to upholding a legal and ethical standing that is respected by all.

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	• Maintain Aboriginal and Torres Strait Islander representation on the RWG	Nov 2024	CEO
	• Establish and apply a Terms of Reference for the RWG	Nov 2024	CEO
	• Meet at least four times per year to drive and monitor RAP implementation	Nov 2024	Office manager
14. Provide appropriate support for effective implementation of RAP commitments	• Appoint and maintain an internal RAP Champion from senior management	Nov 2024	GM of Marketing, GM of Operations & Experiences
	• Define resource needs for RAP implementation	Nov 2024	CEO
	• Engage our senior leaders and other staff in the delivery of RAP commitments	Nov 2024	CEO
	• Define and maintain appropriate systems to track, measure and report on RAP commitments	Nov 2024	Office manager
15. 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	Jun 2025, Jun 2026	Office manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	Aug 2025, Aug 2026	Office manager
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	Sep 2025, Sep 2026	Office manager
	• Report RAP progress to all staff and senior leaders quarterly	Apr/Jul/Sep 2025, Jan/Apr/Jul/Sep 2026	CEO
	• Publicly report our RAP achievements, challenges and learnings, annually	Nov 2025, Nov 2026	GM of Marketing
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	Feb 2026	Office manager
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	Nov 2026	Office manager
16. Continue our reconciliation journey by developing our next RAP	• Register via Reconciliation Australia's website to begin developing our next RAP	Apr 2026, Sep 2026	Office manager



CONTACT DETAILS

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