



Innovate Reconciliation Action Plan

July 2026 – July 2028





CEO's Statement

At Endeavour Foundation and Community Solutions (together referred to as Endeavour Foundation), we believe everyone deserves to feel welcome, respected, and heard. Many of the people we support have experienced times when their voices and aspirations have not been recognised, and we understand that this experience is shared by many Aboriginal and Torres Strait Islander peoples, whose voices have also been marginalised despite their strength, culture, and connection to Country.

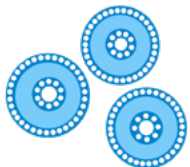
Founded in 1951 as a people-powered movement for change, Endeavour Foundation has always believed in the power of inclusion. As we celebrate our 75th anniversary in 2026, our purpose remains as strong and relevant as ever, shaping a future where people with intellectual disability can grow, connect and thrive. Our reconciliation journey reflects this enduring commitment to creating safe, healthy, inclusive, and empowering environments for all. These values are core to who we are as #TeamPossible and naturally align with the principles of reconciliation. We want every person — regardless of ability or background — to feel valued, supported, and able to express their identity, their needs, and their goals.

We honour the resilience of Aboriginal and Torres Strait Islander communities and recognise that meaningful inclusion requires us to listen, learn, and act with cultural humility and respect.

This Innovate Reconciliation Action Plan (RAP) marks the next stage in our organisation's commitment to reconciliation. It strengthens our focus on building genuine relationships, embedding cultural capability across our workforce, and ensuring culturally safe practices are reflected in our systems, services, and decision-making. Through this RAP, we commit to accountability, measurable action, and continuous learning as we deepen our engagement with Aboriginal and Torres Strait Islander peoples and communities. It also stands on the foundations laid by those who walked before us, particularly previous RAP Working Group members.

I would like to acknowledge David Swain, our previous CEO, for his leadership, commitment, and personal advocacy for reconciliation.

David played a pivotal role in elevating reconciliation across the organisation and embedding it as a shared



responsibility. He was also instrumental in honouring proud Wurundjeri artist and long serving Endeavour Foundation employee Mya Wilson – recognising not only her creative talents but also her deeper cultural knowledge that has guided us in honouring cultural protocols and ensuring Aboriginal and Torres Strait Islander artists are recognised and valued.

Our reconciliation commitments are the way we show up for our people and clients, for the communities we serve, and for the future we want to build together. We recognise the importance of listening deeply to Aboriginal and Torres Strait Islander voices, embracing cultural learning, and ensuring that our systems, processes, and behaviours genuinely reflect cultural safety and respect. This is essential not only for Aboriginal and Torres Strait Islander employees and clients, but for every person in our organisation - because when our workplace is shaped by diversity, understanding, and inclusion, we all grow and benefit together.

The stories we hear, the experiences we learn from, and the connections we build will continue to shape how we support and empower people with disability to live the life they choose. Reconciliation strengthens our ability to deliver on our purpose by shaping a workforce that understands the significance of culture, identity, Country, and community in people's wellbeing. It enriches our service delivery, strengthens relationships, and ensures

that every person feels a sense of belonging in the spaces we create.

As we move into this next chapter with our Innovate RAP, I am energised by the passion of our RAP Working Group, the insights of Aboriginal and Torres Strait Islander employees, and the partnerships we continue to build with Aboriginal and Torres Strait Islander communities and organisations. Their guidance ensures our reconciliation work is grounded in cultural integrity, truth, and respect.

I am proud of where we have come from and even more committed to where we are going. Together, we will continue to embed reconciliation in meaningful, lasting ways across Endeavour Foundation.

We will keep learning, keep listening, and keep walking forward as we strengthen relationships and build opportunities that honour the resilience, stories, and cultures of Aboriginal and Torres Strait Islander peoples and communities.

As we mark 75 years of inclusion, I look forward to continuing this important work with all of you as we deepen our commitment and embed reconciliation into every part of our organisation.

Andrew Chesterman
Chief Executive Officer



A statement from CEO of Reconciliation Australia

Reconciliation Australia commends Endeavour Foundation on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Endeavour Foundation to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Endeavour Foundation will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities

emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Endeavour Foundation is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Endeavour Foundation's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Endeavour Foundation on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Whispers of the Soil

Mya Wilson,
Wurundjeri Artist and
QArt Artist (2025)





About the artist — Mya Wilson

Mya is a proud Wurundjeri artist whose vibrant paintings breathe life into her Aboriginal heritage. Deeply rooted in cultural storytelling, Mya uses bright, pigmented colours to communicate the richness and resilience of her Indigenous identity. Her work is characterised by an intuitive exploration of texture, layering materials and brushwork to evoke emotion and movement, while also reflecting the depth of connection to Country and community.

Mya's unique artistic flair blends traditional themes with a contemporary lens, allowing her to both preserve and reinterpret cultural narratives. Each piece she creates is a visual dialogue – a celebration of identity, ancestry, and self-expression. Her creative evolution continues at Endeavour Foundation's QArt Studio, where she is expanding her techniques, experimenting with new mediums, and finding inspiration through collaboration with other artists. As she grows, so too does her artistic voice, offering fresh perspectives on Aboriginal art in the modern world.

About the artwork — Whispers of the Soil



Whispers of the soil explores my Indigenous heritage and reflects on my experience working at Endeavour Foundation. It's about the deep, timeless connection between the land and the stories it holds. This artwork honours my journey and invites others to think about their own experiences with Endeavour Foundation and the values we share – like care, community, and personal growth.

My art is shaped by my connection to culture, the land, and the people around me. I'm inspired by the stillness of nature and the soft changes in the sky at sunset, which to me represent calm, hope, and new beginnings. These peaceful moments remind us of the strength and steady changes in life.

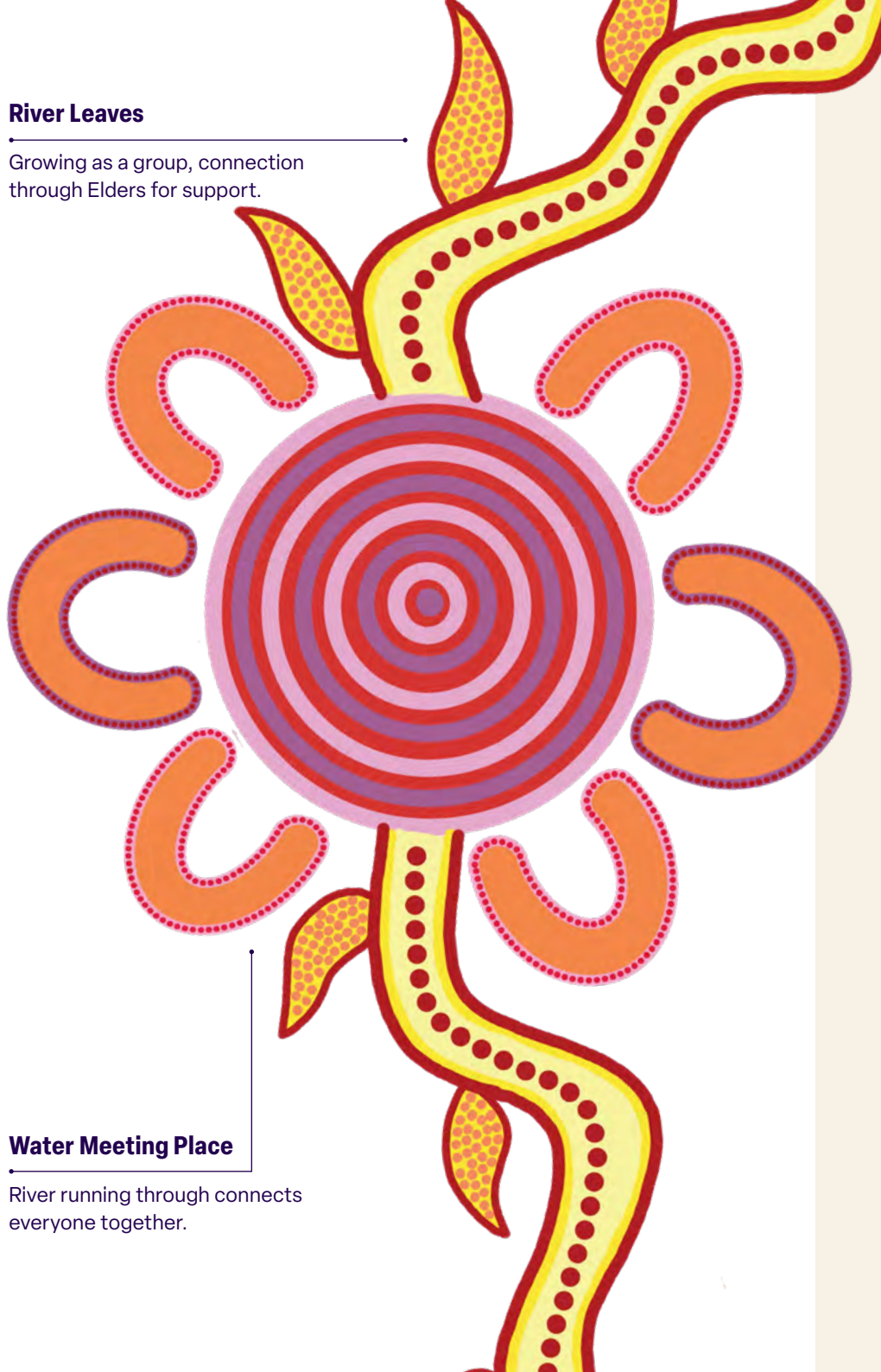
I often paint landscapes, native plants, and leaves. These elements connect me to the land and reflect healing, strength and identity. They help tell stories about who I am and how I've grown. Community is also a big part of my work – I include symbols of meeting places and paths to show how important it is to come together and share stories.

There is movement in my brushstrokes, showing my personal journey and connection to place. Through texture, colour and quiet space, I let the land speak in its own way. This artwork invites you to slow down, feel the ground beneath you, and listen to the stories that have shaped this land – and continue to shape us today.

Whispers of the Soil proudly features throughout Endeavour Foundation's Innovate RAP, with its symbols reflecting Mya's experience at Endeavour Foundation and the strong role of community. The artwork invites our readers to engage with the importance of symbols and the shared understanding of cultural stories that connect us.

River Leaves

Growing as a group, connection through Elders for support.



Water Meeting Place

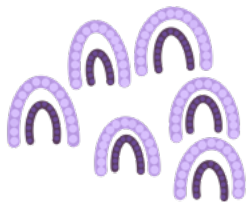
River running through connects everyone together.

Our vision for reconciliation

Our vision for reconciliation is a shared journey built on respect and truth-telling, where Aboriginal and Torres Strait Islander histories and cultures guide our practices and services. As #TeamPossible, we are committed to creating meaningful impact for people with intellectual disability, while improving outcomes for Aboriginal and Torres Strait Islander peoples and communities.

We are proud to be a place where Aboriginal and Torres Strait Islander communities feel valued, respected, and welcomed as part of #TeamPossible. This vision is brought to life across all our sites, where we actively listen to and partner with diverse Aboriginal and Torres Strait Islander voices. Their insights empower us to make possibilities a reality, ensuring reconciliation is meaningfully experienced by our clients, employees, and the communities we serve.





Our business — what we do

Established in 1951 by parents advocating for their children's educational needs, Endeavour Foundation has grown into one of Australia's leading for-purpose organisations supporting people with intellectual disability.

Our purpose is to create opportunities and make possibilities a reality. We prioritise the human aspect of our work and measure success by the difference we make in people's lives.

Guided by our 2025-2030 Strategic Plan, we focus on five key outcomes that matter most to the people we serve:

1. Feeling safe
2. Being healthy
3. Feeling empowered to make decisions
4. Being included in their community
5. Having a paid job that is right for them.

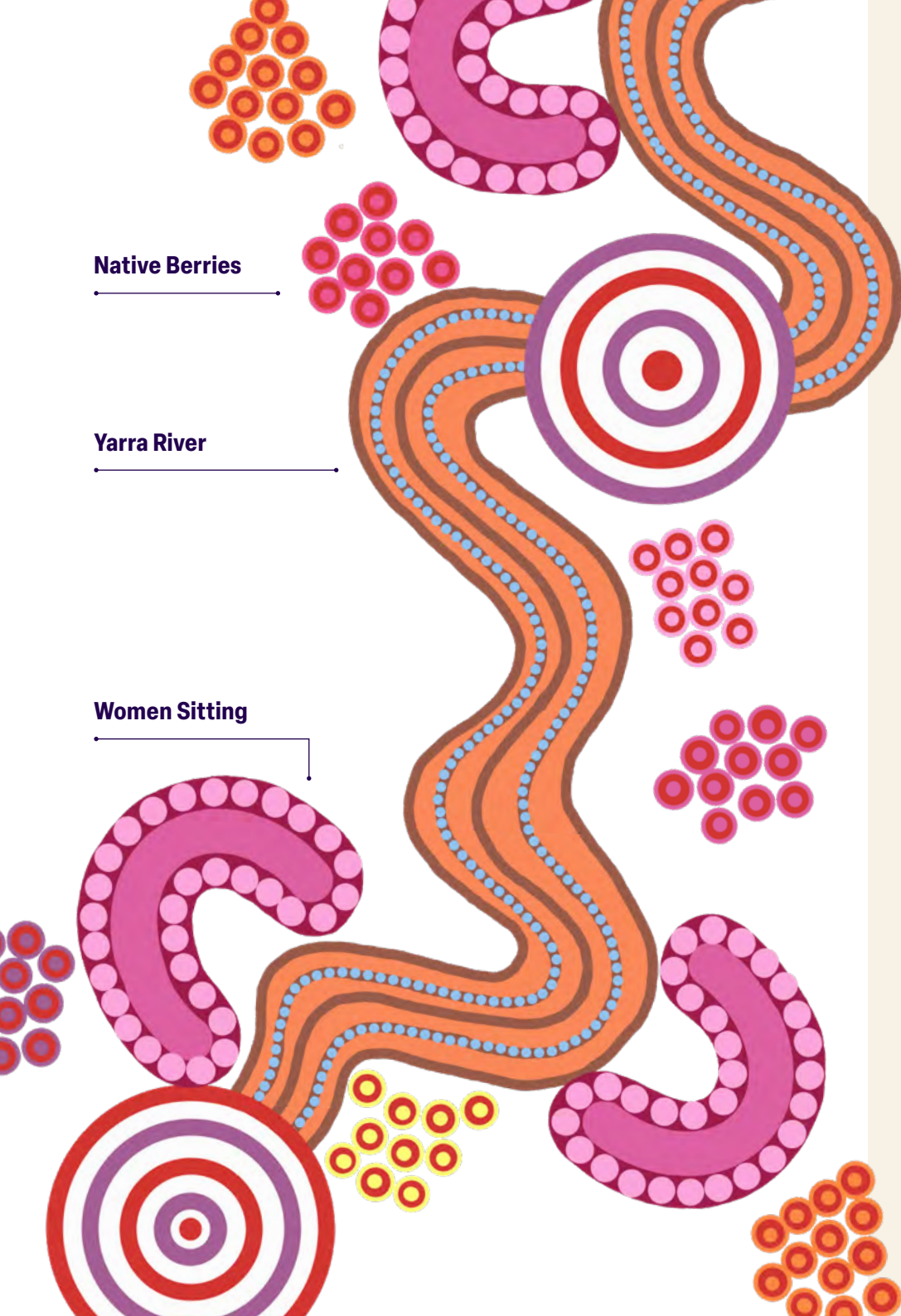
We offer a wide range of disability support services, including learning and lifestyle programs, supported and hosted employment, training pathways, specialist accommodation, supported independent living, youth services and advocacy. We partner with people to deliver tailored support that enables choice, control, and personal growth aligned with their goals and interests.

In 2025, we introduced anonymous self-reporting to better understand the diversity within our workforce. This initiative supports our goal of shaping an inclusive, culturally respectful organisation – enhancing both the employee experience and workplace, and in turn enhancing the services and support we provide.

We are especially grateful to the 110 employees who anonymously self-identified as Aboriginal and/or Torres Strait Islander. Their feedback has provided valuable insight into our culture and helped identify areas for greater focus. This feedback is now informing actions under our Innovate RAP, including employment, mentoring and leadership pathways.

▼ RAP Working Group Members, Rachael Paludetto, Tom Seeto, Caleb Getawan, Makita Krueger and Wade Krueger.





Native Berries

Yarra River

Women Sitting

Our values

Our values underpin how we operate as an organisation and how we deliver services. We are committed to working as one team with people we serve, their support networks and our partners.



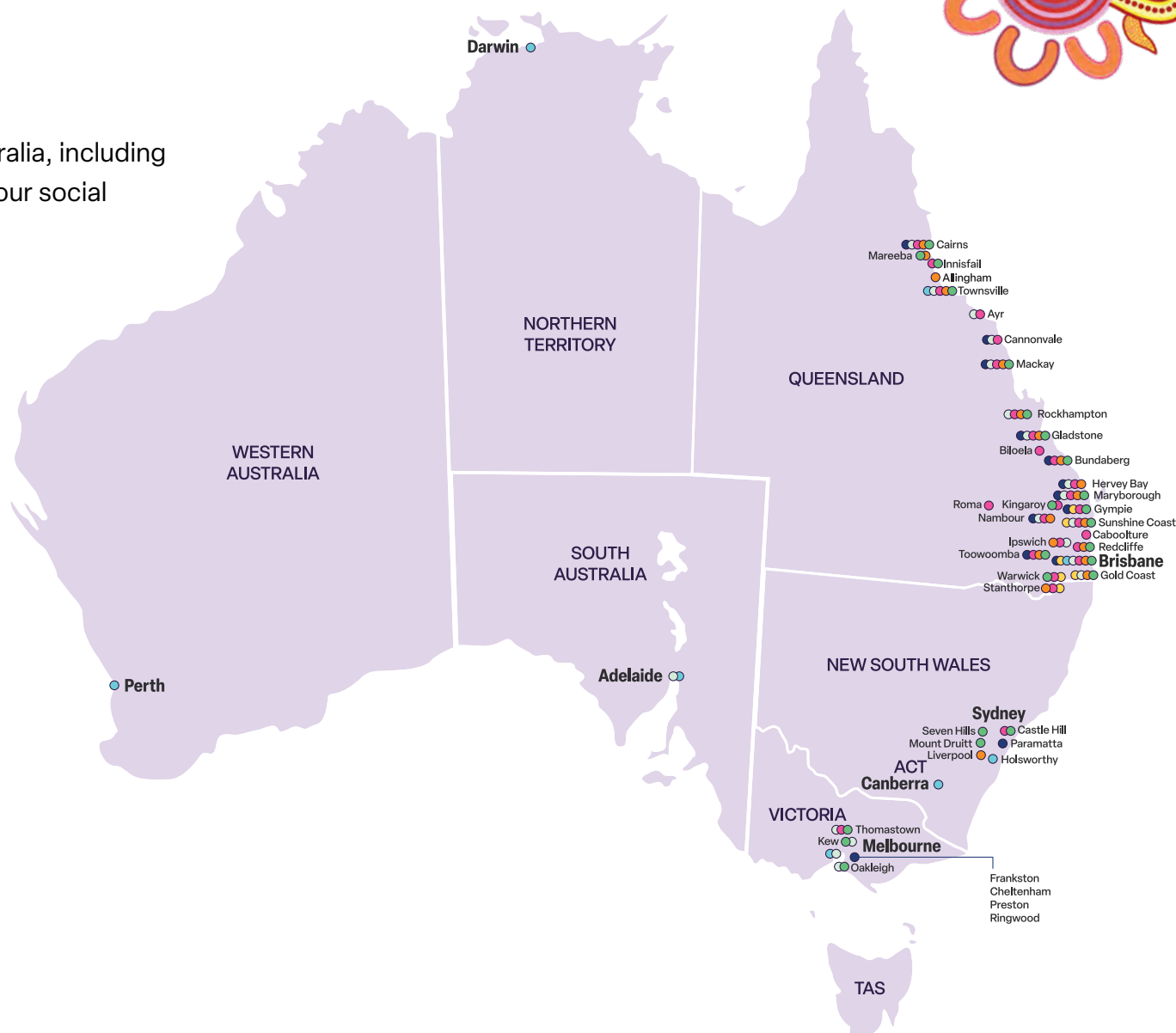
- **One:** We are one, valuing individual strengths and experience so we can achieve more together.
- **Care:** We care and treat everyone with respect and kindness.
- **Imaginative:** We never stop imagining a better future for the people we support.
- **Passionate:** We are passionate, the people we support are at the heart of everything we do.



Our workforce

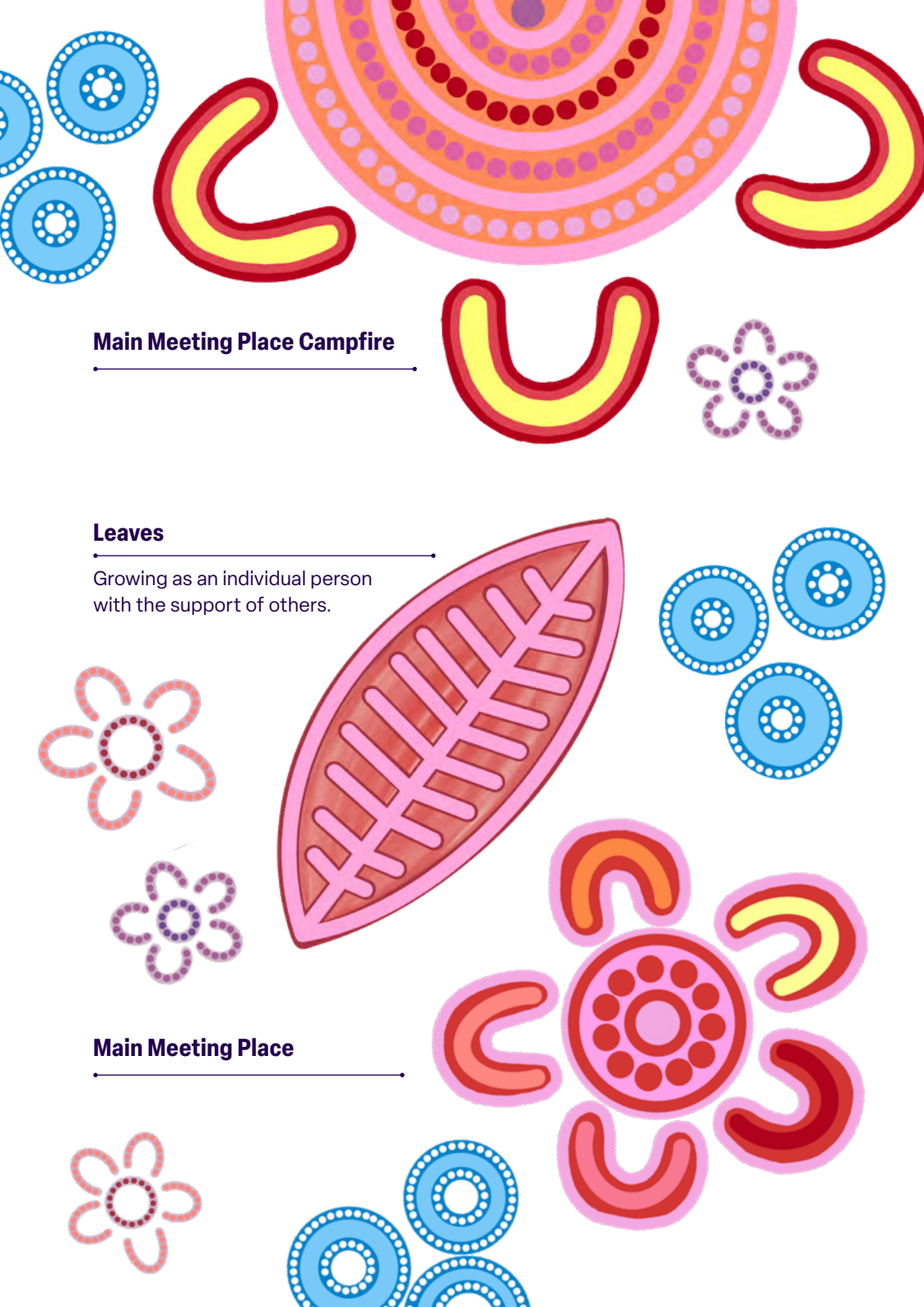
We employ more than 4,600 people across Australia, including employees with intellectual disability working in our social enterprises, sites and services nationally.

We operate in more than 295 locations across Queensland, New South Wales, Victoria, South Australia and collaborate with partners in the Northern Territory, the Australian Capital Territory and Western Australia. From regional hubs to local communities, we help people achieve what matters most to them — whether that’s living independently, finding meaningful work, or building community connections.



- Community Solutions
- Social Enterprises
- Home
- Community
- Inclusive Employment Australia (IEA)
- Defence Assistance Program (DAP)
- Resource Recovery





Main Meeting Place Campfire

Leaves

Growing as an individual person with the support of others.

Main Meeting Place

Our sphere of influence

Endeavour Foundation's reconciliation journey is deeply connected to the people we serve, the communities we work in and the systems we influence. As one of Australia's largest disability service providers, our responsibility extends beyond our organisational boundaries.

We recognise that reconciliation is a shared movement grounded in respect, cultural safety, and partnerships with Aboriginal and Torres Strait Islander peoples and communities.

Our sphere of influence spans individuals, organisations, communities, and society.

► Townsville Business Solutions Site



Individuals

Workforce

We employ more than 4,600 people across Australia, including employees we support through our social enterprises, as well as apprentices and trainees. By building cultural capability, embedding cultural safety into systems, and offering meaningful opportunities for Aboriginal and Torres Strait Islander employment, mentoring, and leadership, we foster an inclusive workforce that reflects the diverse communities we serve. We continue to build cultural understanding and actively challenge racism in all its forms. Our influence starts here — with individuals empowered to be agents of change within their teams.

Clients and their support network

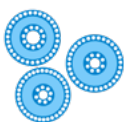
We support 6,500 people and their support networks. Their lived experiences guide the design and delivery of our services. We work to ensure that Aboriginal and Torres Strait Islander clients feel seen, heard, and respected, and that their cultural identity and community connections are recognised as central to wellbeing and self-determination. Our commitment to reconciliation extends beyond organisational walls and into the daily lives of the people we serve.

Young people with intellectual disability

Young people with intellectual disability often face challenges as they transition to adulthood. Through our youth, accommodation, and in-home supports, we help people navigate these challenges and create pathways to learning, independence, and community connection including for young Aboriginal and Torres Strait Islander clients who may face additional barriers.

Board and Executive Team

Our Board of Directors and Executive Leadership Team set the strategic direction and cultural tone for Endeavour Foundation. Their visible commitment to reconciliation has been vital in embedding accountability, cultural integrity, and lasting change across our governance, policies, and leadership practices. Our RAP strengthens this foundation by guiding governance and ensuring reconciliation principles are embedded in every level of decision-making.



Organisation

Aboriginal and Torres Strait Islander partners

Partnerships with Aboriginal and Torres Strait Islander organisations, businesses, artists, and consultants are central to our reconciliation journey. We engage in respectful, co-designed relationships that prioritise self-determination, community-led solutions, and long-term benefit.

Suppliers and procurement networks

As a major buyer of goods and services, we influence the supply chain through inclusive and ethical procurement. We are committed to supporting Aboriginal and Torres Strait Islander businesses and social enterprises, using our purchasing power to promote economic participation and equity. Since implementing our Reflect RAP, we have increased spending each year with Aboriginal and Torres Strait Islander suppliers and continue to review supplier agreements to strengthen these opportunities.

Government, NDIS, and Policy Networks

Through advocacy and sector partnerships, we help shape inclusive and culturally safe disability systems across Australia. We champion the voices of Aboriginal and Torres Strait Islander peoples with disability in policy reform, ensuring their perspectives and priorities inform government and NDIS frameworks. We remain steadfast in promoting cultural understanding and challenging racism in all its forms.

Community

Local sites and services

With more than 295 locations across metropolitan, regional, and rural areas, we have both an opportunity and a responsibility to lead place-based reconciliation. Engagement with local Elders, Traditional Owners, and local organisations is at the heart of our community approach, ensuring that every Endeavour Foundation service or site is empowered to honour Country, culture, and local histories through daily practice.

Volunteers

Our volunteers play a vital role in our reconciliation work. We encourage greater participation of Aboriginal and Torres Strait Islander peoples across these roles and provide cultural training and storytelling opportunities to help shape a more culturally aware organisation for volunteers.

Endeavour Foundation social enterprises

With over 30 customer-facing enterprises that connect us with the wider community every day. These places are powerful platforms for sharing Aboriginal and Torres Strait Islander stories, raising awareness, and embedding reconciliation in everyday interactions — through inclusive campaigns, artwork, and community engagement.



Society

Media and communications

Our communications — including our website, newsletters, and social media channels — reach thousands of Australians. By embedding Aboriginal and Torres Strait Islander voices, languages, and stories in our messaging, we seek guidance on truth-telling, visibility, and respect on a national scale.

Philanthropy

We collaborate with philanthropic, corporate, and government partners who share our values. By modelling reconciliation in action, we encourage others to begin or strengthen their own RAP journeys and support community-led initiatives that drive social change.

Policymakers and Industry Advocates

We contribute to policy discussions, industry working groups, and reform agendas shaping Australia's disability landscape. We use this influence to advocate for culturally inclusive frameworks and the prioritisation of Aboriginal and Torres Strait Islander voices in national planning, service design, and sector leadership.

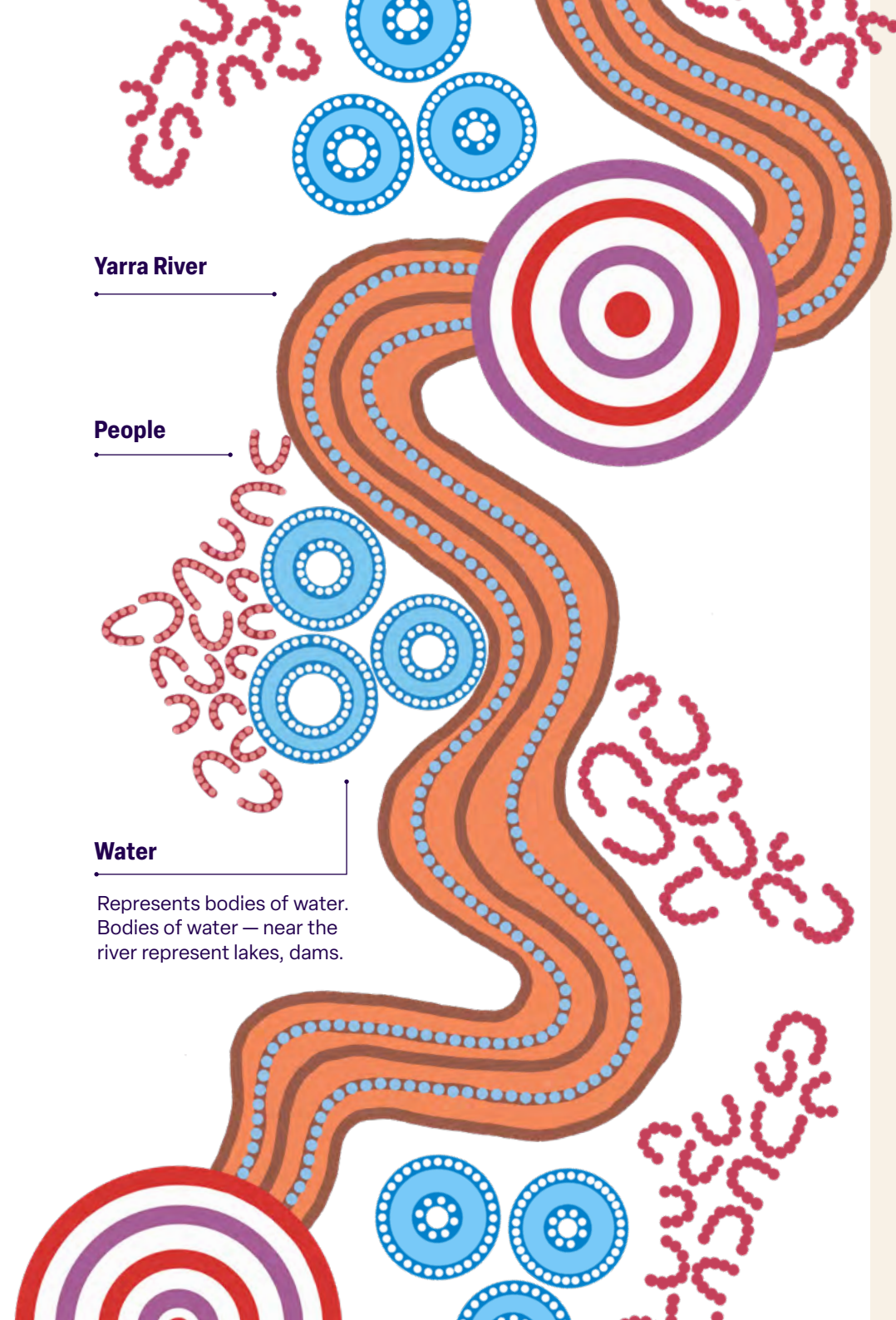
- Cultural Experience with Trevor Eastwood of Dalmarri at the Castle Hill Learning and Lifestyle Hub — NAIDOC Week 2025 funding by the National Indigenous Australians Agency.

A growing influence

Our sphere of influence is dynamic and evolving. As a highly visible and respected organisation, we play a key role in shaping public understanding of disability, inclusion, and reconciliation. Through our events, partnerships, communications, and community footprint, we help build a national culture of respect, truth, and unity.

As we grow, so does our capacity to create change. We recognise that reconciliation is a continuous journey of listening, learning, and walking together with First Nations peoples. Our Innovate RAP is a roadmap for meaningful action – guiding how we strengthen relationships, deepen respect, and create opportunities that reflect the hopes, strengths, and resilience of Aboriginal and Torres Strait Islander communities.





Yarra River

People

Water

Represents bodies of water.
Bodies of water — near the
river represent lakes, dams.

Our reconciliation journey

Endeavour Foundation began its formal reconciliation journey in 2015 with the launch of our first Reflect RAP. This marked a commitment to deepening our understanding of Aboriginal and Torres Strait Islander cultures, histories, and perspectives, and to becoming more responsive to the needs of Aboriginal and Torres Strait Islander peoples in the communities where we operate.

Building on the foundations of our initial RAP, our second Reflect RAP was endorsed in 2022. It focused on strengthening relationships, raising awareness, and enhancing our capacity to contribute meaningfully to reconciliation across the organisation.

Learning through challenges

Like many organisations, we faced challenges in maintaining momentum particularly during the COVID-19 pandemic and amid broader changes in the National Disability Insurance Scheme. These experiences highlighted the importance of embedding reconciliation into our everyday practices in a sustainable and enduring way.

A key learning from this period has been the importance of embedding reconciliation as an ongoing responsibility rather than a time-bound project. This understanding continues to guide our Innovate RAP and the cultural capability work across our teams.

Advancing with our Innovate RAP

Our current Innovate RAP demonstrates our strengthened commitment to reconciliation. We have built greater internal capability by increasing Aboriginal and Torres Strait Islander representation within our RAP Working Group, supported by CEO Andrew Chesterman's leadership as Senior RAP Champion. We continue to embed a RAP Champion Network to help embed reconciliation across every area of our organisation.

Krueger Consultancy Services (KCS), under the leadership of proud MaMu Man Wade Krueger, is engaged as Endeavour Foundation's external First Nations consultant and a dedicated member of the RAP Working Group. KCS plays a vital role in guiding the cultural integrity and strategic direction of Endeavour Foundation's RAP, contributing extensive expertise in cultural capability, Indigenous engagement, and community-led approaches.

Through active participation in all RAP Working Group meetings, KCS provides culturally informed advice and strategic recommendations to support the effective development and implementation of Endeavour Foundation's RAP initiatives. With over two decades of experience working alongside Aboriginal and Torres Strait Islander communities, KCS ensures that reconciliation efforts are grounded in respect, cultural safety, and the principles of self-determination.

While we do not have a separate Aboriginal and Torres Strait Islander Advisory Group, KCS fulfils this role through its cultural authority and active involvement in the RAP Working Group.

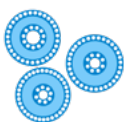
Cultural immersion and leadership commitment

In August 2024, our Executive Leadership Team participated in a guided cultural immersion at the Ration Shed Museum in Cherbourg, Queensland. This experience deepened their understanding of Aboriginal and Torres Strait Islander histories and reaffirmed their commitment to reconciliation.

This initiative represents a key case study of leadership learning in action, highlighting how cultural immersion can drive empathy, awareness, and systemic change within large organisations.

It also emphasised the importance of reflecting on past actions and identifying areas for renewed focus as we navigate challenges with purpose and respect.

▼ Endeavour Foundation Leadership Team and RAP Working Group visit to Jellugral Aboriginal Cultural Centre.



Our people have shown a strong willingness to honour the deep knowledge, histories, and cultures of Aboriginal and Torres Strait Islander peoples. At the same time, there is a recognised need for greater capability and awareness to embed these perspectives into everyday workplace practices and environments.

During National Reconciliation Week 2025, the Endeavour Foundation Leadership Team had the opportunity to participate in a powerful cultural awareness training session facilitated by respected Wakka Wakka man, Tom Kirk. Tom's cultural awareness course provided an immersive, thought-provoking experience that encouraged leaders to deepen their understanding of Aboriginal and Torres Strait Islander histories, cultures, and lived experiences.

The session offered more than just information, it created a safe and respectful space for open dialogue, self-reflection, and the exploration of unconscious bias. It has since become an internal example of how practical learning and leadership accountability support reconciliation progress across Endeavour Foundation.

Tom's unique delivery, grounded in lived experience and cultural authority, enabled participants to meaningfully engage with the themes of reconciliation, truth-telling, and cultural respect. His facilitation style blended personal stories, traditional knowledge, and contemporary realities, creating a learning environment that was both challenging and transformative.

Tom's training not only enriched individual awareness but also contributed to shaping a culturally safe and inclusive workplace, further strengthening the foundation of our ongoing reconciliation journey.

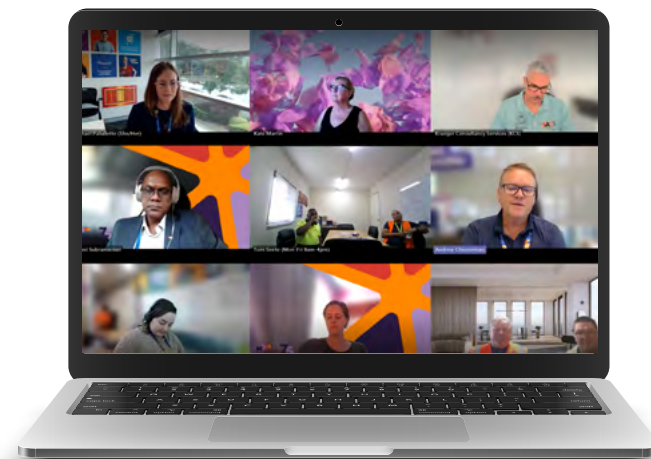
The session aligned with the National Reconciliation Week (NRW) 2025 theme of "Bridging Now to Next" by encouraging leadership to take personal and collective accountability for advancing reconciliation within the organisation and beyond. The experience reinforced the importance of embedding cultural capability into leadership practice and laid the groundwork for stronger, more authentic relationships with Aboriginal and Torres Strait Islander communities.

Embracing diversity across regions

Our broad geographical reach and diverse service offerings give us a wide sphere of influence but also present challenges in consistently tracking progress and addressing shared obstacles. Through the ongoing refinement of our RAP Working Group, we continue to identify common challenges while recognising and learning from teams and sites that are leading the way in cultural inclusion.

The biggest shift over our RAP journey has been moving from awareness to action by embedding cultural integrity into our systems and empowering local sites to lead reconciliation in place-based ways.

► Our RAP Working Group.



Connecting with broader reconciliation efforts

Engaging with other RAP organisations has been a vital part of shaping our Innovate RAP. These external connections ensure our work remains aligned with broader reconciliation efforts and informed by diverse perspectives, including those of Aboriginal and Torres Strait Islander people living with disability.

This focus has led to the expansion of our RAP Working Group and a more inclusive approach to how we communicate our RAP. As part of our commitment, we have developed an Easy Read version of the Innovate RAP to ensure all employees and the people we support can engage with and contribute to our reconciliation vision.



Our RAP

Endeavour Foundation is committed to advancing reconciliation by embedding respectful relationships and cultural understanding into the fabric of our organisation — not just through compliance, but through meaningful, everyday actions and support practices.

In 2024, we re-formed our RAP Working Group to guide the development of our next phase: an Innovate RAP for both Endeavour Foundation and Community Solutions Group (Endeavour Foundation Group). This RAP builds on the progress we've made, while challenging us to go further. It moves beyond transactional approaches such as procurement and governance, focusing instead on embedding reconciliation into our culture, systems, and daily operations — empowering our people to create meaningful connections and relationships.

We are actively exploring ways to increase organisation-wide cultural awareness that is accessible, strengthen inclusive leadership, and ensure reconciliation is reflected in how we work, support, and engage across all levels and regions.

Our Innovate RAP was developed with input from across the organisation. This included consultations with our internal RAP Working Group, engagement with Senior Leaders across the organisation, input gathered through yarning circles at some of our sites, and cultural guidance and facilitation provided by our Aboriginal and Torres Strait Islander consultancy, Krueger Consultancy Services.

Accessibility has also been a key consideration in the development of this RAP. Our Easy Read version ensures the plan is accessible and inclusive for our entire workforce and community.



**Scan to read the Easy Read
version of Endeavour Foundation's
Innovate RAP**





Our RAP Executive Sponsor is our Endeavour Foundation CEO. Our RAP Working Group includes staff from across different roles and regions in the organisation, including six members who identify as Aboriginal and/or Torres Strait Islander peoples.

The RAP Working Group represents diverse areas such as People and Wellbeing and Service Delivery, ensuring that reconciliation is integrated into every part of our organisation.

Our reconciliation journey requires a collective and collaborative effort, ensuring the development of our RAP is guided by Aboriginal and Torres Strait Islander knowledges and perspectives. While our RAP Working Group help to guide us with our RAP actions, everyone has a role in fostering understanding, healing, and making meaningful change across Endeavour Foundation.

- ▶ Endeavour Foundation team members in Geebung during NAIDOC Week 2025.



Our RAP Working Group brings together a wide range of lived experiences from across our organisation and proudly includes 50% First Nations representation.

Name	Title	Role	Division
Andrew Chesterman	CEO	Senior RAP Champion	
Rachael Paludetto	Head of Culture and Inclusion	Chair	People and Wellbeing
Caleb Getawan	Employee	Member	Work
Jaime Bennett	Recruitment Partner	Member	Work
Kate Martin	Head of Practice, Quality and Impact	Member	Home and Community
Kim Ezzy	Site Manager	Member	Work
Matt Starkie	Production Team Lead	Member	Work
Mya Wilson	Employee	Member	Work
Palani Subramanian	Operations Manager	Member	Home and Community
Renee Smith	Senior Claims Consultant	Member	Work
Cecil Cleary	Employee	Member	Work
Mel Vanderkolk	ICT Service Delivery Lead	Member	Finance Infrastructure and Lotteries
Trent Griffin	Employee	Member	Work
Wade Krueger	Cultural Consultant, Krueger Consultancy Services	Member	External
Makita Krueger	Cultural Consultant, Krueger Consultancy Services	Member	External

*Support role: Employment Coaches Belinda McAlpine, Sumaira Khan, Lily Platts and Tom Seeto





**Together, we are shaping a future
where reconciliation is lived every day
— through relationships, respect and
real opportunities.**



Relationships

As a not-for-profit organisation committed to creating meaningful impact for people with intellectual disability, we recognise that reconciliation must be lived and felt across everything we do. By fostering strong, respectful relationships through open, honest and culturally respectful conversations, shared experiences, and community-led partnerships, we aim to ensure that reconciliation is not only acknowledged, but experienced by our clients, employees and the communities we serve.

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 develop guiding principles for future engagement.	July - December 2026	Lead: Head of Culture and Inclusion Support: Head of Advocacy
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July - March 2027	Lead: Head of Culture and Inclusion Support: Head of Advocacy
	Establish partnerships and mechanisms to create Disability and Youth Advisory Group/s that enhances cultural safety, respect and continuous improvements to Endeavour Foundation's safeguarding practices.	July 2026 - July 2028	Lead: Head of Practice, Quality and Impact





Relationships

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Engage and empower Endeavour Foundation RAP Champion Network to actively promote and increase engagement of National Reconciliation Week acknowledgement and celebrations at local sites.	July 2026 - July 2028	Lead: Head of Culture and Inclusion Support: Head of Communications and Engagement
	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our employees in preparing teams to host and run onsite activities.	March (annually)	Lead: Head of Culture and Inclusion Support: Head of Communications and Engagement
	Increase submission of grant applications in seeking funding to support the celebration and in acknowledgement of National Reconciliation Week at local sites.	May (annually)	Lead: Head of Culture and Inclusion Support: Grants Lead
	Promote and acknowledge sites engaging in National Reconciliation Week celebrations demonstrating our commitment to reconciliation in both the lead up and after the week.	15 May - 15 June (annually)	Lead: Head of Culture and Inclusion Support: Head of Communications and Engagement Team
	Encourage and support employees, clients and Senior Leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May - 3 June (annually)	Lead: Chief Executive Officer, Senior RAP Champion Support: Culture and Inclusion Team, RAP Champion Network





Relationships

Action	Deliverable	Timeline	Responsibility
2. Continued ...	Promote role modelling by sharing experiences of RAP Working Group members participating in external National Reconciliation Week events.	27 May - 3 June (annually)	Lead: Head of Culture and Inclusion Support: Head of Communications and Engagement
	Increase participation of Senior Leaders and enabling function employees to connect with people we support and participate in at least one site-based event to recognise and celebrate National Reconciliation Week.	27 May - 3 June (annually)	Lead: Chief Executive Officer, Senior RAP Champions Support: Culture and Inclusion Team
	Organise at least one official National Reconciliation Week event each year.	27 May - 3 June (annually)	Lead: Head of Culture and Inclusion Support: Head of Philanthropy
	Continue to measure and increase site National Reconciliation Week events each year.	27 May - 3 June (annually)	Lead: Culture and Inclusion Team Support: RAP Champion Network
	Register all our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	27 May - 3 June (annually)	Lead: Head of Culture and Inclusion Support: Culture and Inclusion Team





Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Establish an Endeavour Foundation RAP Champion Network that increases engagement and improves strategies to raise awareness of reconciliation across the organisation.	July 2026 - March 2027	Lead: Head of Culture and Inclusion, Head of Marketing Support: Senior RAP Champions and RAP Working Group
	Embed how we communicate the organisation's commitment to reconciliation that extends to employees, clients, families, communities and stakeholders. Share our commitment through social media channels and events.	July 2026	Lead: Head of Communications and Engagement, Head of Marketing Support: Head of Culture and Inclusion
	Demonstrate our commitment to reconciliation by incorporating Acknowledgement of Country and sharing local site actions to increase cultural safety at engagement events.	January - December (annually)	Lead: Head of Communications and Engagement Support: Culture and Inclusion Team
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	January - June 2027	Lead: Head of Advocacy Support: Culture and Inclusion Team
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March 2027	Lead: Head of Culture and Inclusion Support: RAP Working Group
	Attend external RAP networking group to leverage ideas and progress for reconciliation.	Bi-monthly	Lead: Head of Culture and Inclusion Support: Culture and Inclusion Team





Relationships

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of People and Wellbeing policies and procedures working with Krueger Consultancy Services to identify existing anti-discrimination provisions, and future needs in response to employee consultation.	July 2026 - July 2027	Lead: Chief People Officer Support: People and Wellbeing Business Partnering, Culture and Inclusion Teams
	Work with Krueger Consultancy Services to lead engagement with Aboriginal and Torres Strait Islander employees to consult on our anti-discrimination policy.	October 2026 - December 2026	Lead: Head of Culture and Inclusion Support: People and Wellbeing Business Partnering Team
	Develop, implement, and embed online training that communicates an anti-discrimination policy for Endeavour Foundation.	January 2028 - June 2028	Lead: Chief People Officer Support: Head of Professional, Learning and Development
	Include education on the effects of racism and the positive impact of personal change through active allyship in at least one of the four scheduled Senior Leader Development days.	May (annually)	Lead: Head of Culture and Inclusion Support: Head of Learning, Leadership and Professional Development





Respect

At Endeavour Foundation, we recognise that deep respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge, and rights is essential to achieving our vision of a society where people with disability feel safe, healthy, empowered, included, and employed. Through our rights-based, person-centred model of care, we place the individual at the heart of everything we do. We actively support people with disability to lead meaningful lives, and we ensure their voices guide collaborative service delivery. Our people consistently tell us that appreciation, acknowledgement, and celebration of Aboriginal and Torres Strait Islander cultures makes them “feel happy,” and fosters a sense of belonging and pride.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Engage with service delivery leaders to conduct a review of cultural learning needs across Endeavour Foundation.	July 2026 - December 2026	Lead: Head of Culture and Inclusion Support: Head of Learning, Leadership and Professional Development
	Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January 2027 - June 2027	Lead: Head of Culture and Inclusion Support: Head of Learning, Leadership and Professional Development
	Develop, implement, and communicate a cultural learning strategy that considers the diverse compliance and accessible learning needs of the organisation.	July 2027	Lead: Head of Learning, Leadership and Professional Development Support: Head of Practice, Quality and Impact
	Establish an annual cultural immersion training day for local RAP Working Group members, People and Wellbeing leaders and employees identified in key strategic and operational roles that will be essential in driving reconciliation.	August (annually)	Lead: Head of Culture and Inclusion Support: Culture and Inclusion Team





Respect

Action	Deliverable	Timeline	Responsibility
5. Continued ...	Partner with Krueger Consultancy Services to develop accessible online and face-to-face training solutions that enables increased participation and engagement for people with disability.	January 2027 - January 2028	Lead: Head of Culture and Inclusion, Krueger Consultancy Services Support: Head of Learning, Leadership and Professional Development
	Increase workforce cultural capability with the adoption of mandatory cultural appreciation training as part of onboarding and bi-annual refresher.	July 2026 (ongoing)	Lead: Chief People Officer Support: Head of Learning Leadership and Professional Development
	Incorporate cultural competency in the application of People and Wellbeing policies and procedures as part of service delivery leadership training and development.	July 2026 (ongoing)	Lead: Head of Learning, Leadership and Professional Development Support: Head of Culture and Inclusion
	Incorporate annual award category, "Cultural Leader" into Endeavour Foundation's organisation recognition and reward framework, recognising the value of cultural leadership and shining a spotlight on our people who are leading in Aboriginal and Torres Strait Islander inclusion.	July 2026	Lead: Chief People Officer Support: Head of Culture and Inclusion





Respect

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase our people's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2026 (ongoing)	Lead: Head of Culture and Inclusion Support: RAP Working Group
	Socialise and communicate documented cultural protocols, including protocols for Welcome to Country and Acknowledgement of Country via the RAP Champion Network.	July 2026 (ongoing)	Lead: Head of Culture and Inclusion Support: Head of Communications and Engagement
	Incorporate the inclusion of local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events across our sites each year.	July 2026 (ongoing)	Lead: Head of Philanthropy Support: Head of Communications and Engagement, Head of Marketing
	Increase role modelling and discussions on including a meaningful Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2026 (ongoing)	Lead: Head of Culture and Inclusion Support: Head of Communications and Engagement
	Engage and consult with RAP Artwork artist, Mya Wilson, to incorporate her artwork into additional corporate visual mediums, ensuring alignment with protocols for producing Indigenous Australian visual art.	July 2026	Lead: Head of Culture and Inclusion Support: Head of Marketing
	Build our understanding of truth telling and its importance by subscribing to and actively engaging with the Community Truth telling Pathways program.	October 2026	Lead: Head of Culture and Inclusion





Respect

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Members of the RAP Working Group to participate in an external NAIDOC Week event.	First week in July (annually)	Lead: Head of Culture and Inclusion Support: Site based leadership
	Promote role modelling by sharing experiences of RAP Working Group members participating in external NAIDOC Week events.	First week in July 2026 - 2028	Lead: Head of Culture and Inclusion Support: RAP Working Group, Head of, Communication and Engagement
	Review People and Wellbeing policies and procedures and consult with Aboriginal and Torres Strait Islander employees to remove barriers to employees and clients participating in NAIDOC Week.	September 2026	Lead: Chief People Officer Support: Head of People Partnering
	Promote and encourage participation in facilitating NAIDOC events across all sites.	First week in July 2026 - 2028	RAP Champion Network





Opportunities

As a disability organisation, we understand that opportunity means more than just access, it's about participation, choice and genuine inclusion. At Endeavour Foundation we are committed to ensuring that Aboriginal and Torres Strait Islander peoples thrive in employment, professional development, and leadership roles. We know that sustainable, meaningful opportunities empower individuals to grow, influence and lead, and in doing so builds stronger communities. We work to make this a reality by providing culturally safe pathways, removing barriers, enabling access and supporting self-determination in opportunities.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Increase understanding of current Aboriginal and Torres Strait Islander employee experiences through consultation and feedback received in our annual Employee Engagement Survey that aims to inform future employment and professional development opportunities as part of our Diversity and Inclusion Strategy.	July 2026 (annually)	Lead: Head of Culture and Inclusion
	Conduct workshops and co-design sessions with Aboriginal and Torres Strait Islander employees to consult on recruitment, retention and professional development strategies.	April 2027	Lead: Head of Culture and Inclusion Support: Talent Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	April 2027 - December 2027	Lead: Head of Culture and Inclusion Support: Talent Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2026	Lead: Talent Manager Support: General Manager Inclusive Employment





Opportunities

Action	Deliverable	Timeline	Responsibility
8.Continued ...	Engagement with Krueger Consultancy Services to conduct a review of People and Wellbeing and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2026	Lead: Talent Manager Support: Head of Culture and Inclusion

Action	Deliverable	Timeline	Responsibility
9. Create employment pathways for Aboriginal and Torres Strait Islander peoples through community engagement and entry-level job opportunities.	Develop and promote apprenticeship, traineeship and mentoring programs to create meaningful employment pathways for Aboriginal and Torres Strait Islander peoples.	January 2027	Lead: General Manager – Apprentices and Trainees Support: Head of Learning Leadership and Professional Development
	Participate in and sponsor Aboriginal and Torres Strait Islander community and career events (e.g. NAIDOC Week, career expos) to promote employment opportunities and strengthen community relationships.	January 2027	Lead: General Manager – Apprentices and Trainees Support: Head of Learning Leadership and Professional Development, Talent Manager





Opportunities

Action	Deliverable	Timeline	Responsibility
10. 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 by reviewing and aligning quarterly reporting activities as part of our compliance with the Australian Government's Indigenous Procurement Policy.	August 2026	Lead: Strategic Sourcing Lead
	Maintain Supply Nation membership.	Annually	Lead: Head of Culture and Inclusion
	Incorporate maintained list of preferred Aboriginal and Torres Strait Islander suppliers that creates greater awareness on our intranet to increase the procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	July 2026 - October 2026	Lead: Strategic Sourcing Lead Support: Head of Culture and Inclusion, Communications and Engagement Team
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2026	Lead: Strategic Sourcing Lead
	Develop an organisational wide register of commercial relationships with Aboriginal and Torres Strait Islander businesses to review and increase year on year.	January 2027	Lead: Strategic Sourcing Lead





Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	July 2026	Lead: Head of Culture and Inclusion
	Establish and apply a Terms of Reference for the RAP Working Group.	July 2026	Lead: Head of Culture and Inclusion
	Meet at least four times per year to drive and monitor RAP implementation.	Bi monthly meetings	Lead: RAP Champion Network

Action	Deliverable	Timeline	Responsibility
12. Provide appropriate support for effective implementation of RAP commitments.	Incorporate resource needs for RAP implementation as part of annual budgeting cycle.	March 2027 (annually)	Lead: Head of Culture and Inclusion
	Engage Senior Leaders in leading implementation of Endeavour Foundation's RAP commitments, with key performance indicators introduced on leading reconciliation actions with teams.	July 2026	Lead: Chief Executive Officer, Head of Culture and Inclusion
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2026	Lead: Head of Culture and Inclusion





Governance

Action	Deliverable	Timeline	Responsibility
12. Continued ...	Maintain a Senior Leader to champion our RAP internally within each division.	July 2026	Lead: Chief Executive Officer (Senior RAP Champion)

Action	Deliverable	Timeline	Responsibility
13. 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.	June (annually)	Lead: Head of Culture and Inclusion
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August (annually)	Lead: Head of Culture and Inclusion
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September (annually)	Lead: Head of Culture and Inclusion
	Communicate RAP progress to all employees and senior leaders quarterly.	Quarterly	Lead: RAP Working Group
	Publicly report our RAP achievements, challenges and learnings, annually.	October Annually	Lead: Chief Executive Officer (Senior RAP Champion)
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2027	Lead: Head of Culture and Inclusion





Governance

Action	Deliverable	Timeline	Responsibility
13. Continued ...	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2028	Lead: Head of Culture and Inclusion

Action	Deliverable	Timeline	Responsibility
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2028	Lead: Head of Culture and Inclusion

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