



RECONCILIATION ACTION PLAN **REFLECT**

November 2024 to November 2025



AUS
TRIATHLON



ACKNOWLEDGEMENT OF COUNTRY

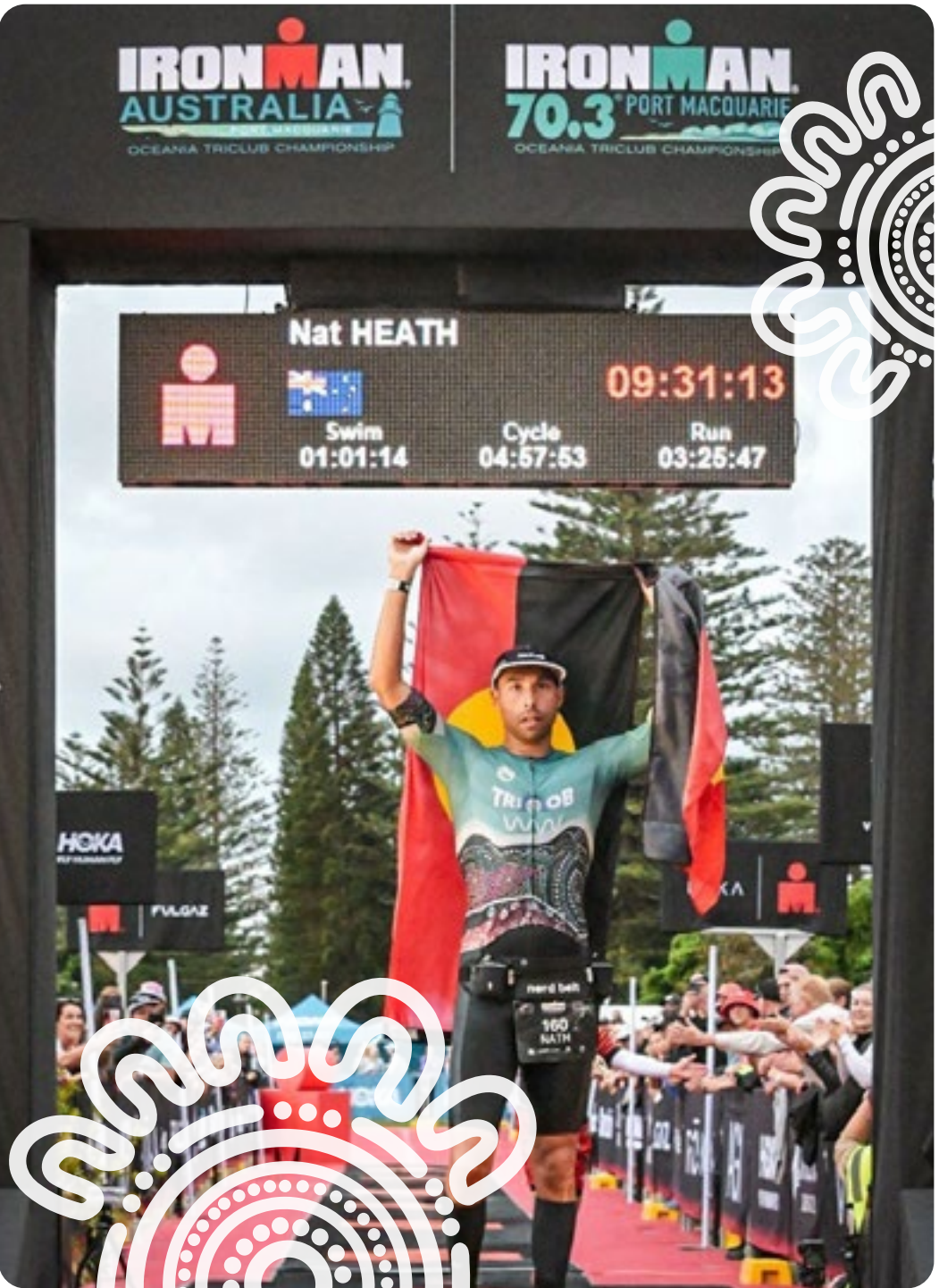
AusTriathlon acknowledges the Traditional Owners of Country throughout Australia.

We pay our respects to their Elders past, present and emerging and recognise their continuing connections to the land and sea — where triathlon is at home.

AusTriathlon recognises the outstanding contribution that Aboriginal and Torres Strait Islander peoples make to society and sport in Australia and celebrates the power of sport to promote reconciliation and reduce inequality.

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A MESSAGE FROM OUR CHAIR & CEO

AusTriathlon, as the National Governing Body for the sport of triathlon and multisport in Australia is proud to release our "Reflect" Reconciliation Action Plan-our first official step towards reconciliation.

Australia is a proud triathlon nation, likely thanks to the incredible landscapes across the country that showcase the three disciplines of swim, bike and run so beautifully. For over 60,000 years, Aboriginal and Torres Strait Islander peoples have lived on and looked after these lands and we are so fortunate in 2024 to be able to reflect on this whilst enjoying the sport we love.

Sport has the power to bring people together, honour cultures and traditions and celebrate the diversity of society and as such AusTriathlon feels an immense responsibility to be the leaders for this in our sport.

With a vision of creating a happier, healthier and more connected nation through triathlon and multisport experiences, we are proud to take the first steps towards connecting to our First Nations community with our first Reconciliation Action Plan (RAP).

Our five organisational values and behaviours; Unity, Accountability, Courage, Enjoyment and Inclusivity will work in parallel with the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance and will provide the guiding light as we implement our RAP.

Sport has the power to bring people together, honour cultures and traditions and celebrate the diversity of society...

Working with our First Nations founded and led triathlon club, TRIMOB, we have learned how triathlon can be inaccessible to First Nations people and the hope as we launch this RAP, is that we start to provide the opportunity for First Nations people to feel welcome in our sport and see others participating at all levels. Currently only 1.3% of AusTriathlon members identify as Aboriginal and Torres Strait Islander peoples. Our goal is to increase that number over the coming years as we take these strides towards reconciliation.

Our AusTriathlon Board and staff are committed to embedding this RAP within our organisation and are focused on ensuring triathlon and multisport in Australia truly is a sport for everyone. We wish to thank our dedicated internal RAP working group and Nat Heath, proud Martujarra and Noongar man, founder of TRIMOB and our RAP consultant for helping us achieve this milestone.



Tim Harradine
Chief Executive Officer



Michelle Cooper
AusTriathlon Chair

A MESSAGE FROM RECONCILIATION AUSTRALIA

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

AusTriathlon joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

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

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

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

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

Congratulations AusTriathlon, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Relationships



Respect



Opportunities



Governance

STRATEGIC ALIGNMENT

AusTriathlon's RAP is importantly aligned to our Strategic Plan as well as other guiding frameworks such as our Equity, Diversity and Inclusion Plan and our work in the areas of Integrity and Environmental Sustainability.

Within our Strategic Plan, our goal of '200,000 Australians on the Starting Line' is underpinned by a focus on ensuring triathlon is a sport for everyone and ensuring equity, diversity, inclusion and access. Our A Sport for Everyone strategic pillar focuses on a connection to country and becoming a welcoming community for people from all backgrounds and abilities.

Our RAP is an important outcome of the our Strategic Plan in achieving these goals as we lay out the roadmap towards reconciliation and becoming a culturally safe and aware sport that not only recognises First Nations peoples but celebrates their culture and contribution to the sport.



Within our Equity, Diversity and Inclusion Plan, recognising First Nations peoples is one of our four key focus areas. This RAP is a key output of our Stage 1 activities and aims to set the path for Stage 2 activities and beyond.

As part of our Integrity work, we are focusing on creating a safe and fair culture within the sport. To do this, we need to ensure all participants feel safe within the sport and our RAP helps take steps towards this for our First Nations athletes.

Both the Reconciliation Action Plan and our evolving work in Environmental Sustainability, have a focus on sustainable and responsible procurement of suppliers and partners and these areas will work in parallel to achieve an outcome where we provide pathways for First Nations organisations to engage with our organisation whilst minimising the impact we have on the planet.

With these connections and alignments guiding the future of the sport, we will proactively drive change and provide leadership and stewardship across these areas that create deep social and societal impact.

OUR VISION FOR RECONCILIATION

Reconciliation Australia defines reconciliation as "strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-indigenous peoples, for the benefit of all Australians".

We recognise the role we play in reconciliation is to listen and learn. We need to be cognisant of our own biases and call out our own behaviour with a view on growing and developing.

We will continue to acknowledge the lands on which we live, work and play and know that it is, always was, always will be First Nations peoples land.

We are committed to ensuring the four pillars of this plan remain our guiding principles for foundation of growth and development.

As we develop deeper connections to community and engage in respectful conversation with Aboriginal and Torres Strait Islander people we will work to ensure triathlon and multisport is a culturally safe sport and workplace that people of all ages and walks of life are welcome to contribute to.

We will be champions of change and always celebrate the achievements of our First Nations people — both on and off the field of play.

We have open minds and open hearts ready to embrace all that the journey towards reconciliation will bring.



OUR BUSINESS

AusTriathlon (AusTri) is the National Sporting Organisation responsible for the management and delivery of triathlon, paratriathlon and multisport within Australia.

AusTri employs 44 people in Australia. To our knowledge we current do not have any employees that identify as Aboriginal and Torres Strait Islander peoples. With this Reflect RAP, we will focus on capturing this data through the implementation of this RAP.

AusTri has eight affiliated State and Territory Triathlon Associations (STTAs) who are the official members of the national body. In addition, we have 16,000 individual members and 220 affiliated triathlon and multisport clubs and squads across Australia.

To deliver on our strategic priority, *“Working in Harmony”*, AusTri and five STTAs (Queensland, Victoria, Tasmania, South Australia and Northern Territory) operate through an aligned workforce and operating model. Our head office is in Brisbane, QLD with smaller offices and Performance Centres in Sydney, Melbourne, South Australia and on the Gold Coast.

At AusTri our vision is to create a happier, healthier, and more connected nation through triathlon and multisport experiences. Our Behavioural Framework aligned by the values of Unity, Accountability, Courage, Enjoyment and Inclusivity shapes the culture of the triathlon and multisport landscape in Australia and influences how groups work together. These values define our character and guide how we behave as we collectively do what is right for the sport.

In line with our strategic priority *“A Sport For Everyone”*, we are committed to welcoming and embracing all elements of the diverse Australian community into our sport. As a multisport community, we have a connection to country-particularly the land and sea on which we compete- and we aim to be inclusive of all backgrounds, ages, genders, cultures and abilities from all walks of life.

OUR RECONCILIATION JOURNEY

In 2022, the AusTriathlon Equity Diversity and Inclusion Advisory Group (EDIAG) was activated. The EDIAG identified four EDI focus areas that required immediate attention – First Nations Recognition was one, with a priority of initiating a Reconciliation Action Plan (RAP) within the first phase of the EDI plan (2024 – 2025).

Our organisation recognised the importance of developing a RAP to make the commitment to reconciliation and support our current and future First Nations participants to find a safe and welcoming space in the sport of triathlon.

Following robust conversations with EDIAG members and AusTri Executive, it was determined that for the Reflect RAP to be effective it must be led with drive and conviction. AusTriathlon engaged EDIAG member — Noongar & Martujarra man Nat Heath, Founder of TRIMOB (Australia’s first and only First Nations focused triathlon club) and accomplished triathlete — as our RAP consultant to assist in steering the organisation towards the development and implementation of our Reflect RAP.

At this time, AusTriathlon also established a RAP working group with members from all over the country. In consultation with Nat Heath, the group has been focused on the development of the Reflect RAP and will be paramount to ensuring smooth implementation and achievement of all the activities with the plan.

Through the initiation and implementation of our Reflect RAP we are committed to:

- embedding practices recognising First Nations people at all events and key activities;
- engaging with First Nations athletes and consultants to explore best practice and support the process;
- enabling cultural awareness for our members and staff.

CHAMPIONS FOR CHANGE

We are fortunate to have a number of RAP champions in our organisation, however, at an executive level the RAP is championed by Alex Anasson, General Manager – Sport Services and Chris Cunningham – National Integrity Manager, who has also been appointed as AusTriathlon RAP Lead.

We thank our Reconciliation Action Plan working group members for their contribution to the development of this plan:

- Murray Newham (Head of Membership & Clubs/Victoria State Services)
- Jade Wilfred (Membership and Club Officer)
- Nadelle Legge (Participation Operations Officer Victoria)
- Toby Keegan (Head of Events and Technical)
- Adam Wicks (NSW Triathlon CEO)
- Olivia Birkett (former WA Triathlon Executive Director)
- Roni Seden (High Performance Operations Manager)

Currently our organisation has no known staff or board members that identify

as Aboriginal or Torres Strait Islander people. We will work within this RAP to determine culturally appropriate ways to encourage staff and board members from diverse backgrounds to engage with our organisation and will review our recruitment practices to support this.

Our partnerships/current activities

Aligning with our vision, AusTri are proud to partner with TRIMOB Australia (TRIMOB). TRIMOB is a 100% First Nations led organisation empowering First Nations Australians through the sport of Triathlon. Together, we are working to create opportunities for all Australians to participate in Triathlon, driving learning and connection with First Nations people and cultures.

As a sport, there has been good intention to drive inclusion at local events and meetings, however, no significant contribution to reconciliation through organisational policy and/or process has been achieved. Current activities include Acknowledgment of Country and Welcome to Country to open meetings and AusTri owned events.

OUR ARTWORK

This artwork created on Quandamooka Country for AusTriathlon captures key values and goals of the organisation, whilst paying respect to the land, sky and waters associated with the sport of triathlon.

Within the centre, a large community circle has been drawn to reflect the broad community of triathlon and specifically AusTriathlon — representing its diverse range of participants, staff and extended communities.

Attached to the central community circle are five smaller community groups, representing core components and values of AusTriathlon — Unity, Accountability, Courage, Enjoyment and Inclusivity.

Connecting these values and the three physical elements is triathlon which acts as a vehicle for the above values to be reflected — water (swim), stars and sky (bike), feet/ footsteps (run).

Finally, surrounding the core elements of the artwork are an array of waterholes, communities and land symbols further representing connection and respect of the diverse country and community involved with AusTriathlon and the sport of triathlon.

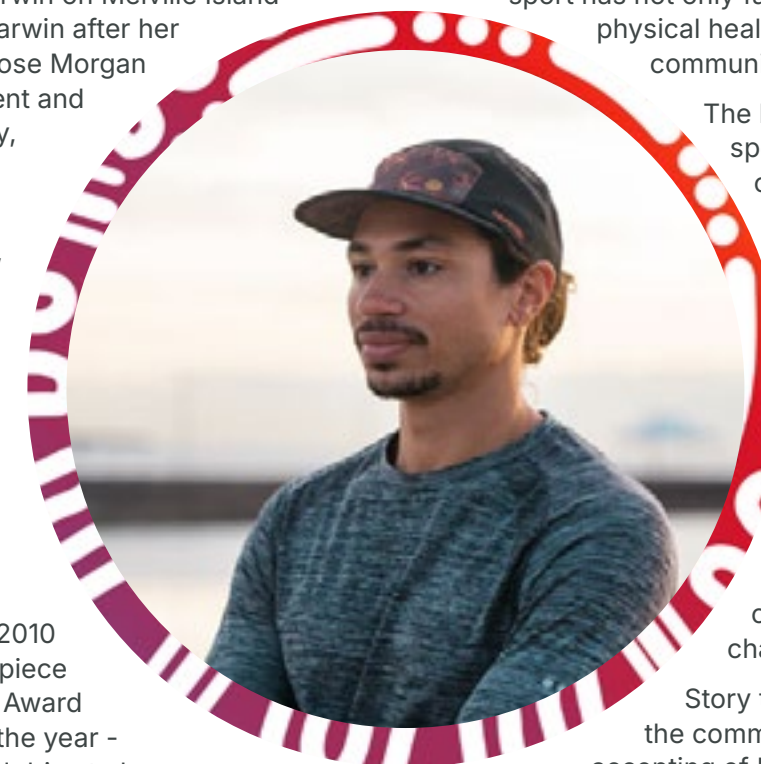


THE ARTIST

My name is Ambrose Scott Killian, proud desert/ Eastern Arrernte and Western Bundjalung man. I am a proud father to Amias Angale Killian and Akira Angale Killian and a loving husband. I was born on Larrakia country (Darwin) and I am currently residing in Meanjin/ Brisbane on beautiful Quandamooka country to which I now call home and have since 1999. My Nana, Barbara-Anne Chisholm, was born on Eastern Arrernte country and was stolen and raised north of Darwin on Melville Island before moving to Brisbane and then back to Darwin after her schooling had finished. My Grandfather, Ambrose Morgan was of Bundjalung and African-American decent and grew up around Redfern, NSW, so I have family, connections, experiences and stories to share through all of these regions.

I have always been a day dreamer and drawer, finding myself stuck sketching and drawing from a very young age –it was and always will be my vessel for communicating, connecting to Apmere / country and translating and sharing stories of myself, my ancestors and the notion of 'Country'. Art and creating has always been my safe space, letting me share my feelings and stories in a realm that lacks judgement and is only limited to one's imagination. My drive to learn more about the cultural significance of our art really began in 2010 when I created a large piece titled 'Grey'. This piece won the Indigenous Heart Foundation Student Award and toured QLD galleries for the remainder of the year - More importantly, it opened up my passion and drive to keep painting and learning about our art and culture, contacting my elders and being a pest for learning and sharing my knowledge for those who take the time to listen.

My grandparents were not afforded the opportunity to practise and immerse themselves in culture, so my pride and passion is exuberated by this lost time. It's our duty to continue on our stories and teachings to ensure culture is strong, alive and well for future generations.



As well as being an artist, I am an endurance athlete and my journey has been heightened by the common denominator between endurance and triathlon and culture - community. Through displacement, stolen generations and the history of First Nations people in this country, a sense of broken community has affected First Nations people tremendously. Reconnecting with mob through the lens of endurance sport has not only facilitated athletic achievements, fitness and physical health, but perhaps more importantly a sense of community, pride and belief.

The humbling aspect and nature of true endurance sport, the swimming, riding and running on country adds so many layers to life. It is this layering and impact that proves incredibly important to my way of life and my embodiment of health and culture. They go hand in hand and are not separate ventures of personal identity and exploration.

I believe the drive and commitment it takes to participate in endurance sport is a direct correlation to improving personal and communal wellbeing. Taking direct, positive and meaningful action on issues, events and taking control of choices and therefore, outcomes, is pivotal to creating and fostering change through our communities.

Story telling opportunities exist everywhere and the community of endurance sport is so extremely accepting of First Nations culture, ideologies and artwork, that splashing our colours through clothing, kit, shoes, hats and everything in between helps to add to the already accepting and diverse array of people and cultures within endurance sport.

For more information on Ambrose and his artwork please see his website: <https://ambrose.studio/>



OUR RAP
RELATIONSHIPS
(NOVEMBER 2024-NOVEMBER 2025)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	February 2025	AusTri RAP Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2025	AusTri GM Sport Services
	Map out AusTriathlon offices and events identifying Traditional Custodians Nations and Language Groups	February 2025	AusTri RAP Lead
	Continue to strengthen our partnership with TRIMOB to amplify their work and help to facilitate programs in community	December 2024	AusTri GM Sport Services
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	AusTri RAP Lead
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2025	AusTri RAP Lead
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2025	AusTri CEO & GM Sport Services
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	November 2024	AusTri CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2025	AusTri GM Sport Services
	Identify RAP organisations in the RAP network and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	May 2025	AusTri GM Sport Services
	AusTriathlon Reflect RAP Launch Event	November 2024	AusTri GM Commercial, Marketing & Communications
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	February 2025	GM Finance & Corporate Services & HR Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2025	GM Finance & Corporate Services & HR Manager
	Review AusTriathlon membership and event registration platforms to ensure use of appropriate language	November 2024	AusTri GM Sport Services



OUR RAP
RESPECT
(NOVEMBER 2024-NOVEMBER 2025)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	May 2025	AusTri RAP Lead
	Conduct a review of cultural learning needs within our organisation	February 2025	AusTri GM Sport Services
	Develop a cultural capability framework to outline training specific to our organisation	March 2025	AusTri RAP Lead
	Implement cultural capability training to staff across our organisation	May 2025	AusTri GM Sport Services
	Provide cultural awareness training to High Performance athletes	February 2025	AusTri GM Performance
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Investigate opportunity to dedicate a day to recognise Aboriginal and Torres Strait Islander people in the sport of triathlon	May 2025	AusTri GM Sport Services
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area	August 2025	AusTri GM Sport Services
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	March 2025	AusTri GM Sport Services
	Work with local Traditional Owners or Custodians of the lands and waters to ensure all AusTriathlon major events have appropriate language and traditional land names throughout written documentation and signage	May 2025	AusTri GM Sport Services
	Ensure all imagery and video content across our platforms and learning modules are culturally sensitive and appropriate for Aboriginal and Torres Strait Islander people	May 2025	AusTri GM Commercial, Marketing & Communications & GM Sport Services
	Develop and implement an AusTriathlon specific Acknowledgement of Country alongside usage guidelines to be delivered to all stakeholders	February 2025	AusTri RAP Lead
	Implement AusTriathlon specific Acknowledgement of Country on AusTriathlon website and on staff email signatures	November 2024	AusTri GM Commercial, Marketing & Communications & Technology Lead
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	AusTri CEO & GM Sport Services
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	First week in July 2025	AusTri RAP Lead
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	AusTri RAP Lead



OUR RAP
OPPORTUNITIES
(NOVEMBER 2024-NOVEMBER 2025)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	February 2025	AusTri RAP Lead
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	AusTri RAP Lead
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.'	February 2025	AusTri HR Manager
	Post all advertised vacancies in Aboriginal and Torres Strait Islander media.	February 2025	AusTri HR Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2025	AusTri RAP Lead
	Investigate Supply Nation membership.	March 2025	AusTri GM Finance & Corporate Services
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	April 2025	AusTri RAP Lead



OUR RAP
GOVERNANCE
(NOVEMBER 2024-NOVEMBER 2025)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Continue AusTriathlon RWG to govern RAP implementation.	November 2024	AusTri GM-Sport Services & RAP Lead
	Draft a Terms of Reference for the RWG.	November 2024	AusTri GM-Sport Services & RAP Lead
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2024	AusTri GM-Sport Services & RAP Lead
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2025	AusTri RAP Lead
	Engage senior leaders in the delivery of RAP commitments.	January 2025	AusTri RAP Lead
	Review and re-appoint a senior leader to champion our RAP internally.	January 2025	AusTri RAP Lead
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2025	AusTri RAP Lead
12. 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	AusTri RAP Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	AusTri RAP Lead
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	AusTri RAP Lead
	Publicly report our RAP achievements, challenges and learnings.	November 2025	AusTri CEO
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2025	AusTri RAP Lead



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