



Innovate Reconciliation Action Plan



April 2025 - March 2027

Credit Union SA and Reconciliation
Australia acknowledge and pay respect
to the past, present and future Traditional
Custodians and Elders of this nation and
the continuation of cultural, spiritual and
educational practices of Aboriginal and
Torres Strait Islander peoples.

Aboriginal and Torres Strait Islander
peoples should be aware that this
document may contain images or names
of people who have passed away.

Cover artwork: *The Celebration*
by Monica (Nungarrayi) Turner-Collins, Hamish and Kobe Collins

Table of Contents

About our Artists	4
Statement from CEO of Reconciliation Australia	6
A Message from our CEO	8
Our Vision for Reconciliation	9
Our Business	10
Our RAP Journey	14
Relationships	17
Respect	21
Opportunities	25
Governance	28



About our Artists

Siblings Monica (Nungarrayi) Turner-Collins, Hamish and Kobe Collins collectively completed 'The Celebration' artwork piece that is proudly displayed in the Credit Union SA Staff Cafe.

Monica is a 20-year-old Anmatyerre/Arrernte woman from Santa Teresa and Yuelamu communities, located in the Tanami desert a few hours remote of Alice Springs, Northern Territory.

Hamish and Kobe Collins are Central Australian, also proud Arrernte/ Anmatyerr/ Warlpiri persons originally from a small remote communities located just outside Alice Springs.





Monica, together with Hamish and Kobe, produced a series of 3 commissioned pieces for Credit Union SA whilst living on Kurna country to be displayed proudly within the business; titled *The Journey*, *The Celebration* and *The Connection*.

Deriving from a strong line of traditional Aboriginal artists, these talented siblings have been painting from a very young age alongside their Grandparents, Parents and extended family.

Their artwork reflects their spiritual Emu and Rock Wallaby Dreamings and their connection to country and culture. "Our vision through our art is to bring everyone together with hopes that people can see working as one improves overall outcomes for all Australians. We paint through and in collaboration with our own journey of starting life on new country and building relationships to support future outcomes."

Of this painting, they explain: "This painting reflects Emu and rock Wallaby Dreaming. It shows meeting places with many different communities gathering on Kurna country."

The *Celebration* is featured prominently throughout this document and is on display in the Credit Union SA head office.

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Credit Union SA 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 Credit Union SA 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, Credit Union SA 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever.

Credit Union SA 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 Credit Union SA'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 Credit Union SA on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



A Message from our CEO



Credit Union SA is proud to be implementing our Innovate Reconciliation Action Plan (RAP) which builds on our Reflect RAP that formally signalled our commitment to reconciliation. We recognise the ongoing commitment required to implement positive change in our organisation and in our communities and carry the full support of our Board and all of our people across the business.

This Innovate RAP is an opportunity for Credit Union SA to expand its understanding of our core strengths and deepen our relationship with our community, staff, and stakeholders.

By investigating and understanding the integral role we play across our sphere of influence, Credit Union SA will create dynamic reconciliation outcomes, supported by and aligned with our business objectives.

Our Innovate RAP will aim to strengthen and develop connections with Aboriginal and Torres Strait Islander peoples and communities through piloting strategies for further reconciliation 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 the need to empower and enable staff to contribute to this process, as well.

As we continue our organisations reconciliation journey, we are confident that we will ensure the sustainability of future RAPs and reconciliation initiatives to empower Aboriginal and Torres Strait Islander peoples and provide meaningful impact toward Australia's reconciliation journey.

Todds Roberts

CEO

Our Vision for Reconciliation

Credit Union SA's vision for reconciliation is directly linked to our Purpose of 'Helping South Australians Thrive'. It is a vision based on respect, common understanding, awareness, and truth telling of our shared history. It is acknowledging and celebrating our Nation's history as home to the world's most ancient continuous culture.

In support of our vision our goal is to walk alongside First Nations Peoples to achieve economic independence and financial aspirations through our products and services. We aim to educate through our sphere of influence, our employees, members, and wider community.

At Credit Union SA we strive to build a culturally safe and inclusive workplace that celebrates and honours the histories and lived experiences of our First Nations peoples and communities. Through education, employment, partnerships, and economic engagement, we are committed to helping all South Australians thrive and achieve their full potential.

We are committed to tangible actions and deliverables including:

- Self-education on the history of Australia and providing opportunities for our team to expand their knowledge and understanding
- Research of the First Nations place names and history of the land on which we work and live and using these names where possible
- Investigation of the history of our organisation and the potential impacts it may have had on Aboriginal and Torres Strait Islander peoples
- Scoping and identifying ways to financially support and/or volunteer to be part of Community – lead truth telling efforts in the community in which we operate
- Play an advocacy role in calling for truth telling at state and national levels.

Our Business

Credit Union SA are a member owned organisation providing financial services products. This means it is our members, everyone who banks with us, who collectively own us. Consequently, it's them, their families and communities who are our top priority.

Our Purpose

We were founded more than 60 years ago by people who wanted to help South Australians thrive. It was all about creating a fairer, smarter, and more human alternative to traditional banks: a credit union that was run by its members, for its members.

Today, that same purpose remains. We continue helping South Australians thrive by delivering award-winning banking experiences and innovative products, putting our members and their communities at the centre of everything we do.

Our Ethics

For us, good business and ethics go hand in hand. That's why we don't invest or lend funds to organisations supporting the fossil fuel industry, gambling, weapons or tobacco industries. We also support immediate action to reduce climate change and reverse its effects in Australia, and the world.



Credit Union SA Head Office,
as seen from Tarntanyangga

Our Values

Our Values reflect our beliefs and principles as an organisation – they are at the heart of what we do, who we are; and how we come together every day. We help South Australians thrive by putting our people first, striving to achieve and being our best every day.

Our values reflect our beliefs and principles as an organisation; People First, Strive to Achieve and Be our Best ensure that people are at the forefront of what we do within our organisation, when supporting our members and engaging with the broader community. To achieve our best, we work together to try and provide consistent outstanding service in every interaction with our members and across our business, something we have been proudly recognised for through external awards.

It is our goal to be the financial institution that more South Australians choose which is a simple yet powerful guiding light for us and our decision making.

We are committed to providing exceptional member experience and a culture of excellence for our team.

Our Community


At Credit Union SA, working with our community is at the heart of everything we do. That's why we're passionate about giving back to incredible local organisations like St John's Youth Services, The Zahra Foundation and the SA education community. We know that when our communities thrive, so do our members and so do we!

Our ability to build trusted relationships with our members and the community underpins our success. By following our own Code of Conduct and the policies that it references, we feel confident that we are all making the right and good decisions, serving our members to the best of our ability and having a positive impact on our community.

Credit Union SA has approximately 160 employees and does not currently employ any Aboriginal and/or Torres Strait Islander staff members. We have a strong community-based heritage as an organisation, having delivered accessible and innovative financial services products to meet our members needs for over 60 years. Our office and branch location is 400 King William Street Adelaide, South Australia.



Credit Union SA staff and broker partners attending the
2024 Reconciliation SA National Reconciliation Breakfast



In addition to our members and general community our external sphere of influence, on a day-to-day basis, includes organisations who assist us in being a successful organisation and who we can engage in reconciliation:

Customer Owned Banking Association (COBA), the industry association for Australia's customer-owned banking institutions – mutual banks, credit unions and building societies. Their vision is for more Australians to benefit from a resilient banking sector that is centred on people and communities.


The South Australian Public and Private Sector Schools and educators due to our membership base having strong historical connections in the education community

We are **Port Adelaide Football Club's** Premier Partner for Home Loans and Personal Banking, and our partnership supports the club's community education programs.

Through our charity partners in **St John's Youth Services** and **The Zahra Foundation** we strive to improve the lives of vulnerable South Australians.

Suppliers who we currently utilise and those we will engage in the future.

We value the opportunity to educate, influence and draw on the skills and knowledge of our people who work for Credit Union SA, which also extends to their family members who we see as key stakeholders in reconciliation.



Our RAP Journey

For over 60 years Credit Union SA have had a commitment to improving our community through strong links to the education sector and a passion for helping South Australians thrive.

We want to continue to build on our foundations and connections to support reconciliation within our sphere of influence, working alongside First Nations peoples and communities through our RAP journey moving from Reflect into Innovate.

The next stage of our RAP journey will see a continued, considered effort to build upon our organisational knowledge, practices and capabilities to empower and provide meaningful impact towards Australia's reconciliation journey.

Championed by our CEO Todd Roberts, who is the sponsor of the Credit Union SA RAP, our organisation is supported by a diverse RAP Working Group team including;

- Senior Manager People & Development, Steve Newman
- Chief Experience Officer, Liana Reinhardt
- Chief Transformation Officer, Karen Beard
- Broker Relationship Manager, Chris Bartlett
- Senior Financial Crimes Analyst, Chris Pugliese
- Marketing Manager, Carmen Hutchison
- St. John's Youth Services, Transitional Youth Worker and Barngarla/Ngarrindjeri woman, Jessica Luciani

Our RAP Journey has further been supported by our Artists Monica Turner-Collins, Anmatyerre/Arrernte woman, Hamish and Kobe Collins, Arrernte/Anmatyerr/Warlpiri persons and Tjindu Foundation's CEO as a consultant, Kellie Graves Ngarrindjeri/ Narungga descendant.

Through commencing our RAP journey, Credit Union SA have taken time to reflect on our first process and assess our individual and organisational key learnings. Through this process we have identified that all actions big and small committed to building awareness, creating culturally safer environments and improving products and services, laying the platform for larger, more impactful actions in the future.

We understand that the reconciliation journey is not linear and is an ongoing journey with continued commitment to educate and increase understanding of our shared nation's history, to share this education at varying levels for our employees, consumers and the wider community.

Over the last 12 months Credit Union SA have supported the following programs and initiatives:

'National Reconciliation Breakfast 2024' Reconciliation SA Silver Sponsor

'Public Education Awards' Major Sponsor, which supports the 'Aunty Josie Agius Award', recognising the cultural and community expertise of Aboriginal employees and the vital role they play in inspiring and influencing the development of culturally sensitive and responsive services or teaching practices. It celebrates the colleagues who are inspiring young minds, delivering the richest learning experiences or building policy and programs that respect culture and community.

'2025 Anangu Lands Schools Conference' to be held in Adelaide - Major Sponsors for the Department for Education

School Impact Program - Sponsorship for the Youth Education Centre funding a 'Kurna Language teacher to reconnect students back to language'

'Player Sponsors for North Adelaide Football Club' financial support for Kobe and Hamish Collins.

Sponsorship of the ***Mourning in the Morning*** event (as part of Aus Lights on the River) for the Australia Day Council of SA on 26 January 2024. This commitment to reconciliation included an Ally speech by the Senior Manager People & Development during the Respectfully Yours component aimed at fostering a deeper understanding of our diverse nation and modelling of respect for First Nations peoples.

- *Key learnings from the Reflect RAP journey to date include;*
Investment of more time will be required in the planning and design of future RAPs
- The RAP Working Group would benefit from coaching in the scoping and design of our Innovate RAP
- Additional resourcing would be required for the implementation of actions for our Innovate RAP

Responses to key learnings;

- A series of planning meetings have been held for the scoping of the Innovate RAP
- Kellie Graves a proud Ngarrindjeri and Narungga woman who is the CEO of the Tjindu Foundation provided coaching and mentoring to the RAP Champion and RAP Working Group
- The RAP Working Group was expanded for the purposes of the planning and will be leveraged for delivery of the Innovate RAP

Credit Union SA acknowledge that the foundation has commenced and as an organisation we are not only committed to educating our people and community but to embedding First Nations products, services, perspectives, collaborations and protocols wherever possible in all areas of the business.

We are invested in this journey and look forward to our continued learnings through this process.



Hamish and Kobe unveiled 'The Celebration' at a launch event for our community in 2023



Relationships

We are guided by respect and collaboration

Genuine, collaborative relationships with First Nations peoples and their communities is an important pillar in our purpose: Helping South Australians Thrive.

It is fundamental that a thriving South Australia must include, engage and consider First Nations peoples and perspectives in order to support unique banking needs and financial aspirations.

We are committed to strengthening our relationships with First Nations peoples and their communities across South Australia, considering and collaborating with our members, staff, suppliers and community at each stage of our journey.

Focus area: Supporting our Members' Aspirations

Action	Deliverable	Timeline	Responsibility
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.	June 2025 - 2026	Chief Transformation Officer
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2026	Chief Transformation Officer

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April - June 2025, 2026	Chief Transformation Officer
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2025, 2026	Senior Manager People & Development
	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, 2026	Chief Executive Officer
	Organise at least one NRW event each year.	27 May - 3 June, 2025, 2026	Chief Transformation Officer
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	Chief Transformation Officer

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2025	Chief Transformation Officer
	Communicate our commitment to reconciliation publicly.	May 2025	Chief Executive Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2026	Chief Operating Officer
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation including supporting Truth-telling through our spheres of influence.	June 2026	Chief Experience Officer

Action	Deliverable	Timeline	Responsibility
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.	November 2025	Chief Transformation Officer
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	November 2025	Chief Transformation Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2025	Chief Transformation Officer
	Educate senior leaders on the effects of racism.	October 2025	Chief Transformation Officer
	Educate our people on the new and stronger anti-racism campaign replacing the Racism It Stops With Me campaign. We will share tools and resources to help our organisation to create change.	October 2025	Chief Transformation Officer

Respect



We acknowledge and appreciate the Traditional Owners of these Lands and Waterways

We commit to respecting, acknowledging and protecting the cultural and spiritual connection that First Nations peoples and communities have with lands, waterways and Country.

It is an honour for our branch and head office to be based on Kurna land. Credit Union SA are dedicated to collaborating with First Nations peoples and communities across all regions in South Australia. We continue in our learning journey and the education of our people to show our respect and appreciation for all First Nations cultures.

Focus area: Inspire and Grow our People

Action	Deliverable	Timeline	Responsibility
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.	May 2025	Chief Transformation Officer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	May 2025	Chief Transformation Officer
	Develop, implement, and communicate a cultural learning strategy document for our staff.	August 2025	Chief Transformation Officer

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2025	Chief Transformation Officer
	Continue to deliver Cultural Awareness and Sensitivity training to all our people (both initial and refresher) both through face to face and online training methodology.	December 2026	Chief Experience Officer
	Investigate stages of cultural learning through various providers.	February 2027	Chief Experience Officer
	Consult with local Traditional Owners to explore opportunities to rename meeting rooms in Kurna language.	September 2025	Chief Experience Officer
	Incorporate important historical dates of significance for First Nations peoples into our outlook calendars, each with a brief intro into what occurred and the impact – “on this day”.	May 2025	Chief Experience Officer
	Provide opportunities for our team to expand their knowledge and understanding through a guided internal platform focused on self-education on the history of Australia.	February 2027	Chief Experience Officer

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Researching of First Nations place names and the histories of the lands on which we work and live, and using these names where possible within our organisation	December 2026	Chief Experience Officer
	Working with Traditional Custodians to support the culturally safe delivery of Truth-telling within our organisation.	January 2026	Senior Manager People & Development
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.	May 2025	Chief Operating Officer
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2025	Chief Operating Officer
	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	Chief Operating Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2025	Chief Operating Officer

Action	Deliverable	Timeline	Responsibility
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.	First week in July, 2025, 2026	Chief Transformation Officer
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March/April 2025	Chief Transformation Officer
	Promote and encourage participation in external NAIDOC events to all staff.	June 2025 and June 2026	Chief Transformation Officer

Opportunities



We are building a better future, together

Credit Union SA want to work alongside First Nations peoples and wider South Australian communities to empower financial futures. We commit to this by working to provide accessible, thoughtful banking services and increasing the opportunities we offer through our careers, services, policies, supplier relationships and community partnerships. We are dedicated to using our influence across South Australia to create more opportunities.

Focus area: Thriving People and Partners

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2026	Chief Experience Officer
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2026	Chief Experience Officer
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2025	Chief Transformation Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2025	Chief Transformation Officer

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2025	Chief Transformation Officer
	Engage with other similar financial institutions to gain understanding and explore opportunities to increase First Nation's employment.	January 2026	Chief Transformation Officer
	Establish an agreement with St John's Youth Service to explore employment and/or work experience opportunities for Aboriginal and/or Torres Strait Islander young peoples who are impacted by homelessness	December 2025	Chief Experience Officer
	Promote in our vacancy advertising, website and social media channels that we are inclusive, equal opportunity employer and strongly encourage First Nations People's to apply.	May 2025	Chief Transformation Officer
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2025	Company Secretary & General Counsel
	Investigate Supply Nation membership.	May 2025	Company Secretary & General Counsel

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2025	Company Secretary & General Counsel
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2025	Company Secretary & General Counsel
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2026	Company Secretary & General Counsel

Governance



Action	Deliverable	Timeline	Responsibility
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.	May 2025	Senior Manager People & Development
	Establish and apply a Terms of Reference for the RWG.	May 2025	Senior Manager People & Development
	Meet at least four times per year to drive and monitor RAP implementation.	May, August, November, February 2025, 2026, 2027	Senior Manager People & Development
	Leverage additional support of our wider workforce to support the RAP working group and ownership of RAP actions through an 'Activation Group'. The 'Activation Group' will consist of other staff and leaders at Credit Union SA to bring the RAP to life within our organisation, wider community and sphere of influence.	May 2025	Senior Manager People & Development
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2025	Chief Transformation Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2025	Chief Executive Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments	May 2025	Chief Transformation Officer
	Appoint and maintain an internal RAP Champion from senior management.	May 2025	Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
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 2025, 2026	Senior Manager People & Development
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025, 2026	Senior Manager People & Development
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September, 2025, 2026	Senior Manager People & Development
	Report RAP progress to all staff and senior leaders quarterly.	May, August, November, February 2025, 2026, 2027	Chief Transformation Officer
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2025, 2026	Chief Experience Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Senior Manager People & Development
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2027	Senior Manager People & Development
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2026	Senior Manager People & Development

Reconciliation Action Plan

Personal learnings and reflections

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