MELBOURNE PARK INNOVATE RECONCILIATION ACTION PLAN

JANUARY 2026 – DECEMBER 2027

RECONCILIATION ACTION PLAN
INNOVATE

MELBOURNE PARK

ACKNOWLEDGEMENT

Melbourne Park is responsible for managing venues and facilities located on the lands of the Wurundjeri people of the East Kulin Nation, and we acknowledge them as Traditional Owners. We acknowledge the cultural heritage and significance of the land we are privileged to manage on behalf of the Victorian people, and seek to develop relationships and knowledge to help us plan and take action towards the goal of reconciliation.

OUR VISION FOR RECONCILIATION

Melbourne Park's vision for reconciliation is to contribute to a sports and entertainment industry that provides opportunity to, and celebrates Aboriginal and Torres Strait Islander peoples and communities – whether players, artists, performers, staff or guests. We envision a sports and entertainment industry that provides a safe and inclusive environment for Aboriginal and Torres Strait Islander peoples, where everyone can share and enjoy live experiences.

To support this vision, we will ensure that Aboriginal and Torres Strait islander peoples and communities can engage with and benefit from the work of our organisation and our network of partners, and seek out opportunities to openly recognise and celebrate First Nations cultures through the diverse range of events and other activities that take place at Melbourne Park.

OUR BUSINESS

Melbourne Park is Melbourne's live events epicentre. A place where people come together to share experiences, make lifelong memories and enjoy the best in live sports, music and entertainment.

Located on the doorstep of Melbourne's CBD, Melbourne Park spans 40 hectares of open, public space, encompassing six world-class venues, training and administration facilities for professional sporting teams, public amenities, and green parklands.

Our venues – Rod Laver Arena, AAMI Park, John Cain Arena, Margaret Court Arena, Centrepiece and Kia Arena – play host to Australia's most iconic sport and entertainment events. From global sporting spectacles like the Australian Open, to family events, headline entertainment, up-and-coming local artists and domestic and international sporting fixtures across five sporting codes, Melbourne Park has something for everyone.

A lynchpin in Victoria's sports, entertainment and live music culture, Melbourne Park fosters and maintains Melbourne's reputation as a global city, and provides countless opportunities for the community to come together and connect.

Our organisation is headquartered in the heart of Melbourne Park, and employs 180 permanent staff in a range of operations, venue management and corporate services roles. This core team is supported by a casual events workforce of up to 750 people.

Our most recent workforce engagement surveys have indicated that zero current employees identify as Aboriginal and/or Torres Strait Islander peoples. We acknowledge that we have work to do in this space, and look forward to encouraging more Aboriginal and/or Torres Strait Islander peoples to join our workforce as we continue on our reconciliation journey.

As managers of a major hub of live sport, entertainment and community activity, we maintain a broad network of stakeholders, including professional sporting clubs who play and train at Melbourne Park, entertainment promoters, event delivery partners and the Victorian Government. We look forward to working with our partners in advancing the goals of this Reconciliation Action Plan (RAP), learning from each other's experiences, and identifying opportunities for collaboration in order to see reconciliation advanced across Melbourne Park.

OUR RAP

Melbourne Park is a place where people from all walks of life come together to share experiences and make memories.

The support of Victoria's diverse communities is vital to our success, and we are committed to reflecting the values of the community across the full spectrum of our operations. Delivering tangible social outcomes for Victorian communities is a key strategic pillar for the organisation, with advancing reconciliation – as well as diversity and equality, access and inclusion, and sustainability – central to progessing this commitment.

Melbourne Park's reconciliation journey commenced in 2022, with the launch of the Reflect RAP. An opportunity to listen, learn, and begin to develop meaningful relationships, we were proud to deliver a range of outcomes, with a focus on establishing baselines of reporting, and developing foundational knowledge through learning and development opportunities for staff.

Key achievements from the delivery of the Reflect RAP include:

- **Melbourne Park became a member of Supply Nation, to enable better engagement of Aboriginal and Torres Strait Islander owned businesses in procurement opportunities.**
- **Delivery of a range of learning and development opportunities for staff, including cultural awareness training in collaboration with the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), and training to support staff in acknowledging Traditional Owners.**
- **Engagement with Traditional Owners on the development of a Cultural Heritage Overview and Storytelling Framework. This piece of work delivered a deeper understanding of the cultural significance of land where Melbourne Park is located amongst staff, and will support ongoing First Nations storytelling across the site.**

The Innovate RAP presents an opportunity to build on the strong foundations established through the delivery of our first RAP, and we look forward to growing the scope of our reconciliation activities through broader engagement with staff and stakeholders.

To develop this plan, we sought input from staff across the organisation in order to identify opportunities across the full breadth of our operations. The RAP Working Group, with the support of First Nations social agency, Cox Inall Ridgeway, facilitated six workshops with staff, identifying three priority action areas for the business over the next two years. Working with Cox Inall Ridgeway to develop this RAP has ensured the development of commitments which are achievable and consistent with learnings from Traditional Owners and other Aboriginal and Torres Strait Islander peoples.

Melbourne Park will continue to work with Cox Inall Ridgeway throughout the delivery of this RAP, and will consider opportunities to engage with other external advisory bodies to build understanding, gather knowledge and ensure best practice in the delivery of the actions outlined in this plan.

The priority action areas for Melbourne Park over the next two years include:

EDUCATION

Staff identified a desire for more educational opportunities with regard to Aboriginal and Torres Strait Islander peoples, cultures and businesses/organisations. Establishing foundational knowledge was a key outcome of the Reflect RAP, and we are committed to providing staff with more opportunities to learn from Aboriginal and Torres Strait Islander peoples, and about ways to support First Nations outcomes.

INTEGRATION

Integrating RAP actions and deliverables into business-as-usual activities will be a key enabler of the Innovate RAP. Staff identified opportunities to deliberately adjust organisational processes and practices to prioritise First Nations outcomes, with a focus on integrating RAP actions across the full breadth of our operations.

COLLABORATION

Our organisation has a broad network of stakeholders and partners, with extensive opportunity to collaborate more closely to improve First Nations outcomes. The Innovate RAP presents an opportunity to work more closely with stakeholders to deliver actions, using Melbourne Park's platform and sphere of influence to contribute towards the advancement of reconciliation.

These priorities have informed the unique actions and deliverables outlined in this RAP, which have a clear focus on leveraging partnerships to promote reconciliation within the organisation's sphere of influence – from partners who work at and/or hire our venues and facilities, to the millions of guests who visit and attend events at Melbourne Park each year.

> **"We are committed to ensuring the work of Melbourne Park reflects the values of the Victorian community, and reconciliation is core to that. We are looking forward to working towards our vision for reconciliation through the delivery of this plan, and bringing our people and broad network of stakeholders on the journey as we identify opportunities to celebrate the voices and cultures of Aboriginal and Torres Strait Islander peoples across our business."**
>
> **John Harnden AM**
> Chief Executive Officer

OUR RAP TEAM

The delivery of the Innovate RAP will be led by the RAP Working Group, which comprises representatives from across our business. The RAP Working Group will meet regularly to drive forward and monitor actions and deliverables, working across the organisation to ensure all parts of the business are engaged in Melbourne Park's reconciliation journey.

Each member of the RAP Working Group brings a unique set of skills that will support the delivery of the RAP. Members of the Communications Team will lead overall engagement with business units on the delivery of actions which are relevant to them, and will champion the achievements of this RAP through proactive internal and external storytelling. Members of the People and Culture Team will support the integration of the RAP into oragnisational culture, and will directly support the delivery of actions relating to employment, organisational policies and educational opportunities. External advisory, Cox Inall Ridgeway, will guide and support the RAP Working Group on the respectful implementation and delivery of this RAP. Of the RAP Working Group members, Tiernan Campbell-O'Brien identifies as an Aboriginal man.

Led by the RAP Working Group, Melbourne Park looks forward to continuing the momentum created by the delivery of the Reflect RAP, and harnessing the enthusiasm of staff and partners to advance our vision for reconciliation.

RAP WORKING GROUP MEMBERS

The RAP Working Group comprises the following representatives:

Katherine Oakley, RAP Champion, Director of Communications and Stakeholder Relations
Taryn Evans, Director of People & Culture
Laura Berthold, Corporate Communications Manager
Mitchell Welch, Head of Communications
Chelsea Bryans, Inclusion and Capability Lead
Tiernan Campbell-O'Brien, Director, Cox Inall Ridgeway

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends Melbourne Park 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 Melbourne Park 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, Melbourne Park 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.

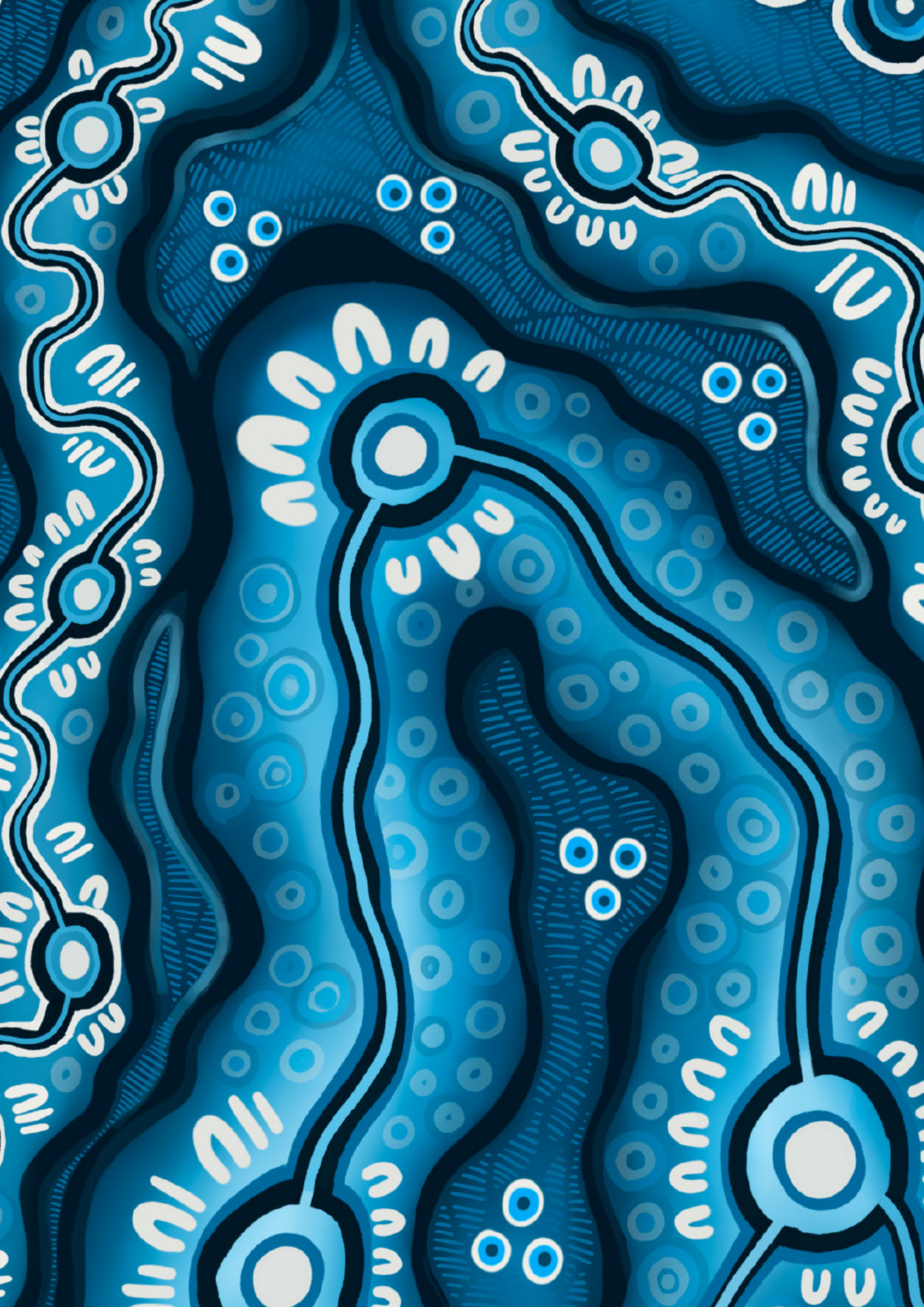
With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Melbourne Park is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention,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

Implementing an Innovate RAP signals Melbourne Park'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 Melbourne Park on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



"The artwork used in this RAP represents an aerial view of Melbourne Park. There are meeting places which are all linked together, this represents the community ties and connections. There are many florals and native grasses painted throughout to represent the nourishment and care for the surrounding lands and waterways."

Sonny Green, Artist and proud Gamilaroi man from Moree, New South Wales

RELATIONSHIPS

Melbourne Park recognises that progress in the delivery of Aboriginal and Torres Strait Islander outcomes cannot begin without the involvement of Aboriginal and Torres Strait Islander people. The organisation will build positive relationships with Aboriginal and Torres Strait Islander peoples and organisations, and by doing so embed different perspectives and learnings into how it conducts its operations.

FOCUS AREA

Melbourne Park is a place where people from all walks of life come together to share experiences and make memories. The support of Victoria's diverse communities is vital to Melbourne Park's success, and we are committed to reflecting the values of the community we serve. Building and developing relationships with Aboriginal and Torres Strait Islander peoples is fundamental to progressing outcomes towards reconciliation and we are determined to do this with respect.

ACTION: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	April 2026	Director of Communications and Stakeholder Relations
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2026	Director of Communications and Stakeholder Relations
Explore opportunities with Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to establish regular cultural education sessions/tours at Melbourne Park.	November 2026	Director of Communications and Stakeholder Relations Director of People and Culture

ACTION: Build relationships through celebrating National Reconciliation Week (NRW).

DELIVERABLE	TIMELINE	RESPONSIBILITY
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, 27	Director of People and Culture
RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2026, 27	Director of Communications and Stakeholder Relations
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2026, 27	Director of Communications and Stakeholder Relations Director of People and Culture
Organise at least one NRW event each year.	27 May - 3 June 2026, 27	Director of People and Culture
Register all our NRW events on Reconciliation Australia's NRW website.	November 2026	Director of Communications and Stakeholder Relations

ACTION: Promote reconciliation through our sphere of influence.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	April 2026	Director of People and Culture
Communicate our commitment to reconciliation publicly.	December 2026	Director of Communications and Stakeholder Relations
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2026	Director of Communications and Stakeholder Relations
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2026	Director of Communications and Stakeholder Relations

ACTION: Promote positive race relations through anti-discrimination strategies.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2026	Director of People and Culture
Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2027	Director People and Culture
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February 2027	Director People and Culture
Educate senior leaders on the effects of racism.	February 2027	Director People and Culture

ACTION: Leverage partnerships to increase Aboriginal and Torres Strait Islander presence and content at Melbourne Park.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Explore opportunities to deliver Aboriginal and Torres Strait Islander content and/or cultural events at Melbourne Park.	June 2026	Director of Commercial
Amplify Aboriginal and Torres Strait Islander activities led by their community/s and/or Melbourne Park's tenants/tenant clubs.	June 2026	Director of Communications and Stakeholder Relations Director of Venues

RESPECT

By increasing awareness of Aboriginal and Torres Strait Islander cultures throughout our business and sphere of influence, Melbourne Park aims to create an environment where two-way knowledge sharing, mutual respect and understanding are common place. By demonstrating respect, we will ensure Melbourne Park is a culturally aware and safe place for Aboriginal and Torres Strait Islander peoples to visit and work, and for businesses to operate.

FOCUS AREA

We recognise respect as the foundation from which reconciliation can begin. We will focus on increasing knowledge and understanding of the place where Melbourne Park is located, the important role we play as caretakers of the site and how we can better integrate Aboriginal and Torres Strait Islander knowledges and cultures into Melbourne Park's activities, for the benefit of all.

ACTION: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Conduct a review of cultural learning needs within our organisation.	February 2026	Director of People and Culture
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	April 2026	Director of People and Culture
Develop, implement, and communicate a cultural learning strategy document for our staff. This may include workshops, guest speakers, and cultural immersion experiences with local Traditional Owners and/or Aboriginal and Torres Strait organisations and leaders.	July 2026	Director of People and Culture
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2026, 27	Director of People and Culture

ACTION: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

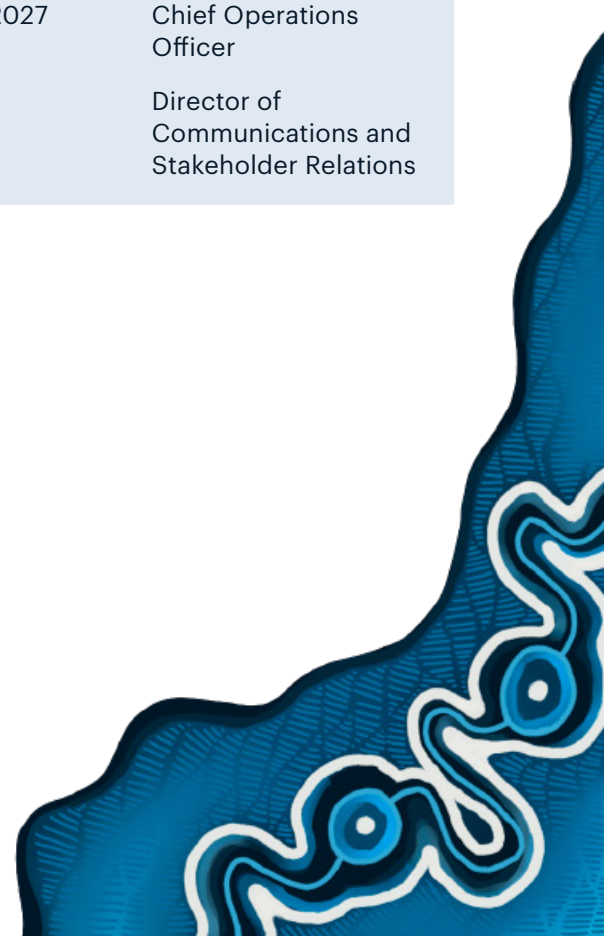
DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2026	Director of People and Culture
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2026	Director of People and Culture Director of Communications and Stakeholder Relations
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2027	Director of People and Culture
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2027	Director of Communications and Stakeholder Relations
Include an Acknowledgement of Country/Welcome to Country protocols in venue hiring packs	October 2027	Director of Communications and Stakeholder Relations Director of Commercial

ACTION: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

DELIVERABLE	TIMELINE	RESPONSIBILITY
RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026, 27	Director of Communications and Stakeholder Relations
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2026	Director of People and Culture
Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026, 27	Director of Communications and Stakeholder Relations Director of People and Culture

ACTION: Integrate local Aboriginal and Torres Strait Islander cultures and histories into Melbourne Park's identity.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Embed Melbourne Park's Cultural Heritage Overview to build understanding of First Nations cultures across the business.	October 2027	Director of Communications and Stakeholder Relations
Leverage Melbourne Park's Cultural Heritage Overview and Storytelling Framework to explore opportunities in art, wayfinding, digital and storytelling.	October 2027	Chief Operations Officer Director of Communications and Stakeholder Relations



OPPORTUNITIES

Melbourne Park recognises the opportunity to engage more Aboriginal and Torres Strait Islander peoples and businesses through procurement and employment practices, both within our own business, and that of our partners. Increasing supplier diversity and Aboriginal and Torres Strait Islander employment can lead to better economic outcomes for Aboriginal and Torres Strait Islander peoples, and we are committed to working differently to support Aboriginal and Torres Strait Islander procurement and employment opportunities.

FOCUS AREA

Melbourne Park is committed to creating more opportunities for Aboriginal and Torres Strait Islander peoples and businesses to be a part of the organisation's operations, activity and story. This is consistent with our Social Procurement Strategy and ambitions to make Melbourne Park more accessible for all.

ACTION: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2026	Director of People and Culture
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2026, 27	Director of People and Culture
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	September 2026	Director of People and Culture
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2027	Director of People and Culture

Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2026, 27	Director of People and Culture
Explore opportunities to engage First Nations young people in employment at Melbourne Park.	November 2026	Director of People and Culture

ACTION: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2027	Deputy Chief Executive Officer
Investigate Supply Nation membership.	February 2026	Deputy Chief Executive Officer
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2027	Deputy Chief Executive Officer
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2026	Deputy Chief Executive Officer
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2026, 27	Deputy Chief Executive Officer
Develop procurement feedback and support processes to support increased First Nations business procurement.	June 2026, 27	Deputy Chief Executive Officer
Investigate opportunities to leverage procurement processes to encourage partners/suppliers to integrate First Nations businesses into their supply chain.	April 2027	Deputy Chief Executive Officer

We recognise Yorta Yorta artist Stan Yarramunua and Wurundjeri Woi-wurrung Elder Aunty Joy Wandin Murphy at the unveiling of the Melbourne Park cultural marker.

GOVERNANCE

ACTION: Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Monthly, to be reviewed February 2027	Director of Communications and Stakeholder Relations
Establish and apply a Terms of Reference for the RWG.	February 2026	Director of Communications and Stakeholder Relations
Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December, 2026, 2027	Director of Communications and Stakeholder Relations

ACTION: Provide appropriate support for effective implementation of RAP commitments.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Define resource needs for RAP implementation.	July 2026 July 2027	Director of Communications and Stakeholder Relations
Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2026 June 2027	Director of Communications and Stakeholder Relations
Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2026 May 2027	Director of Communications and Stakeholder Relations
Appoint and maintain an internal RAP Champion from senior management.	February 2026 February 2027	Director of Communications and Stakeholder Relations

ACTION: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

DELIVERABLE	TIMELINE	RESPONSIBILITY
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	Director of Communications and Stakeholder Relations
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	Director of Communications and Stakeholder Relations
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Director of Communications and Stakeholder Relations
Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December, 2026, 2027	Director of Communications and Stakeholder Relations Director of People and Culture
Publicly report our RAP achievements, challenges and learnings, annually.	October 2026, 27	Director of Communications and Stakeholder Relations
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2027	Director of Communications and Stakeholder Relations
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2027	Director of Communications and Stakeholder Relations
Develop a Melbourne Park RAP reporting template for internal accountability, transparency, and reporting.	March 2026	Director of Communications and Stakeholder Relations

ACTION: Continue our reconciliation journey by developing our next RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Register via Reconciliation Australia's website to begin developing our next RAP.	July 2027	Director of Communications and Stakeholder Relations

CONTACT DETAILS

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