

# Brisbane Organising Committee for the 2032 Olympic and Paralympic Games



**Brisbane 2032**

Olympic and Paralympic  
Games Host

*Queensland*

## Reflect Reconciliation Action Plan

April 2025 – April 2026



# Acknowledgement of Country

The Brisbane Organising Committee for the 2032 Olympic and Paralympic Games (Brisbane 2032) pays respect to Aboriginal and Torres Strait Islander ancestors of this land, their spirits, and their legacy. The foundation laid by these ancestors – Australia's First Peoples – gives strength, inspiration and courage to current and future generations, both First Nations and non-First Nations, towards creating a better Australia.

We recognise it is our collective efforts and responsibility as individuals, communities and governments to ensure equality, recognition and empowerment of Aboriginal and Torres Strait Islander peoples across all aspects of society and everyday life, including sport.

We are committed to building a deeper connection with First Nations peoples through meaningful listening and authentic engagement. We celebrate and honour all Aboriginal and Torres Strait Islander Olympians and Paralympians past and present and we are committed to honouring their unique cultural and spiritual relationships to the land, waters and seas and the rich contribution they have made and continue to make to society and sport.



# Contents

Artwork Story	4
About the Artist	5
A Message From Our President	6
A Message From Our CEO	7
A Message From Brisbane 2032 RAP Patrons	8
A Message From Reconciliation Australia	9
About Us	10
Our Strategic Direction	12
Our Vision For Reconciliation	14
Our Journey Towards Reconciliation	16
Our Reflect RAP	18
Championing The RAP	23
Relationships	24
Respect	25
Opportunities	26
Governance	27

# Artwork Story

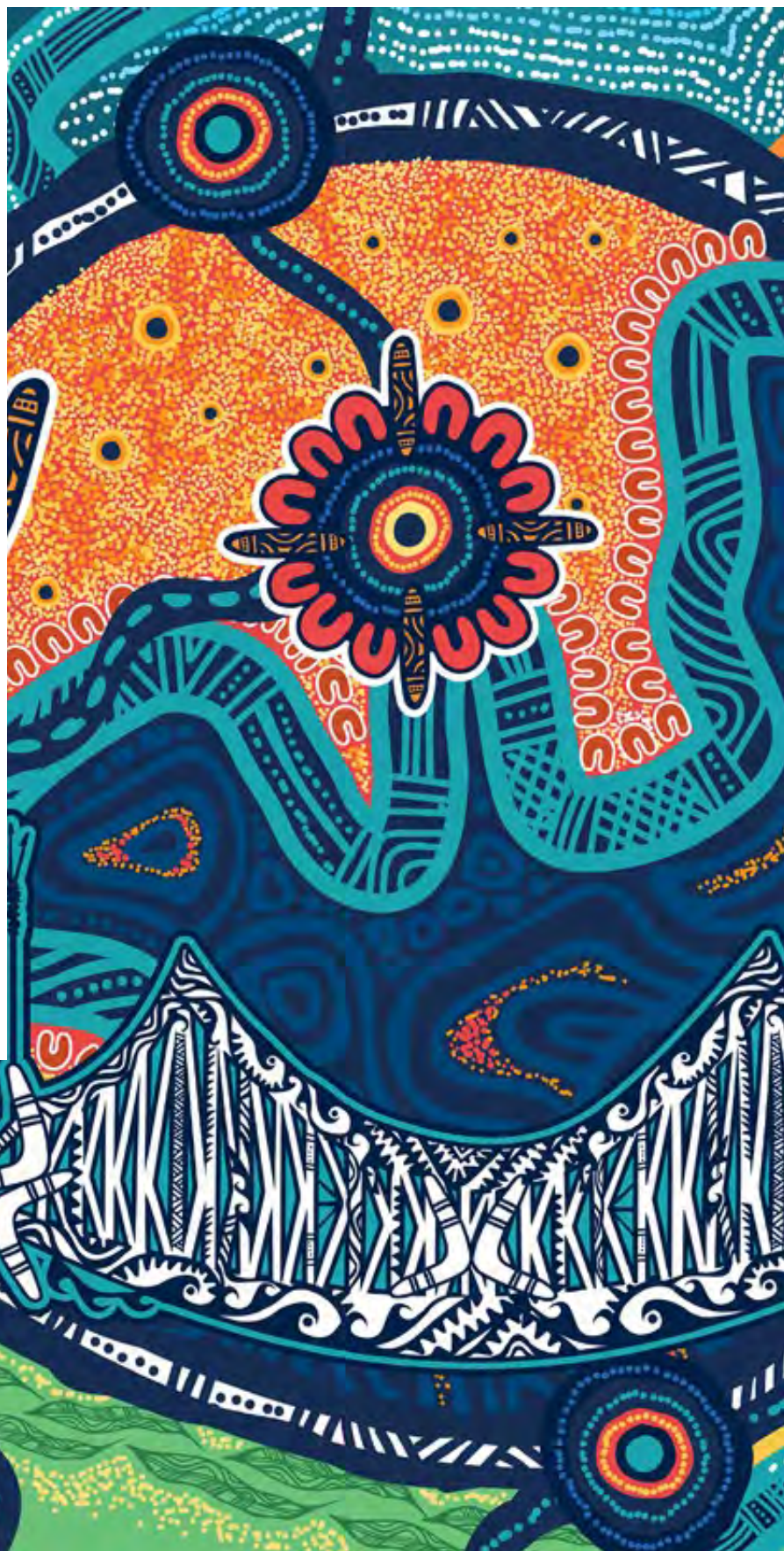
The Olympic and Paralympic Games Brisbane 2032 (The Games) represents a commitment to unity, inclusion, and respect for First Nations cultures.

At the heart of this commitment is a powerful artwork created by Elaine Chambers-Hegarty, with consultation from Ronald Henry Monaei. Elaine's artwork brings to life Aboriginal and Torres Strait Islander perspectives, showcasing the deep connection between people, land, and culture. Ronald provided consultation, contributing symbols and motifs from his Torres Strait Islander heritage, including the Story Bridge, which represents the connection between cultures and communities.

## The Vision

This artwork embodies Brisbane 2032's promise to walk alongside First Nations Peoples on the journey to reconciliation. It reflects an organisation that values First Nations knowledge and ensures their voices are heard.

The piece is inspired by the natural elements of land, water, and sky, representing the strength, movement, and unity of sport. It symbolises a shared future, built on respect and cultural understanding.



# About the Artists



## Elaine Chambers-Hegarty

Elaine Chambers-Hegarty is a proud Koa (Guwa), Kuku Yalanji, and Barada Barna woman, graphic designer, and artist with over 30 years of experience. Her passion for storytelling through design has shaped a career dedicated to ensuring First Nations voices and cultures are visible and celebrated.

Elaine's creative journey began with a deep admiration for her parents and grandparents, whose resilience and nurturing ways continue to inspire her work. Family is central to Elaine's life, and she finds strength and motivation from her husband and daughter, who support and encourage her creative vision. Their love and guidance fuel her dedication to her art, reinforcing the values of connection and cultural identity in everything she creates.

Elaine's expertise in graphic design has led to collaborations with major organisations, including the Brisbane Broncos, Brisbane Lions, Cronulla Sharks, Collingwood, and leading health organisations such as Deadly Choices and the Institute of Urban Indigenous Health. For her, the most rewarding part of her work is seeing how communities connect with the designs she creates, reinforcing cultural pride and representation.



## Ronald Henry Monaei

Ronald Henry Monaei is a Meriam (Torres Strait), Kaurareg (Aboriginal), and Mongoprang (Papua New Guinea) artist, born and raised in Brisbane. His diverse heritage is a strong influence on his work, which blends traditional and contemporary styles. Ronald's art has been showcased on the Queensland Maroons Training Jersey, and he sees his work as a way to share cultural knowledge and inspire future generations. His contribution to this artwork includes consultation and incorporating elements of Torres Strait Islander symbolism, including the Story Bridge as a unifying structure in Brisbane.

# A Message From Our President



**On behalf of the Board of the Brisbane Organising Committee for the 2032 Olympic and Paralympic Games (Brisbane 2032), it is a privilege to present our inaugural Reflect Reconciliation Action Plan (RAP).**

One of the commitments in Brisbane's bid to host the Olympic and Paralympic Games in 2032 was to harness the gift of the Games to advance economic and social opportunities for Aboriginal and Torres Strait Islander peoples. This commitment is realised partly by our Reflect RAP deliverables, but importantly, by ongoing engagement Brisbane 2032 is fostering with Traditional Owners of the lands on which our Games will be held.

One of my first priorities when I became President was to meet with the Traditional Owners of Meanjin (Brisbane). I listened to their aspirations for a Games that helps accelerate positive impact across First Nations communities, delivering meaningful outcomes.

I am determined to turn listening into action, to continue to engage with Aboriginal and Torres Strait Islander communities in the years ahead, including those with whom I have met across the Sunshine Coast, Gold Coast, Townsville and Cairns. It is critical that our Games and future legacies that feature right across Queensland and beyond, deliver genuine inclusion and a deeper connection to those that have cared for our land and water for tens of thousands of years.

The commitment of the Board and staff alike to realise greater support for First Nations communities and a reconciled nation is reflected in this RAP – and will be reflected in the RAPs to come. Together with our stakeholders, our mission is to bring to fruition the hopes and aspirations of Aboriginal and Torres Strait Islander peoples, integrating their input into the delivery of our Games and beyond.

I am proud that Brisbane 2032 becomes the first Organising Committee in Olympic and Paralympic Games history to develop a RAP and I look forward to sharing the progress we make across communities in the years ahead.

**Andrew Liveris AO**  
President  
Brisbane 2032

# A Message From Our CEO



I am excited by the commencement of our inaugural Reflect Reconciliation Action Plan (RAP) for Brisbane 2032.

Hosting the Olympic and Paralympic Games provides a unique opportunity to elevate Aboriginal and Torres Strait Islander peoples, integrating a way of life that has existed for 60,000+ years into the biggest event in Queensland's history.

The commencement of our reconciliation journey as a newly formed organisation comes at a time when the pursuit of unity – a defining theme for the Olympic and Paralympic movements – is more critical than ever.

Our Reflect RAP is the product of our team's collective efforts, having spent time considering our own ambitions and what we wish to pursue together. It is through shared learning and understanding that we become greater advocates in the pursuit of a reconciled nation.

The Brisbane 2032 Olympic and Paralympic Games will be a moment in time to celebrate who we are and what we stand for and to share this onto the world stage like never before. I look forward to using the years ahead to support real progress and change for good, including through our Reflect RAP.

**Cindy Hook**  
Chief Executive Officer  
Brisbane 2032



# A Message From Brisbane 2032 RAP Patrons



**An Olympic and Paralympic Host City has a unique opportunity to showcase who they are to the world intrinsically. It's the chance to lift the eyes and ears of the globe as to what makes them special and in many cases, unique.**

While Australia is many things, our First Nations peoples represent how we began and who we are today and ensures lasting legacy. That is, a collection of Aboriginal and Torres Strait Islander peoples and communities, each with their own story to tell. And yet, united by a thread of pride that weaves a deeper connection to the world's oldest story of beauty, strength and wisdom.

This Reconciliation Action Plan is only the beginning of our journey in lifting those stories from being one of symbolism to genuine outcomes for our First Nations peoples. Opportunities that bring us further along the road to a united Australia that respects this land of ours, values our Aboriginal and Torres Strait Islander heritage and provides opportunities for economic growth for all in rural, remote or urban Australia and Queensland's Aboriginal and Torres Strait peoples.

These are lofty ambitions. We are cognisant that the Organising Committee for the Olympic and Paralympic Games cannot achieve these things alone and so this plan seeks to harness our sphere of influence.

We have an opportunity to create effect across the orchestra of organisations who will play their part in lead up to the Brisbane 2032 Olympic and Paralympic Games and ten years beyond.

Australia's pride runs deep. We invite all those who are invested and excited by "the world's only global, multi-sport, celebratory athletics competition" to walk beside us in making a contribution to changing the lives and opportunities for First Australians and at the same time, celebrating our unique status of being home to the oldest living culture in the world.

**Shelley Reys AO**  
**Patrick Johnson OLY**  
RAP Patrons

# A Message From Reconciliation Australia



**Reconciliation Australia welcomes Brisbane 2032 Olympic and Paralympic Games Organising Committee to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.**

Brisbane 2032 Olympic and Paralympic Games Organising Committee 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 Brisbane 2032 Olympic and Paralympic Games Organising Committee 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 Brisbane 2032 Olympic and Paralympic Games Organising Committee, 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

# About Us



**In 2032, for the third time in history, Australia will host the Olympic and Paralympic Games (the Games): our country will again be the epicentre of the sporting world, and Brisbane will be at its heart.**

The Games gives us the chance to amplify our local ambitions on a global stage by showcasing what humans can achieve across all aspects of life, through the prism of sport. With ambitious, clearly defined foundational plans, we can use the catalytic effect of the Games to elevate lifestyles and the health of communities, across economic, social, environmental and physical aspects.

It also gives us the impetus to present Brisbane, the region, the state, and the country to the world. We intend to make Brisbane a name synonymous with excellence, aesthetic beauty, an active and healthy lifestyle, an inclusive culture, and a forward-thinking modern city with much to show and to lead in a world looking for leadership in this century.

For the first time, the Games will be held across several cities and regions, including Brisbane, Gold Coast, Sunshine Coast, Townsville and Cairns, driving businesses, tourism and economic growth across the regions.

The momentum of the Games will help to advance sustainable growth for communities in our region, regenerating nature and securing a more nature positive, low carbon future.

Queensland is home to two of the world's oldest living cultures, Aboriginal and Torres Strait Islander peoples, and we intend to celebrate, include and respect First Nations peoples all the way through the Brisbane 2032 journey. The candidature documentation which led to Brisbane successfully being awarded the Games of the XXXV Olympiad, includes a legacy priority for First Nations Australians as a centrepiece of Games delivery.

Brisbane 2032 is responsible for delivering the key operational elements required under the Olympic Host Contract (OHC) and critical aspects of Games planning, coordination and delivery, including (but not limited to):

- Organising the events and ceremonies, including the torch relays, victory and opening and closing ceremonies of the Games
- Generating revenue through sponsorships, licencing, merchandising, ticketing, hospitality, and other means
- Delivering the temporary infrastructure (overlay) to support Games operations, including temporary athlete facilities and amenities and additional transport and security requirements
- Providing accommodation and transport for competitors, officials, and media
- Managing thousands of volunteers to welcome athletes and guests during the Games

Brisbane 2032 will deliver the Games in accordance with the OHC and the final response to the IOC's Future Host questionnaire. The Organising Committee was founded on three key principles:

1. To deliver a great Games with optimal conditions for athletes
2. To celebrate the global impact of the Games through longstanding social and economic legacies
3. To accelerate the delivery of long-term infrastructure plans for sustainable development across South-East Queensland and beyond

Brisbane 2032 is a statutory body established under the Brisbane Olympic and Paralympic Games Arrangements Act 2021 (QLD) (the Act) and is a statutory body for the purposes of the Financial Accountability Act 2009 (QLD) (FAA) and the Statutory Bodies Financial Arrangements Act 1982 (QLD).

For more information on Brisbane 2032, please visit [Brisbane 2032 Olympics and Paralympics | Brisbane 2032](https://www.brisbane2032.org) or [Brisbane2032.org](https://www.Brisbane2032.org)



# Our Strategic Direction

**Brisbane 2032's strategic direction is focussed on ensuring all key stakeholders feel the Games are visibly and measurably worth it via three measures of success:**

## **Movement sustainability and viability**

Enhancing the Olympic and Paralympic Movements and propelling them forward, encouraging cities and regions to bid for future Games.

## **Quality of experience**

Delivering unique and meaningful experiences, whether as athletes, partners, or fans.

## **Pride and positive, long-lasting impact**

Ensuring tangible and intangible legacy benefits are felt, acquired and delivered across communities.

Complementing our organisational strategy is the Brisbane 2032 Olympic and Paralympic Games Legacy Strategy known as "Elevate 2042" – a collective effort of thousands of Queenslanders, together with Games Delivery Partners, to deliver a unifying statement and set of commitments and impacts to ensure the catalytic effect of the Games drives lasting benefits beyond 2032.

Elevate 2042 delivers a collective focus on the areas of our society, economy, connectivity and environment in which we wish to make a significant change to be better, sooner, together through sport.

Elevate 2042's vision is that by 2042, we will live in an inclusive, sustainable and connected society, with more opportunities in life for everyone.

There are two legacy foundations in Elevate 2042:

1. Respecting, advancing and celebrating Aboriginal and Torres Strait Islander peoples
2. Advancing accessibility and empowering people with disability

Brisbane 2032 is committed to playing our role in promoting and supporting the delivery of both foundations and their success in plans and tangible outcomes developed over the next eight years.

For more information on Elevate 2042, please visit [www.q2032.au/plans/games-legacy](http://www.q2032.au/plans/games-legacy)

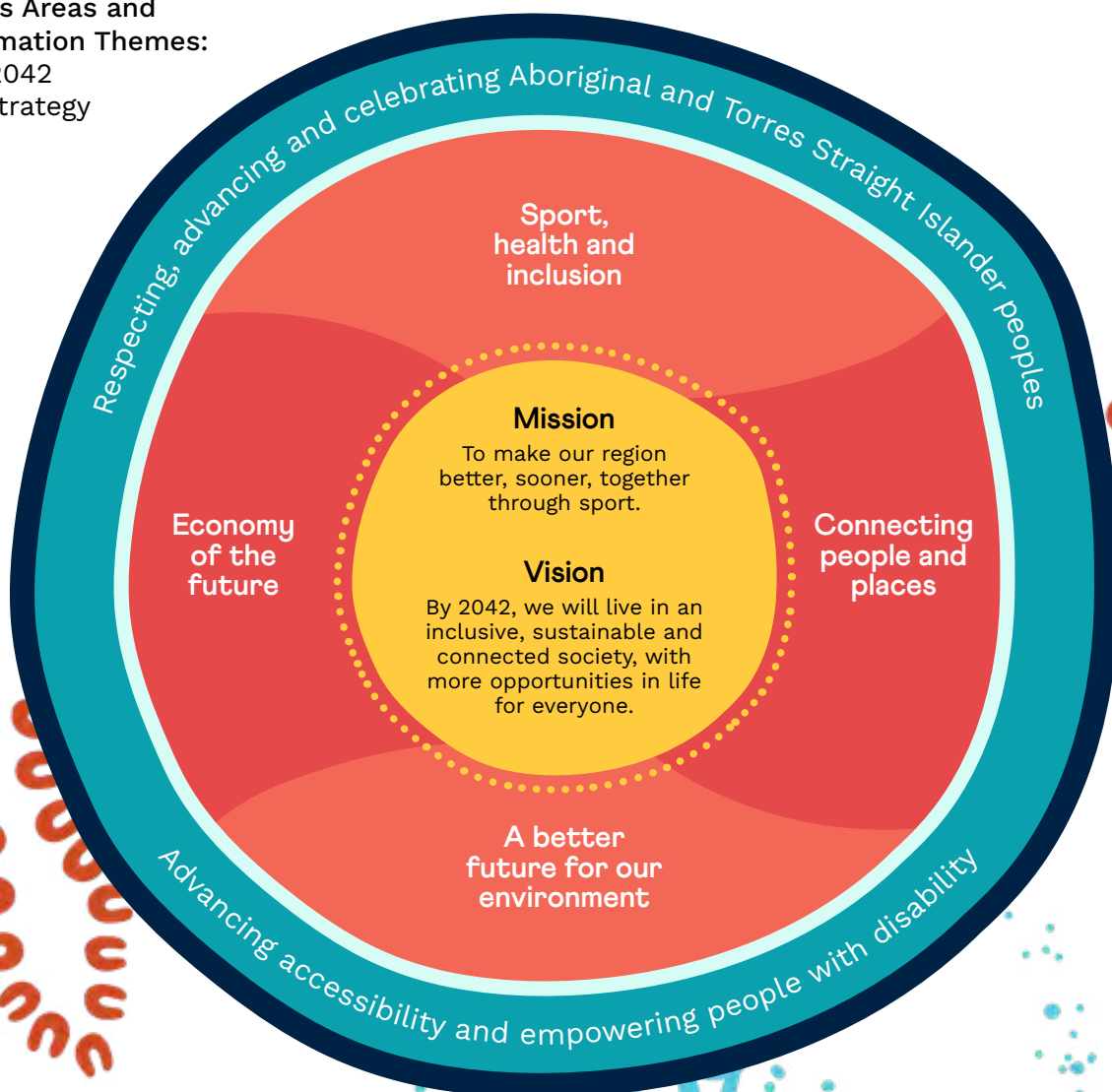
**“ With a vision to deliver an Olympic legacy that will begin already a decade before the Olympic Games, and that will last long after, Brisbane 2032 is set to help address the needs of the growing Queensland population, and beyond.**

Thomas Bach, President  
International Olympic Committee

Brisbane 2032's headquarters is located in Meanjin (Brisbane) on the land of the Turrbal and Yuggera peoples. We currently employ 35 people across the Brisbane 2032 organisation. Our 24-member Board was established in 2022, including two First Nations directors. We have one member of our current staff cohort that identifies as an Aboriginal and/or Torres Strait Islander person.

During the course of this Reflect RAP we aim to adopt culturally sensitive approaches to encourage and support self-identification to ensure adequate visibility and adaptation of processes and systems to foster an inclusive environment for all.

**Key Focus Areas and Transformation Themes:**  
 Elevate 2042  
 Legacy Strategy



# Our Vision For Reconciliation

**Our vision for reconciliation is for the Brisbane 2032 Games to honour and celebrate the strength, resilience, and enduring contributions of Aboriginal and Torres Strait Islander peoples.**

Through the Games, we will create meaningful opportunities that foster inclusivity, connection, and shared prosperity for all Australians. By leveraging our sphere of influence, we will inspire our partners and suppliers to walk alongside us in shaping a reconciled and united future.

We are committed to ensuring Aboriginal and Torres Strait Islander peoples, cultures, heritage, knowledge, sporting prowess and achievements are highlighted, understood, respected and appreciated as part of Brisbane 2032 planning and preparation. Our Indigenous cultures stand at the core of who we are, as Australians, and we will showcase Aboriginal and Torres Strait Islander peoples and their cultures to the world - its richness, its beauty, its special qualities.

We embrace the responsibility of hosting a global event on First Nations lands and we are dedicated to ensuring the Games leave a positive legacy that honours Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of these lands.

The vision for the Games encompasses a desire to leave a legacy bigger than, and well beyond, sporting achievements. This forward-looking approach aligns perfectly with reconciliation efforts which will be pivotal in achieving genuine healing, unification and sustainable social change for First Nations peoples.

At Brisbane 2032, we are also focussed on creating a culturally sensitive and inclusive organisation where Aboriginal and Torres Strait Islander peoples voices are amplified, cultural wisdom and knowledge is sought after, authentic engagement with community builds social cohesion, and mutually beneficial partnerships are forged.

We aspire to build meaningful relationships with First Nations organisations and Elders to ensure our reconciliation efforts are guided by Aboriginal and Torres Strait Islander voices and perspectives. Through consultation and collaboration, we aim to incorporate First Nations knowledge and wisdom into decision-making processes, strengthening relationships, building trust, and ensuring that reconciliation efforts are culturally appropriate and respectful.

We are committed to walking this path with intention, respect and a collaborative spirit, ensuring a unifying spirit and collaboration between First Nations and non-First Nations peoples.

“

**We understand the intrinsic bond between Australia, Queensland and the spirit of sport. Brisbane 2032’s commitment to leveraging the Games as a catalyst for creating opportunities and broadening access to sport will have a transformative impact on communities.”**

Kirsty Coventry, President-elect and Chair of the Coordination Commission for Brisbane 2032



Credit: Tourism  
and Events Queensland

# Our Journey Towards Reconciliation



## RAP Development

In 2024, Brisbane 2032 engaged an Aboriginal consultancy to partner with us on the commencement of our reconciliation journey, starting with a discovery phase to inform the development of our inaugural Reflect RAP. Yarnnup in collaboration with BlackCard, engaged with our executive and the broader Brisbane 2032 team through workshops, one-on-one meetings and participation in an online cultural audit. Yarnnup also engaged with, and sought initial input, from Brisbane 2032 Board members and First Nations stakeholders on their aspirations for reconciliation within the context of Brisbane 2032 and its scope of influence.

The consultation and audit process were instrumental in shedding light on understandings of reconciliation from personal and organisational perspectives, and assisted in identifying practical next steps to formally embark on our reconciliation journey.

## Aboriginal and Torres Strait Islander Stakeholder Engagement and Commitment to Future Community Consultation

Since the establishment of the Organising Committee, Brisbane 2032 has prioritised meaningful engagement with Aboriginal and Torres Strait Islander stakeholders. President Andrew Liveris and CEO Cindy Hook have met with key First Nations leaders and representatives across Queensland, including in Brisbane, the Sunshine Coast, Gold Coast, and Townsville. These interactions have provided valuable insights and fostered strong relationships with First Nations leaders that will guide our RAP journey.

Brisbane 2032 acknowledges that while we have undertaken preliminary stakeholder engagement with board members, staff, and prominent First Nations representatives, comprehensive community consultation will be a vital and ongoing commitment as we move forward.

This broader community consultation will be integral to our Reflect RAP and future RAPs to ensure we include and honour diverse Aboriginal and Torres Strait Islander perspectives in our Games planning and legacy initiatives.

The Elevate 2042 Legacy Strategy, informed in part by input from Aboriginal and Torres Strait Islander stakeholders, further reflects our dedication to sustained and culturally respectful engagement throughout the Brisbane 2032 journey.

## Cultural Awareness, Understanding and Education

Employees have taken our first necessary steps to deepen their understanding of First Nations and reconciliation spaces. In this RAP, we plan to deepen our understanding of the histories, cultures, and contributions of Aboriginal and Torres Strait Islander communities in Australia. The foundational knowledge has been crucial in building commitment to reconciliation and fostering a workplace culture that is respectful and informed, and we are ready to learn and grow. Brisbane 2032 will continue to provide formal and informal opportunities for individuals and teams to build cultural awareness and capability during the Reflect RAP.

This education plan includes our Board for whom engagement will be critical, now and into the future.

## Internship and Employment Opportunities

In February 2024, Brisbane 2032 invited First Nations tertiary students studying throughout Queensland to submit their visions to be part of a once-in-a-lifetime opportunity to be part of the team delivering the Games brand strategy and Emblems design.

In May 2024, three Aboriginal and Torres Strait Islander interns were selected and commenced a paid internship over the course of five months, working with Brisbane 2032 and their design agency consortium, to design the brand strategy and Games Emblems.



## Human Resources and Policies and Procedures

Brisbane 2032 acknowledges its role in respecting, protecting and promoting human rights of all people in Queensland in accordance with the Human Rights Act 2019 (Qld). We are also committed to the Multicultural Queensland Charter (Act 2016), a statement of the Queensland Government's commitment to multiculturalism and a unified, harmonious and inclusive Queensland. This Charter and its underlining principles honour Aboriginal and Torres Strait Islander peoples and Australian South Sea Islander peoples and recognises Queensland's history of migration and cultural diversity.

We have established a Code of Conduct, an Appropriate Workplace Behaviour Policy, Diversity, Equity and Inclusion Policy and Procurement Policies which formalise and operationalise our obligations and commitments under the Queensland Human Rights Act and Multicultural Charter. We have also developed a Cultural Leave policy where paid and unpaid leave is provided to meet obligations under traditional law, customary law and family obligations, and to celebrate religious and cultural observances.

To compliment these policies and procedures, as our headcount and Aboriginal and Torres Strait Islander partnerships grow, we will consider cultural safety support for our team to ensure we are building sound relationships in which everyone can thrive and perform their best.

Collectively, these policies and procedures will ensure that prospective Aboriginal and Torres Strait Islander employees, businesses and social enterprises have full, fair and reasonable opportunity to be engaged by Brisbane 2032 and operate in culturally safe environments.

## First Nations Procurement and Creative Collaboration

In recognition of economic empowerment as a component of reconciliation, we are committed to continuing to promote procurement and services opportunities for Aboriginal and Torres Strait Islander businesses wherever and whenever possible. By way of example, we have already contracted over \$300,000 of work with First Nations businesses. This has included First Nations artists, songwriters, and storytellers to incorporate Aboriginal and Torres Strait Islander perspectives and symbolism into our brand identity and the supply of Brisbane 2032 merchandise for engagement activities associated with the Paris 2024 Olympic and Paralympic Games. This engagement was well received and reflects Brisbane 2032's recognition of the significance of First Nations cultures in the Games' narrative and our commitment to authentic and meaningful participation by Aboriginal and Torres Strait Islander peoples.

Brisbane 2032 has been considerate and purposeful in our reconciliation efforts to date, with a focus on setting foundational principles and pillars for a comprehensive and sustained path to reconciliation, commencing with our inaugural Reflect RAP. By leveraging these key early accomplishments, we are well-positioned to embark on our reconciliation journey with purpose and clarity of outcomes. We recognise this process requires ongoing dedication and collaboration, and we are committed to working closely with First Nations peoples, communities and organisations to advance reconciliation in meaningful and impactful ways.

In order to stay in-step with our values, and in the spirit of using our sphere of influence, we will require those from whom we procure services to demonstrate their cultural capability.



# Our Reflect RAP



**Brisbane 2032's commitment to reconciliation will be intrinsically intertwined with the overarching vision for the Games and deeply rooted in the Olympic and Paralympic Games ethos and traditions. The Games are not only a celebration of global sport and humanity, but also a profound opportunity to embrace and promote the rich cultural heritage of Aboriginal and Torres Strait Islander peoples across the globe.**

We are uniquely positioned to advance reconciliation with core values that resonate deeply with the principles of inclusivity and integrity. Inclusivity in action means the Games are a celebration for all; and that everyone feels welcome regardless of their background. Reconciliation efforts directly contribute to this by actively seeking to include Aboriginal and Torres Strait Islander cultures, histories and peoples in every aspect of the Games.

Operating with integrity is honouring our commitments, including recognising and respecting the Traditional Custodians of the land and upholding the cultural integrity of the Games by ensuring they reflect the diversity and history of the Host region, particularly the valued contributions of First Nations communities across the region and beyond.

Our Reflect RAP and longer-term commitment to reconciliation is more than an aspiration. Enshrined in our Host City Contract with the International Olympic Committee (IOC), Brisbane 2032 has a clear remit and obligation to include the voices of Aboriginal and Torres Strait Islander peoples in all aspects of Games planning and delivery.

We want First Nations peoples of Brisbane, Queensland and Australia to be supported and empowered to use the 2032 Games as a platform to be heard, included, and celebrated – leading up to, during, and well beyond 2032.

As a significant event on the international stage, we also believe that the Games has a social responsibility to lead by example, demonstrating how large organisations can contribute positively to the reconciliation process.

This Reflect RAP will be integrated and aligned with our strategic direction, vision, values and measures, ensuring reconciliation remains in the spotlight in the lead up to, and beyond the Games. Our integrated performance management and reporting will enable us to measure Brisbane 2032's impact on First Nations employment, businesses and communities.

## Building Our Cultural Capability

At Brisbane 2032 we have a collective and genuine desire to better understand Aboriginal and Torres Strait Islander peoples, cultures, ongoing impacts of colonisation, achievements and aspirations.

We will use our sphere of influence by requiring those from whom we procure services to demonstrate their cultural capability. In conjunction with Aboriginal and Torres Strait Islander training providers, we will develop and deliver cultural awareness and capability programs for our team.

Our cultural awareness programs will encompass the role each of us can play in advancing reconciliation in a culturally appropriate, empowering and sustainable manner. The cultural capability development strategy will integrate these structured education programs with opportunities for us to listen, learn from, and celebrate, Aboriginal and Torres Strait Islander peoples and cultures through participation in cultural events such as NAIDOC Week and National Reconciliation Week.

By way of example, we have already established a corporate event calendar incorporating Aboriginal and Torres Strait Islander dates of significance to encourage broad and active staff participation, fostering a deeper connection with First Nations cultures.



We will establish and adopt cultural protocols to further embed reconciliation into Brisbane 2032's organisational culture and daily operations. These will be reflected through the adoption of Acknowledgment of Country by our staff prior to the commencement of key meetings as well as arranging Welcome to Country at formal openings or events.

We also intend to identify and plan for staff participation in cultural immersion experiences such as building connection to Country through experiences on Country.

To facilitate embedding cultural competence in our ways of working, we will also explore incorporating cultural competency into job descriptions and performance reviews, emphasising the criticality of cultural competence in building an inclusive, psychologically safe workplace and enhancing our ability to engage with First Nations stakeholders authentically and respectfully.

## **Creating a Culturally Sensitive, Diverse and Inclusive Workplace**

The application of the Brisbane 2032 Code of Conduct, Diversity, Equity and Inclusion Policy and Appropriate Workplace Behaviour Policy are currently included in our induction and on-boarding process and are monitored to ensure ongoing compliance. We also intend to incorporate these into our cultural capability development programs, promoting the right behaviours consistent with our aspirations to create a psychologically safe workplace culture characterised by respect, diversity and inclusion.

During our Reflect RAP, we also commit to review our recruitment framework to ensure we identify any barriers to First Nations participation and adopt practices to promote positions in a manner that

actively encourages Aboriginal and Torres Strait Islander applicants, to fulfil our aim of having increased representation of First Nations employees in our organisation.

We also intend to look at our employment lifecycle through an Aboriginal and Torres Strait Islander lens to ensure we are applying equal employment opportunity principles at every stage of employment, paying attention to any development needs or cultural considerations, particularly as it relates to Aboriginal and Torres Strait Islander employees.

In the future, Brisbane 2032 will engage thousands of volunteers to welcome and support athletes and guests during the Games. This presents us with significant opportunities to not only encourage First Nations participation and volunteers, but to also connect employees and community members with First Nations-led initiatives, fostering mutual understanding and harmony.

We intend for these workforce practices to increase Aboriginal and Torres Strait Islander participation in Brisbane 2032 and effectively embed First Nations employees into our organisation. Apart from the day-to-day workplace benefits gained from Aboriginal and Torres Strait Islander capabilities and perspectives, we will also learn from and consult with First Nations stakeholders to assist us in appropriately engaging with each other and Aboriginal and Torres Strait Islander communities.





## Building and Sustaining Commitment to Reconciliation

Communication, consultation and collaboration are key to our ability to bring employees, Aboriginal and Torres Strait Islander stakeholders and communities, Games Delivery Partners and the public along our journey over the next seven years leading up to the Games. We recognise the importance of consistent and authentic engagement with all stakeholders to build and sustain a commitment to reconciliation, driven by the unifying experience and real possibility for social change that the Games presents.

To assist this commitment, we will develop a Brisbane 2032 Communication and Engagement strategy articulating common and discrete initiatives for key stakeholder groups, namely the Brisbane 2032 team, including the Board and Delivery Partners; Aboriginal and Torres Strait Islander athletes, organisations and communities; and the wider public.

Building on the Brisbane 2032 cultural audit findings and Elevate 2042 forum insights, and in consultation with stakeholder groups, we will develop the Communication and Engagement strategy, including guiding principles and success measures aligned with Brisbane 2032's vision and values.

At Brisbane 2032 we aim to empower our people on this reconciliation journey and equip them with the capability and information to function as ambassadors for reconciliation throughout the Games and beyond. Our internal communications will be leader-led with our senior leadership group articulating the why of reconciliation and the links and opportunities back to our Games ambitions.

Along with cultural capability development programs and cultural immersion activities, Brisbane 2032 will use internal newsletters, our intranet, staff meetings and other internal face-to-face forums to inform and inspire our people to embrace reconciliation. Whether it be through storytelling via sharing the histories and cultures of Aboriginal and Torres Strait Islander peoples, or acknowledgement of Brisbane 2032's progress

towards reconciliation, we are committed to fostering an organisational culture that understands the importance of reconciliation and is actively engaged in making it a reality.


At the core of Brisbane 2032's reconciliation efforts are mutually beneficial, sustainable relationships with First Nations communities, developed through culturally sensitive, respectful and inclusive communication and engagement. A structured, comprehensive communication and engagement strategy will ensure that consultations and interactions are purposeful and optimised.

Brisbane 2032 will actively seek out ways for our communication and engagement to include and encourage all Aboriginal and Torres Strait Islander peoples to be and feel like a part of the Games. We will fall short, as a collective of Games Delivery Partners, of Elevate 2042's ambition to respect, advance and celebrate Aboriginal and Torres Strait Islander peoples if we do not aspire and make every effort to ensure the Games are a positive experience for all. To ensure we are on track, our Reflect RAP will include monitoring mechanisms to assess the degree to which First Nations communities are aware, welcomed, involved and satisfied with their experiences of the lead up to the Games and the event itself.

Other integrated elements of our Communication and Engagement strategy are our initiatives to influence, inform and inspire the public to support the Games and embrace the spirit and substance of reconciliation.

Brisbane 2032 will develop content for our social media platforms and press releases to spread awareness of a broad commitment towards reconciliation. Communication examples could include:

- Delivering education campaigns on First Nations histories and cultures
- Providing updates on reconciliation initiatives and Aboriginal and Torres Strait Islander contributions to the Games
- Promoting cultural events and volunteer programs



Our intent is that the public communication and engagement strategies foster a more informed and supportive sentiment towards First Nations peoples, whilst actively encouraging public attendance, involvement and connection with Aboriginal and Torres Strait Islander peoples.

## Showcasing Aboriginal and Torres Strait Islander approaches to Knowing, Doing and Being

The Games presents vast opportunities to showcase unique First Nations cultures, heritage, know-how, achievements and sporting prowess. From a sporting perspective, in addition to competing in the Games, First Nations athletes and para-athletes could share their stories of Country. Showcasing their achievements promotes the power of what sport can do for everyone and has the potential to encourage further participation. For communities, grass roots sports programs for children along with other regular programs capitalising on the Games upgraded infrastructure will be explored to promote physical movement, wellbeing and social connection.

Throughout the development of Brisbane 2032 and the planning and delivery stages of the Games, Aboriginal and Torres Strait Islander Elders and communities will be sought out to participate in activities. From Elders conducting Welcome to Country, cultural performances at events and ceremonies, artists' involvement in precincts and public spaces, venues, and villages, and Traditional Custodians providing advice of land management and sustainability practices for Games venues and villages. We will aim to ensure that First Nations individuals and organisations will be empowered to inform and share their diverse and distinctive cultures, heritage and abilities.

## First Nations Business Participation

Brisbane 2032 is committed to:

- Continuing to purchase from Aboriginal and Torres Strait Islander businesses as part of our ongoing operations
- Continuing to invite Aboriginal and Torres Strait Islander businesses to bid for new opportunities, where there is a match of capability and capacity to the requirements
- Exploring opportunities for increased Aboriginal and Torres Strait Islander business participation in the design of any Forward Procurement plans
- Promoting Brisbane 2032 supply chain opportunities to relevant Aboriginal and Torres Strait Islander businesses, industry associations and First Nations business groups, e.g. the Queensland Indigenous Business Network (QIBN) and Supply Nation, to encourage further bid opportunities
- Where there is not direct capability and capacity, Brisbane 2032 will explore ways to attract and secure First Nations businesses as part of the supply chain (i.e. subcontractors and sub-suppliers to Brisbane 2032 direct suppliers), by including targeted questions, commitments or directives through the tender process on larger packages
- Working with relevant government entities, industry associations, educational institutions, and First Nations organisations to support and promote Aboriginal and Torres Strait Islander business development and growth



# Championing The RAP

The Brisbane 2032 senior leadership team, supported by the Board, have over the past two years promoted our commitment to reconciliation, both internally and externally. This Reflect RAP is a further indication of our genuine pledge to reconciliation and social responsibility.

Led by our President, Board and Executive team, we are collectively committed to providing the direction, focus and resources to support the RAP Working Group (RWG) in implementing this Reflect RAP and advancing reconciliation.

Our RWG consists of a cross-section of our business functional areas, including senior leaders. The RWG will from time to time seek advice from RAP Patrons, Shelley Reys AO and Patrick Johnson OLY.

We will continue to work with key Aboriginal and Torres Strait Islander stakeholders as they support our RWG in developing our cultural capability and community and engagement strategies, ensuring alignment with our vision, values and strategy and providing for an integrated and realistic approach to initiative development and outcome measurement.

We are cognisant of the enormity of the task ahead of us, not only in delivering on our Reflect RAP obligations to commence our formal reconciliation journey, but also on ensuring in the longer-term the Games authentically contribute to respecting, advancing and celebrating Aboriginal and Torres Strait Islander peoples through tangible measures and actions. We are also equally aware and appreciative of the rare opportunity the Games present to unify peoples across the globe and closer to home, to create lasting social change for and with First Nations peoples.

RAP Working Group Role	Title
Executive Sponsor	Kerry Petersen - Chief Impact Officer
RAP Champion	Head of Games Impact and Legacy
Member	Robert McRuvie - Director of Procurement
Member	Ben West - Accounting Service Manager
Member	Sarah Mattsson - Digital Engagement Manager
Member	Georgie Baumann - Team Member Impact & Legacy
Member	Emily McClelland - Legal Counsel
Member	Nanine Artup - Head of Workforce Planning

## Brisbane 2032 RAP Patrons

Shelley Reys AO  
Patrick Johnson OLY

# Relationships



Action	Deliverables	Timeline	Responsibility
1	Establish and maintain mutually beneficial relationships with Traditional Owners and 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.	June 2025 Chief Impact Officer
		Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2025 Head of Games Impact and Legacy
2	Build relationships through promoting and celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 Digital Engagement Manager
		RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025 Chief Impact Officer
		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 CEO
		Release a public message offering our support for, and perspective of, the NRW theme.	27 May – 3 June 2025 CEO
3	Promote reconciliation and our RAP through our sphere of influence	Communicate on our commitment to reconciliation to all staff	July 2025 CEO
		Identify and connect with other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2025 Head of Games Impact and Legacy
		Identify external stakeholders that our organisation can engage or partner with to join us on our reconciliation journey and encourage them to become more culturally capable and aware.	July 2025 Head of Games Impact and Legacy
4	Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination.	July 2025 Head of Games Impact and Legacy
		Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2025 Chief Corporate Services Officer
5	Clarify best-practice methods of First Nations peoples engagement in an Olympic and Paralympic environment.	Form a formal relationship with LA28 games committee, liaise with their First Peoples representatives, and clarify their methods of success, challenges and failures.	September 2025 RAP WG Chair and RAP Patrons

# Respect



Action	Deliverables	Timeline	Responsibility	
6	Increase understanding, value and recognise Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Understand the value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April 2025	Head of Games Impact and Legacy
		Conduct a review of cultural learning needs within our staff base and Board and deliver learning program.	June 2025	Chief Corporate Services Officer
7	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	July 2025	Chief Impact Officer
		We will encourage and provide support to the Board and staff to begin their public speaking engagements with an Acknowledgement of Country.	June 2025	CEO
		Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	November 2025	Head of Games Impact and Legacy
		For official Board meetings, hold formal discussions with Traditional Owners and local First Nations peoples in each host city to respect cultural protocols and integrate perspectives.	June 2025	CEO
8	Build respect for Aboriginal and Torres Strait Islander cultures and histories by acknowledging NAIDOC Week.	Introduce our staff to NAIDOC Week and National Reconciliation Week by promoting external events in our local area.	First week in July 2025	Director -Brand and Digital
		Raise awareness and share information amongst our staff about the meaning of these events.	June & July 2025	Director – Brand and Digital
		RAP Working Group to participate in an external NAIDOC Week	First week in July 2025	Team Member – Impact and Legacy

# Opportunities



Action	Deliverables	Timeline	Responsibility	
9	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.	October 2025	Chief Corporate Services Officer
		Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025	Chief Corporate Services Officer
10	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Continue to invite First Nations businesses to bid for new opportunities, where there is a match of capability and capacity to the requirements	December 2025	Director of Procurement
		Develop a procurement policy that includes a commitment to supporting economic participation of First Nations businesses.	November 2025	Director of Procurement
		Develop procurement processes that encourage and support the participation of First Nations businesses in tender opportunities – both directly to Brisbane 2032 and through Brisbane 2032's supply chain	November 2025	Director of Procurement
		Establish collaborative relationships with the Queensland Indigenous Business Network (QIBN) and Supply Nation, to identify and connect First Nations business to Brisbane 2032 procurement opportunities.	September 2025	Director of Procurement
		Investigate a supplier registration portal that allows First Nations businesses to nominate an expression of interest in Games procurement packages.	November 2025	Director of Procurement
		Work with relevant government entities, industry associations, educational institutions, and First Nations organisations to identify, and promote Aboriginal and Torres Strait Islander business development programs to portal registered businesses.	February 2026	Director of Procurement
		Develop a Games procurement plan that identifies specific packages that have high opportunity for First Nations business to tender - either directly or indirectly through the supply chain.	September 2025	Director of Procurement
		Investigate Supply Nation membership to strengthen partnerships with First Nations businesses and enhance supplier diversity.	January 2026	Director of Procurement

# Governance



Action	Deliverables	Timeline	Responsibility
11 Maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain effective RWG to govern RAP implementation.	April 2025	Head of Games Impact and Legacy
	Draft a Terms of Reference for the RWG.	April 2025	Team Member – Impact and Legacy
	Provide appropriate training and support to RWG in order to make informed decisions	April 2025	Head of Games Impact and Legacy
	Maintain Aboriginal and Torres Strait Islander representation on the RWG	October 2025	Head of Games Impact and Legacy
12 Provide appropriate support for effective implementation of RAP commitments	Maintain a senior leader to champion our RAP internally.	April 2025	Chief Impact Officer
	Define resource needs for RAP implementation.	April 2025	Chief Impact Officer
	Engage senior leaders in the delivery of RAP commitments.	May 2025	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2025	Head of Games Impact and Legacy
	Provide senior leadership with appropriate training and support in order to make informed decisions.	August 2025	Head of Games Impact and Legacy
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 2025, annually	Team Member – Impact and Legacy
	Contact Reconciliation Australia to request our unique link, to access the online the RAP Impact Survey.	1 August, annually	Team Member – Impact and Legacy
	Upload our Reflect RAP to Brisbane 2032 website including progress updates	April 2025	Head of Games Impact and Legacy
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	30 September annually	Head of Games Impact and Legacy
14 Continue our reconciliation journey by developing our next RAP	Review RAP based on achievements, challenges and lessons learned.	January 2026	Head of Games Impact and Legacy
	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	Team Member – Impact and Legacy



For any queries, contact:

[SIL@brisbane2032.org](mailto:SIL@brisbane2032.org)



**Brisbane 2032**  
Olympic and Paralympic  
Games Host  
*Queensland*

