

RECONCILIATION ACTION PLAN

Traffic Light Report, January 2026



SUADA
PR FOR GOOD™



MESSAGE FROM OUR CEO

In 2025, the impact of our Communicate for Reconciliation webinars expanded significantly. We were reaching hundreds of people at a time - more than 1,000 over the course of the year - simply by providing a space to hear and learn from Aboriginal and Torres Strait Islander voices.

The idea for these webinars was sparked by our Reconciliation Action Plan, and it is perhaps one of the initiatives I'm most proud of. One of the biggest lessons from our webinars was that listening alone is not enough. Listening, while a good start, is only one small step in the journey towards reconciliation. There is so much we can do - so much we *must* do - if we, as non-Indigenous business owners and leaders, are going to influence change. Deliberate and consistent action based on insights from Indigenous voices is key - it always has been.

This year, we also developed SUADA's first survey to explore the racial literacy and cultural knowledge of our team. The insights from this survey not only provided a baseline for measuring changes in knowledge over time, but also how we could support the development of this knowledge in the most personalised and targeted way. We gathered deep insights about where each team member was at and what kind of things we needed to do to build racial literacy across all elements of our work.

There is still much to do, but we closed out the year with a continued focus on our mission of PR for Good™ and collaborating with people who are as passionate about reconciliation as we are.

Naomi Brooker

Founder & CEO
SUADA

OUR RAP TEAM



Naomi Brooker
Founder & CEO



Jillian McKee
Media & Comms Manager
(maternity leave)



Ana Asanovic
Senior Communications
Manager (mat leave cover)



Erinn Carney
Social Media & Content
Manager



Tyla Lane
Media & Comms
Consultant



Kelly O'Brien
Birpai Dungutti Woman
& RAP Adviser

REPORT KEY

COMPLETED

ONGOING

NOT COMPLETED

ITEM NUMBER	ACTION ITEM	DELIVERABLE	RESPONSIBILITY	MONTH COMPLETED	DESCRIPTION OF IMPLEMENTATION	NOTES	STATUS
2		Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Communications Consultant	May	A document that contained reconciliation resources was sent to all staff members.		COMPLETED
2	Build relationships through celebrating National Reconciliation Week (NRW).	RAP Working Group members to participate in an external NRW event.	CEO, Senior Account Manager, Communications Consultant	May-June	Communications Consultant (Tyla) attended the Blak Ink – Resilient Truth event. Senior Account Manager (Ana) attended the Barrbunin Beek Market and Culture Day. CEO (Naomi) watched Romlie Mokak's Lowitja O'Donoghue Oration (local events cancelled due to flooding).		COMPLETED
2		Register all our NRW events on Reconciliation Australia's NRW website	CEO	May	SUADA's Communicate for Reconciliation webinar was registered on Reconciliation Australia's website.		COMPLETED
3	Promote reconciliation through our sphere of influence.	Explore and review opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	CEO, Communications Consultant		Ongoing Communicate for Reconciliation webinars; reconciliation insights from webinars and other resources included in SUADA's regular newsletter.		ONGOING
3		Review and pursue opportunities to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	CEO, Communications Consultant		SUADA contacted and regularly followed up with other communications organisations with RAPs to explore opportunities for collaboration; in-person panel events in discussion.		ONGOING

ITEM NUMBER	ACTION ITEM	DELIVERABLE	RESPONSIBILITY	MONTH COMPLETED	DESCRIPTION OF IMPLEMENTATION	NOTES	STATUS
4	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.	CEO		This has been discussed with RAP adviser, Kelly O'Brien.		COMPLETED
5	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.	CEO	July	A staff survey was developed and circulated to identify racial literacy of team and cultural learning needs.		COMPLETED
5		Review and pursue opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	CEO, Senior Account Manager, Communications Consultant	February, May, June	Team attended cultural awareness training with Mirri Mirri; ongoing participation in Communicate for Reconciliation webinars.		COMPLETED
5		Support and educate clients to strengthen their discourse when discussing Aboriginal and Torres Strait Islander affairs, with a focus on strengths-based narratives, racial literacy and truth-telling.	CEO, Senior Account Manager, Communications Consultant		The majority of SUADA's clients are Indigenous-led and governed organisations, so our primary focus is supporting and educating external communications professionals through SUADA's ongoing newsletters.		ONGOING
6	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Review staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	CEO	June	This was addressed in SUADA's racial literacy and cultural knowledge survey in June.		COMPLETED
6		Review opportunities to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at upcoming significant events.	CEO, Senior Account Manager, Communications Consultant.		This is an ongoing piece of work and we will address if/when on-site events are coordinated by SUADA.	SUADA is a remote company.	ONGOING
6		Review progress as it relates to including an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	CEO, Senior Account Manager, Communications Consultant, Social Media Manager		For large, new external meetings, SUADA will deliver an Acknowledgement of Country. In smaller meetings with new people/organisations, team members recognise the traditional lands and owners where they are dialling in from.		ONGOING

ITEM NUMBER	ACTION ITEM	DELIVERABLE	RESPONSIBILITY	MONTH COMPLETED	DESCRIPTION OF IMPLEMENTATION	NOTES	STATUS
7	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.	CEO, Senior Account Manager, Communications Consultant.	July	Communications Consultant (Tyla) attended the JESWRI: Beyond Hectic art exhibition. Senior Account Manager (Ana) attended a NAIDOC market at Fed Square.	CEO was on annual leave.	COMPLETED
7		Promote and encourage participation in external NAIDOC events to CEO, Communications Consultant, Senior Account Manager	Communications Consultant	July	Communications Consultant emailed team with information about local NAIDOC events.		COMPLETED
8	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	CEO		Ongoing discussions with RAP Adviser Kelly O'Brien.		ONGOING
8		Review opportunities to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	CEO, Communications Consultant, Social Media & Content Manager		CEO and Social Media & Content Manager are discussing this.		ONGOING
8		Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	CEO		Ongoing discussions with RAP Adviser Kelly O'Brien.		ONGOING

ITEM NUMBER	ACTION ITEM	DELIVERABLE	RESPONSIBILITY	MONTH COMPLETED	DESCRIPTION OF IMPLEMENTATION	NOTES	STATUS
9	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	CEO		Existing Supplier Engagement Policy in place to prioritise Indigenous suppliers (amongst others); ongoing discussions with RAP Adviser Kelly O'Brien to support additional opportunities.		ONGOING
9		Review commercial relationships and opportunities with Aboriginal and/or Torres Strait Islander businesses.	CEO		As above.		ONGOING
10	Increase our support and assistance to Aboriginal and Torres Strait Islander organisations, businesses and individuals.	Ensure that each year, at least 50% pro bono work through SUADA's PR for Good initiative is used to support Aboriginal and Torres Strait Islander organisations.	CEO		A new approach to pro bono work in 2025 was established via an insights report, ensuring that 50 per cent of interviewees were Indigenous experts or organisations.		ONGOING
10		Map out opportunities to engage with initiatives led by First Nations media and content creators.	CEO, Senior Account Manager, Communications Consultant, Social Media & Content Manager		First Nations content creators are prioritised for all client work; SUADA also uses its regular newsletters to spotlight initiatives led by First Nations media and content creators.		ONGOING
11	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Meet with Aboriginal and/or Torres Strait Islander representation on the RWG to ensure the working relationship is as effective and fulfilling as possible, and address anything that needs improving.	CEO, Senior Account Manager, Communications Consultant, Social Media & Content Manager		The team provides feedback during monthly RAP meetings. This deliverable is also being discussed with RAP Adviser Kelly O'Brien.		ONGOING
11		Meet at least four times per year to drive and monitor RAP implementation.	CEO, Senior Account Manager, Communications Consultant, Social Media & Content Manager		The team meet once a month to discuss RAP deliverables and responsibilities.		COMPLETED
12	Provide appropriate support for effective implementation of RAP commitments.	Engage our senior leaders and other staff in the delivery of RAP commitments.	CEO, Senior Account Manager, Communications Consultant, Social Media & Content Manager		The entire team attend monthly RAP meetings.		ONGOING
12		Review and maintain an internal RAP Champion from senior management to ensure RAP deadlines are being met and there is ample resourcing to deliver on commitments.	CEO	January	An excel has been created that details monthly deliverables, responsibilities and any other important information.		COMPLETED

ITEM NUMBER	ACTION ITEM	DELIVERABLE	RESPONSIBILITY	MONTH COMPLETED	DESCRIPTION OF IMPLEMENTATION	NOTES	STATUS
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.	CEO	June	Reconciliation Australia was emailed to confirm contact details are correct.		COMPLETED
13		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	CEO	August	Reconciliation Australia was emailed to request unique link to access the online RAP Impact Survey.		COMPLETED
13		Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	CEO	September	RAP Impact Survey was completed.		COMPLETED
13		Report RAP progress to CEO, Media & Communications Manager, Communications Consultant, Government & Policy Adviser and senior leaders quarterly.	CEO		RAP progress is discussed in monthly RAP meetings with the entire team.		COMPLETED
13		Publicly report our RAP achievements, challenges and learnings, annually.	CEO, Senior Account Manager, Communications Consultant, Social Media & Content Manager	December	As evident by this traffic light report.		COMPLETED
14	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	CEO	May			COMPLETED