



# Reflect Reconciliation Action Plan

February 2024 – February 2025





# Acknowledgement of Country

Avis Budget Group honours the 65,000-year's history of this nation. We recognise that Aboriginal and Torres Strait Islander peoples have cared for and conserved this land since the Dreaming. Their ties to the land, animals, oceans, and rivers are intrinsic to their being.

Avis Budget Group respects the Traditional Custodians of the land in which we operate, work, and reside. We honour Elders past, and present, and we are dedicated to a bright future as we move forward on our road towards reconciliation.





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# Multicultural Australia

'Multicultural Australia' is a striking artwork divided into three sections. The top part symbolises Aboriginal Peoples and their rich history. The bottom part, depicted in modern colours, illustrates new Australians from diverse cultural backgrounds. Central to the artwork is the middle section, representing the wisdom and guidance of Ancestors and Elders, leading the way forward in unity.

This meaningful artwork was created in collaboration with The Torch.

The Torch is an organisation dedicated to assisting First Nations individuals in Victoria affected by the criminal justice system. It provides a platform for them to reconnect with their identity and culture through art, paving the way for new life paths after their release from prison.

By embracing participants as artists, The Torch provides an avenue for change. The program aids the development of self-esteem, confidence, and economic participation through cultural strengthening and artistic expression.





# YarnnUp Aboriginal Consultants Business Bio

Avis Budget Group is proud to partner with Yarnnup, our First Nations consulting partner, for the development, endorsement, and implementation of our first Reflect RAP and our ongoing commitment to reconciliation. YarnnUp is an Aboriginal-owned and managed consulting and training organisation with its headquarters in South Eveleigh, NSW.

YarnnUp supports organisations that work towards a more positive future for First Nations peoples, businesses, and communities by providing them with the knowledge, skills, and strategy to create authentic change through

policy reform, business system and strategic advice. YarnnUp will also be delivering its flagship cultural awareness, immersion, and capability training that blends Aboriginal philosophy and Western academia, including neuroscience and emotional and cultural intelligence to employees across the business. This program develops the capacity of participants to engage and build effective relationships cross-culturally by building cultural-self and social awareness.

# A Message from Reconciliation Australia



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

Avis Budget Group joins a network of more than 2,500 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 Avis Budget Group 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 Avis Budget Group, 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

# A Statement from our Managing Director, Pacific



I am pleased to present Avis Budget Group's inaugural Reconciliation Action Plan – our commitment to advance reconciliation between Aboriginal and Torres Strait Islands peoples and non-Indigenous Australians.

## **Diversity, Equity & Inclusion (DEI)**

Avis Budget Group (ABG) embraces and promotes diversity, equity, and inclusion within the company's workforce, consumer base, communities, and supply chain. We value each employee whose talent, skills, and personality have helped to establish the company as a provider of global transportation solutions.

## **Leadership Advocacy**

ABG has advocates at every level of the company who are committed to building a diverse, equitable and inclusive work environment where everyone feels valued for their uniqueness, recognised for their diverse talents, and where they can bring their whole selves to work.

As a values-driven organisation, developing an RAP is integral to us making a positive difference in the communities where we operate.

As a large proportion of our Pacific business operates within Australia, we understand our responsibility to improve cultural understanding, highlight the diversity of our workforce, and engage with Aboriginal and Torres Strait Islander employees more effectively.

## **DEI is Critical to our Success**

We believe that embracing and promoting diversity, equity and inclusion is critical to our continued success.

Together, we will drive change and enhance the way we do business by listening, learning, and acting on feedback from First Nations employees, suppliers, partners and community members.

Although we are only at the beginning of our reconciliation journey, we are committed to making a meaningful impact in this area and are excited to see the positive outcomes we can help create together.

## **Tom Mooney**

Managing Director, Pacific



## Our Business

ABG is a provider of global transportation solutions through three of the most recognized brands in the industry – Avis, Budget, and Zipcar.

Together, our brands offer a range of options, from car and truck rentals to on-demand car-sharing, that bring vehicles closer to where and when customers need them.

For over 75 years, our only plan has been to make sure our customers keep theirs. We value every one of our 24,500 employees around the world, whose talent, skill, and personality are key components of our success.

The company also has one of the largest fleets of connected vehicles in our industry and is committed to moving the future of transportation forward.

Avis Budget Group operates in over 180 countries from approximately 10,250 locations and is headquartered in Parsippany, N.J.





In Australia, Avis Budget Group's corporate headquarters are in Mascot and New South Wales, with a workforce of circa 1,200 employees and operates the Avis, Budget, and Apex brands nationally across all states and territories. There are currently no metrics to understand our First Nations workforce, so we are unaware of the number of Aboriginal and Torres Strait Islander employees across our organisation.

**As part of our Reflect RAP journey, we will be working to better understand the diversity of our workforce to assist with self-identification and engage with Aboriginal and Torres Strait Islander employees more effectively.**

At Avis Budget Group, we have Environmental, Social and Governance (ESG) policies and strategies that are strongly weighted towards Diversity, Equity and Inclusion (DEI) as well as a strong focus on sustainability and the environment. We also have internal policies and procedures targeted at discrimination.

This Reflect RAP will form a pivotal part of our overall ESG and DEI strategy and will be part of our strategic direction as an organisation.

From our initial inception meetings, we have gauged areas of interest such as sustainability, which has a strong association with First Nations cultures, communities and peoples. Our environmental consciousness has been ever increasing, so we are excited to commit further to initiatives that have a positive impact for the generations to come.

This RAP reflects our commitment as a business to do better and be better in line with our focus on innovation, leading by example, especially with such a broad scope of influence. As a provider of global transportation solutions and considering our reach across metropolitan, regional and remote locations, we can influence respect, relationships, and opportunities with Aboriginal and Torres Strait Islander peoples, businesses and communities.

The objective will be to look inward to better understand our role within reconciliation and how we can contribute to the conversation and implementation of deliverables that have impact and outcomes internally and externally.



## Our Vision for Reconciliation

At Avis Budget Group, we value every employee globally whose talent, skill, and personality have helped to establish the company as a provider of global transportation solutions. We engage with employees to understand their needs and expectations through employee surveys, two-way communication channels, regular manager check-ins, and career development programs.

At Avis Budget Group, pay equity is an integral part of our diversity, equity and inclusion strategy.

The company maintains global compensation programs and policies to drive pay equity through standardised reward programs.

An established global bonus program provides equal incentive pay opportunities for all employees in the same or similar positions around the world; and the company uses global guidelines and standards to make compensation decisions for all new employees and promotions.

For all managers, we evaluate base salary placements relative to internal salary ranges, regardless of gender. For our frontline, hourly workforce (non-management employees), all employees begin at the same start rate based on their location and position, and the company applies annual pay increases based on tenure.

By 2030, ABG aims to maintain 100% gender pay equity globally; and as of year-end 2022, women had a salary of 3 percentage points higher on average than men in comparable roles.

As an equal-opportunity employer, we are proud to provide an inclusive workplace that embraces and celebrates demographic, cultural and lifestyle differences. We strive to have a diverse and inclusive work environment where employees feel valued for their uniqueness, recognised for their diverse talents, and where they can bring their whole selves to work, every day. This commitment is consistent across our organisation and now dovetails into our reconciliation journey where there will be a specific lens applied to the First Nations context.

A diverse workforce that is representative of First Nations peoples, communities, and businesses means richer ideas and broader

perspectives when it comes to considering the needs of our customers, stakeholders, and employees.

Most importantly, it's the right thing to do. We're committed to improving diverse Aboriginal and Torres Strait Islander representation across all functions in the business including procurement, employment, and community engagement.

**Our overall vision for reconciliation is one where First Nations peoples, businesses, and communities are proud to work, partner, and engage with Avis Budget Group and feel like Aboriginal and Torres Strait Islander people belong. We aspire to have First Nations peoples refer our organisation organically as a preferred and trusted business that has the interest of its people at the forefront.**

Our aim is to drive change by listening, learning, and acting on feedback from First Nations employees, suppliers, partners, and community members to enhance the way we do business.





## Our Journey Towards Reconciliation

The precedent for the development of this Reflect RAP has been set through the focus and application of our broader diversity and inclusion initiatives, as well as our ESG commitments across the organisation. As an organisation with a strong focus on doing things right, the natural gravitation was towards the development of a RAP for our business. As an international business with a significant footprint across Australia, our efforts to engage and build respect, knowledge, relationships, and opportunities with First Nations people have been limited and sporadic. This is the first step to formalise our engagement and provide a strategic roadmap for our employees and stakeholders.



Avis Budget Group is a corporate sponsor of R U OK?, our funds support their programs which educate kids about the signs of depression and anxiety. We provided a vehicle for the organisation's Northern Territory engagement offices that was First Nations focused. Throughout this Reflect RAP period, we are eager to explore opportunities towards greater participation in such initiatives that provide on the ground, grassroots support for communities and build the capacity of individuals to be self-determining.

**Essentially, starting with a blank canvas has created an opportunity to strategise and collaborate with Aboriginal consulting partner Yarnnup, around understanding our organisation from a people and culture standpoint, particularly in relation to First Nations awareness and engagement.**

As we progress on this journey, there is intentional and concentrated effort to build our internal resources and capabilities through First

Nations cultural education and immersion to build the self-efficacy required to engage most effectively with Aboriginal and Torres Strait Islander peoples, communities, and businesses as a priority before looking to meet specific quotas, targets or outcomes. This allows us to lean into this process with authenticity and capacity to then pursue contributing to impact from a broader perspective.

As part of this journey towards reconciliation, our Pacific executive leadership team met with YarnnUp to discuss our Reflect RAP process, our aims and objectives as well the commitment required to successfully embark and continue this process. We are delighted to have buy-in and support from all our executive team locally, as well as from our international leadership team. We are well-positioned with an inclusive and curious workforce to begin our formal journey towards reconciliation, looking at mutually beneficial outcomes where First Nations peoples can proposer as employees, suppliers or stakeholders and Avis Budget Group can leverage the insight and attributes of Aboriginal and Torres Strait Islander ways of doing and being.



## Our Reconciliation Action Plan

A key part of our ESG strategy includes connecting with others to share best practices and lessons learned. At Avis Budget Group, we believe people working together to protect the environment, safeguard human rights, promote economic growth, and improve the lives of people around the world will achieve more progress than people working independently. We capture insights from our people and key stakeholders on what needs to be done to improve our DEI initiatives as well as our broader ESG commitments.

Our approach involves two-way sharing and learning and we create forums to listen and understand our people's concerns and identify opportunities to create value and manage risk. This approach has been utilised throughout the Reflect RAP development process as we have carefully considered employee feedback as well as First Nations guidance to build our strategy. This Reflect RAP has been

orchestrated with the broader business vision in mind to ensure that it aligns with our overall strategic direction and forms part of our core values moving forward.

The transportation industry has always innovated at high speed. We regularly evaluate, realign, and advance our strategy, programs, and reporting in areas where we can make the greatest impact. We are always prepared to change direction to make a positive difference to the lives of our colleagues, customers, and communities in which we operate.

As a values-driven organisation, there has been a growing recognition internally within the business that we have an obligation to formally commit to a robust approach to reconciliation.

**This Reflect RAP is an outward facing commitment to utilise our scope of influence as an organisation to develop greater respect, knowledge, relationships, and opportunities for and with First Nations peoples across Australia.**

We have a genuinely curious organisation that seeks to be at the forefront of social impact and change with a lens focused on Aboriginal and Torres Strait Islander peoples. Our belief is that we can contribute significantly to the conversation and outputs of reconciliation.

We became the first global vehicle rental company to sign onto the United Nations Global Compact (UNGC) in 2021 which is an international initiative that encourages businesses to operate in a sustainable and socially responsible manner. Many of the core principles of this framework in the areas of human rights, labour, environment, and anti-corruption align with the concept of reconciliation and the RAP process which creates synergy around our formal strategic direction. This also dovetails into advancing the United Nations Sustainable Development Goals (UN SDGs) which are based on the belief that sustainability is a global responsibility that can only be achieved through cooperation. At Avis Budget Group, we have a strong commitment to environmental sustainability and have ambitious 2030 ESG targets, commitments such as a reduction of Greenhouse Gas Emissions by 30%, minimise our water footprint by 30% and achieve zero Waste-to-Landfill for tyres, windshields, motor oils, and car batteries.

We are building momentum in the transition to hybrid and electric vehicles, giving us a clear line of sight to our carbon reduction targets and beyond. The future of transportation from an Avis Budget Group perspective means fewer cars on the road, more car-pooling, affordable access to vehicles, less driving, more fuel-efficient vehicles and fewer carbon emissions and cleaner air in our communities.

This environmentally conscious approach is in line with First Nations protocols around caring for Country and preservation.

This consideration will ideally align and attract more First Nations employees, suppliers and stakeholders to engage with our organisation as we strive towards a more equitable approach to everything that we do.

More broadly across our international business, we are investing \$10B in diverse suppliers, showcasing our commitment to inclusion. Through the development of this RAP, we aim to focus a considerable amount of effort and resources in Australia for engaging with Aboriginal and Torres Strait Islander businesses.

Another pillar of focus is employee diversity; our broader organisational goal is to maintain 50% diversity. We are now actively aiming to achieve diverse representation across our Australian operations particularly from an Aboriginal and Torres Strait Islander standpoint. With so many varied positions available across a national footprint, we are confident that we can contribute to a circular and diverse economy that is representative of our customers and areas of operation. We have a well thought out and strategic approach to our ESG and DEI engagements from a broader global perspective, it's now time to instil a localised lens that centres on First Nations peoples and how we can contribute to reconciliation within our sphere of influence.





## The Opportunities

As an equal-opportunity employer, we are proud to provide an inclusive workplace where our employees know they are valued for their uniqueness and recognised for their diverse talents.

In 2022, we continued to enhance our Unconscious Bias Training, and launched the second installment, Unconscious Bias in Hiring. To ensure all employees feel their best every day, we continue to provide tools to adjust automatic patterns of thinking that can be detrimental to the employee experience. To provide a channel for voices to be heard, we have established four employee resource groups (ERGs) under our #PowerofDIFFERENT strategy. The ERGs are comprised of employees from diverse backgrounds and advocate for equity, look for advancement opportunities, and facilitate discussions to promote a more equitable and inclusive workplace.

Dr. Robert Livingston, social psychologist and guest lecturer at the Harvard Kennedy School, briefed Avis Budget Group employees around the world on the science of underlying bias and racism in organisations.

The 'Power of Different' is our commitment to provide an inclusive workplace that embraces and celebrates the demographic, cultural, and lifestyle differences of our employees.

Every ERG focuses on three strategic areas including education and awareness, inclusive talent and culture, and connections and partnerships. Currently our four ERG's focus on women, colour, veterans and supporting the LGBTQ+ community. From an Australian business standpoint, this Reflect RAP is an opportunity to establish our fifth ERG which has a First Nations focus that speaks to the commitment of Avis Budget Group to create opportunities across supplier diversity, employment, community engagement, stronger relationships and partnerships with Aboriginal and Torres Strait Islander peoples, businesses, and communities.

We are looking to immerse our organisation in First Nations approaches to knowing, doing and being, and the activation of internal events where we collaborate with First Nations peoples will be a priority. External engagements in events such as NAIDOC Week and National Reconciliation Week will be instrumental in building our exposure, experience, knowledge, and capacity of engaging with First Nations' cultures. This Reflect RAP will be a great opportunity to understand our organisational and individual cultural knowledge gaps and develop these through immersive experiences.



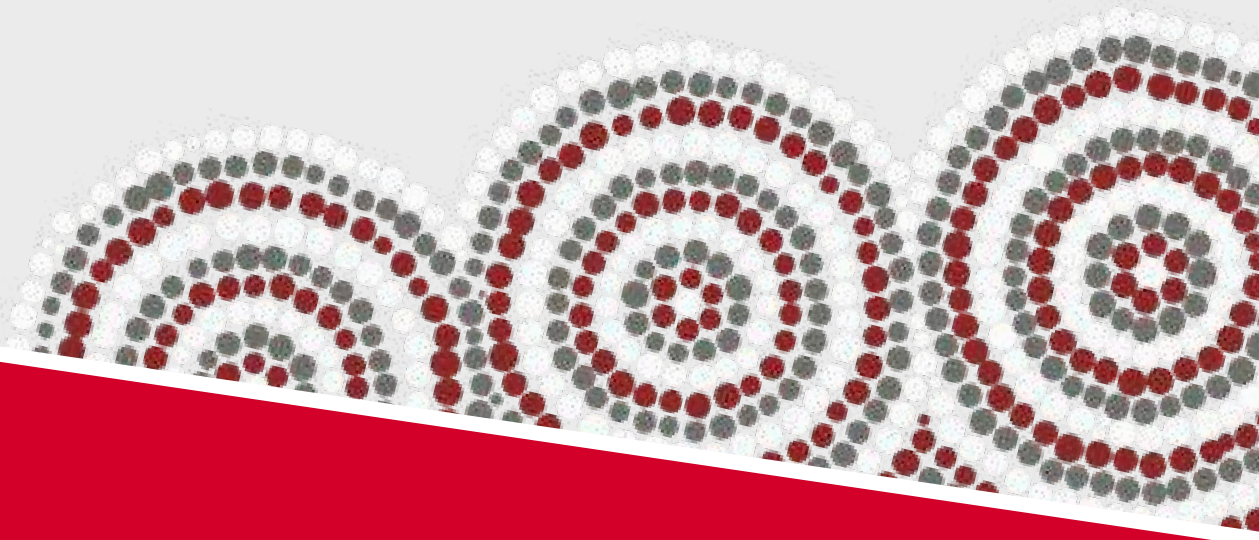
We are an industry leader in supporting diverse suppliers and will now be focusing on developing pathways for First Nations supplier participation across all our business units. There will be a concentrated effort to identify entry points for Aboriginal and/or Torres Strait Islander organisations and how they can contribute to our business operations.

We aim our talent strategy at attracting and retaining a diverse workforce. We will work to ensure our recruitment strategies and approaches are culturally appropriate to First Nations peoples, including the advertisements as well as the interview process. We will work with Aboriginal consultants YarnnUp to identify opportunities for employment as well as how to tailor our approach to job interviews and engagement to apply a First Nations lens.

To ensure our workforce is culturally efficient and capable, one of the key pillars we will be working towards, is the upskilling of our workforce in relation to cultural awareness and capability.

Understanding the cultural differences and nuances, and how to most effectively engage and build genuine relationships will be a focal point as we progress on our reconciliation journey. This will contribute to higher retention levels, professional development, as well as promoting Avis Budget Group as an employer of choice, ideally creating an organic pipeline of potential First Nations employees through referrals based on the experiences of existing employees.

We also have an opportunity to build on our existing work in the emotional well-being space by continuing and expanding on our initiatives with mental health and suicide prevention charity, R U OK?. There has been First Nations application and involvement particularly in the Northern Territory, and we will specifically embed a First Nations approach across the work we do with this organisation.



Employee engagement and development is critical to our success; employees are our biggest advocates for our customers, prospective customers and future employees. Making Avis Budget Group a great place to work and a culturally inclusive one is fundamental to the success of our reconciliation journey. Opportunities will become available to take our team on the journey towards reconciliation through education, learning and development,

experience and exposure as well as providing the mandate to champion this RAP through their everyday roles and scope of influence. Our ability as an organisation to assist and guide our workforce to become capable and confident is essential to the overall success of this initiative as we look to progress to future stages of the RAP process and continue the evolution of reconciliation across our business.



# Driving the RAP within Avis Budget Group

The development, endorsement, implementation, and governance of this Reflect RAP has full executive support and will be driven by our RAP executive sponsor and champion Ryan Dickson, our HR Business Partner. The implementation of this Reflect RAP will be spearheaded by our RAP Working Group (RWG) which is representative of various business units across the organisation to ensure we have broad perspectives and reach that will guarantee the entire organisation is connected to the outputs and deliverables within this RAP.

As we progress on this journey and begin the implementation process, the RWG will be supported by an internal sub-committee to engage more individuals within the business and assist with the application of outputs. The RWG will be the central communication and governance committee that will also liaise directly with YarnnUp Aboriginal consultants, who will be our formal external advisory provider ensuring we have appropriate cultural representation and opinions as we look to engage with First Nations businesses, peoples, and communities. YarnnUp's role will be to build our capacity on this journey and provide guidance and mentoring to our RWG while connecting our organisations with First Nations peoples, businesses, and communities to explore opportunities and ensure we are on track to meet our agreed deliverables. We are pleased to have such broad and diverse representation within the RWG from across the business, which includes executive and senior leadership who will be pivotal to driving and championing the success of our reconciliation efforts. We are excited for this landmark period in our organisation's history and look forward to an ongoing commitment and relationship with First Nations peoples, communities, and organisations.

Throughout the next 12-months, the internal RWG will be represented by:

Managing Director	Tom Mooney
Senior Director of Human Resources – Pacific	Rebecca Woodcock
Senior Director of Finance – Pacific	Barbara Galloon
Senior Director of Commercial	Justin Montgomery
General Manager of Operations – Australia	Russell Evans
Procurement Manager Pacific	Pierre Gaztambide
Human Resources Business Partner	Ryan Dickson



avis budget group

# Reflect Reconciliation Action Plan

February 2024 – February 2025



# Relationships



Deliverables		Timeline	Responsibility
<b>Action 1: Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>			
1.1	Develop a list of Aboriginal and Torres Strait Islander organisations and peoples within our local community or sphere of influence	July 2024	HR Business Partner
1.2	Research and implement best practice and principles that support partnerships with Aboriginal and Torres Strait Islander peoples and organisations	October 2024	HR Business Partner
<b>Action 2: Build relationships through celebrating National Reconciliation Week</b>			
2.1	Introduce our team to National Reconciliation Week by circulating Reconciliation Australia's NRW resources and materials	May 2024	HR Business Partner
2.2	RAP Working Group members participate in external National Reconciliation Week events	27 May – 3 June 2024	Human Resources Director – Pacific (HRDP)
2.3	Encourage and support all teams within Australia to attend at least one external event to recognise and celebrate National Reconciliation Week	27 May – 3 June 2024	Managing Director
<b>Action 3: Promote reconciliation and our RAP through our sphere of influence</b>			
3.1	Communicate and educate all staff on our reconciliation commitment and responsibilities within our RAP	February 2024	HRDP & HR Business Partner
3.2	Identify and connect with other RAP organisations that we could approach to collaborate with on our reconciliation journey	November 2024	Senior Director of Finance
3.3	Amend People & Culture on-boarding documents to include reference to our RAP	August 2024	HR Business Partner

# Relationships (cont.)

Deliverables	Timeline	Responsibility
<b>Action 3: Promote reconciliation and our RAP through our sphere of influence (continued)</b>		
3.4 Identify external stakeholders that our organisation can engage with on our reconciliation journey	December 2024	HR Business Partner
3.5 Publish our RAP on the HR4U portal for easy access by our team	September 2024	HR Business Partner
<b>Action 4: Promote positive race relations through anti-discrimination strategies</b>		
4.1 Conduct a review of current HR/ People & Culture policies and procedures to identify any anti-discrimination provisions and future needs	June 2024	HRDP & HR Business Partner
4.2 Research best practice and policies in areas of race relations and anti-discrimination	July 2024	HR Business Partner



# Respect



Deliverables		Timeline	Responsibility
<b>Action 1: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>			
1.1	Conduct a review of current cultural learning and education to identify training needs required within the organisation	May 2024	HR Business Partner
1.2	Organise the delivery of workshops for internal cultural awareness	July 2024	HR Business Partner
1.3	Develop a formal cultural learning strategy for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	June 2024	HRDP & HR Business Partner
1.4	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	May 2024	Procurement Manager - Pacific
1.5	Investigate and develop a better understanding of First Nations approaches to sustainability, relationship management, inclusivity and diversity	November 2024	Procurement Manager - Pacific
<b>Action 2: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>			
2.1	Recognise Aboriginal and Torres Strait Islander dates of significance	September 2024	Procurement Manager - Pacific
2.2	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational areas	September 2024	Procurement Manager - Pacific

# Respect (cont.)

Deliverables	Timeline	Responsibility
<b>Action 2: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols (continued)</b>		
2.3 Develop and implement a policy to increase employee understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols	September 2024	HR Business Partner
<b>Action 3: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>		
3.1 Raise awareness and share information about the meaning of NAIDOC Week	First Week in July 2024	HR Business Partner
3.2 Introduce staff to NAIDOC Week by promoting external events in our local area	June 2024	HR Business Partner
3.3 RAP Working Group to participate in external NAIDOC Week events	First week in July 2024, annually	Managing Director



# Opportunities

Deliverables		Timeline	Responsibility
<b>Action 1: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>			
1.1	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	October 2024	Talent Acquisition Lead – APAC
1.2	Research best practice strategy for increasing Aboriginal and Torres Strait Islander employment within our organisation	April 2024	Talent Acquisition Lead – APAC
1.3	Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities	June 2024	Talent Acquisition Lead – APAC
<b>Action 2: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>			
2.1	Explore Supply Nation membership	December 2024	Procurement Manager – Pacific
2.2	Research effective procurement strategies in similar organisations or industries to understand best practice for our future First Nations procurement strategy	December 2024	Procurement Manager – Pacific
2.3	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	September 2024	Procurement Manager – Pacific



# Governance



Deliverables		Timeline	Responsibility
<b>Action 1: Maintain an effective RAP Working Group (RWG) to drive governance of the RAP</b>			
1.1	Maintain a RAP Working Group (RWG) to govern and implement RAP	February 2024	HRDP
1.2	Maintain Aboriginal and Torres Strait Islander representation on the RWG	February 2024	HRDP
1.3	Draft a terms of reference document for the RWG	February 2024	HRDP
<b>Action 2: Provide appropriate support for effective implementation of RAP commitments</b>			
2.1	Identify and define resource needs for RAP implementation	March 2024	HR Business Partner
2.2	Engage senior leaders in the delivery of RAP commitments	March 2024	HRDP
2.3	Define appropriate systems and capability to track, measure and report on RAP commitments	March 2024	HRDP
2.4	Appoint a senior leader to champion our RAP internally	February 2024	HR Business Partner
<b>Action 3: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>			
3.1	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	30 September 2024, annually	HR Business Partner
3.2	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	30 September 2024, annually	HR Business Partner
3.3	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	1 August 2024, annually	HR Business Partner

## Governance (cont.)

Deliverables		Timeline	Responsibility
<b>Action 4: Continue our reconciliation journey by developing our next RAP</b>			
4.1	Review RAP based on achievements, challenges and lessons learned	September 2024	HR Business Partner
4.2	Register via Reconciliation Australia's website to begin developing our next RAP	September 2024	HR Business Partner



For any queries, contact:

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