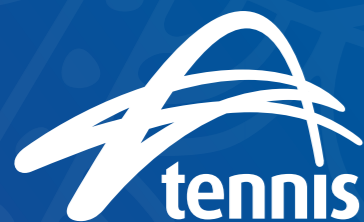


INNOVATE RECONCILIATION ACTION PLAN

MAY 2023 – MAY 2025



ACKNOWLEDGEMENT OF COUNTRY

Tennis Australia acknowledges the historical significance and deep spiritual connection our First Nations people have to land and waters.

We recognise that this always was and always will be Aboriginal and Torres Strait Islander land.

We pay our respects to Elders, and to all Australian First Nations people who are part of the world's longest continuous culture.



Pictured: Wurundjeri Woiwurrung Senior Elder Aunty Joy Murphy AO performs the Welcome to Country at the Australian Open in 2023.



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Pictured: The National Indigenous Tennis Carnival in Darwin connects community and culture through tennis.



A MESSAGE FROM RECONCILIATION AUSTRALIA



Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Tennis Australia continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Tennis Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Tennis Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Tennis Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Tennis Australia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Tennis Australia's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Tennis Australia on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

A MESSAGE FROM TENNIS AUSTRALIA CEO



At Tennis Australia, we recognise that we have a unique opportunity to create positive change in the lives of Aboriginal and Torres Strait Islander peoples through the power of tennis.

This Innovate Reconciliation Action Plan (RAP) demonstrates our commitment to creating opportunities for Aboriginal and Torres Strait Islander peoples, both on and off the court. It sets out a clear path for us to work towards improving cultural understanding, promoting greater diversity and inclusion, and providing opportunities for Indigenous Australians to engage with our sport.

Our RAP intersects with other significant work across Tennis Australia and our Member Associations. We have a long-standing commitment to promoting diversity and inclusion in all areas of our sport. We believe that tennis can make life better, and can bring people together and help break down barriers. We are excited to work towards achieving greater reconciliation in our communities through the power of sport.

We continue to be inspired by Evonne Goolagong Cawley and Ash Barty, proud Indigenous Australians, who reached the pinnacle of tennis and continue to make significant contributions to the Australian community. With their support as First Nations Ambassadors, we will continue to strive to help the next generation of Aboriginal and Torres Strait Islander Australians achieve their dreams and maybe just find our next Grand Slam champion in the process.

We recognise that true reconciliation requires ongoing commitment and action, and we are proud to take this important step towards a more inclusive and equitable future for all Australians. We invite all members of the tennis community to join us on this journey towards reconciliation and help us build a brighter future for Aboriginal and Torres Strait Islander peoples.

Craig Tiley
CEO of Tennis Australia

ABOUT THE ARTWORK AND ARTIST



ABOUT THE ARTWORK

The centre circle and 'U' shaped symbols represent community coming together for their love of tennis, as participants and observers.

The second layer represents message sticks; a traditional passport that gave permission to travel another mob's Country. It acknowledges that Tennis Australia does work right across Australia.

The outer patterns acknowledge the diversity amongst our many communities, clans, tribes and nations; each with their unique cultures, lore, dreaming and traditions.

The boomerangs symbolise returning to culture to guide Tennis Australia's commitment to First Nations people.

The kangaroo and emu are acknowledged because they are animals that can't move backwards, only forward which represents Tennis Australia's reconciliation journey.

ABOUT THE ARTIST

Bitja (Dixon Patten) is a proud Gunnai, Gunditjmara, Dhudhuroa and Yorta Yorta man with blood connection to Wiradjuri, Yuin, Wemba Wemba, Gweagal, Wadi Wadi, Monaro and Djab Wurrung.

He is an artist, designer, mentor, influencer and a strong community advocate.

Bitja's artistic practice is informed through a strong cultural value that his family and community have imprinted into his mind, heart, and spirit and the narratives often delve deep into familial history, often in celebration but also in search of healing.

Bitja's exploration of culture and connection and his willingness to share and learn are informed by the art of Deep Listening, or in his native Yorta Yorta language 'Gulpa Ngawul'.

This practice has guided many of Dixon's expressions by uncovering the layers, exploring trauma, exploring grief, reclaiming culture, bridging gaps, being accountable, learning to understand and also challenge systems, influencing spaces and learning to celebrate self.

He takes his role as a storyteller seriously and feels humbled to continue this strong aspect of Aboriginal culture.

OUR VISION FOR RECONCILIATION



Pictured: Celebrating First Nations Day at the Australian Open in 2022.

Our vision is to create a playful world through tennis for everyone, because we believe that playing makes life better.

Our objective is to get more people playing more often regardless of how they play, where they play and what they play. We want to ensure that tennis is a sport for every Australian at every stage of life and every ability, where everyone who plays, or enables the playing of the sport, has the best possible experience.

We have a powerful opportunity and responsibility to leverage tennis in the most positive way. By embracing diversity on and off the court, we can ensure that our sport, workplaces and events are reflective of our local communities and are safe and welcoming environments for all.

Everyone should have the opportunity to be included and engaged through tennis in a meaningful way and we are committed to increasing opportunities and accessibility to tennis for Aboriginal and Torres Strait Islander people by continuing to:

- Create employment opportunities and an inclusive culture within our organisation
- Engage with Aboriginal and Torres Strait Islander communities
- Educate clubs and coaches
- Enhance talent identification
- Provide pathway opportunities
- Create playing opportunities through community events and tournaments
- Acknowledge and celebrate First Nations people and cultures at major events
- Collaborate through impactful partnerships.



OUR BUSINESS



Pictured: First Nations Ambassador, Evonne Goolagong Cawley at the 2022 National Indigenous Tennis Carnival in Darwin.

Growing tennis is at the heart of everything that we do - getting more people to play tennis more often strengthens our clubs, venues and coaches and helps create a strong talent pipeline.

Tennis Australia governs, promotes and showcases the sport within Australia, and represents our tennis interests internationally. The Australian Open is owned and organised by Tennis Australia each year at Melbourne Park. In addition to the Australian Open (AO), Tennis Australia provides tennis in venues across Australia as well as through communities and schools. We hold overseas events such as the Laver Cup, and contribute to grassroots development across Oceania. The members of Tennis Australia are the eight state and territory tennis associations also known as our Member Associations (MAs).

Our values and associated behaviours are at the core of how we live, work and play:

EXCELLENCE - Never stop striving to be the benchmark

HUMILITY - Put others ahead of yourself

COLLABORATION - Build trust through mutual respect

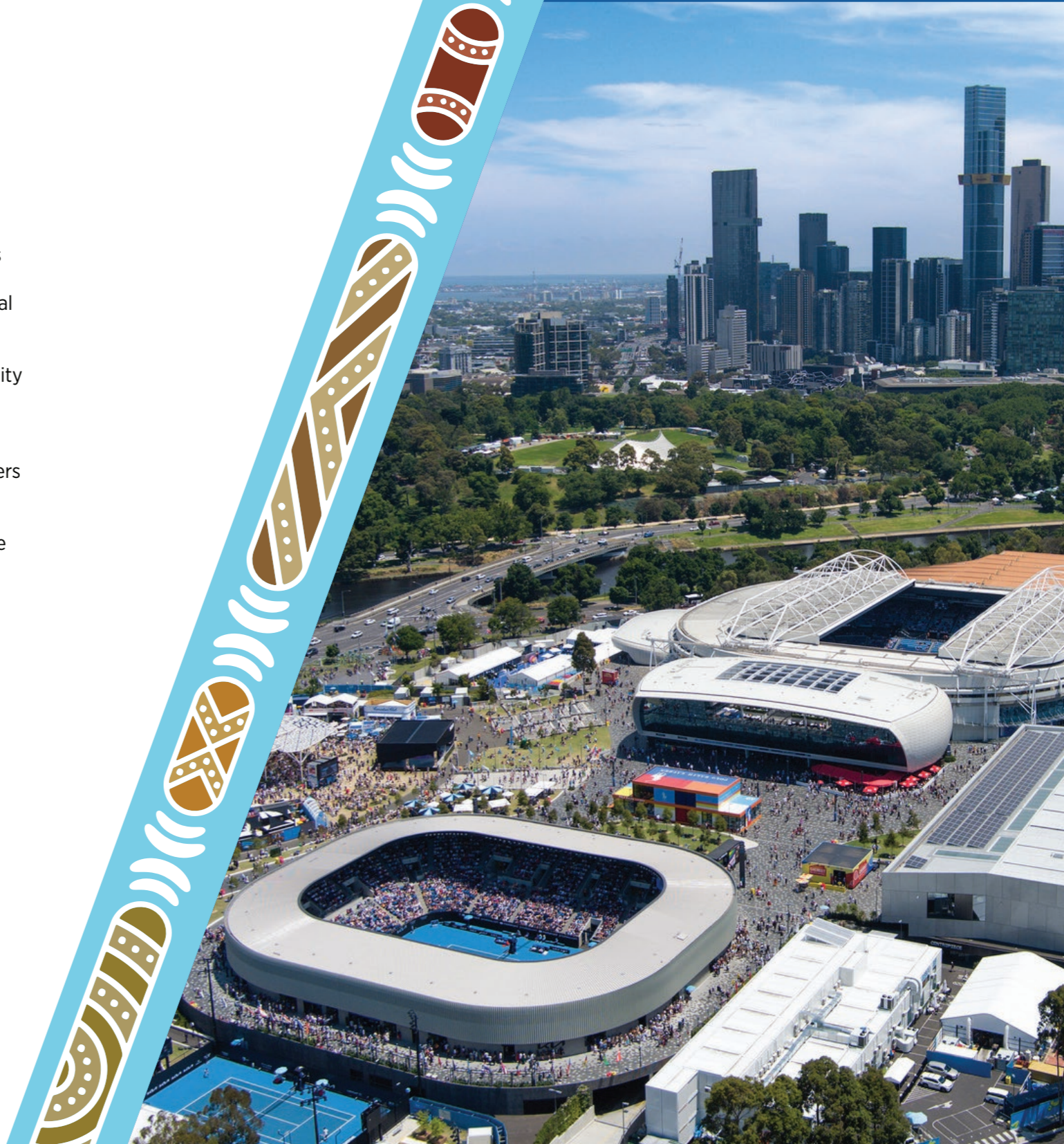
IMAGINATION - Dare to be different.

Tennis Australia has a permanent, fixed term and casual team of around 800 people, which expands to include around 3,500 event casuals during the Australian Open each year. The number of Aboriginal and Torres Strait Islander people employed is currently unknown. We have one permanent First Nations employee as part of our Inclusion & Diversity team.

Members of our team are located right around the country, with the majority based in our headquarters at Melbourne Park on Wurundjeri Woiwurrung Country. This land was once a significant meeting place for the five Kulin Nations around Victoria. We acknowledge their contribution and deep spiritual connection to this land we all call home. We also acknowledge the impactful contribution that Aboriginal and Torres Strait Islander people have made and continue to make to the game of tennis.

Our sphere of influence extends to commercial partners, AO broadcast team, media, Member Associations (each state and territory), clubs, schools, players, coaches, officials, First Nations organisations and Elders, and First Nations people through a dedicated Aboriginal and Torres Strait Islander pathway.

Pictured: Melbourne Park during the Australian Open



OUR RAP



Pictured: Children from the Soapy Bore School, Utopia

Tennis is, above all, a sport that is open to everyone and our commitment to inclusion, equity and diversity continues to strengthen and grow.

Tennis Australia is proud to play our part in making Australia a more inclusive nation, reconciling for the way Aboriginal and Torres Strait Islander people have been treated historically, and providing more opportunities for First Nations people within tennis.

Through this Innovate Reconciliation Action Plan, Tennis Australia fortifies our commitment to building meaningful relationships, enhancing respect and promoting sustainable opportunities through our sport for Aboriginal and Torres Strait Islander people. By developing an Innovate RAP, we will continue to promote, celebrate, acknowledge, and embrace Aboriginal and Torres Strait Islander cultures within our organisation, sport and events.

Tennis Australia has two First Nations people represented on our Reconciliation Action Plan Working Group. We are currently in the process of establishing a First Nations Advisory group to support the ongoing consultation with a wide range of First Nations peoples.

Our Innovate Reconciliation Action Plan working group will work alongside our Media and Communications, Commercial, HR, Participation, Event Operations, Government Relations, High Performance and Participation teams to deliver the plan.

Our RAP Champions are:

Chief of People and Diversity
Kate Nuttall

Head of Inclusion and Diversity
Kerry Tavrou

Thank you to everyone who has been involved in the development of Tennis Australia's Innovate RAP and journey to reconciliation.

Chief of People & Diversity (to 2022)
Anna Livingston

Head of Inclusion & Diversity
Kerry Tavrou

First Nations Lead
Kyah Jones

Inclusion & Diversity Coordinator
Irena Farinacci

NT First Nations Lead
Anzac Leidig

Tennis NT CEO (to 2022)
Tom George

Head of Organisation Development
Morgan Liddy

Director of Procurement
Amanda Ferris

Corporate and Internal Communications Manager
Thalia Marshall

Publicity and Social Media Lead
Victoria Bush



Inclusion has been at the heart of our business and sport for many years. Tennis Australia, in conjunction with its Member Associations, continues to provide more accessibility and opportunities for Aboriginal and Torres Strait Islanders to participate and engage in tennis by:

- Educating clubs and coaches
- Enhancing talent identification
- Providing pathway opportunities
- Creating more playing opportunities through community events and tournaments
- Providing funding for Indigenous tennis programs, equipment and coaches.

In 2020, Tennis Australia consulted with First Nations people to release a First Nations Engagement Guide, a resource aimed to equip clubs and coaches to connect with Aboriginal and Torres Strait Islander communities. The guide includes information on Aboriginal and Torres Strait Islander cultures and community, support on how to be more inclusive and information to build ongoing connections with relevant organisations.

Our First Nations programs help to instil a sense of belonging and for many participants, a thrilling introduction to the sport. In 2022 there was a celebration of culture at the inaugural Australian Open First Nations Day, before Ash Barty made a memorable trip to Central Australia. The First Nations Ambassador hit with members of Indigenous communities at Mutitjulu School, from Pitjantjatjara Yankunytjatjara country in Uluru-Kata Tjuta National Park, and in Alice Springs (Mparntwe).

The Australian Tennis Foundation, the official charity of Tennis Australia, launched Jintangka Kamparru (Forward Together) in partnership with Tennis NT and Wanta Aboriginal Corporation, which saw tennis introduced in nine communities in the most isolated areas of Central Australia.

Internally, Tennis Australia celebrated National Reconciliation Week in 2022 with a special edition of our internal newsletter aimed at raising awareness and education. We held walking tours across the culturally significant neighbouring Yarra Park in Melbourne and hosted popular 'Acknowledge This' workshops to inspire our team to embrace and personalise their own Acknowledgement of Country. Welcome to Country and Acknowledgement of Country are important elements of our internal and external events.

Tennis Australia works closely with our Member Associations and partners to develop sustainable grass-roots tennis opportunities for First Nations people. Since 2018 the National Indigenous Tennis Carnival (NITC) has been held in Darwin, providing a sporting opportunity for young First Nations people, along with a connection to culture. In 2022, 158 young First Nations participants represented each state and territory in the largest event to date, where they also had a chance to meet our First Nations Ambassador, Evonne Goolagong Cawley. For the first time First Nations Ballkids trials were held with 14 First Nations kids joining the squad at the Australian Open in 2023. The NITC is a chance for young First Nations people to gather, learn about country and share cultures through food, music, dance and art.

Pictured: Participants of the Wanta Cup in Ntaria, Northern Territory



FIRST NATIONS AMBASSADORS

Tennis Australia is proud to have two First Nations women representing tennis.

Evonne Goolagong Cawley, a member of the Wiradjuri people, became the first Aboriginal Australian world No.1 tennis player, as well as the second Australian female, after Margaret Court, to reach world No.1. She was one of the world's leading players throughout the 1970s and 1980s when she won 14 Grand Slams.

The Evonne Goolagong Foundation collaborates with Tennis Australia to support the development of Aboriginal and Torres Strait Islander tennis. With our support, the National Indigenous Development Camp had been held for 10 years and gives Indigenous youth the opportunity to experience what it is like to play on Rod Laver Arena at the Australian Open.

We acknowledge the Evonne Goolagong Foundation and their contributions to the development to the game of tennis with First Nations participation and administration.

Ashleigh Barty, part of the Ngarigu Nation, was named National Indigenous Tennis Ambassador in April 2018, and her success both on and off the court has been an inspiration to Indigenous youth. Ash achieved the sport's highest success, winning Grand Slams at Roland Garros, Wimbledon and the Australian Open, before retiring in 2022 as world No.1. She has continued her work as First Nations Ambassador since retiring.

"I'm a very proud Indigenous woman and I think that for me taking on this role is something very close to my heart," Ash said.

"If we can get more kids playing tennis, more kids enjoying tennis across Australia within the Indigenous communities that would be amazing."

At the 2022 Australian Tennis Awards both women were recognised for their significant achievements in tennis. Evonne was awarded the Spirit of Tennis award, and Ash received her fifth consecutive Newcombe Medal, our sport's top honour.

Pictured: Evonne Goolagong Cawley and Ash Barty at the 2022 Australian Tennis Awards.



FIRST NATIONS DAY - AUSTRALIAN OPEN 2023

As the most high-profile event on our sporting calendar, the Australian Open provides a unique opportunity to showcase Indigenous culture to on-site patrons and fans around Australia and the world.

Since 2022 First Nations Day has become a staple of the AO calendar, celebrating performance art, music and storytelling, as well as First Nations people within our tennis community.

Activities for AO23 included:

- A Traditional Welcome to Country and smoking ceremony
- Traditional dance, instrumental and storytelling performance piece
- An immersive digital experience educating patrons on a creation story in the AO Kids Ballpark
- An acknowledgment of the newly erected Indigenous cultural marker by internationally renowned artist and performer Stan Yarramunua

- Indigenous art installations across the site and digital signage
- Live art demonstrations
- All First Nations line up across all performance spaces on the AO precinct
- First Nations Walking Tours of Melbourne Park and surrounds
- Culture on Court in partnership with Buldau Yioohgen, Anglicare Victoria's Indigenous Youth Leadership Academy
- Indigenous artist soundscapes on Tanderrum Bridge
- Lighting up of Grand Slam Oval canopy in Aboriginal and Torres Strait Islander colours for the evening.

Through the Australian Open, Tennis Australia collaborated with Aboriginal and Torres Strait Islander preventative health care program Deadly Choices to encourage First Nations people to undertake an annual health check, promote healthy choices, and connect communities with tennis around Australia.



Pictured: Celebrating First Nations Day at the Australian Open in 2023.

MELBOURNE PARK CULTURAL MARKER

Before the 2023 Australian Open we launched a permanent cultural marker (dandagat barndana) alongside Melbourne & Olympic Park Trust.

Dandagat barndana has been created by Wathaurong artist Stan Yarramunua, in collaboration with Wurundjeri Woiwurrung Senior Elder Aunty Joy Murphy AO.

This carved artwork is an acknowledgment of Wurundjeri Woiwurrung country which has been an important meeting place for First Nations people for thousands of years.

At the top of the dandagat barndana is Bunjil the eagle, the ancestral creator spirit who carefully watches over and protect all people and Country. The dhuling (goanna), representing Evonne Goolagong Cawley, is on a journey going forward, together with the love of the bundabun (turtle), the wisdom of the dulaiwurrung (platypus) and the freedom of the duat (fish). The manna gum leaf is the belonging of the Wurundjeri Woiwurrung people.

Acceptance of this gift means “you are welcome to everything from the tops of the trees to the roots of the earth and we ask you to share the responsibility of caring for Country,” said Aunty Joy Murphy.



Pictured: The Hon Anthony Carbines, artist Stan Yarramunua, Aunty Joy Murphy and Craig Tiley unveil the permanent cultural marker.

RELATIONSHIPS

Sport is an important vehicle for building relationships and partnerships between Aboriginal and Torres Strait Islander people and the broader Australian community. Tennis Australia will continue to develop strong relationships and maintain existing partnerships, that will support our Innovate RAP commitments.



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	Jul 2023 Jul 2023	Head of Inclusion & Diversity Head of Inclusion & Diversity
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. RAP Working Group members to participate in an external NRW event. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. Organise at least one NRW event each year. Register all our NRW events on Reconciliation Australia's NRW website. Organise to circulate resources and reconciliation commitment to our commercial partners and NRW partner events. 	May 2023, 2024, 2025 Jun 2023, 2024, 2025 May 2023, 2024, 2025 Apr 2023, 2024, 2025 May 2023, 2024, 2025 May 2023, 2024, 2025	Head of Inclusion & Diversity Head of Inclusion & Diversity Head of Organisation Development Head of Organisation Development First Nations Lead Head of Partnerships
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. Communicate our commitment to reconciliation publicly. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	Jun 2023 May 2023 May 2024 May 2024	Head of Organisation Development Corporate Affairs and Executive Communications Manager Director Government Relations Head of Inclusion & Diversity
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. Implement, review and communicate an anti-discrimination policy for our organisation. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. Educate senior leaders on the effects of racism. 	Sep 2023 Sep 2023 Aug 2023 May 2024	Head of Systems & Compliance Head of Systems & Compliance First Nations Lead Head of Organisation Development

RESPECT

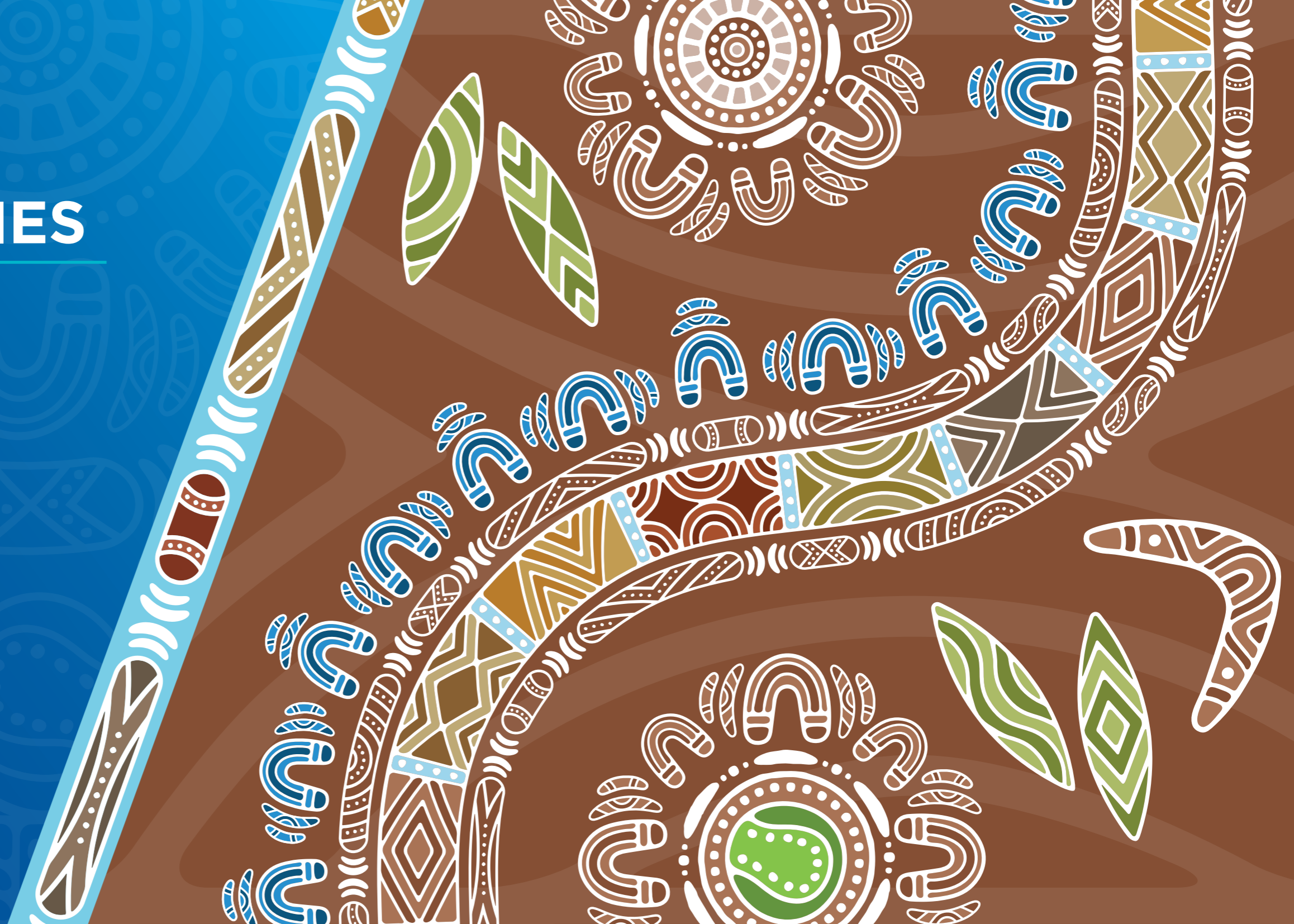
Gaining a better understanding of First Nations cultures and histories are the foundations for building respect. Tennis Australia will continue to provide culturally safe spaces where cultural awareness is embedded in planning, implementation, and communication. We will continue to learn more and embed equity and diversity into our organisational culture.



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
<p>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. Develop, implement, and communicate a cultural learning strategy document for our staff. Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. Organise for Tennis Australia staff and board members to undergo cultural awareness training eg: immersive learning opportunities for team members. Embed pathway information and celebration of First Nations people and cultures through our Member Associations, clubs, coaches and officials education modules 	<p>Aug 2023</p> <p>Aug 2023</p> <p>Jun 2023</p> <p>May 2023, 2024</p> <p>Jul 2023, 2024, 2025</p> <p>May 2024</p>	<p>Head of Organisation Development</p> <p>Head of Organisation Development First Nations Lead</p> <p>Head of Inclusion & Diversity</p> <p>Head of Inclusion & Diversity</p> <p>First Nations Lead</p> <p>Director of Member Services Director Pathways & Game Development</p>
<p>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> Increase our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	<p>Jul 2023, 2024, 2025</p> <p>May 2023</p> <p>May 2023, 2024, 2025</p> <p>May 2023 ongoing</p>	<p>First Nations Lead and Head of Inclusion & Diversity</p> <p>Head of Inclusion & Diversity</p> <p>Event Lead</p> <p>Chief Executive Officer</p>
<p>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. Promote and encourage participation in external NAIDOC events to all staff. Invite all Tennis Australia Board members to engage in external NAIDOC events. 	<p>First week in Jul 2023, 2024</p> <p>June 2023</p> <p>June 2023, 2024, 2025</p> <p>June 2023, 2024, 2025</p>	<p>Head of Inclusion & Diversity</p> <p>Head of Systems & Compliance</p> <p>Head of Corporate and Internal Communications</p> <p>Chief Executive Officer</p>

OPPORTUNITIES

Tennis Australia is committed to embracing, recognising, influencing change, and creating opportunities for First Nations peoples across a variety of areas within our company. This is important to deliver our Diversity, Equity and Inclusion Strategy, and accelerate our impact.



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy for the summer of Tennis. 	<p>Aug 2023</p> <p>Aug 2023</p> <p>Aug 2023</p> <p>Sep 2023</p> <p>Sep 2023</p> <p>Jul 2023</p>	<p>Head of Organisation Development</p> <p>Head of Organisation Development</p> <p>Head of Organisation Development</p> <p>Head of Organisation Development</p> <p>Head of Systems & Compliance</p> <p>Event Workforce Lead</p>
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. Investigate Supply Nation membership. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. Ensure local First Nations suppliers are used at the National Indigenous Tennis Carnival (NITC). 	<p>Jul 2023</p> <p>Jul 2023</p> <p>Jul 2023</p> <p>Jul 2023</p> <p>Jul 2023</p> <p>May 2023</p>	<p>Director of Procurement</p> <p>Director of Procurement</p> <p>Director of Procurement</p> <p>Director of Procurement</p> <p>Director of Procurement</p> <p>NITC Event Manager</p>
10. Deliver Aboriginal and Torres Strait Islander events to create opportunities for First Nations peoples in tennis.	<ul style="list-style-type: none"> Continue to lead and support the National Indigenous Tennis Carnival which provide opportunities to Aboriginal and Torres Strait Islander players to showcase their talent. Develop a First Nations talent/performance pathway model aligned with Tennis Australia's strategic plan. Provide financial support and resources for Member Associations to further opportunities for First Nations people to engage in Tennis. Collate First Nations data from Member Associations and maintain a data system to capture participation in tennis in order to track participation rates and growth opportunities. 	<p>Aug 2023, 2024</p> <p>Aug 2024</p> <p>May 2023, 2024</p> <p>Mar 2024</p>	<p>Head of Inclusion & Diversity</p> <p>Chief Strategy & Performance Officer</p> <p>Head of Inclusion & Diversity</p> <p>Director of Data and Insights</p>
11. Showcase and celebrate Aboriginal and Torres Strait Islander peoples and cultures in the Tennis community.	<ul style="list-style-type: none"> Launch a First Nations tennis showcase/tournament at the Australian Open. Authentically acknowledge and celebrate First Nations peoples and cultures through the Summer of Tennis and other major events (Art, Music, Dance, Welcome and Acknowledgment, activations). Utilise Tennis Ambassadors to promote the game to First Nations people. Continue to embed First Nations cultures at the Summer of Tennis eg. First Nations people designing trophies and gifts. 	<p>Jan 2025</p> <p>Dec 2023, Jan 2024</p> <p>Jan, Aug 2023, 2024</p> <p>Dec 2024, 2025</p>	<p>Tournament Coordinator - Growth Segments</p> <p>Head of Inclusion & Diversity Director of Experience and Precinct</p> <p>Publicity and Social Media Lead</p> <p>Director of Tournaments, Player and Events</p>

GOVERNANCE



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. Establish and apply a Terms of Reference for the RWG. Meet monthly per year to drive and monitor RAP implementation. 	Review Jul 2023, 2024 May 2023 Monthly meetings 2023, 2024, 2025	Head of Inclusion & Diversity Head of Inclusion & Diversity Head of Inclusion & Diversity
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. Engage our senior leaders and other staff in the delivery of RAP commitments. Define and maintain appropriate systems to track, measure and report on RAP commitments. Appoint and maintain an internal RAP Champion from senior management. 	Jun 2023 May 2023, 2024 May 2023 May 2023	Head of Inclusion & Diversity Chief Diversity & People Officer Head of Inclusion & Diversity Chief Diversity & People Officer
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. Report RAP progress to all staff and senior leaders quarterly. Publicly report our RAP achievements, challenges and learnings, annually. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	Jun annually 1 Aug annually 30 Sep annually Mar, Jun, Sep, Dec 2023, 2024, 2025 Dec annually Apr 2024 May 2025	Head of Inclusion & Diversity Head of Inclusion & Diversity Head of Inclusion & Diversity Head of Inclusion & Diversity Head of Public Relations Head of Inclusion & Diversity Head of Inclusion & Diversity
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	Jan 2025	Head of Inclusion & Diversity
16. Establish and maintain First Nations Advisory Group.	<ul style="list-style-type: none"> Draft a terms of reference group. Meet at last four times a year to drive and monitor RAP commitments. Ensure appropriate discussions are utilised including but not limited to cultural advice, guidance, feedback and support around the implementation and monitoring of actions, projects and commitments identified by Tennis Australia. Ensure appropriate reward and recognition of committee members are included. 	May 2023 Feb, May, Aug, Nov 2023, 2024, 2025 Aug 2023, 2024 Jan 2024, 2025	Head of Inclusion & Diversity Chief of People and Diversity Head of Inclusion & Diversity Head of Inclusion & Diversity

CONTACT DETAILS

Kerry Tavrou

Head of Inclusion & Diversity

03 9914 4000

kerry.tavrou@tennis.com.au

tennis.com.au

