RECONCILIATION ACTION PLAN
REFLECT

Victorian Chamber of Commerce and Industry

#vcci

Reconciliation Action Plan

Reflect

August 2025 – July 2026

Contents

Acknowledgement 1

About the Artist, Samantha Richards 2

Statement from CEO of Reconciliation Australia, Karen Mundine 5

Message from our President, Brendan Britten 7

Message from our CEO, Sally Curtain 9

Our Business 10

Our RAP 12

Our Current Activities and Partnerships 14



Acknowledgement

The Victorian Chamber of Commerce and Industry (Victorian Chamber) acknowledges Australia's First Nations people. We acknowledge the Traditional Custodians, the Wurundjeri people of the Kulin Nation, of the lands on which the Victorian Chamber head office in Melbourne (Naarm) is located and where we conduct our business and extend this respect to all lands across the state.

We pay our respects to ancestors and Elders, past, present and future and the continuation of cultural, spiritual and educational practices of the First Nations peoples. We are committed to honouring First Nations Peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.



The Grampians (Gariwerd)

© myphotobank.com.au / Adobe Stock

About the Artist

Samantha Richards – Connecting Two Worlds



Samantha Richards is a proud descendent of the Wurundjeri and Dja Dja Wurrung tribes of the Melbourne and Bendigo regions.

Sam started her own business (Connecting Two Worlds) with the aim of sharing traditional and modern Indigenous culture through education and art. She is passionate about teaching students in childcare, primary and high school about the people that lived on this land in the past, and about the people that are still here today, along with many traditions that are still practiced, and share the knowledge of ones that are no longer.

Sam also shares traditional culture through contemporary Indigenous art in the form of murals, canvas and digital works that utilise traditional Wurundjeri and Victorian symbols to create stories, share knowledge, and bring culture to the forefront, allowing it to be emersed into modern culture for all to see.

The artwork featured in this RAP is titled ‘Unity’. The art was developed using feedback and ideas received from workshops with staff and the VCCI Board.

Samantha reflects that

“the design is about being on a journey together, travelling from the past to the present and celebrating the 160-year history of VCCI. It is about awareness of those around us, sharing knowledge and upholding unity to work together for a bright future.

The wavy light blue with dots represents a journey, the U shapes are people travelling along it. It is unending, representing a continuation for years to come. The darker wavy line behind it represents waterways. The two larger circles with smaller circles around it are the communities around, and with the orange circles, it is about people coming together, sharing knowledge and strengths. The whole artwork comes together to create a unity. The leaves represent being on country”.



Karen Mundine

Winton Wetlands

© ThamKC / Adobe Stock

Statement from CEO of Reconciliation Australia, Karen Mundine

Inaugural Reflect RAP

Reconciliation Australia welcomes the Victorian Chamber of Commerce and Industry to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Victorian Chamber 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 the Victorian Chamber 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 Victorian Chamber of Commerce and Industry, 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



Brendan Britten

Wilsons Promontory National Park

© fieldofvision / Adobe Stock

Message from our President, Brendan Britten

In our role as the leading voice of business in Victoria, there is a responsibility of engaging in reconciliation that we must demonstrate to our members and their workplaces.

At the Victorian Chamber of Commerce and Industry, we are committed to reconciliation and strengthening our relationship with First Nations People. We know that Reconciliation Action Plans impact real, transformational change. In recognition and respect of the continuing connection of First National Peoples to Country, the Victorian Chamber Board incorporated an Acknowledgement of Country at the commencement of each Board Meeting in 2022.

The Board remains committed to the development and implementation of this Reconciliation Action Plan and will regularly monitor and celebrate our progress against our publicly committed actions, as we continue our reconciliation journey. The Board would like to extend its thanks and appreciation to Board Member, Dr Peter Radoll, and the Reconciliation Working Group for their continued leadership and stewardship of the Victorian Chamber's Reconciliation Action Plan.

We are committed in the continuing support and contribution to the alliance of more than 3,000 organisations across Australia that make up the RAP community. To advance Australia, we need to advance national reconciliation with First Nations Peoples and continue to inspire respect and trust between Aboriginal and Torres Strait Island Peoples and non-Indigenous Australians.

Brendan Britten
President
Victorian Chamber of Commerce and Industry



Sally Curtain

Mount Dandenong

© Graham / Adobe Stock

Message from our CEO, Sally Curtain

I am proud to present the Victorian Chamber of Commerce and Industry's first Reconciliation Action Plan (RAP). This marks an important milestone and our first formal step in our commitment towards reconciliation and creating opportunities in partnership with First Nations Peoples.

Our Reflect RAP is the result of many months of collaboration and learning across our organisation. I thank everyone who has contributed to developing our Reflect RAP and in particular acknowledge the efforts of our Reconciliation Working Group, which has led the organisation-wide engagement and creation of our RAP.

Developing our first RAP has enabled us to further explore our relationships with First Nations stakeholders and to affirm our vision for reconciliation, which centres around making positive and respectful change.

We engaged local First Nations artist Samantha Richards (Connecting Two Worlds) to create an original artwork that reflects our reconciliation journey from the present and into the future, focused on the pillars of inclusivity, connection and the reconciliation pathway forward. The Victorian Chamber thanks Samantha for collaborating with us. We are delighted with the art that she has created and look forward to featuring it at our corporate events and in future publications.

We would also like to thank Reconciliation Australia for their guidance as we move forward together on our reconciliation journey.

The Victorian Chamber is committed to this reconciliation journey. We look forward to implementing these reconciliation actions and to working together to progress our understanding and strengthening relationships between First Nations Peoples and non-Indigenous peoples for the benefit of all Australians and the communities we live in.

Sally Curtain
Chief Executive
Victorian Chamber of Commerce and Industry

Our Business

The Victorian Chamber is the largest and most influential not-for-profit business organisation in Victoria, informing and supporting over 100,000 members and clients across our great state. The Chamber employs 180 staff (excluding casuals), four of our current staff members identify as Aboriginal and/or Torres Strait Islander people. We provide programs, information and support to members and non-members to ensure a diverse and robust business community in Victoria.

The Victorian Chamber continues to uphold our commitment to being the most trusted advocate for Victorian business ensuring our members' and the broader business communities' voices are heard and considered. Our team provides ongoing input into many government policies affecting the Victorian business community via submissions to both the State and Federal Governments.

Businesses of all sizes benefit from Victorian Chamber membership, accessing an array of products and services from workplace relations advice, safety and wellbeing, training, international business and more.

We continue to partner with Federal and State Governments to successfully deliver business programs targeting employment, skills, resilience and innovation.

Our Apprenticeship Support Australia (ASA) division is focused on lifting apprenticeship commencement and completion rates through the provision of support for both apprentice and employer at every stage of the employment cycle.

Our main offices are based in Melbourne and Scoresby on the traditional lands of the Wurundjeri and the Bunurong Peoples of the Kulin Nation. We also have offices in:


Bendigo on the land of the **Dja Dja Wurrung and the Taungurung People of the Kulin Nation**
Shepparton on the land of the **Kailtheban People of the Yorta Yorta Nation**
Wodonga on the land of the **Waywurru People of the Wiradjuri Nation**
Traralgon on the land of the **Braiakaulung clan of Bunjil Kraura and the Woollum-Woollu Peoples of the Gunaikurnai Nation**
Melbourne and Scoresby on the land of the **Wurundjeri and the Bunurong Peoples of the Kulin Nation**
Hobart on the land of the **Palawa People**
Warrnambool on the land of the **Merrigundidj People of the Gunditjmara Nation**
Ballarat on the land of the **Wadawurrung People of the Kulin Nation**
Adelaide on the land of the **Kaurna People**

Our RAP

The Victorian Chamber's Board and Executive Team understand that Reconciliation will progress when Aboriginal, Torres Strait Islander and non-Indigenous Australians participate equally and equitably in all areas of life.

The Victorian Chamber's Board and Executive Team recognise that as an organisation, the Victorian Chamber can help close the gaps in life outcomes for Aboriginal and Torres Strait Islander Peoples by working toward achieving universal recognition and respect for the distinct collective rights and cultures of Aboriginal and Torres Strait Islander Peoples.

The Victorian Chamber is committed to working towards reconciliation by developing strong relationships and creating opportunities in partnership with First Nations Peoples. We have created our Reflect RAP as our tool for activating and leading the first stage of our organisation wide commitment to contributing meaningfully towards Australia's reconciliation journey. It is our guide for how we will contribute to greater cultural awareness and connectedness within our workplace and within the communities in which we work, live and collaborate.

By putting in place a formal plan to advance reconciliation by building relationships, opportunities and respect, we hope to contribute to the cultural safety of our organisation for all First Nations Peoples. We want to build our organisation into a place where First Nations Peoples' ideas, histories, traditions and cultures are acknowledged and nurtured. We believe in the importance and power of truth-telling and are deeply committed to strengthening our relationships with our First Nations communities to realise change and true equality.

We are at the beginning of our RAP journey and, as such, have agreed to a Reflect Reconciliation Action Plan as described by Reconciliation Australia. This aligns with taking our first step in turning good intentions into actions. Developed via a series of workshops with the Board, Executive Leadership Team and employees, our Reflect RAP endeavours to deliver:

- **Strategic Outcomes:** by supporting our strategic goal of setting our people up for success and ensuring that we can make the biggest contribution to reconciliation.
- **Knowledge and Understanding:** providing our employees with the opportunity to reconnect with Aboriginal and Torrens Strait Islander histories and cultures through education and truth telling.

- **Cultural Recognition:** creating an organisational culture that acknowledges, respects, and celebrates the cultures, histories, values and beliefs of First Nations Peoples.
- **Stronger Relationships:** by developing and strengthening our relationships with key First Nations stakeholders to deliver beneficial outcomes for First Nations communities, our members and clients and Victorian businesses.
- **Growth, Employment and Advocacy:** supporting our First Nations employees, attracting First Nations employees through the adoption of cultural inclusive work practices and using our advocacy and business support services to champion First Nations businesses.

This RAP is actively supported and encouraged by all levels of the organisation. Our first cultural awareness staff engagement survey, undertaken in February 2024, highlighted that 98 per cent of respondents supported our RAP initiative and 89 per cent of respondents wish to engage in further reconciliation and cultural training.

Our Reconciliation Working Group (RWG) is responsible for the strategic direction of our RAP and for fostering engagement with our plan, both within and across our organisation and across our sphere of influence. Internally, this involves promoting a culturally aware and inclusive workplace that embraces First Nations Peoples' histories and cultures. Externally, this involves raising awareness with our stakeholders and clients to ensure there is a shared understanding of our RAP. Our RWG consists of five senior leaders and employees with a passion for reconciliation. The RWG is also supported by Victorian Chamber Board Member Dr Peter Radoll, a proud Anaiwan man from Northern New South Wales. Our RWG members include:

- **Dr Peter Radoll**, VCCI Board Member
- **Jane McKay**, Manager Enterprise Systems Development
- **Tanya Dias,** Human Resources Business Partner
- **Kanu Mathur**, Business Development Lead - Groups
- **David Wemyss**, Principal Workplace Relations Consultant.

As we will continue to develop and implement our RAP, we are committed to establishing greater cultural connection, respect and understanding through genuine and meaningful relationships with local First Nations communities. Through our RAP, we are actively supporting change, not simply talking about it.

Our Current Activities and Partnerships

In 2021 the Chamber initiated an Acknowledgement of Country at our regular all-staff meetings and formal presentations. A Welcome to Country has also been introduced for our larger external public events.

In recent years, we have partnered with Red Dust to deliver cultural awareness training to our staff and support the work that they do to enrich lives, improve health and strengthen the future of Aboriginal and Torres Strait Islander youth and families.

From 2011-2015, the Chamber delivered the Victorian State Government's Aboriginal Business Advisors Program. Through this program, we helped facilitate the growth of Victorian-based First Nations Peoples' businesses by providing high-quality, tailored business advice, coaching, and by fostering connections to existing government and non-government programs and services.

In 2010, we had the privilege of connecting and engaging with First Nations business leaders to assist with the establishment of Kinaway Chamber of Commerce Victoria (Kinaway). Kinaway is the leading Victorian organisation dedicated to supporting First Nations business owners. The Victorian Chamber supported Kinaway to establish its operations and governance arrangements and, in 2014, worked with the board of directors to set up Kinaway as an incorporated entity.

Through the implementation of our RAP, we welcome the opportunity to use our skills and resources to create opportunities for First Nations People, and to develop a deeper understanding and connection through collaboration and relationship building.





Cathedral Range, Great Dividing Range

© HansWismeijer / Adobe Stock

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with 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.	September 2025	Chief Financial Officer supported by General Manager Marketing and Communications
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2025	Chief Financial Officer supported by General Manager Marketing and Communications
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Project Manager supported by Chief Executive Officer
	• RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2026	Project Manager supported by Chief Executive 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 2026	Project Manager supported by Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	September 2025	Chief Financial Officer
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2025	Chief Financial Officer
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2025	Chief Financial Officer
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	November 2025	Human Resources Manager
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2026	Human Resources Manager

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2025	Enterprise Systems Development Manager
	• Conduct a review of cultural learning needs within our organisation.	November 2025	Human Resources Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October 2025	Project Manager supported by Reconciliation Working Group Co-Chairs
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2025	Project Manager supported by Reconciliation Working Group Co-Chairs

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information among our staff about the meaning of NAIDOC Week.	June 2026	Principal Workplace Relations Consultant
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	Principal Workplace Relations Consultant
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026	Principal Workplace Relations Consultant

Opportunities

Action	Deliverable	Timeline	Responsibility
8. 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.	February 2026	Human Resources Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2026	Human Resources Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander-owned businesses.	February 2026	Manager Enterprise Systems Development supported by Chief Financial Officer
	• Investigate Supply Nation membership.	October 2025	Chief Executive Officer – Committee for Melbourne



Hanging Rock, Macedon Ranges

© FiledIMAGE/ Adobe Stock

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	September 2025	Chief Financial Officer
	• Draft a Terms of Reference for the RWG.	September 2025	Principal Workplace Relations Consultant
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2025	Human Resources Manager
11. Provide appropriate support for effective implementation of RAP commitments.	• Appoint/maintain a senior leader to champion our RAP internally.	September 2025	Chief Executive Officer
	• Define resource needs for RAP implementation.	August 2025	Manager Enterprise Systems Development
	• Engage senior leaders in the delivery of RAP commitments.	August 2025	Chief Financial Officer supported by Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2025	Enterprise Systems Development Manager
	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Project Manager
	• Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August annually	Project Manager
13. Continue our reconciliation journey by developing our next RAP.	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Project Manager
	• Register via Reconciliation Australia's website to begin developing our next RAP.	April 2026	Project Manager

Contact details

Name: Jane McKay
Position: Manager Enterprise Systems Development
Phone: 03 8662 5173
Email: jane.mckay@victorianchamber.com.au

Reconciliation Working Group Chair:

Dr Peter Radoll

Reconciliation Working Group Champion:

Jane McKay

Reconciliation Working Group Members:

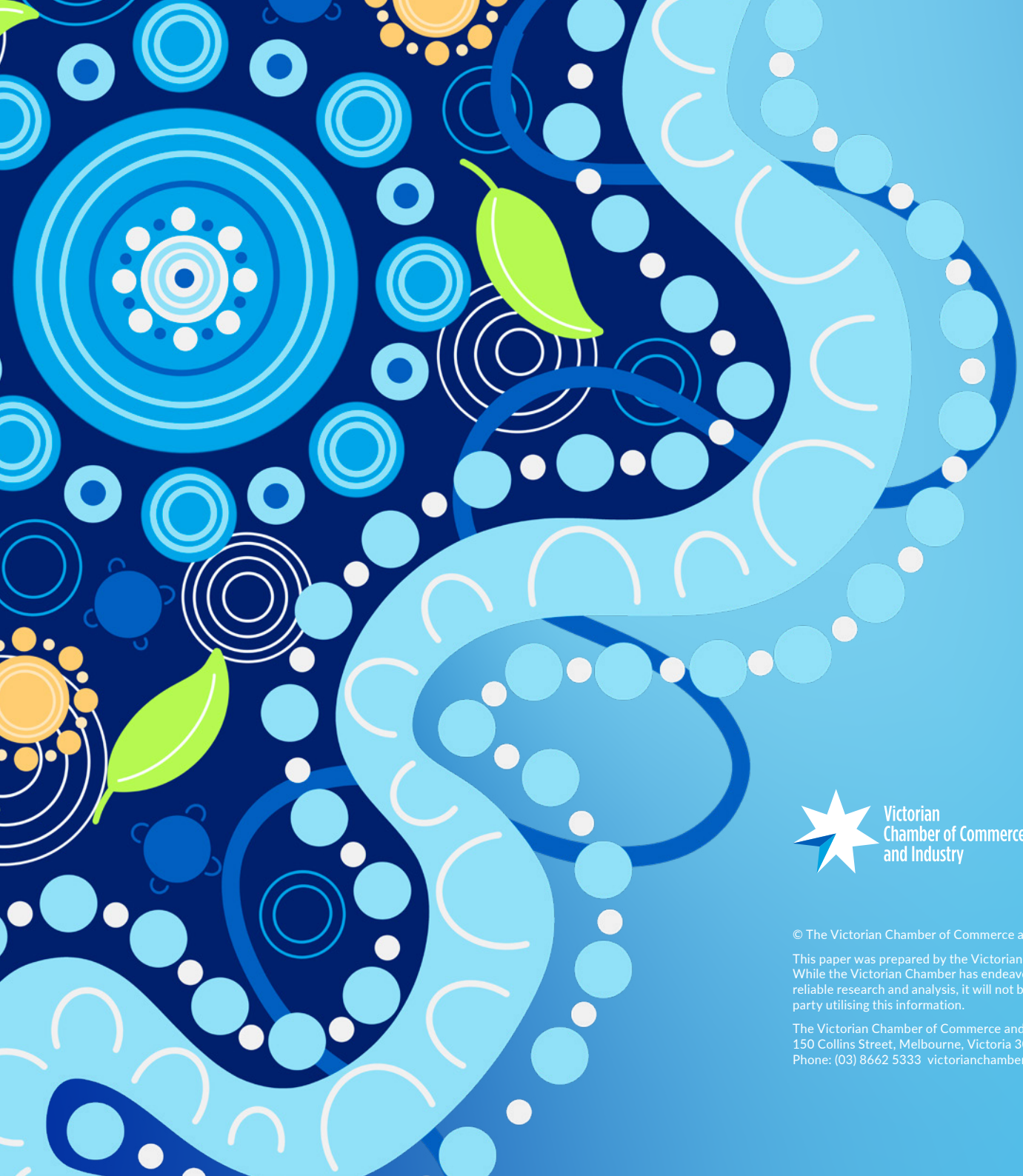
David Wemyss
Tanya Dias
Kanu Mathur





Mornington Peninsula

© Greg Brave/ Adobe Stock



Victorian
Chamber of Commerce
and Industry

#vcci

© The Victorian Chamber of Commerce and Industry 2025.

This paper was prepared by the Victorian Chamber of Commerce and Industry. While the Victorian Chamber has endeavoured to provide accurate and reliable research and analysis, it will not be held liable for any claim by any party utilising this information.

The Victorian Chamber of Commerce and Industry,
150 Collins Street, Melbourne, Victoria 3000
Phone: (03) 8662 5333 victorianchamber.com.au May 2025

victorianchamber.com.au