



Reflect Reconciliation Action Plan

September 2025 – September 2026



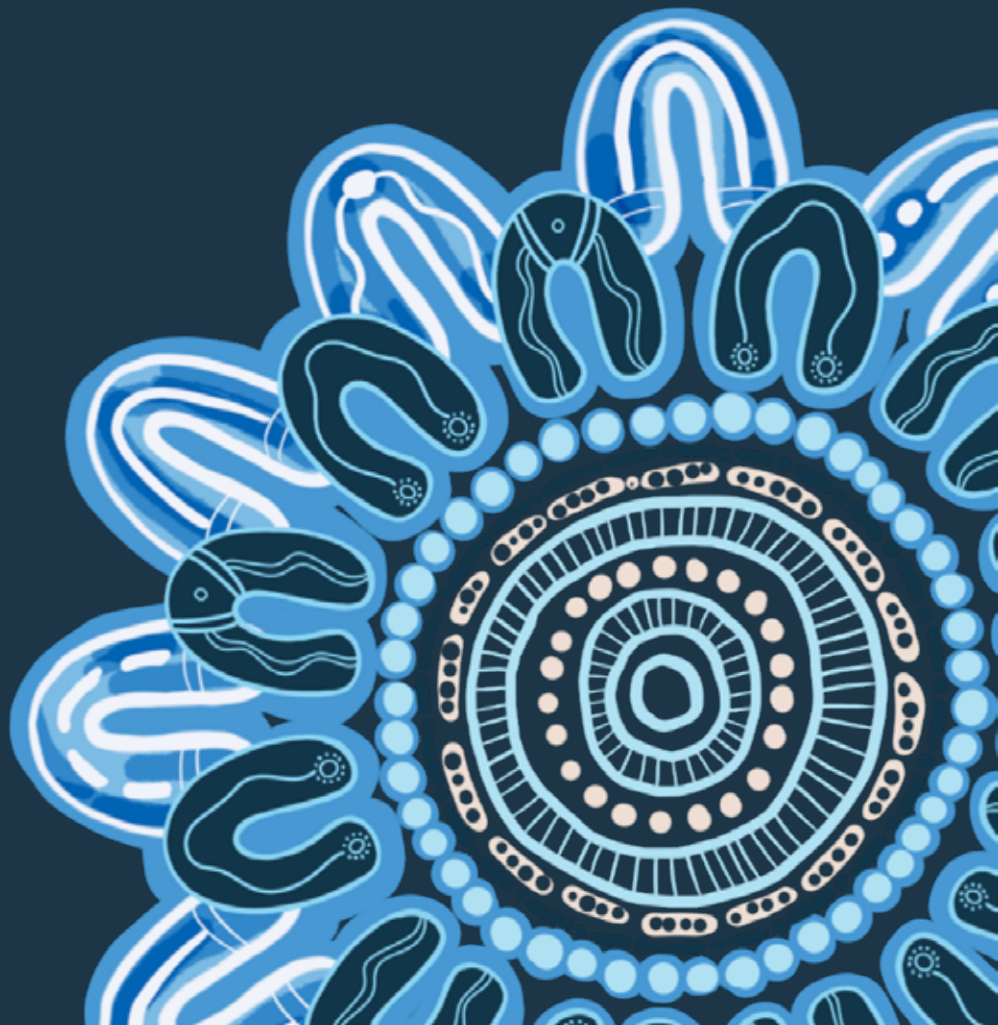
Acknowledgement Of Country

At Nine Entertainment Co. (Nine), we acknowledge the Traditional Custodians of the lands, skies, and waters on which we operate, live, and work. We pay our deepest respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples as the First Nations peoples of this land.

We recognise that these lands have been home to the world's oldest continuous cultures for more than 65,000 years and are places of storytelling, connection, and profound knowledge. From the Cammeraygal people of the Eora Nation in Sydney to the Wurundjeri people of the Kulin Nation in Melbourne and the Whadjuk Noongar people in Perth, we honour the diversity of the many nations and cultural groups that have cared for Country for generations.

An Acknowledgement of Country is more than words, it is a meaningful act of respect and recognition. At Nine, we understand the significance of recognising Country and the enduring connection First Nations peoples have to their lands, waters, and cultures. Through our work as creators, we commit to amplifying these connections, ensuring that the voices and stories of Aboriginal and Torres Strait Islander peoples are heard, celebrated, and immutable in Australia's ongoing narrative.

This Acknowledgement is a reminder of our responsibility to act with integrity, to listen and learn, and to engage with First Nations communities in a way that honours their histories and cultures. It is one of the many ways we demonstrate our commitment to reconciliation and our vision for a more inclusive, respectful, and unified future.



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Pathways To Partnership: Nine's Reconciliation Journey

The artwork Pathways to Partnership captures the heart of Nine's reconciliation journey. Created by Ginny Jones, it uses traditional storytelling forms - songlines, meeting places, and ancestral symbols - combined with a contemporary design aesthetic to express the organisation's evolving commitment.

The piece portrays Nine as a meeting place: a hub of ideas, perspectives, and community. Central to the artwork is a bold meeting place symbol, surrounded by figures representing people coming together in meaningful dialogue. The sky in the top corners speaks to First Nations knowledge systems - navigating by the stars - as a metaphor for Nine's openness to cultural guidance.

Flowing through the piece are songlines, rendered in blue, representing connection, movement, and the ongoing nature of reconciliation. Water at the base symbolises emotional depth, adaptability, and the constant flow of learning. The use of red rust and ochre tones grounds the piece in Country and reflects the strength of cultural foundations.

Handprints scattered throughout the piece remind us that reconciliation is people-led. It is the human element - the stories, voices, and partnerships - that give true meaning to this work.



About The Artist

Ginny Jones is a proud Gomeri and Kooma woman, artist, designer and advocate. Her work blends wearable art, digital storytelling, and culture, creating bold, contemporary pieces that engage Australians in ongoing conversations about identity, pride, and truth-telling.

Renowned for her upcycled denim pieces and digital artworks, Ginny's creations have been recognised by Vogue USA and Vogue Australia, and worn by high-profile figures. Her work acts as a visual and cultural bridge: an invitation for genuine engagement with First Nations stories.

In Pathways to Partnership, Ginny brings her personal connection to the reconciliation process - having witnessed Nine's growth firsthand - and reflects on its evolution through art. The result is an artwork that is both grounded and aspirational, rooted in culture while speaking to the future.

NAIDOC 2025



Image: Aboriginal cultural immersions team and Nine team members
at the Boomerang Painting Workshop, NAIDOC Week 2025
Image owned by Nine Entertainment Co



Our Partnership With YarnnUp: First Nations Consultants

Nine is proud to partner with YarnnUp in the development, endorsement, and implementation of our first Reflect RAP, reinforcing our ongoing commitment to reconciliation.

YarnnUp is a First Nations-led agency specialising in engagement, strategy, and design. Headquartered in Mascot, YarnnUp acknowledges the Gadigal and Bidjigal peoples on whose lands they live and work. YarnnUp supports organisations working towards active reconciliation by providing the knowledge, skills, and strategic direction needed to create authentic change.

Through policy reform, cultural transformation, training, and creative storytelling, YarnnUp helps organisations embed First Nations knowledge into their structures and initiatives. Their expertise ensures reconciliation efforts move beyond compliance to create meaningful, community-led impact that drives lasting social and cultural change.



A Message From Our CEO

At Nine, we understand that we have a unique responsibility and opportunity as Australia's leading multi-platform media organisation to contribute meaningfully to the nation's reconciliation journey. Through our storytelling, platforms, and people, we strive to reflect Australia's rich cultural diversity and celebrate the world's oldest continuing cultures – the Aboriginal and Torres Strait Islander peoples.

Reconciliation is not a destination but a continuous journey – one that calls for genuine reflection, respect, and transformative action. Nine embraces this journey as part of our broader vision for reconciliation and our role within it: to significantly impact the path toward a more equitable and inclusive Australia. We are committed to fostering cultural inclusion and respect in partnership with YarnnUp and Aboriginal and Torres Strait Islander communities, ensuring First Nations voices and perspectives are integrated into everything we do.

Our commitment extends beyond the stories we tell – it shapes who we are as an organisation and that begins and ends with our people. By building cultural capability across our teams and increasing representation of First Nations peoples within Nine, we will create an environment where Aboriginal and Torres Strait Islander perspectives are celebrated, nurtured, and embedded. This includes supporting the next generation of First Nations storytellers, providing pathways for First Nations talent, and fostering strong, enduring relationships with Aboriginal and Torres Strait Islander communities.

Our platforms – spanning television, digital, radio, and print – reach millions of Australians every day. This scale carries both a responsibility and an opportunity: the responsibility to approach storytelling with integrity, cultural sensitivity, and authenticity, and the opportunity to amplify First Nations voices, foster deeper understanding, and promote truth-telling. We aim to build strong frameworks to support powerful, inclusive storytelling that informs, educates, and inspires.

We recognise that reconciliation requires genuine collaboration. Working alongside First Nations partners and organisations, we ensure that our initiatives are meaningful, culturally informed, and impactful. We will listen, learn, and act – going beyond symbolism to implement lasting change that contributes to a shared future grounded in respect, unity, and opportunity.

Matt Stanton

CEO, Nine Entertainment Co.



A Message From Our Chair

Nine envisions a future where all Australians, regardless of their background, walk together with a shared sense of pride and purpose – one where reconciliation is not merely an aspiration, but a lived reality. By walking together with First Nations peoples, we are committed to leading by example and setting new standards for cultural integrity and leadership in the media industry and beyond.

We embrace our role in Australia's reconciliation journey, with Nine committed to transformative actions of cultural inclusion and respect. Our vision is to significantly impact the path to a more equitable and inclusive Australia by building strong, enduring relationships with Aboriginal and Torres Strait Islander communities, while creating an environment where our people feel empowered to contribute to this vision through our First Nations Engagement Strategy and Reconciliation Action Plan.

We recognise that reconciliation requires genuine collaboration, and we are committed to listening and learning. Working alongside First Nations partners and organisations ensures that our initiatives are meaningful, culturally informed, and impactful. We will go beyond symbolism to implement lasting change that contributes to a shared future, grounded in respect, unity, and opportunity.

Every story matters. Every voice deserves to be heard. Through our First Nations Engagement Strategy and Reconciliation Action Plan, we will work to ensure that

Nine reflects the diversity, strength, and extraordinary heritage of this land. Together, we can help shape a more inclusive, unified Australia.

Catherine West

Chair, Nine Entertainment Co.



Statement From CEO Of Reconciliation Australia

Reconciliation Australia welcomes Nine to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Nine joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives. The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Nine 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 Nine, 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



Integrating Cultural Practices and Values

beyond traditional acknowledgments
adding cultural considerations in everyday
practices
enriching organisational culture through authentic
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Integrating Cultural Practices and Values

- Going beyond traditional acknowledgments
- Embedding cultural considerations in everyday practices
- Enriching organisational culture through authentic integration



Our Business

At Nine we pride ourselves as Australia's leading media company. For over 100 years, Nine has been at the forefront of Australian media, shaping the national conversation and connecting communities through storytelling. As a leading multi-platform media organisation in Australia, we provide the best content across television, radio, print and digital—connecting with millions of Australians every day.

We are Australia's largest locally owned media company and have been in operation since the 1800s, with our origins in publishing. Since then, we have pioneered advancements in television and audio and evolved into a trusted platform for news, entertainment, sports, and cultural narratives, powered by advanced data and technology, enabling us to remain a constant presence in the lives of Australians.

Our brands include 9Network, major mastheads such as The Sydney Morning Herald, The Age and Australian Financial Review, digital properties such as nine.com.au, 9Honey, Pedestrian Group, and Drive, subscription video platform Stan, talk-back radio and a major investments in Future Women.

Our purpose is to shape culture by sparking conversations, challenging perspectives, and entertaining our communities. We bring people together by celebrating the big occasions and connecting the everyday moments. Australia belongs here.



Our People And Presence

Nine employs 5000 staff across Australia, with teams operating in major metropolitan hubs and regional areas.

We operate across three divisions: Streaming & Broadcast; Publishing; Marketplaces, supported by group functions including Sales, Product, Technology & Data, and Corporate.

Our headquarters are in **North Sydney, Cammeraygal Country**, and our footprint spans:

- **Sydney** (North Sydney - Cammeraygal lands, Pyrmont - Gadigal lands, Parramatta - Dharug lands)
- **Melbourne** (Docklands – Wurundjeri lands)
- **Brisbane** (Mount Coot-tha – Turrbal lands)
- **Adelaide** (Kaurna lands)
- **Perth** (East Perth – Whadjuk Noongar lands)
- **Darwin** (Larrakia lands)
- **Gold Coast** (Yugambeh lands)
- **Canberra** (Ngunnawal lands)
- **Newcastle** (Awabakal and Worimi lands)

We acknowledge the Traditional Custodians of the lands on which our offices sit and across the lands of Australia our business is privileged to operate.

As an organisation committed to reconciliation, we recognise the importance of representation within our workforce. Currently, we have **75 staff who identify as Aboriginal and/or Torres Strait Islander peoples**, which is a figure we are determined to grow. This data is captured from our annual organisation-wide engagement and demographic survey where First Nations staff self-identify. Through meaningful partnerships and dedicated pathways, we are fostering opportunities for First Nations talent to lead, create, and share their stories across our platforms.

Our Reach

Our reach across Australia's media landscape spans multiple platforms and content types through television, digital, print, radio, video on demand, and advertising. Through our focus on creating and sharing content, distribution capabilities and our multi-platform approach, we are able to reach millions of Australians across various demographics and interests.

As creators of contemporary storytelling, we carry the responsibility to **amplify First Nations voices** with authenticity, respect, and integrity. Our platforms give us a unique opportunity to contribute to Australia's reconciliation journey by sharing stories that celebrate cultural richness, promote truth-telling, and foster understanding.

Our values, **Walk The Talk, Turn Over Every Stone, Move Forward As One, and Keep It Human** guide how we operate. These values reflect our commitment to being a platform where all Australians can see themselves, their cultures, and their stories represented and feel they belong. In partnership with First Nations communities and through our Reconciliation Action Plan (RAP), we are committed to building pathways for Aboriginal and Torres Strait Islander peoples, increasing cultural capability across our teams, and creating spaces where First Nations stories are told and honoured.

We believe every story matters, and every voice deserves to be heard. As we continue to evolve, Nine will remain steadfast in our role as storytellers, cultural custodians, and advocates for reconciliation, amplifying the stories that shape our nation and inspire future generations.



Nine news crew behind the scenes
Image owned by Nine Entertainment Co

Our Strategic Direction

As Australia's leading multi-platform media organisation, Nine is uniquely positioned to influence and inspire change on a national scale. Through our RAP, we are taking a considered and strategic step towards embedding reconciliation into the fabric of our business and operations.

This Reflect RAP marks the beginning of a long-term journey that aligns seamlessly with our broader organisational strategies across Social Impact, Diversity & Inclusion (D&I), and Environmental, Social, and Governance (ESG) initiatives. Together, these commitments form the pillars of how we build an inclusive, sustainable and responsible organisation that reflects the communities we serve. By aligning our RAP with Nine's Social Impact, D&I and ESG strategies, we ensure reconciliation is integrated into the core of our organisation. This strategic alignment reinforces our responsibility to foster equity, inclusion, and respect across Nine and in the way we engage with our audiences, partners, and communities.

Nine's direction is clear: we are committed to creating a future where First Nations cultures, voices, and histories are celebrated, shared, and understood. This RAP is just the beginning, but it is a step forward on our path to foster meaningful, lasting change.

Our People And Presence

This Reflect RAP is about building strong, lasting foundations that honour cultural wisdom, prioritise trust, and guide Nine toward sustainable, meaningful change.

A Thoughtful And Strategic Beginning:

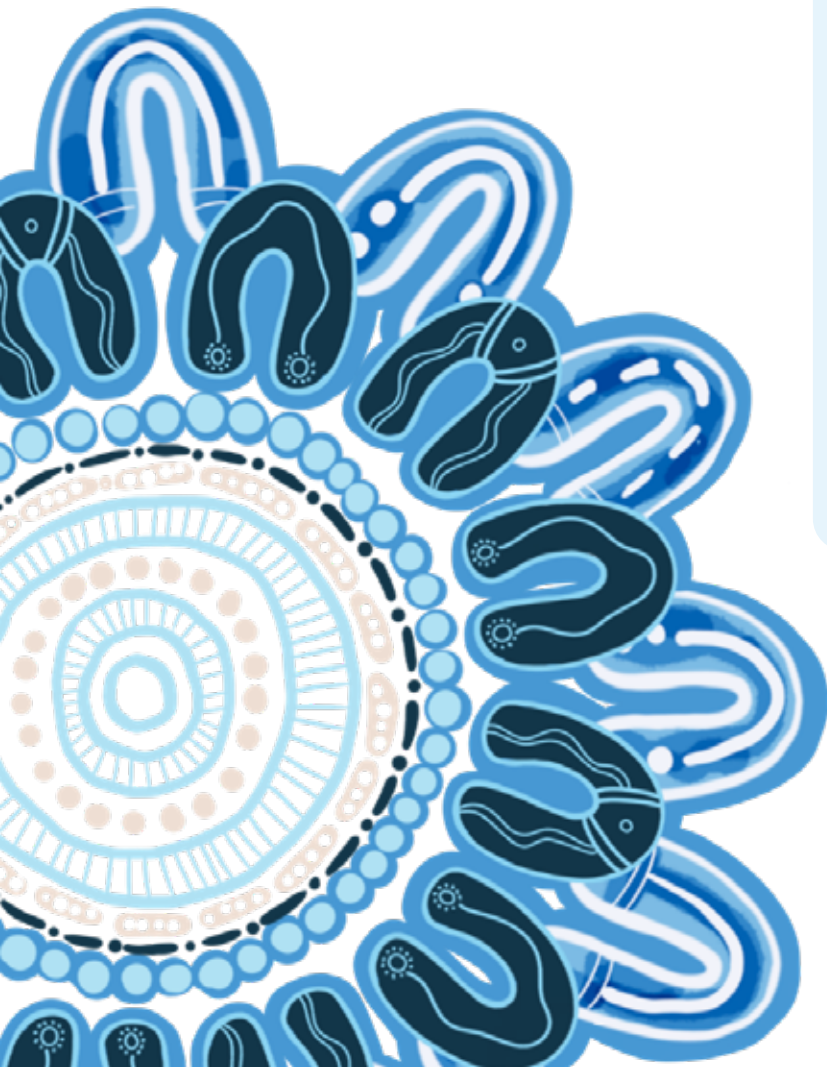
We recognise that reconciliation is a continuous journey, not a one-off initiative. As custodians of this responsibility, we commit to taking deliberate, informed steps, listening deeply, learning with humility, and preparing strategically so that our actions are grounded in authenticity, respect, and cultural integrity.

A Unified Vision Across Nine: By aligning the Reflect RAP with our Social Impact Diversity & Inclusion (D&I), and Environmental, Social, and Governance (ESG) strategies, we embed reconciliation into all areas of Nine. This alignment ensures that reconciliation is not separate from our business, but a core principle of how we lead, operate, and connect with communities.

Leading With Cultural Responsibility:

As Australia's most trusted voice in media, we understand the immense privilege and influence we hold in shaping Australia's narratives. Through this Reflect RAP, we reaffirm our leadership in creating workplaces, platforms, and spaces where **First Nations inclusion, respect, and collaboration** are prioritised, celebrated and embedded into every level of our operations.

At Nine, we approach reconciliation with **integrity, purpose, and accountability**. By focusing on meaningful engagement, internal readiness, and a shared commitment to truth-telling, we will take measurable steps toward fostering a more equitable, inclusive, and reconciled Australia where **every story matters, every voice is amplified, and every action contributes to lasting change**.



Our Vision For Reconciliation

Vision Statement

Nine embraces its role in Australia's reconciliation journey and is committed to transformative actions of cultural inclusion and respect in partnership with YarnnUp. Our vision is to significantly impact the path to a more equitable and inclusive Australia by building strong, enduring relationships with Aboriginal and Torres Strait Islander communities.

We envision a future where First Nations voices and perspectives are integrated throughout our business by building understanding and cultural capability across all of our teams; creating an environment where our people feel empowered to contribute to this vision through our First Nations Engagement Strategy and Reconciliation Action Plan. In doing so, we will ensure that Nine reflects Australia's rich cultural diversity and actively celebrates it in all that we do. By walking together with First Nations peoples, we seek to set new standards for cultural integrity and leadership, contributing to a unified and reconciled Australia.

Our Vision For Reconciliation

Our vision for reconciliation is to become an organisation where First Nations perspectives are not only represented but celebrated, woven into the way we work, create, and connect. By fostering cultural integrity and trust, Nine aspires to lead by example within the media industry and across the communities we serve.

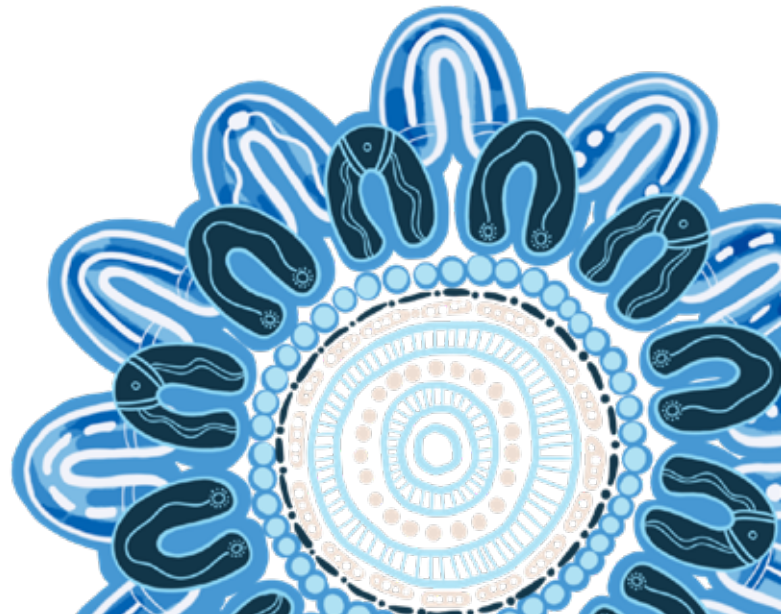
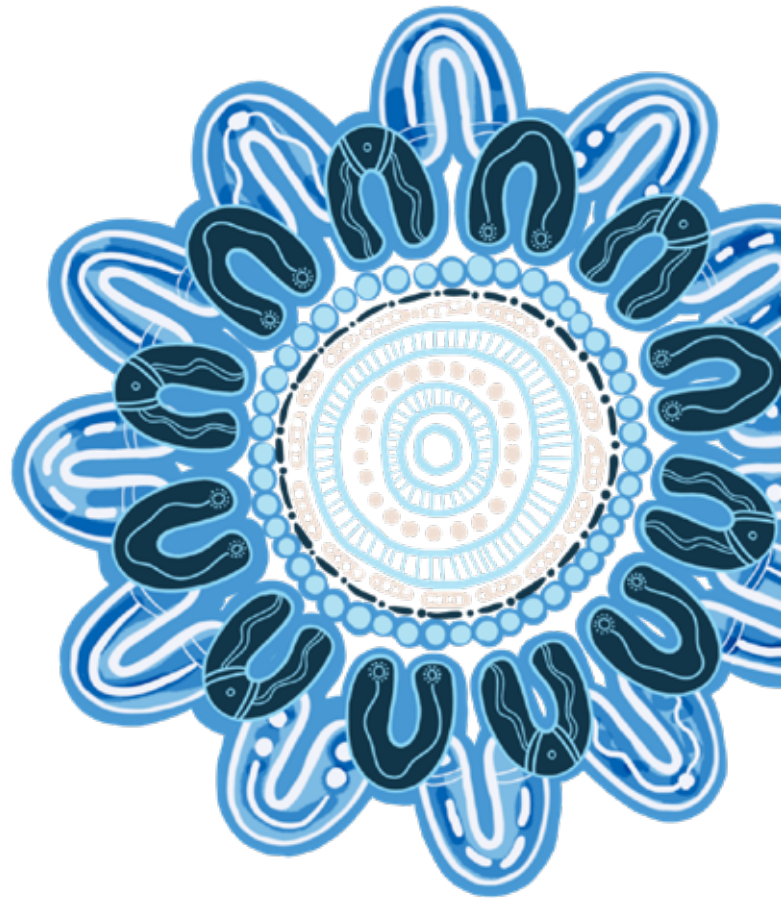
We aspire to help build a future where cultural inclusion, truth-telling, and shared understanding create a more equitable and unified Australia. A future where First Nations stories are not only told but celebrated and woven into the fabric of our platforms, decisions, and culture.

This vision extends beyond representation; it is about systemic change and cultural integrity. We aspire to:

- Build cultural understanding and capability across all areas of Nine, empowering our teams to embrace reconciliation as a shared responsibility.
- Integrate First Nations voices across our storytelling platforms, television, digital, print, and radio to ensure they are heard, respected, and celebrated.
- Strengthen relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisations through authentic engagement and collaboration.
- Inspire systemic change within the media industry by leading with accountability, transparency, and respect.
- Create opportunities for First Nations peoples across our businesses through talent attraction and sustained employment.

We envision a future where stories connect us as individuals and a nation, uniting us in understanding, inspiring us to act, and driving us forward together.

Every story is told and every voice is empowered as we walk forward together.





Our Journey Towards Reconciliation

At Nine, our reconciliation journey has been defined by reflection, action and a commitment to creating a more inclusive and unified Australia. We are proud of our actions to date and acknowledge that every journey begins with a single step, but true progress requires walking together with purpose, listening deeply and learning with humility.

Honouring Milestones: Engaging With First Nations Stories And Culture

Our journey is grounded in moments of reflection, marked by a long history of participation in significant national events such as **National Reconciliation Week (NRW)** and **NAIDOC Week**. Over recent years, these events have become pivotal opportunities for learning, connection, and celebration, allowing us to deepen our engagement with First Nations cultures. We have provided opportunities for First Nations staff to connect with each other and provide feedback to Nine on initiatives, if they choose, by creating a closed First Nations group; held Yarning circles within Wide World of Sports Teams which have been facilitated by Dr David Laskia and created relationships and fundraised for First Nations not-for-profit groups including Down the Track and Leaderlife. We have also provided a centralised space on our Diversity and Inclusion Hub for First Nations staff to access specific supports and relevant information.

National Reconciliation Week

We celebrate and acknowledge NRW through various internal initiatives including intranet articles that emphasise reflection, awareness, and action towards reconciliation and cultural understanding among our staff. In recent years, Nine's platforms amplified voices calling for justice, truth, and cultural pride. Through editorials, broadcast specials, and digital campaigns, we invited Australians to listen, learn, and walk forward together through our sphere of influence.


NAIDOC Week Celebrations

Nine has celebrated NAIDOC Week through various initiatives across its media platforms. Notably, the 'Life & Leisure' section of the Australian Financial Review includes a dedicated NAIDOC Week issue each July, highlighting First Nations culture and achievements. Additionally, Nine's 'Today' show has a history of featuring NAIDOC Week content, delivering stories and segments that celebrate First Nations communities and their contributions. These efforts reflect Nine's ongoing support and recognition of NAIDOC Week, promoting awareness and appreciation of First Nations heritage through its diverse media channels.

Since 2022, we have provided our staff with training on Aboriginal and Torres Strait Islander protocols for respect and the opportunity to develop their cultural knowledge and understanding through the online Arilla Cultural Competency Training.

Since 2021, we have partnered with The National Indigenous Culinary Institute (NICI) providing cultural cooking experiences for our people as a celebration of NAIDOC Week. By providing staff the opportunity to participate in the culinary boxes, we have enabled staff in remote locations to participate in the unique learning experience as they utilise Australian produce and traditional ingredients, while supporting NICI.

These moments were more than annual events, they were turning points. They provided opportunities for our teams to reflect, grow, and commit to a deeper understanding of the role we play in reconciliation.





Our Cultural Awareness: Respect and Acknowledgement

Acknowledgement Of Country

We embrace and enable traditions of Welcome to Country and Acknowledgement of Country across our workspaces and promote understanding and awareness of these for all our staff. Through key mediums such as intranet articles we communicate to staff information around the cultural significance of these ceremonies, when and how to include, and the Traditional Custodians of sacred lands on which our Nine sites sit across Australia. This empowers our staff to actively contribute to reconciliation and demonstrates our commitment as a workplace to create an inclusive and culturally safe space for First Nations employees.

First Nations Support

At Nine, we have made a concerted effort to create supportive and inclusive environments for all our staff. We recognise the specific and cultural needs of our employee base and have engaged Sonder (EAP). Evolve Communities deliver cultural awareness training to Sonder staff via their “7 Steps to Practical Reconciliation” training course. Through Sonder, access to First Nations counsellors, 13Yarn and Mob Strong Debt Help is provided to our people.

Sorry Business Leave Policy

We demonstrate our respect for First Nations traditions and customs, particularly the practice of Sorry Business during times of mourning. We extend Sorry Business Leave to employees that self-identify as being of Aboriginal and/or Torres Strait Islander heritage or descent, acknowledging and supporting the cultural practices of Aboriginal and Torres Strait Islander employees, demonstrating our commitment to mutual understanding and respect.


Cultural Learning: Walking Together With YarnnUp

Our journey took a significant step forward in 2024 with the beginning of our partnership with YarnnUp. This collaboration provided Nine with cultural guidance, expertise, and a framework to ensure that our reconciliation efforts were informed, respectful, and impactful. Through this partnership, we have built the foundations for cultural inclusion, understanding and integrity, embedding the wisdom and guidance of First Nations leaders into our reconciliation strategy and throughout Nine’s Inclusion Series.

Taking Action Through Storytelling And Representation

As creators of stories, we understand the profound role media plays in shaping cultural narratives. This is why Nine has taken deliberate steps to ensure First Nations voices are heard, celebrated, and authentically represented across our platforms.

From investigative journalism to prime-time programming and digital storytelling, we have worked to amplify the perspectives of Aboriginal and Torres Strait Islander peoples and ensure they are central to the stories we tell. Programs celebrating First Nations talent, history, and achievements have reached millions, inspiring greater understanding and connection among Australians. We have a storied history of capturing, framing and shaping the national conversation about reconciliation. From the National Apology to the Stolen Generation 2008 to conversations about closing the gap, our journalists, producers, camera crew and technicians have been front and centre reporting pivotal moments that matter.





Team member close up - Boomerang Painting
Workshop, NAIDOC Week 2025
Image owned by Nine Entertainment Co



Case Study: *The Sydney Morning Herald*

Through *The Sydney Morning Herald* (SMH), Phillip Coorey and Stephanie Peatling reported on the National Apology to the Stolen Generation, an historic moment in Australia's rich, cultural history. With a readership of over 200,000 at the time of print, the coverage of the Apology through the SMH article *For the Pain and Suffering, We Apologise* on February 13, 2008 reported the declaration by Federal Parliament.

"With just 361 words, the Federal Parliament will today seek to heal the hurt caused by past decades of state-sponsored ill-treatment of all indigenous (sic) Australians - not just those forcibly removed as children from their families.

More than 10 years since the story of the stolen generations was told in the *Bringing Them Home* report, the declaration of the apology will usher in a new era of recognition and reconciliation between indigenous (sic) and non-indigenous (sic) Australia."

Also in the SMH, the masthead took accountability and apologised for its historic coverage of the Myall Creek Massacre in several editorials before, during and after two Sydney trials in late 1838. "We agree truth is an essential force for reconciliation, and on the 185th anniversary of the massacre offer an apology for our unacceptable historical coverage."

In the Myall Creek apology series, the masthead released seven articles to provide varying perspectives on the impacts of the historic coverage including; editorials, an article and accompanying video produced by SMH and *The Age* featuring Kamilaroi elder, Sue Blacklock; an article featuring Gimilaroi woman, Brooke Boney, a descendent of a survivor of the massacre; and an article exploring those that opposed the massacre and sought justice. This series highlighted that the attitude of the masthead reflected in the articles at the time should not be excused by the historical context and responsibility is an important step toward reconciliation.



Members of Nine's Melbourne-based tech team
Image owned by Nine Entertainment Co



Our Reflect RAP

While we reflect on the milestones of our journey so far, we know that reconciliation is not a linear path; it is a continuous process of listening, evolving, and taking meaningful action that will require accountability, collaboration, and leadership at every level of the organisation.

The implementation of Nine's **Reflect RAP** represents our next step, a purposeful and strategic step designed to lay the groundwork for sustainable, meaningful change. It is an opportunity to formalise our commitment, deepen our relationships with Aboriginal and Torres Strait Islander peoples, and strengthen our internal cultural capability.

At Nine, we believe in the power of stories to unite, inspire, and drive change. Reconciliation matters because it is about truth, trust, and healing. As a trusted voice in Australian homes, Nine holds a unique responsibility to reflect the diversity of the nation. Every story matters, and every voice deserves to be heard. As Australia's media company, we are motivated to shape the dialogue around reconciliation and share stories integral to understanding our shared history and shaping our collective future. We recognise the privilege, responsibility and our unique position to foster understanding that inspires connection, unity, and respect across the country, reflect the diversity of our nation and amplify the voices of Aboriginal and Torres Strait Islander peoples who are the original storytellers of this land.

Our reach extends to millions of Australians every day, providing us with the opportunity to help create a future where every Australian can walk together, side by side, with a shared sense of pride and purpose. As an organisation, we want to utilise our scope of influence to contribute to Australia's social fabric by shaping content and conversations and to drive lasting change.

Our Reflect RAP serves as a foundation for transformation through an intentional framework that challenges us to pause, listen deeply, learn meaningfully, and prepare for action. It marks the beginning of a long-term journey towards embedding cultural integrity and awareness into every facet of Nine's operations.

This stage is critical: it allows us to reflect on where we are now, identify opportunities for growth, and establish culturally safe, inclusive environments where Aboriginal and Torres Strait Islander peoples feel valued and empowered. It is also a time to strengthen and build the relationships and internal capability that will underpin our future commitments, ensuring that our reconciliation efforts are genuine, impactful, and enduring.

Through this process, we seek to honour the wisdom, resilience, and contributions of First Nations peoples by fostering trust, truth-telling, and respectful engagement. By aligning our approach with authenticity and integrity, we will ensure Nine's platforms, culture, and actions contribute to a future where reconciliation is not just a goal, but an intrinsic part of who we are and how we operate.



Laying The Foundations For Reconciliation: Strategic Alignment

Our Reflect RAP will form a critical part of Nine's broader strategic commitments to **Social Impact, Diversity & Inclusion (D&I)**, and **Environmental, Social, and Governance (ESG)** initiatives. Together, these interconnected strategies drive our focus on fostering an inclusive, equitable, and culturally aware organisation that reflects and amplifies the rich diversity of the communities we serve. These commitments create a strategic foundation for embedding reconciliation into the fabric of our organisation across leadership, policies, content, and community engagement.

At Nine, reconciliation is not a standalone initiative: our actions to date show we are committed to embedding it in the way we operate, lead, and connect with our people and communities. This Reflect RAP provides an opportunity to further align our reconciliation journey with Nine's broader strategic priorities across **organisational frameworks**.

By ensuring reconciliation is integrated into our pillars for **inclusion, diversity and social responsibility**, we will drive meaningful change that strengthens our culture, relationships, and business practices, while contributing to a more inclusive and equitable Australia.


- **Social Impact, Diversity & Inclusion (D&I)**

Nine's D&I strategy is focused on our commitment to fostering a safe, respectful and inclusive workplace ensuring that all employees, directors, contractors, interns, suppliers and temporary workers are recognised for their diverse and individual capabilities, experiences and characteristics. This Reflect RAP will enhance cultural capability across our organisation, ensuring Aboriginal and Torres Strait Islander perspectives are recognised, respected, and valued in our daily operations, decision-making, and storytelling.

- **Environmental, Social, and Governance (ESG)**

Nine's ESG strategy champions transparency, accountability, and leadership in building a sustainable, responsible business to positively impact people, the community and the planet. This RAP provides a platform to evaluate and refine our policies, systems, and governance frameworks to ensure they align with cultural integrity, equity, and inclusion.





At Nine, we understand that meaningful reconciliation begins with understanding, trust, and preparation. This Reflect RAP enables us to take deliberate steps towards building cultural capability, strengthening partnerships, and embedding reconciliation into our everyday operations. It lays the groundwork for sustainable, measurable progress, ensuring we approach this journey with integrity, accountability, and respect.

Through our Reflect RAP, Nine will:

- **Raise Cultural Awareness:** Develop and embed a deeper understanding of Aboriginal and Torres Strait Islander histories, cultures, and contributions across all levels of our organisation. By prioritising education and cultural learning, we will empower our teams to engage with greater confidence, respect, and authenticity.
- **Strengthen Relationships:** Cultivate meaningful, respectful, and reciprocal relationships with Aboriginal and Torres Strait Islander communities, cultural leaders, and stakeholders. Our geographical reach and extent of operations means building relationships with local First Nations peoples across communities is paramount on our journey. We will look for ways we can identify and build relationships with Traditional Custodians to better inform our employees around what connection to Country means and the history of the sites on which our businesses reside. These connections will inform and enrich our approach to reconciliation, ensuring our actions are guided by community insights, needs, and aspirations.
- **Foster Internal Readiness:** Establish the tools, resources, and capabilities required to integrate reconciliation into Nine's ways of working. This includes investing in cultural capability training, embedding cultural protocols, and identifying opportunities to amplify First Nations voices across our platforms.

This foundational stage is one of **listening, learning, and reflection**. It provides us with the opportunity to engage deeply with First Nations perspectives to honour their histories, celebrate their achievements, and understand their aspirations for the future. These insights will guide how we work, tell stories, and connect with audiences across our platforms.

By embedding reconciliation at the heart of Nine's culture, we are laying the foundations for long-term, systemic change ensuring that Nine plays an active, purposeful role in fostering a more inclusive, unified Australia.



Building Cultural Capability Across Nine

At Nine, we recognise that reconciliation begins with **education, understanding, and meaningful action**. Building cultural capability is central to our Reflect RAP, ensuring our people are equipped with the knowledge, tools, and confidence to engage with Aboriginal and Torres Strait Islander cultures respectfully and authentically.

Our Reflect RAP will continue to strengthen the foundations for cultural learning and capability-building initiatives that foster a deeper connection to the histories, cultures, and achievements of First Nations peoples. These initiatives will empower our teams to embed cultural awareness into their daily roles and create safe, inclusive environments that celebrate the strength and diversity of Aboriginal and Torres Strait Islander communities.

We will extend the foundations by embedding **awareness, respect, and accountability** into the way we work every day. By weaving these initiatives into our **policies, practices, and platforms**, we aim to create a workplace where cultural learning is continuous and where Aboriginal and Torres Strait Islander perspectives are valued and celebrated.

Through these deliberate and purposeful steps, we will build an organisation culturally competent and equipped to meaningfully contribute to Australia's reconciliation journey together.

A cornerstone of this effort is Nine's Inclusion Series, a structured program designed to provide accessible, practical learning opportunities that build cultural knowledge, confidence, and awareness. This series will support our teams in embracing cultural learning as a continuous journey and reflect our commitment to reconciliation through:

- **Understanding Cultural Protocols:**
Training on the significance, meaning, and respectful delivery of Welcome to Country and Acknowledgement of Country. This includes practical tools and examples to ensure these protocols are integrated meaningfully across our operations, events, and storytelling.
- **Key Cultural Dates and Events:**
Exploring the history, meaning, and contemporary significance of cultural events such as **NAIDOC Week, National Reconciliation Week, and National Sorry Day**. Staff will be encouraged to engage with these milestones actively and with purpose celebrating, reflecting, and participating in ways that honour First Nations peoples and their ongoing contributions to our nation.
- **Respectful Language and Allyship:**
Providing tools and guidance to engage in culturally sensitive conversations about First Nations identity, history, and culture. This includes understanding appropriate terminology, respecting local languages, and learning how to be an effective ally by amplifying Aboriginal and Torres Strait Islander voices.
- **Truth-Telling and Storytelling:**
Creating safe spaces for truth-telling, where First Nations lived experiences can be shared, heard, acknowledged, accepted, and celebrated. Across Nine's platforms, we will continue to amplify authentic First Nations storytelling – stories that not only celebrate culture, strength, and resilience, but also confront the truth of Australia's past, including colonisation, dispossession, and systemic injustice. In doing so, we contribute to historical acceptance and foster greater understanding, healing, and respect.

Next Page: Members of Nine's Sydney-based product team. Image owned by Nine Entertainment Co.





Creating A Culturally Safe And Inclusive Workplace

At Nine, we are committed to fostering a workplace where Aboriginal and Torres Strait Islander employees feel **valued, respected, and supported** and cultural safety is not an aspiration but a daily reality. Through our Reflect RAP, we will lay the groundwork for further embedding cultural safety into our organisational fabric, ensuring our people, policies, and practices reflect genuine inclusion and respect for First Nations cultures.

To achieve this, we will focus on key actions that address representation, cultural protocols, and meaningful participation:

1. Reviewing and Adapting Policies

We will conduct a comprehensive review of our current policies, processes, and frameworks across the **employee lifecycle** to identify and remove systemic barriers to Aboriginal and Torres Strait Islander participation as we continue Nine's cultural transformation. This includes:

- **Recruitment:** Ensuring our job advertisements, selection processes, and role requirements are inclusive and culturally appropriate, and actively encouraging applications from First Nations candidates.
- **Retention and Development:** Implementing strategies to provide ongoing support, career development pathways, and leadership opportunities for Aboriginal and Torres Strait Islander employees.
- **Inclusive Practices:** Embedding equal opportunity principles across all stages of employment, with a focus on cultural considerations, flexibility, and recognition of unique employee needs. By aligning our frameworks with best practice, we will build a workforce that is representative of the communities we serve.

2. Promoting First Nations Representation

Increasing Aboriginal and Torres Strait Islander representation across all levels and areas of Nine is a priority. We will actively create pathways and partnerships to:

- Recruit First Nations talent into roles across **editorial, content production, technical, and leadership areas**.
- Provide opportunities for **skills development, mentoring, and career progression** to empower First Nations employees to thrive and lead.
- Strengthen existing partnerships and build additional partnerships with educational institutions, First Nations organisations, and employment networks to attract and retain emerging First Nations talent.

By amplifying Aboriginal and Torres Strait Islander voices within our workforce, we will ensure our perspectives, decisions, and storytelling reflect the strength and diversity of Australia.

3. Amplifying First Nations Voices

As a leading national platform for storytelling, Nine understands the power we hold to shape narratives and foster connection. Through our Reflect RAP, we will ensure Aboriginal and Torres Strait Islander peoples are not only celebrated but **actively included** in shaping the way we tell stories. This includes:

- **Embedding First Nations Perspectives:** Actively including First Nations voices in our editorial content, programming, decision-making, and creative direction.
- **Showcasing First Nations-led Stories:** Highlighting First Nations achievements, cultures, and lived experiences through dedicated storytelling across our platforms.
- **Collaborating Authentically:** Partnering with First Nations creators, artists, and thought leaders to ensure stories are told with authenticity, cultural integrity, and respect.

By celebrating First Nations voices, we will inform and inspire our audiences but also contribute to greater understanding, pride, and connection across the nation.

4. Recognising and Practising Cultural Protocols

Cultural protocols are integral to creating a culturally safe and respectful workplace. We will ensure that:

- **Welcome to Country** and **Acknowledgement of Country** are incorporated into Nine's **events, meetings, and key gatherings**, with staff trained in delivering these protocols meaningfully and confidently.
- Cultural dates of significance, such as **NAIDOC Week, National Reconciliation Week**, and **Sorry Day**, are recognised, celebrated, and embedded into our corporate calendar to encourage broad participation and reflection.
- First Nations employees are supported to observe cultural responsibilities and traditions, including through initiatives such as Nine's **Sorry Business Leave Policy**.
- Our commitment to celebrating and acknowledging dates of cultural significance is mirrored across our **digital footprint and our social media platforms**. With unparalleled digital engagement across our news, sports and lifestyle platforms, we can highlight important initiatives and dates of cultural significance across our social media platforms and website.

By embedding these protocols into our daily operations, we will create spaces of respect, recognition, and belonging.



Looking Ahead – Our Future Focus

The Reflect RAP marks the beginning of our reconciliation journey, and opportunity to build the foundations for sustained, meaningful change. We can play a role in creating the conditions for deeper engagement, genuine relationships, and greater opportunities for Aboriginal and Torres Strait Islander peoples across Nine and within the broader Australian community.

We are committed to ensuring reconciliation becomes an enduring part of Nine's foundations embedded in our content, the relationships we build, and the way we operate as an organisation. This commitment reflects our vision to lead with cultural integrity, celebrate First Nations perspectives, and create pathways that empower Aboriginal and Torres Strait Islander voices.

As we take this first step, Nine will focus on:

- **Cultural Capability Uplift:** Ensuring reconciliation becomes a core part of how we think, operate, and interact, strengthening cultural awareness and capability across every level of our business.
- **Creating Lasting Impact:** Building a reconciliation framework that deliver outcomes for Nine and the Aboriginal and Torres Strait Islander communities we engage with and serve.
- **Strengthening First Nations Representation:** Creating opportunities for Aboriginal and Torres Strait Islander peoples to participate meaningfully in our workforce, leadership, and storytelling.
- **Amplifying First Nations Voices:** Leveraging Nine's reach and influence as one of Australia's leading media organisations to celebrate First Nations histories, cultures, and achievements.

We understand that reconciliation requires sustained effort, active listening, and continual learning. Through the Reflect RAP, Nine will take the time to engage thoughtfully, build strong relationships, and deepen our understanding of how we can contribute to meaningful change.

Looking to the future, we are focused on using the power of storytelling to connect, educate, and inspire to ensure that First Nations perspectives are acknowledged, celebrated and integrated into the fabric of our organisation.

By building trust, strengthening relationships, and creating space for truth-telling, we aim to help shape a future where Aboriginal and Torres Strait Islander peoples' voices are heard, valued, and celebrated within Nine, across our platforms, and throughout the nation.

Our Reflect RAP is the beginning of this commitment to ensure that our actions reflect our values, our platforms amplify diverse voices, and that our leadership sets new standards for cultural integrity and respect. Together, we will lay the groundwork for a reconciled, inclusive future.



3AW radio broadcaster live on air.
Image owned by Nine Entertainment Co.



Championing The RAP

At Nine, we recognise that leadership and accountability are central to embedding reconciliation into our culture and operations. Our RAP Chair, Champion and Members are respected leaders from across the organisation who hold the responsibility of driving the implementation of Nine's Reflect Reconciliation Action Plan (RAP). As "narrative keepers" of our reconciliation journey, they ensure our commitments are honoured and realised through deliberate action, measurable progress, and meaningful engagement.

The RAP Working Group (RWG) reflects Nine's commitment to fostering collaboration, transparency, and accountability at all levels of the organisation. Bringing together representatives from diverse business areas, the group serves as a driving force for change, guiding Nine's reconciliation efforts with insight, cultural sensitivity, and purpose.



Each member plays a pivotal role in shaping Nine's reconciliation story. They influence cultural change, champion inclusive practices, and ensure reconciliation principles are embedded into our decision-making, storytelling, and ways of working.

Through their leadership, they will support our teams to actively participate in and contribute to reconciliation outcomes.

Together, our RWG will lead with integrity, amplifying First Nations voices, building trust with Aboriginal and Torres Strait Islander communities, and long-term reconciliation.

By driving Nine's Reflect RAP with passion and purpose, these leaders will help us turn commitments into action, creating an organisation where reconciliation is not an aspiration but a lived reality.

This RAP reflects Nine's foundational commitment to reconciliation while embedding storytelling principles into every section. By aligning the structure with a *narrative flow*, beginning with vision, moving through progress, and closing with actionable steps, we ensure the RAP is more than a document. It becomes a living story of reconciliation.



Nine RAP Working Group Membership

RAP Working Group Role	Title
RAP Chair	Chief People Officer
RAP Champion	Head of Culture & Inclusion
Member	Head of Partnerships & Strategy, <i>Wide World of Sport (WWOS)</i>
Member	Managing Director, QTQ Brisbane and <i>Newcastle Broadcasting NSW</i>
Member	Head of Good Food
Member	Chief of Staff, <i>WWOS</i>
Member	Director - Safety, Culture & Inclusion
Member	Director - People Experience
Member	Director of Product, Data and Analytics
Member	Arts Editor, <i>The Sydney Morning Herald</i>
Member	People Solutions Advisor
Member	Breaking News Reporter, <i>The Age</i>
Member	Business Reporter, Publishing National Team
Member	Executive Producer, Broadcast
Member	Senior Solutions Architect
Member	Senior Engineering Manager



Nine's Reflect Reconciliation Action Plan

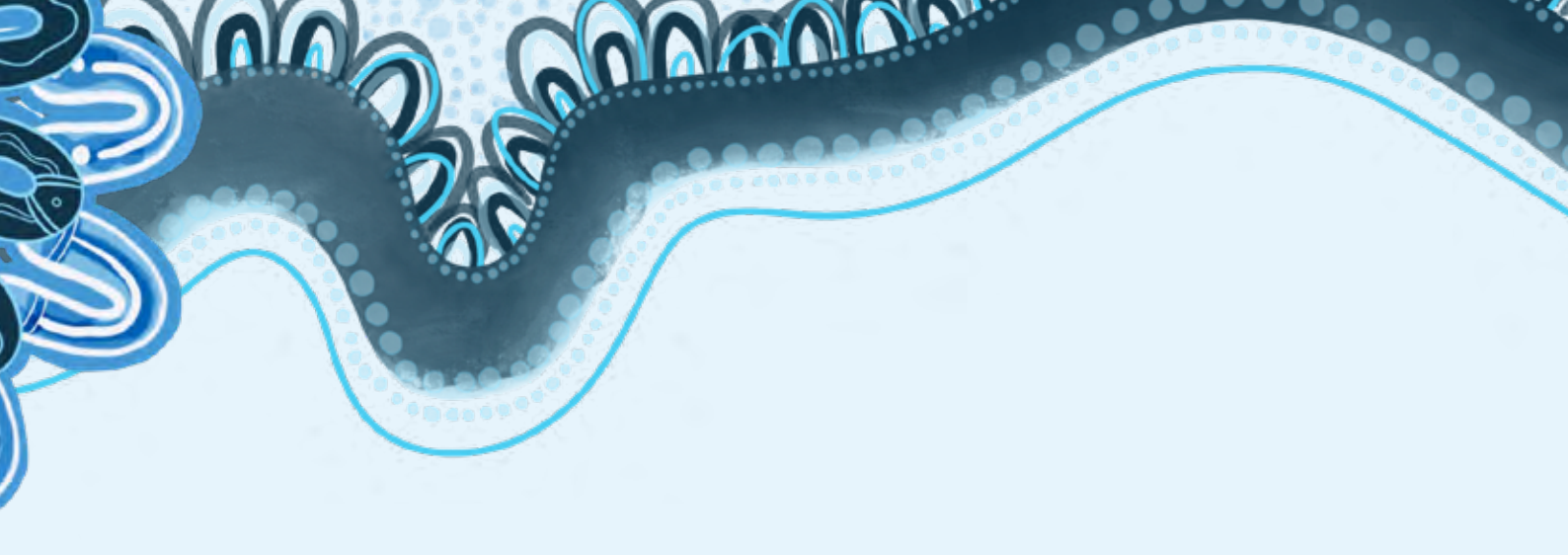
September 2025 - September 2026

Relationships

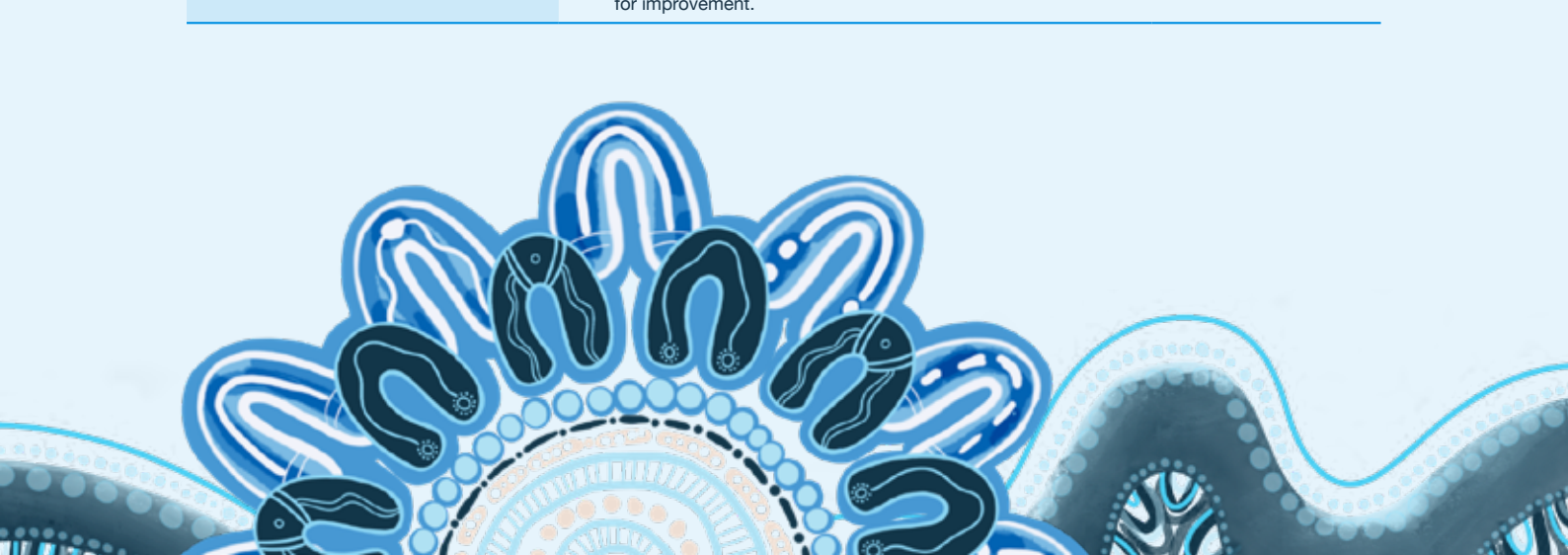
Strengthen meaningful relationships with Aboriginal and Torres Strait Islander communities, grounded in respect, trust, and shared purpose.

Action	Deliverable	Timeline	Responsibility
Explore and build meaningful and mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders, organisations and communities.	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2025	Chief People Officer
	• Identify and connect with key First Nations stakeholders, Elders, and organisations across Nine's areas of operation.	November 2025	CEO
	• Explore opportunities for initial engagement sessions, such as roundtables or consultations, to align on shared goals and pathways for collaboration.	November 2025	Head of Culture & Inclusion
	• Assess the feasibility of forming a regular First Nations Advisory Group with First Nations Elders, leaders, and creatives to provide cultural guidance and/or thought leadership in our industry.	March 2026	CEO
Build relationships by celebrating and promoting National Reconciliation Week (NRW).	• RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2026	Head of Culture & Inclusion
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2026	Head of Culture & Inclusion
	• Identify opportunities to highlight NRW stories, themes, and events.	May 2026	Head of Culture & Inclusion
	• Share Reconciliation Australia's NRW resources internally and encourage staff engagement through communication campaigns.	May 2026	Head of Culture & Inclusion
	• Explore NRW-focused initiatives, including keynote speakers, cultural learning opportunities, and storytelling sessions.	May 2026	Head of Culture & Inclusion

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Action	Deliverable	Timeline	Responsibility
Amplify reconciliation messaging and partnerships.	<ul style="list-style-type: none"> Share Nine's reconciliation vision and commitments internally and externally through targeted communications. 	August 2025	Head of Culture & Inclusion
	<ul style="list-style-type: none"> Explore partnerships with organisations that align with reconciliation priorities to co-host initiatives or campaigns. 	September 2025	Head of Partnerships & Strategy
	<ul style="list-style-type: none"> Investigate the feasibility of producing a quarterly "Reconciliation Insights" update that reflects progress, learnings, and opportunities. 	March 2026	Head of Culture & Inclusion
Promote inclusive workplace practices and positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	March 2026	Director - Safety, Culture & Inclusion
	<ul style="list-style-type: none"> Review HR policies and frameworks to identify gaps related to anti-discrimination and cultural safety. 	March 2026	Director - Safety, Culture & Inclusion
	<ul style="list-style-type: none"> Explore training options for all staff on cultural safety, unconscious bias, and inclusive leadership. 	March 2026	Director - Safety, Culture & Inclusion
	<ul style="list-style-type: none"> Assess the potential for embedding a cultural inclusion clause within Nine's diversity policies. 	March 2026	Director - Safety, Culture & Inclusion
	<ul style="list-style-type: none"> Assess current frameworks for confidential feedback mechanisms and add any relevant support mechanisms for reporting cultural safety concerns and sharing ideas for improvement. 	March 2026	Director - Safety, Culture & Inclusion

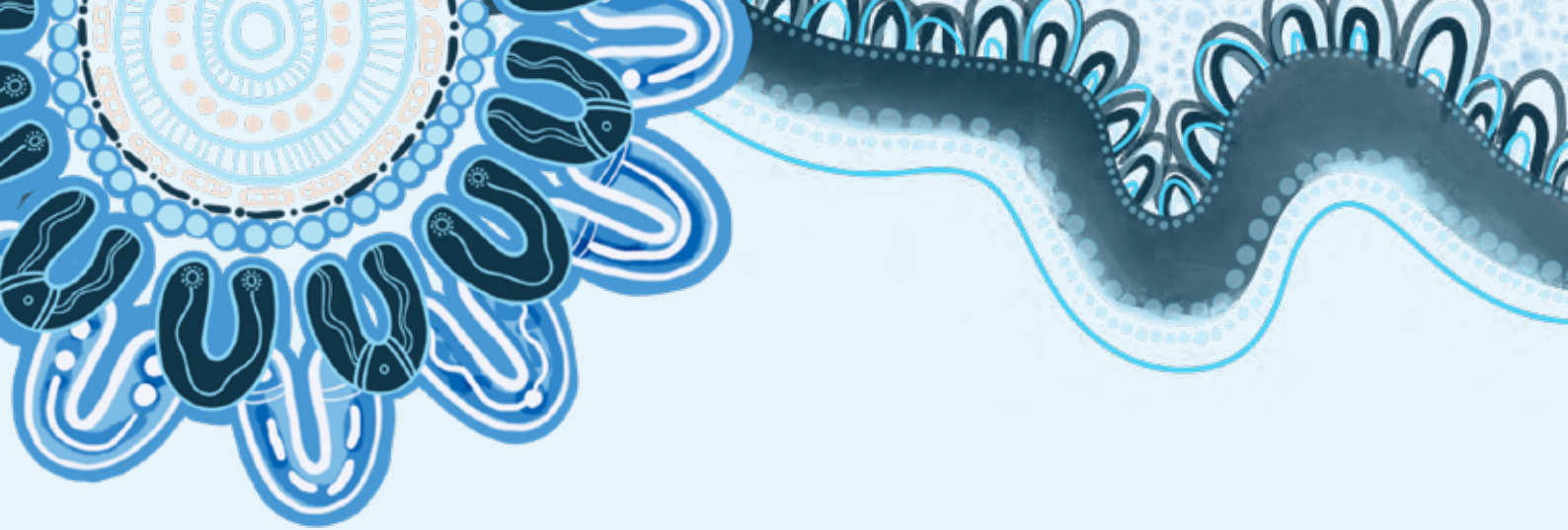


Respect

Foster cultural understanding and inclusion by embedding respect for Aboriginal and Torres Strait Islander cultures, histories, and knowledge throughout Nine's operations and content.

Action	Deliverable	Timeline	Responsibility
Explore opportunities to build cultural awareness and capability among Nine staff and leadership.	• Conduct a cultural learning needs assessment across all teams, leadership, and Board members to identify gaps and opportunities.	December 2025	Director - Safety, Culture & Inclusion
	• Explore options for tailored cultural capability leadership training for Nine's Executive team and key decision-makers.	December 2025	Chief People Officer
	• Consider launching a cultural learning hub (digital resource library) to provide materials like videos, case studies, and learning modules.	March 2026	Head of Culture & Inclusion
Embed cultural protocols into Nine's operations and storytelling.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2025	Head of Culture & Inclusion
	• Refine and update the Welcome to Country and Acknowledgement of Country Guide for internal and external events, with examples of meaningful and tailored acknowledgements.	November 2025	Head of Culture & Inclusion
	• Initiate a standardised process for the inclusion of Acknowledgement of Country across Nine's operations, including: <ul style="list-style-type: none">◦ Broadcast openings, radio segments, and key digital content.◦ Corporate meetings, workshops, and all Nine-hosted events◦ Email signatures, corporate documents, and press releases.	March 2026	Head of Culture & Inclusion
	• Map and prepare Traditional Custodian acknowledgements for Nine's offices, studios, and operational locations for internal and external use.	September 2025	Head of Culture & Inclusion
	• Explore partnerships with local Elders to facilitate Welcome to Country ceremonies for significant events and milestones.	October 2025	Head of Culture & Inclusion

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Action	Deliverable	Timeline	Responsibility
Celebrate and amplify First Nations voices during NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	July 2026	Head of Culture & Inclusion
	<ul style="list-style-type: none"> Develop a concept for a NAIDOC Week externally facing strategy, with proposed content across Nine's platforms, including: <ul style="list-style-type: none"> Prime-time television segments, interviews, and storytelling aligned to the annual theme. Online features, podcasts, and opinion pieces authored by Aboriginal and Torres Strait Islander creatives. 	June 2026	Head of Culture & Inclusion
	<ul style="list-style-type: none"> Scope internal NAIDOC Week celebrations, such as: <ul style="list-style-type: none"> Art exhibitions featuring works from local First Nations artists. Storytelling sessions and panel discussions with guest speakers, Elders, and cultural leaders. Cultural workshops (e.g., weaving, language sessions) led by First Nations facilitators. 	June 2026	Head of Culture & Inclusion
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by encouraging staff participation in events within local communities. 	June 2026	Head of Culture & Inclusion
Explore ways to integrate First Nations perspectives into Nine's storytelling and content creation.	<ul style="list-style-type: none"> Draft a First Nations Storytelling Framework to guide the respectful development, production, and broadcast of content featuring Aboriginal and Torres Strait Islander narratives. 	December 2025	Head of Social Impact & Inclusion
	<ul style="list-style-type: none"> Consult Aboriginal and Torres Strait Islander staff and external advisors on the creation of these frameworks and protocol documents. 	December 2025	Head of Social Impact & Inclusion
	<ul style="list-style-type: none"> Develop content-specific protocols to safeguard Indigenous Cultural and Intellectual Property (ICIP) and ensure First Nations communities retain control and consent over their stories. 	July 2026	Head of Social Impact & Inclusion
	<ul style="list-style-type: none"> Explore opportunities for training editorial, production, and content teams on incorporating culturally appropriate perspectives, language, and imagery. 	July 2026	Head of Social Impact & Inclusion



Opportunities

Create meaningful opportunities for Aboriginal and Torres Strait Islander peoples through employment, professional development, and economic participation.

Action	Deliverable	Timeline	Responsibility
Explore ways to increase Aboriginal and Torres Strait Islander representation in Nine's workforce.	• Conduct a comprehensive baseline audit to identify the current number, roles, and experiences of Aboriginal and Torres Strait Islander employees across Nine.	December 2025	Director - Safety, Culture & Inclusion
	• Develop a business case and implementation plan for targeted First Nations recruitment strategies, including exploring advertising on First Nations employment platforms (e.g., Koori Mail, Indigenous Employment Australia)	December 2025	Director - People Experience
	• Investigate pathways for a First Nations Pathways Program to create entry-level roles and career progression opportunities within Nine's key operational areas (e.g., storytelling, marketing, broadcasting).	March 2026	Director - People Experience
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Investigate Supply Nation membership	March 2026	Head of Culture & Inclusion
	• Identify potential partnerships with Supply Nation and regional Indigenous Chambers of Commerce to explore engagement with First Nations businesses.	March 2026	CFO
	• Draft a First Nations Supplier Diversity Policy to embed culturally inclusive tendering processes within Nine's procurement framework.	June 2026	CFO
	• Highlight success stories of First Nations suppliers and partnerships through Nine's platforms to showcase contributions and impact.	June 2026	Head of Social Impact
Support professional development for Aboriginal and Torres Strait Islander talent and leadership.	• Assess options for ongoing professional development opportunities, including cultural capability workshops, skills training, and leadership coaching for First Nations employees.	March 2026	Director - Safety, Culture & Inclusion
	• Partner with First Nations-led training providers to deliver tailored upskilling programs for Nine staff, with a focus on media production, content creation, and digital storytelling.	March 2026	Director - Safety, Culture & Inclusion



9Web digital team members at the Boomerang Painting Workshop, NAIDOC Week 2025.
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Governance

Ensure Nine delivers its RAP commitments with transparency, accountability, and strong leadership.

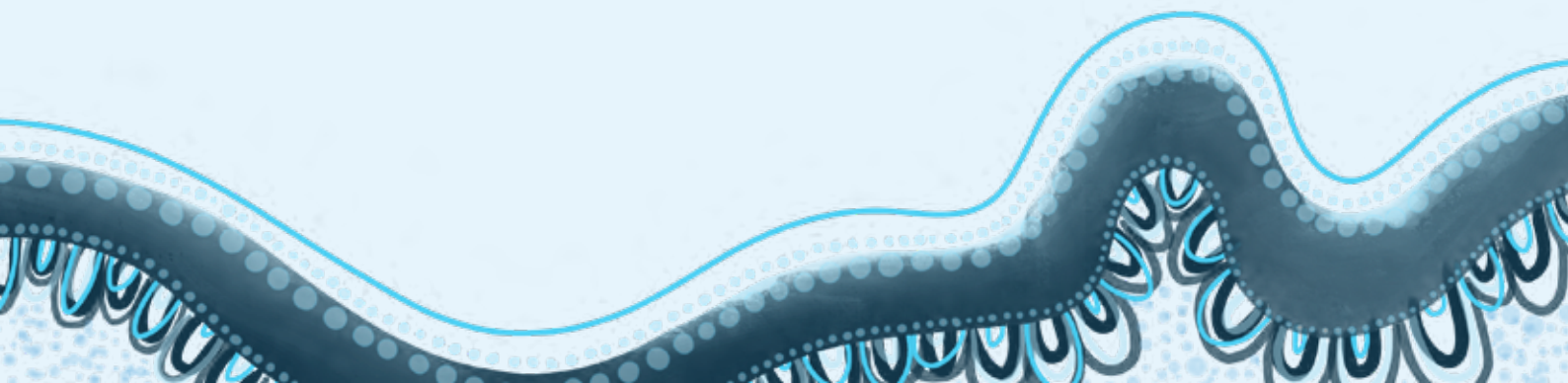
Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2025	Head of Culture & Inclusion
	• Engage senior leaders in the delivery of RAP commitments.	September 2025	Head of Culture & Inclusion
	• Maintain a senior leader to champion our RAP internally.	September 2025	Head of Culture & Inclusion
Establish and maintain an effective RWG to drive governance of the RAP.	• Maintain the RWG to govern RAP implementation.	September 2025	Head of Culture & Inclusion
	• Draft a Terms of Reference to define roles, responsibilities, and governance structure of the RWG	September 2025	Head of Culture & Inclusion
	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	September 2025	Head of Culture & Inclusion
	• Identify and appoint a RAP Champion from Nine's executive leadership to drive RAP governance and visibility across the organisation.	September 2025	Chief People Officer

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Action	Deliverable	Timeline	Responsibility
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 receive RAP correspondence. 	September annually	Head of Culture & Inclusion
	<ul style="list-style-type: none"> Develop a framework for a RAP Monitoring System to track deliverables, milestones, and measurable outcomes (e.g., staff participation, partnerships, procurement spend). 	September 2025	Head of Culture & Inclusion
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	August annually	Head of Culture & Inclusion
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to share progress, challenges, and achievements with Reconciliation Australia. 	30 September annually	Head of Culture & Inclusion
	<ul style="list-style-type: none"> Share regular RAP updates internally through newsletters, leadership forums, and Nine's intranet to maintain transparency. 	November 2025	Head of Culture & Inclusion
Prepare for the next phase of Nine's reconciliation journey.	<ul style="list-style-type: none"> Conduct an evaluation workshop with the RWG and Nine's leadership to reflect on achievements, challenges, and opportunities from the Reflect RAP. 	June 2026	Chief People Officer
	<ul style="list-style-type: none"> Register with Reconciliation Australia to scope the next Innovate RAP, ensuring alignment with Nine's long-term cultural inclusion vision. 	June 2026	Head of Culture & Inclusion
	<ul style="list-style-type: none"> Explore opportunities for consultations with key First Nations stakeholders and Nine staff to inform the direction and focus of the next RAP. 	June 2026	CEO









Contact Details

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