

Reflect Reconciliation Action Plan

April 2025 to October 2026



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Acknowledgment of Country

The Adara Group acknowledges the Traditional Custodians of the land on which we operate, the Gadigal people of the Eora Nation. We pay our respects to their Elders, past and present. We recognise their continuing connection to land, waters, and culture. We commit to building respectful relationships with local Aboriginal and Torres Strait Islander communities. We also extend respect and gratitude to other Aboriginal and Torres Strait Islander peoples.

We acknowledge that sovereignty has never been ceded. It always was and always will be, Aboriginal land.

Meet the artist

Ngandabaa

Rheanna Lotter is a proud Yuin woman and founder of Ngandabaa (Yun-Da-Baa), which was named after her grandfather Keith Thorne.

Growing up in Willow Vale in the New South Wales Southern Highlands, Rheanna now lives and works in Western Sydney – the land of the Dharug People.

The artwork Adara Group selected for our Reconciliation Action Plan is titled “Connected”. Our beautiful communities, connected. This design views us from above, all different but very connected. We must embrace and value our differences; we are all connected.

Rheanna has used Adara’s brand colours to further represent how we connect with the people we work alongside across the globe, and the Aboriginal and Torres Strait Islander communities who are the Traditional Owners of the land where our Sydney office sits.



A message from Reconciliation Australia

Reconciliation Australia welcomes Adara Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Adara Group 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 Adara Group to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Adara Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



A message from our CEO

On behalf of the Adara Group, I am grateful for the opportunity to present our Reflect Reconciliation Action Plan (RAP).

The Adara Group was founded in 1998 with a mission to bridge the world of business and the world of people in extreme poverty and to support vulnerable communities with quality health, education and other essential services. We're immensely proud of how our organisation has grown over 27 years. What started as a small group of passionate people, now includes 415 direct staff, indirect staff, volunteers and secondees spanning Australia, Nepal and Uganda. But with this growth comes recognition of where we can be doing better, especially for our operations here in Australia.

We believe in the power of listening and learning to local voices. We have stood alongside remote communities living in poverty in Nepal and Uganda for more than two decades. This experience has taught us the importance of local leadership, deep community consultation and meaningful dialogue. Through our international development work, we strive to build capacity, strengthen systems, and add value in a way that allows communities to lead their own progress.

Our Reflect RAP builds on these principles. It represents our dedication to reconciliation and our ongoing efforts to integrate these principles into our organisation.

We acknowledge the historical and ongoing impacts of colonisation on Aboriginal and Torres Strait Islander peoples. We are committed to seeking their guidance as we advance our reconciliation journey. Our Reflect RAP is not merely a document but a commitment to meaningful engagement, respect and positive change. We look forward to continuing this journey to create a fairer, more equal country.

Madeline Vaughan
Chief Executive Officer
Adara Development



A message from our Reconciliation Action Plan Champion

As the Adara Group's Founder and Chair, I am filled with immense pride and gratitude to launch our Reflect Reconciliation Action Plan (RAP). At Adara, we are committed to championing the human rights of all and upholding the right to live with dignity and access to essential services. We recognise the importance and rights of all Aboriginal and Torres Strait Islander peoples. This RAP is an important step for Adara, as we map our contribution to reconciliation.

Developing this RAP has been a rewarding and challenging experience. It has encouraged our organisation to look inward. It has highlighted where we are falling short and helped us define a path ahead. As a result, this plan showcases our commitment to listening and learning as we strive for positive change.

Throughout the lifecycle of this RAP, we will identify how Adara can play a role in accelerating reconciliation for Aboriginal and Torres Strait Islander peoples. We will strive to build a greater internal understanding of Australia's Aboriginal and Torres Strait Islander peoples histories and cultures, and we will integrate practices that enhance reconciliation into our organisation.

As RAP Champion, I look forward to working with all our teams and partners to bring this RAP to life as we hope to make a lasting impact. By aligning our actions with the principles of reconciliation, we aim to contribute positively to a more inclusive and respectful society.

Audette Exel AO
Founder and Chair
Adara Group



Our organisation

Adara Group

Our vision

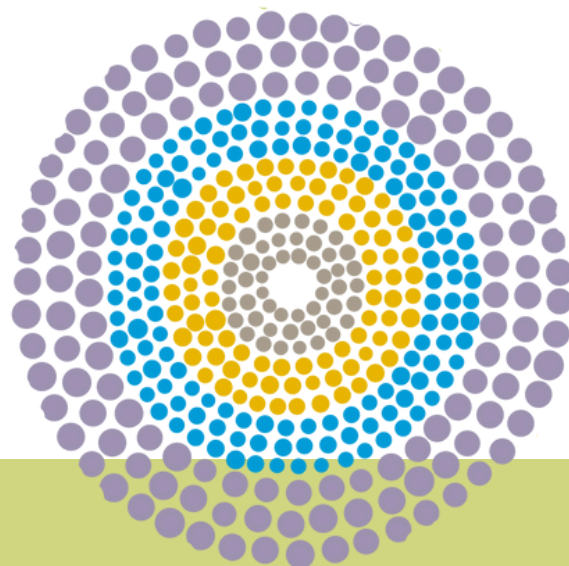
A world in which each and every person has access to quality health, education and other essential services, no matter where they live.

Our mission

To bridge the world of business and the world of people in extreme poverty, and to support vulnerable communities with health, education and other essential services.

Our values

- Compassion
- Teamwork
- Mutual respect
- Integrity and excellence
- Passion
- Unconventionality



Our work

The first part of the [Adara Group](#) is an international development organisation called Adara Development. The second part consists of two businesses, Adara Partners and Adara Advisors, which are 'for purpose' rather than for profit. Their sole objective is to fund Adara Development's administration and emergency project costs. This allows 100% of donations received by Adara Development to go directly to project-related costs.

While our services are delivered through centres of excellence in Uganda and Nepal, our global impact is amplified through our knowledge-sharing networks. We operate registered charities in Australia, the US, Bermuda, and the UK, with our global support office based on Gadigal Land in The Rocks, Sydney Australia, where we have a dedicated team of 26 staff.

Currently, we have no known staff who identify as Aboriginal and Torres Strait Island peoples, and as part of this RAP, we will work to determine culturally appropriate ways to acknowledge and engage with this community within our organisation.

Adara Development

We work with partners, governments and communities to design and scale Maternal, Newborn and Child Health, and Remote Community Development programmes. We have worked in Nepal and Uganda since 1998. We also share our knowledge to expand our impact.

Our work is informed by our Development Philosophy, which is grounded in authentic partnership, humility, and excellence.

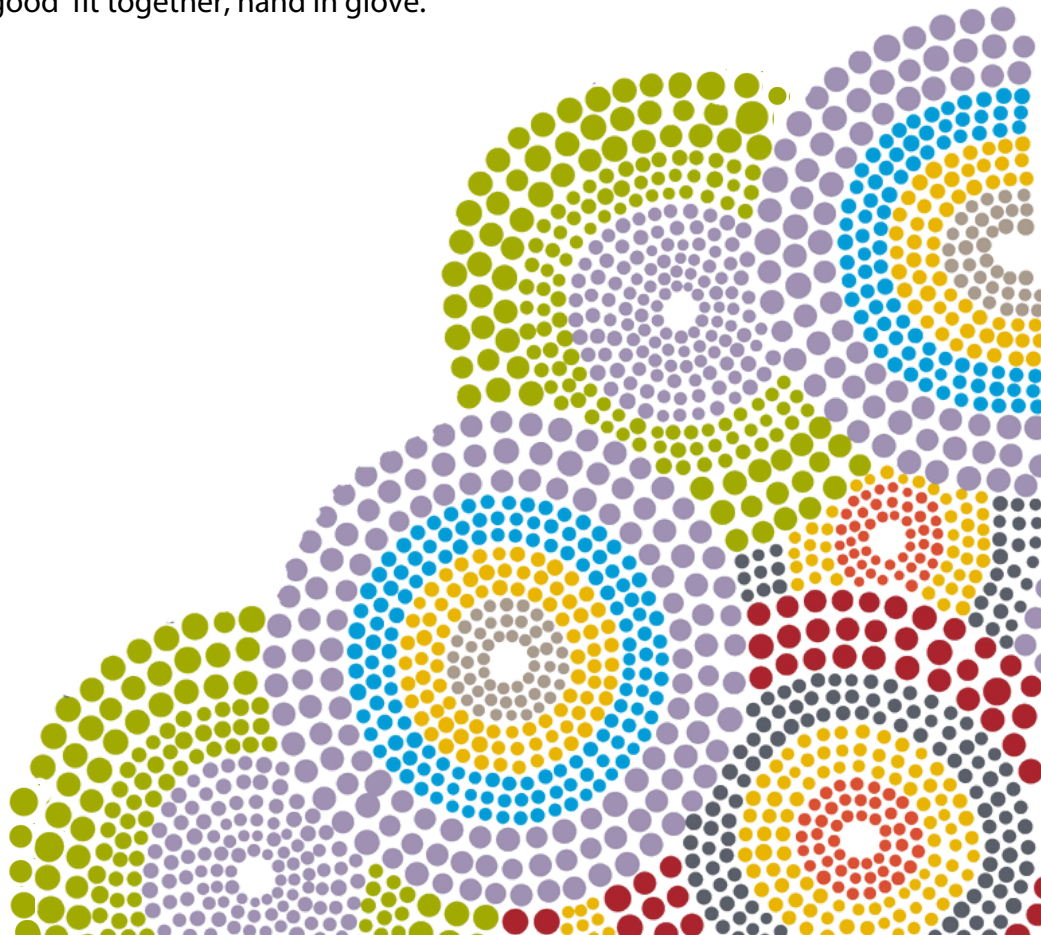
Since 1998, we have reached more than 600,000 people living in poverty as well as countless others through our influence, networks and knowledge sharing.

Adara Partners

Adara Partners is a boutique corporate advisory firm, providing independent and conflict free advice to Australian companies. Adara Partners acts as a trusted advisor to boards, senior management and significant shareholders of public and private companies. Adara provides independent advice and second opinions on mergers and acquisitions, equity capital markets advice and complex commercial problem solving.

Our advisory services are provided by our panel of 18 of the most well-known advisors in Australia. Panel Members work for Adara Partners without recompense to support our work with communities living in poverty in some of the world's remotest places. 100% of Adara Partners' profits are donated to our international development arm, Adara Development.

Together with our Panel Members, we are demonstrating that the structures and concepts of investment banking and 'doing good' fit together, hand in glove.



Our vision for Reconciliation



At Adara, we are committed to fostering respect and collaboration in our reconciliation journey. We deeply value listening to Aboriginal and Torres Strait Islander peoples, recognising their knowledge and contributions.

Our values of compassion, teamwork, mutual respect, integrity and excellence, passion and unconventionality will underpin our commitment to reconciliation. By upholding these principles, we aim to build meaningful and lasting relationships that drive positive change and inclusivity, ensuring that our reconciliation work is grounded in integrity and mutual respect.

We aspire to foster an inclusive environment where diversity is celebrated and where every individual, regardless of their background, can thrive. We will also ensure that our work delivering health, education and essential services contributes to a more equitable and just society.

Through our Reconciliation Action Plan, we aim to contribute to reconciliation by fostering lasting relationships that help pave the way for a brighter, more inclusive future for everyone.

Our Reconciliation Action Plan journey

This Reflect Reconciliation Action Plan (RAP) is Adara's first step in formalising our commitment to reconciliation. The development of our RAP has been an inclusive and collaborative effort. As part of this, we formed a Reconciliation Working Group (RWG). The working group is a cross-functional team of Adara employees. While the RWG has driven the development of our plan, all staff in Australia have been encouraged to give feedback on Adara's approach to reconciliation. We also sought input from our Board and other partners.

In developing our RAP, we will proceed with respect and sensitivity. We will work to identify ways we can meaningfully contribute to reconciliation, including engaging with an Aboriginal and Torres Strait Islander consultant and building internal awareness and knowledge about Aboriginal and Torres Strait Islander histories and cultures.

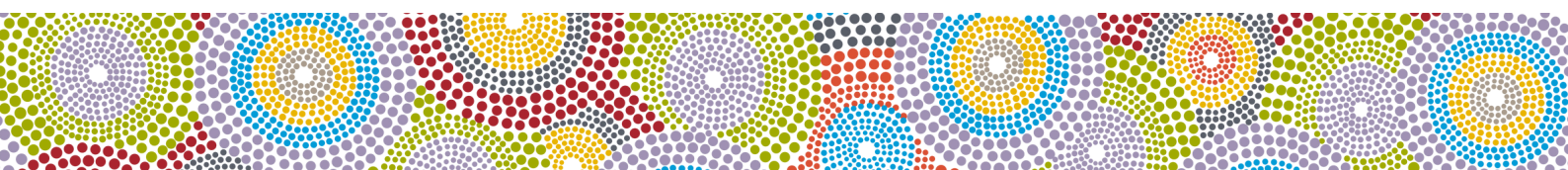
Looking ahead, our key activities will include:

- Providing cultural awareness training for all staff, in partnership with local Aboriginal and Torres Strait Islander communities, to ensure a deeper understanding of Aboriginal and Torres Strait Islander cultures and histories.
- Actively promoting key reconciliation events such as National Reconciliation Week and NAIDOC Week across the organisation.
- Reviewing and updating our internal policies to reflect best practices in anti-discrimination and cultural inclusivity.
- Starting meetings with an Acknowledgement of Country.

Relationships

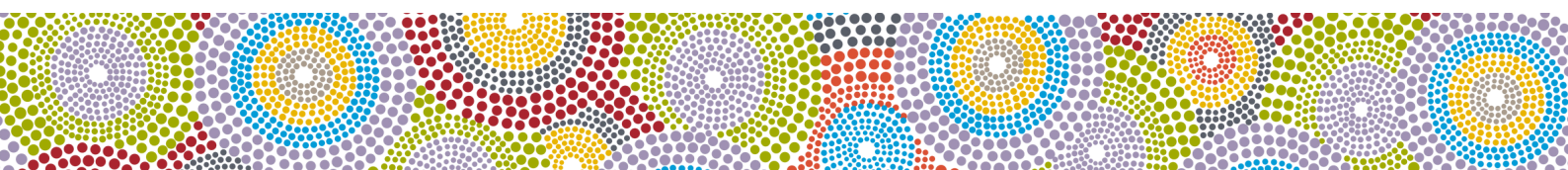


Action	Deliverable	Timeline	Responsibility	Support
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	May 2025	Director Partnerships and Communication	RWG chair
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2025	Director Partnerships and Communication	RWG chair
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 May 2026	RWG Chair	Director Partnerships and Communication
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025 / 2026	Director Partnerships and Communication	RWG Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 / 2026	RWG Chair	Director of Legal, People & Culture
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July 2025	Director of Legal, People & Culture	RWG Chair
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2025	Director Partnerships and Communication	RWG Chair
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2025	RWG Chair	Senior Knowledge Sharing Manager
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	January 2026	RWG Chair	Director of Legal, People & Culture
	Conduct a review of Adara's human resource policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2026	Director of Legal, People & Culture	RWG Chair



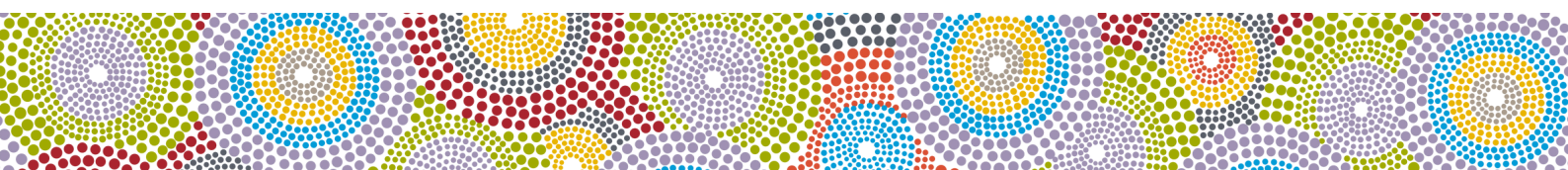


Action	Deliverable	Timeline	Responsibility	Support
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2026	Director of Legal, People & Culture	RWG Chair
	Conduct a review of cultural learning needs within our organisation, ranging from cultural awareness to cultural capability, confidence and immersion activities.	September 2025	Director of Legal, People & Culture	RWG Chair
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.	September 2025	RWG Chair	Director of Legal, People & Culture
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols and integrating them into our day-to-day work.	September 2025	RWG Chair	Senior Knowledge Sharing Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025 / 2026	RWG Chair	Senior Knowledge Sharing Manager/ Communications team
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025 / 2026	RWG Chair	Director of Legal, People & Culture
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025 / 2026	RWG Chair / Director of Legal, People & Culture	Senior Knowledge Sharing Manager

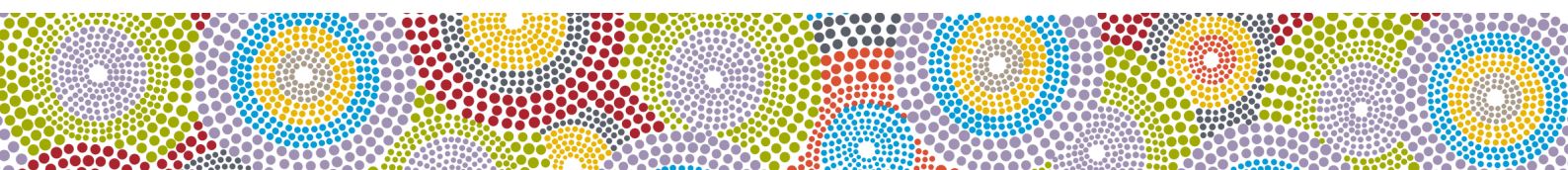




Action	Deliverable	Timeline	Responsibility	Support
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2025	Director of Legal, People & Culture	RWG Chair
	Develop strategies to encourage Aboriginal and Torres Strait Islander applicants for future employment opportunities. This includes identifying potential barriers to applying and considering ways to attract and support Aboriginal and Torres Strait Islander candidates	September 2025	Director of Legal, People & Culture	RWG Chair
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.	August 2025	Administration	Director of Legal, People & Culture
	Investigate Supply Nation membership.	August 2025	Administration	Director of Legal, People & Culture



Action	Deliverable	Timeline	Responsibility	Support
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain the RWG to govern RAP implementation.	April 2025	RAP Committee	Director of Legal, People & Culture
	Review and finalise the Terms of Reference for the RWG.	April 2025	Director of Legal, People & Culture	RWG Chair
	Establish Aboriginal and Torres Strait Islander representation on the RWG through hiring an external Aboriginal and Torres Strait Islander consultant.	February 2026	RWG Chair	CEO
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2025	RWG Chair	CEO
	Engage senior leaders in the delivery of RAP commitments.	July 2025	RWG	CEO
	Maintain engagement of a senior leader to champion our RAP.	April 2025	Chair of Adara Group	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2025	Director of Legal, People & Culture	RWG Chair
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2025 / 2026	RWG Chair	Director of Legal, People & Culture
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey .	1 August 2025 / 2026	RWG Chair	Director of Legal, People & Culture
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025	RWG Chair	Director of Legal, People & Culture
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2026	RWG Chair	Director of Legal, People & Culture





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