



REFLECT RECONCILIATION ACTION PLAN

October 2025 – September 2026

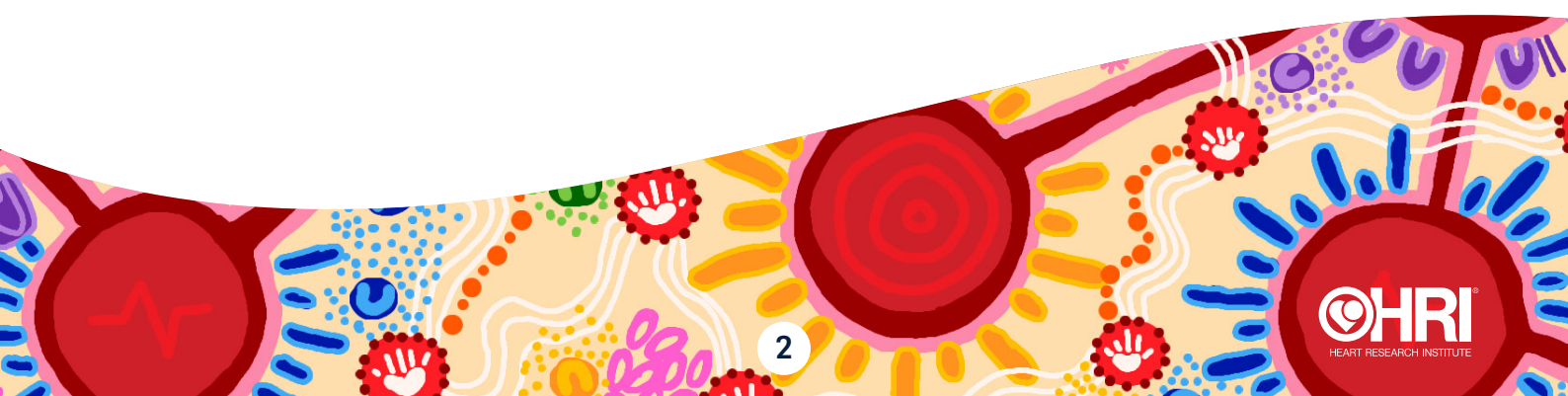


RECONCILIATION
ACTION PLAN

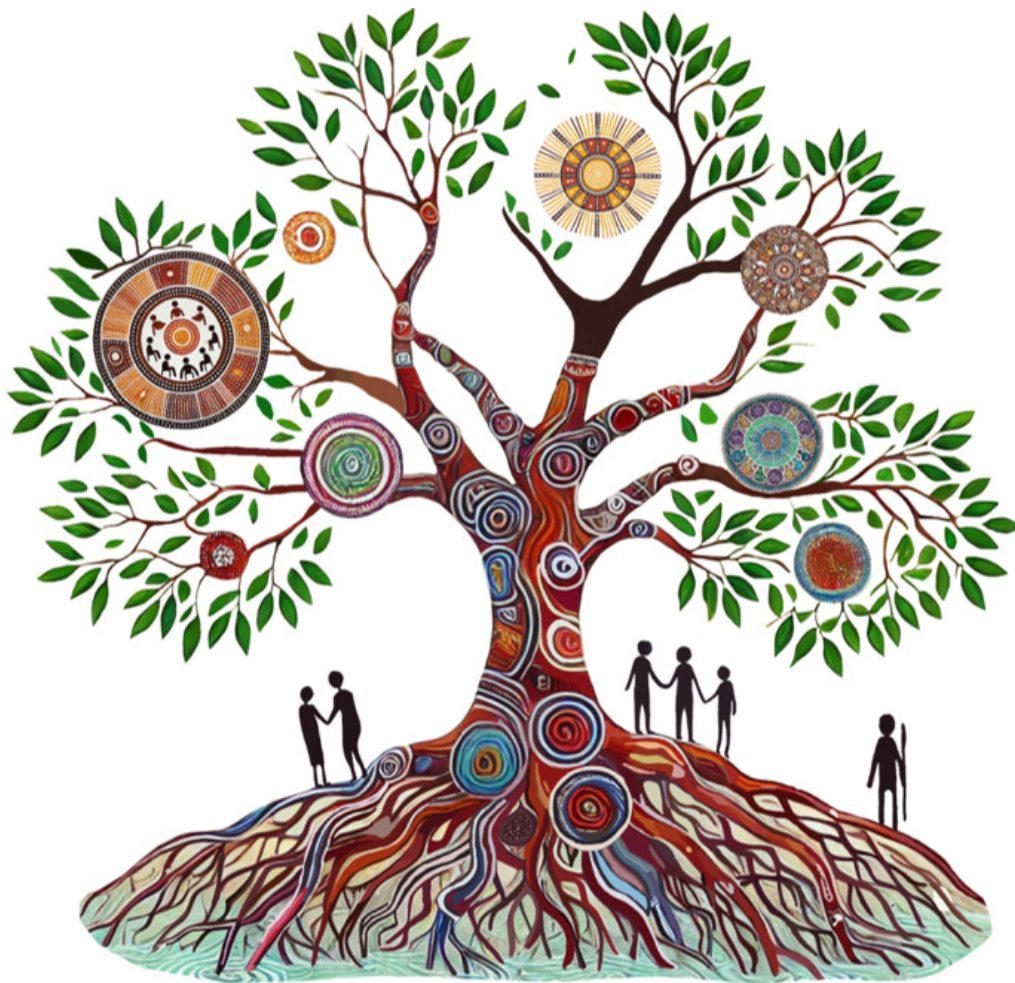
REFLECT

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Acknowledgement of Country



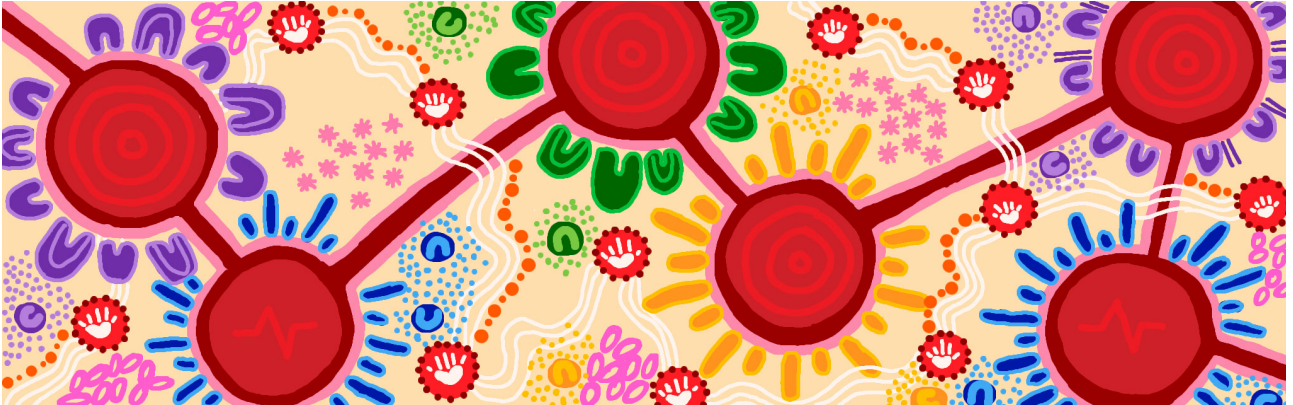
The Heart Research Institute (HRI) would like to acknowledge Gadigal Country, where our work is primarily based. We pay our deepest respects to the Elders of this place. We acknowledge their knowledge, their care and those who preceded them.

We also pay our respect to all Aboriginal and Torres Strait Islander Peoples across this great continent, where our team work, live and play. We respect their knowledge, cultures and continuous connection to Country.

HRI is committed to addressing the wounds in our nation by challenging the way we understand one another. We realise that coming together respectfully has the power to change and heal, and to create a better shared future for all people who call Australia home.



About the RAP Artwork and the Artist



In March 2025, a 26-metre-long mural of the RAP artwork was painted on the external wall of HRI's Newtown premises; the artwork was supported by Inner West Council.

Deslyn Marsh, Nyumbar Aboriginal Education. Minjungbal Bundjalung.

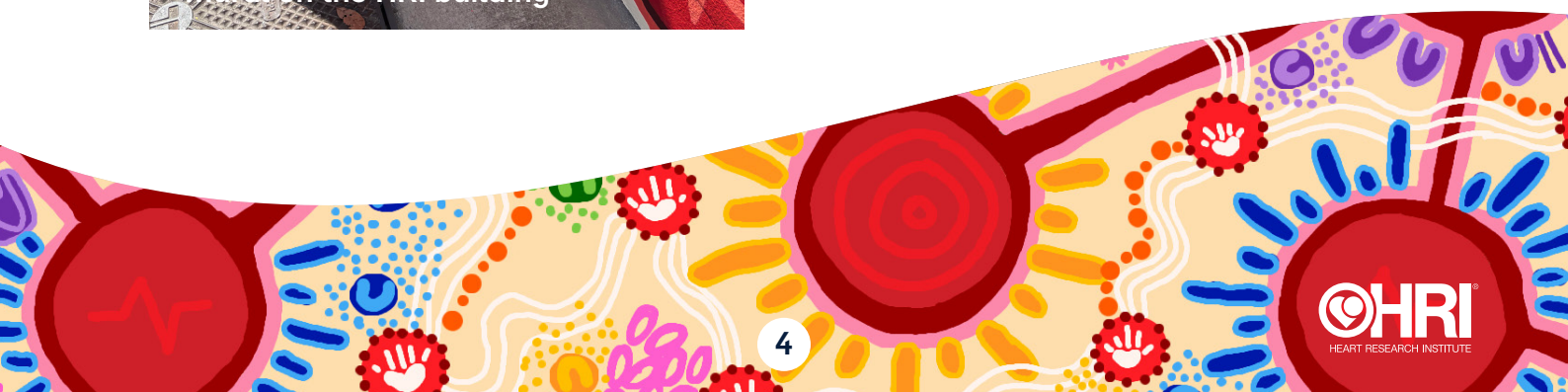


Deslyn Marsh painting the mural on the HRI building



This painting captures the essence of unity, as communities from across Australia come together in search of healing and treatment. It is a reflection on the importance of improving Aboriginal and Torres Strait Islander health outcomes, with a specific focus on cardiovascular health. The piece serves as a visual representation of collaboration and the shared commitment to creating better health opportunities for Aboriginal and Torres Strait Islander Peoples.

The setting of the painting is based on Gadigal Country, a place that holds deep cultural and historical significance. The building depicted in the artwork symbolises a space for care, healing, and



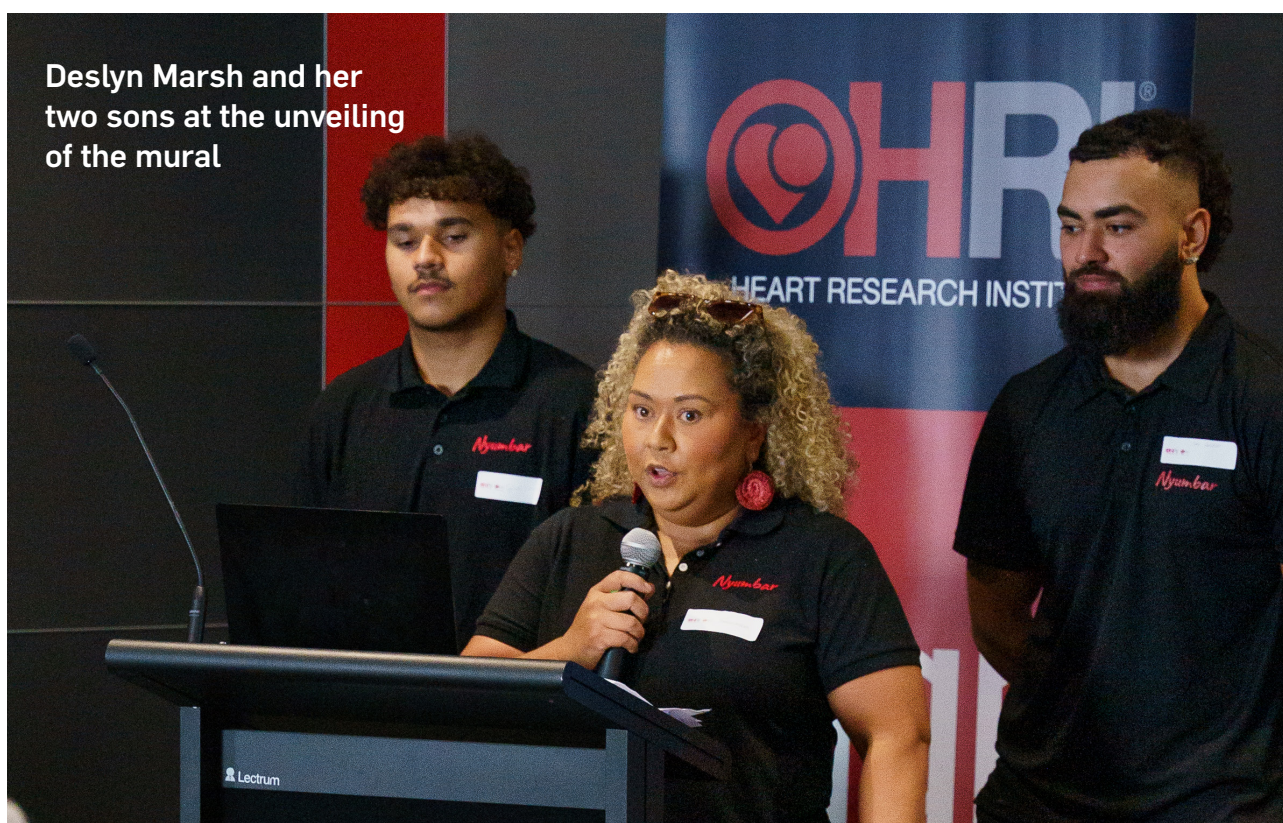
the gathering of knowledge. It reflects a fusion of modern medical advancements with Aboriginal and Torres Strait Islander knowledges, highlighting the importance of integrating both worlds in the pursuit of health and wellness.

Throughout the painting are various bush tucker plants, which have long been used by Aboriginal and Torres Strait Islander communities for healing. These plants symbolise the bush medicines that continue to play a vital role in the health and wellbeing of Aboriginal and Torres Strait Islander Peoples, underscoring

the importance of reconnecting with and revitalising these ancient practices.

The work also acknowledges the significant collaboration between the Heart Research Institute and the Djurali Centre for Aboriginal and Torres Strait Islander Health Research and Education. Through this painting, I aim to celebrate the resilience of Aboriginal and Torres Strait Islander Peoples, honour the rich cultural heritage that informs their healing practices, and contribute to the ongoing journey toward improved health outcomes for all.

Deslyn Marsh and her two sons at the unveiling of the mural



A Message from the Scientific Director/CEO and the Members of the HRI Board

At the Heart Research Institute (HRI), we are committed to encouraging a more inclusive and equitable Australia. It is with great pride that the members of the HRI Board and I announce our inaugural Reflect Reconciliation Action Plan (RAP). This Reflect RAP represents our dedication to reconciliation within our sphere of influence.

Australia's colonial history is marked by land dispossession, stolen generations, violence, and racism. Reconciliation is about recognising the past, particularly to acknowledge the impact that health policies and practices have had and continue to have on Aboriginal and Torres Strait Islander Peoples. We recognise that Aboriginal and Torres Strait Islander Peoples need to have their voices listened to, heard and valued. We look forward to a future where Aboriginal and Torres Strait Islander Peoples have the same opportunities and life outcomes as non-Aboriginal and Torres Strait Islander Australians. While significant strides have been made towards reconciliation over the past decades, our journey must continue, to ensure that all Australians can be proud of a just and equitable society.

As a leading medical research institute, HRI values equity, diversity, and inclusivity (EDI). One of HRI's key strategic pillars is our ongoing commitment to improving health outcomes of Aboriginal and Torres Strait Islander Peoples.

Our RAP formalises our commitment to developing relationships with Aboriginal

and Torres Strait Islander Peoples, understanding the significance of the land on which we operate, and promoting cultural responsiveness within our Institute. We will continue to support an increase in opportunities and improved outcomes for Aboriginal and Torres Strait Islander Peoples in the STEMM discipline. We will offer cultural awareness and safety training to all employees and keep on observing significant days such as National Sorry Day, National Reconciliation Week, and NAIDOC Week.

We have expectation that all our teams across the Institute will continue to deliver on this commitment. We recognise that as an Institute, we have the capacity to make a meaningful and lasting contribution to improving health outcomes for Aboriginal and Torres Strait Islander Peoples.

Together, we can create a more just, equitable, and reconciled Australia. An Australia of which we can all be proud.

Professor Andrew Coats AO
Scientific Director and CEO



A Message from HRI's Cultural Leaders

The Heart Research Institute (HRI) and the Djurali Centre have built a strong and enduring relationship, one that is firmly established on a single, foundational principle: respect. This respect serves as the bedrock upon which all interactions and collaborations are developed, enabling an environment of shared understanding of trust.

HRI prides itself on its diverse makeup, a vibrant collage of individuals from various backgrounds and experiences. Within this diverse group, the journey towards Reconciliation holds great significance. It requires a strong and genuine collaborative approach with true partnership between Aboriginal and non-Aboriginal members of HRI.

To achieve meaningful progress in Reconciliation, the social, physical, and cultural values of Aboriginal and Torres Strait Islander Peoples must be interwoven into the fabric and principles of HRI. These values must permeate every aspect of the Institute's work, from research initiatives to community engagement programs. HRI can ensure that its efforts are culturally sensitive, appropriate and contributes to improved health outcomes for all Australians.

Central to the process of Reconciliation is the concept of truth telling. This involves acknowledging and confronting the historical and ongoing traumas experienced by Aboriginal and Torres Strait Islander Peoples. Truth telling is not simply an act of recounting past injustices; it is an essential method of healing, both for individuals and for the nation. It is through honest and open dialogue about the past that we can begin to address the present and build a better future.

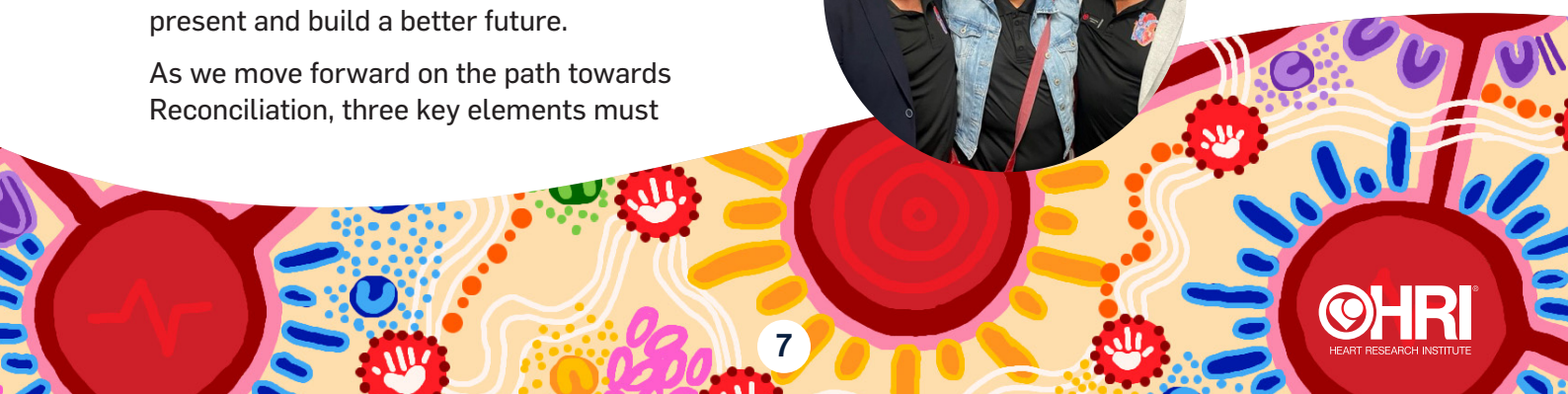
As we move forward on the path towards Reconciliation, three key elements must

guide our steps: respect, trust, and honesty. These principles are not merely abstract ideals; they are the cornerstones of any meaningful relationship, whether between individuals or between institutions. Respect demands that we value and acknowledge the unique perspectives and experiences of Aboriginal and Torres Strait Islander Peoples. Trust requires that we act with integrity and transparency, building confidence through our actions. Honesty compels us to confront the uncomfortable truths of the past and to acknowledge the ongoing impacts of colonisation.

We do not want to mend fences, because fences are there to keep people in or out. We want to build bridges so that people can come and work together for the betterment of our communities. Reconciliation is not a destination; it is an ongoing journey that requires the collective effort of all Australians. It is a journey that demands empathy, understanding, and a willingness to learn from the past. It is through our shared commitment to these principles that we can create a truly reconciled nation, one where all Australians can thrive, regardless of their background or heritage.

Yours in Unity,

**Associate Professor Uncle Boe Rambaldini,
Associate Professor Aunty Carmen Parter,
Research Fellow Dr Uncle Joe Perry**



Statement from the CEO of Reconciliation Australia

Reconciliation Australia welcomes the Heart Research Institute (HRI) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

HRI 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 HRI 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 HRI, 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



About HRI

HRI is an internationally recognised medical research institute that performs groundbreaking cardiovascular research. HRI's vision is to save and improve the lives of people with cardiovascular disorders through world-class research and innovation.

Cardiovascular disease (CVD) is the world's biggest killer, responsible for around one in every three deaths, in Australia and worldwide. Not only that, CVD places a huge burden on the economy and healthcare system, costing \$11.8 billion a year and being responsible for 11 per cent of all hospitalisations (*Australian Institute of Health and Welfare; The Heart Foundation*).

HRI officially opened its doors on 17 March 1989, and celebrated 35 years of research in 2024. The Institute was the brainchild of a group of cardiologists at the Royal Prince Alfred (RPA) Hospital, including David Richmond and Phil Harris. The original vision for HRI was to be Australia's first medical research institute dedicated solely to the study of atherosclerosis. While a financially autonomous not-for-profit institute, it exists in the supportive environments of The University of Sydney and RPA. The Institute's model has allowed scientists to be inspired by the challenges encountered at the patient's bedside, while also giving them access to the multidisciplinary capabilities of a major university.

HRI has made numerous discoveries that have contributed to an improved understanding of CVD. It has also been a development ground for top scientific

talent, with HRI alumni now holding positions of influence throughout the scientific and medical fields.

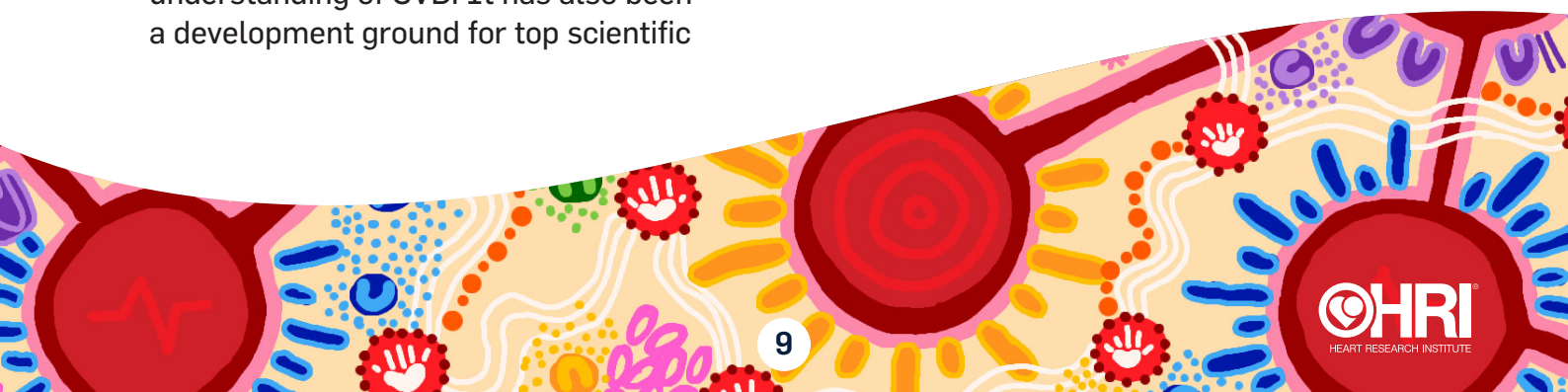
We stand for supporting, enhancing, and promoting Aboriginal and Torres Strait Islander health research and education. We also have a strong commitment to building up women in STEMM, and to being a nurturing place that supports young scientists and researchers.

HRI nurtures the brightest minds to discover the causes and complexities of cardiovascular disorders by embodying the Institute's core values of excellence, curiosity, teamwork, transparency, and inclusivity.

Originally established in a small office on Missenden Road in Camperdown with just 37 staff, by the year 2000 it had developed into a thriving unit comprising up to 70 researchers. In 2009, HRI relocated to



The HRI building





a state-of-the-art facility in the heart of Newtown, which also marked a significant milestone in the history of HRI and further expanded our capabilities. Today HRI has more than 170 personnel, seven of whom identify as Aboriginal and/or Torres Strait Islander, working in 14 scientific groups and supported by a dedicated operations team, with almost 200 collaborations across 48 countries.

We are also located within the Charles Perkins Centre at The University of Sydney and are proud to be connected with the legacy of Aboriginal and Torres Strait Islander leadership who have long been advocating for better health, social and economic outcomes for their people.

While the early research focus was on understanding the origins of atherosclerosis, our research capacity and focus has expanded to address the unmet need in a range of CVDs – including stroke, peripheral artery disease, hypertension, congenital heart disease, preeclampsia, heart failure and vascular dementia.

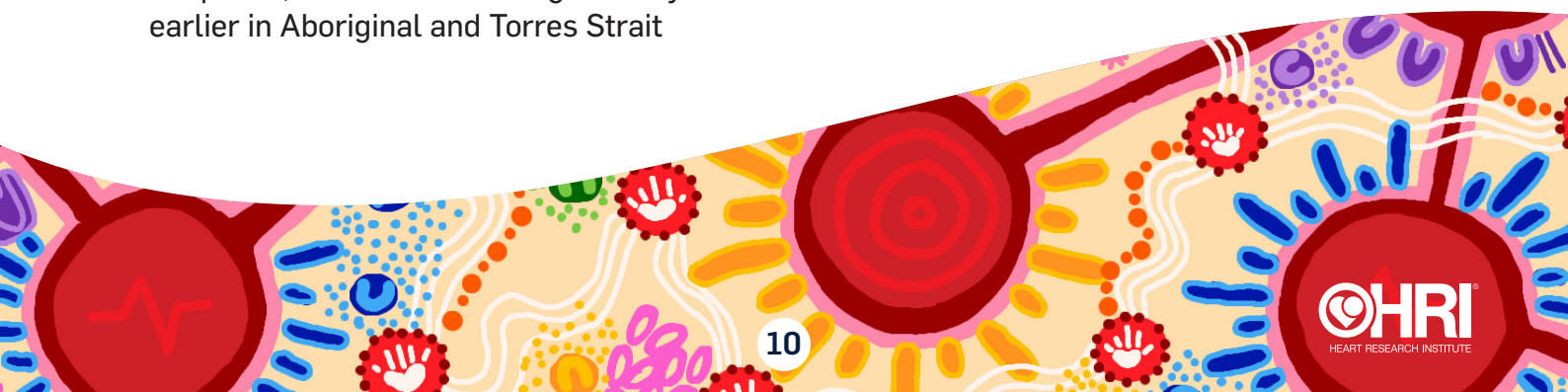
Aboriginal and Torres Strait Islander Peoples experience major health inequities, with CVD occurring 10–20 years earlier in Aboriginal and Torres Strait

Islander Peoples than in non-Aboriginal and Torres Strait Islander Australians.

Although access to health services is improving and the mortality rate is falling for Aboriginal and Torres Strait Islander Peoples, they continue to die from heart attacks, strokes, and other types of CVD at higher rates compared to other Australians (*National Indigenous Australians Agency; Australian Institute of Health and Welfare*). Facts like this drive HRI's commitment to helping improve Aboriginal and Torres

Strait Islander health and community outcomes. We know how critical it is to work with the Aboriginal and Torres Strait Islander health sector to learn, to grow and find solutions together.

It is because of this that in 2023, we officially welcomed the Djurali Centre for Aboriginal and Torres Strait Islander Health Research and Education as a HRI research group after a 10-year partnership. The Centre's aim is to turn research into tangible and sustainable change in community, in healthcare, and in public policy, and to improve the quality of life of Aboriginal and Torres Strait Islander





The mural on the HRI building

Peoples through inclusion, equity and respect.

Djurali is a Dharug word gifted to the team by Elders, and it means to grow and learn. By growing and learning in partnership with Aboriginal and Torres Strait Islander communities, the Djurali team has turned research into impactful, tangible, and sustainable results, changing healthcare practice and influencing public policy. Djurali's working foundation is grounded in Aboriginal and Torres Strait

Islander values and cultures – the muddy soil, innately enshrined in how they work with and for Aboriginal and Torres Strait Islander communities, whose voices are privileged.

By bringing together the Djurali Centre and HRI we will be able to further collaborate on world-leading research into CVD in Aboriginal and Torres Strait Islander populations as well as many other health conditions where they are overrepresented.





Cardiovascular disease is the leading cause of death globally.

HRI is working to change that.

Our purpose is to give people living with cardiovascular disease more time living with the ones they love.

We are an internationally recognised medical research institute focused on the causes and complications of cardiovascular disease – Australia and the world's number one killer. Our unique position is our singular focus on the heart and vasculature system.

We are strongly committed to supporting, enhancing, and promoting Aboriginal and Torres Strait Islander health research and education.

We also have a strong commitment to building up women in STEMM, improving women's cardiovascular health, and to being a nurturing place that supports young scientists and researchers.

Our research groups

Atherosclerosis and Vascular Remodelling Laboratory

Cardio-metabolic Lipidology and Lipidomics Laboratory

Cardio-Oncology Alliance

Cardiovascular Immunotherapy Group

Cardiovascular-Protective Signalling and Drug Discovery Laboratory

Cardiovascular Regeneration Laboratory

Centre for Peripheral Artery Disease

Clinical Research Group

Coronary Diseases Group

Djurali Centre for Aboriginal and Torres Strait Islander Health Research and Education

Fluxomics Centre

Heart Muscle Laboratory

Heart Rhythm and Stroke Prevention Group

Microvascular Research Laboratory

Vascular Complications Laboratory

Vascular Immunology Laboratory

Our RAP

HRI deeply values the power of teamwork and inclusivity. We believe the entire HRI team is our greatest asset, and we recognise that diversity in perspectives fuels our creativity, diversity in experiences enhances our engagement, and diversity in thought drives our innovation. Reaching these goals in Australia is not possible without the inclusion of Aboriginal and Torres Strait Islander Peoples.

HRI acknowledges that Aboriginal and Torres Strait Islander Peoples are the Traditional Custodians of Australia and have been for over 65,000 years, making them the oldest living cultures in the world.

It is through a recognition of the established Aboriginal and Torres Strait Islander knowledge systems, that have always been here, that we value the ongoing participation and leadership of Aboriginal and Torres Strait Islander Peoples. While Aboriginal and Torres Strait Islander representation in the medical research industries has been minimal, intentional practices need to be introduced to ensure that true tangible progress is seen in these industries and across the wider Australian community.

Additionally, HRI recognises the underrepresentation of Aboriginal and Torres Strait Islander Peoples in medical research trials and studies, and the large gaps this creates in participation rates and outcomes for Aboriginal and Torres Strait Islander communities compared to non-Aboriginal and Torres Strait Islander populations. Engaging with Aboriginal

and Torres Strait Islander leaders, health professionals, and community members to understand their perspectives and barriers to participation is crucial in ensuring equity in medical research and subsequent health practices. To complete this work, HRI is committed to transparent reporting and setting measurable goals to increase Aboriginal and Torres Strait Islander representation in research initiatives, ensuring that findings are inclusive and beneficial to all communities.

Efforts to address these issues must involve Aboriginal and Torres Strait Islander Peoples as equal partners. Only people with direct experience of the challenges can determine the best solutions. Researchers must employ co-design across all stages of the project, working with communities to identify concerns that need addressing, to collaborate in the development of suitable outcomes and activities, and communicate effectively together.

Co-design research methods have been adopted in HRI's ongoing Aboriginal and Torres Strait Islander medical research projects, with the collaborative approach ensuring that the research is culturally responsive, ethically sound, and addresses the real needs and priorities of the community.

The importance of co-design lies in its ability to build trust, enhance the validity of research findings, and empower communities by giving them agency in the research that affects them.



HRI believes that by integrating diverse perspectives, co-design enables more innovative and effective solutions, leading to better health outcomes and more equitable research practices. As we work towards reconciliation, HRI recognises that we must provide opportunities for Aboriginal and Torres Strait Islander Peoples to collaborate with us, and that the transformational change will not be possible without one another.



Uncle Boe Rambaldini and
Uncle Raymond Wetherall
at the unveiling of the mural

RAP Working Group

HRI's RAP Working Group (RWG), established in June 2024, is comprised of leaders across the organisation, including senior leadership and Aboriginal and Torres Strait Islander employee representation. It also includes membership from the HRI Diversity Council and the Djurali Governance Committee.

Current membership:

Role	Name	HRI position	Cultural identity
Co-chair	Uncle Boe Rambaldini	Cultural Lead & Djurali Governance Committee Member	Bundjalung
Co-chair	Ben Freedman	Director, External Affairs	
Executive Sponsor	Elissa Dwyer	Director, Human Resources & Operations	
Member	Elizabeth Dorizac	Head of Strategic Philanthropy	
Member	Amber Kerdel	Communications and Engagement, Djurali Centre and Diversity Council Member	Wirangu, Kokotha and Mirning
Member	Alex Hide	HR Officer and Diversity Council Member	
Member	Katie Moore	Centre Lead, Djurali Centre	Wiradyuri
Member	Phillip Obah	Research Assistant, Djurali Centre	Wadja
Member	Linda Peterson Brown	HR Advisor	
Member	Christopher Stanley	Laboratory Head, Microvascular Research	

The RWG meets quarterly, with Co-chairs also presenting to the HRI Diversity Council, Djurali Governance Committee bi-annually, and to the HRI Board annually.



HRI's Reconciliation Journey and Current Activities

2008–2017: Professor David Celermajer AO, Clinical Director at HRI and Academic Cardiologist at RPA was a Board Member of the Menzies School of Health Research, an Institute that specialises in Aboriginal and Torres Strait Islander and tropical health research, where he completed regular trips to Aboriginal communities across Australia to better understand Aboriginal and Torres Strait Islander health.

2016: Professor Ben Freedman AOM began collaborating on the co-design of research into the early detection of atrial fibrillation in Aboriginal and Torres Strait Islander Peoples. Many of these collaborators are now colleagues within the Djurali Centre.

2019: Professor John O'Sullivan, a former HRI Future Leader Fellowship recipient, and Professor Alex Brown, an Aboriginal clinician and researcher, collaborated on Aboriginal and Torres Strait Islander health research, with a spotlight on Aboriginal and Torres Strait Islanders experiencing heart failure and to highlight the enhanced barriers that they face.

2019: HRI held its first NAIDOC Week Seminar on Aboriginal and Torres Strait Islander health, collaborating with leading experts and researchers across universities and medical research institutes.

July 2023: Djurali Centre, then based at Macquarie University, celebrated NAIDOC Week with HRI and began the conversation

of establishing a dedicated Aboriginal and Torres Strait Islander research group at HRI.

December 2023: Djurali Centre transitioned to HRI, establishing HRI's first Aboriginal and Torres Strait Islander research group, bringing Aboriginal and Torres Strait Islander employees into HRI for the first time.

March 2024: HRI's inaugural Equity, Diversity, and Inclusion Strategy was launched, with a primary goal of the strategy being to prioritise increasing awareness of Aboriginal and Torres Strait Islander medical research and cultural factors.

June 2024: The RAP Working Group was established.

June 2024: HRI was awarded significant funding towards Aboriginal and Torres Strait Islander medical research.

July 2024: Djurali Centre opened a digital art competition with submissions from Aboriginal and Torres Strait Islander artists, with the successful submissions featured throughout the RAP.

August–September 2024: HRI signed an MOU with Aboriginal and Torres Strait Islander Health Services to collaborate on research and education initiatives.

September 2024: Djurali Centre led a Heart2Heart event, presenting current and future research and education initiatives to external partners and donors.



September 2024: A Heart Health Kits packing day was held, with the kits distributed to Aboriginal and Torres Strait Islander health services across Australia.

March 2025: A 26-metre-long mural of the RAP artwork was painted on the external wall of HRI's Newtown premises; the artwork was supported by Inner West

Council. In May 2025, the mural was formally unveiled, including a smoking ceremony led by an Aboriginal Elder, Uncle Raymond Wetherall.

July 2025: HRI purchased Muru Group products for photocopy paper supply and personal amenities.

Djurali Centre selected artwork

Workforce and Education – Chloe Watego



In this piece, the purple symbols represent community and collaboration. Surrounding these symbols is the theme of acknowledging

and implementing cultural perspectives in the workplace. The three symbols along the bottom, connected by a river, represent creating pathways to qualifications. The two hands depict addressing different health and education needs to honour the wellbeing of all involved.

The background of the piece acknowledges the many individual journeys that bring people together at the Djurali Centre. Prior to working in the arts industry, my career background was in the disability and mental health sectors, including working in senior management roles recruiting staff, volunteers and students.



I believe in diversity and inclusion within the workplace, as well as the importance of acknowledging individual contributions.

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.	April 2026	Lead: Communications and Engagement Officer Support: Centre Lead, Djurali
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2026	Centre Lead, Djurali
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Lead: Human Resources Advisor Support: Communications and Engagement Officer
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2026	Director, Human Resources and Operations (Co-chairs)
	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	Director, Human Resources and Operations
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	February 2026	Scientific Director and CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2026	Lead: Communications and Engagement Officer Support: Centre Lead, Djurali
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2026	Communications and Engagement Officer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	July 2026	Lead: Human Resources Advisor Support: Director, Human Resources and Operations
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2026	Lead: Human Resources Advisor Support: Director, Human Resources and Operations

Djurali Centre selected artwork

Mangrove Tree: Our Country, Our Community, Our Connection – *Alix Beckett*

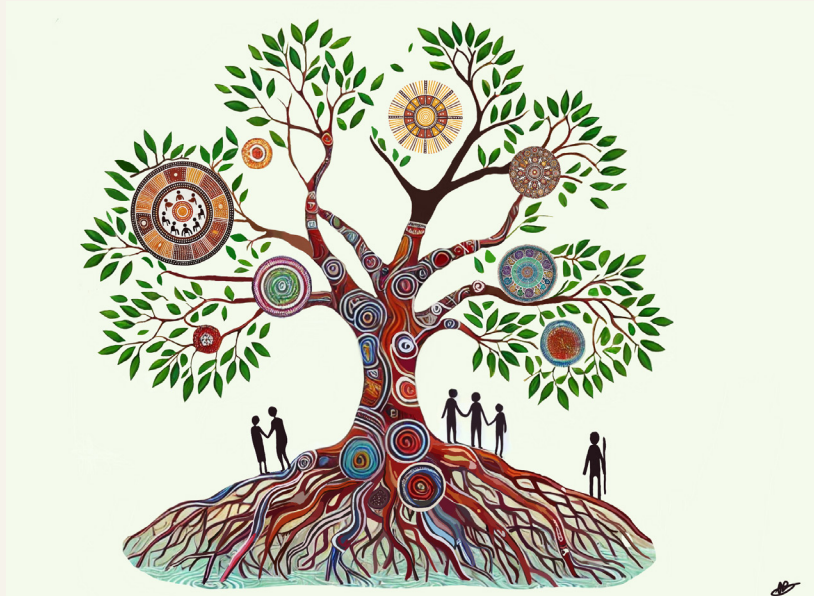


For cultures across the world a tree represents a sacred symbol

of life in many forms, providing knowledge and wisdom passed down through generations.

This Mangrove tree is deeply rooted in water, symbolising the survival of all things living and growing. The strength of this tree represents the history, culture and stories that have grown and survived for thousands of years. The trunk of this tree you will see Muyalaang (tree carvings) these are the stories of lives who have lived and made this place sacred for all to come. Telling the stories of ancestors, knowledges and connecting the past to the future. Used to survive, hunt and shelter. Keeping our people strong and connecting us to our land and water.

As the tree symbolises life so does that of connection to country and community. All communities coming, growing and moving together as one.



Leaving knowledge to be used to teach and educate our future generations.

We gather at the tree to heal and connect our spirit, mind and wellbeing. We research the past by markings on the tree to create a brighter future. The gathering at the tree is a safe environment where we all heal together. The reliance of the tree and the stories it keeps is our history. Our roots are what makes us whole, as we cannot learn without the stories of our past, we cannot make change without the teachings from our culture and without community we cannot survive.

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.	February 2026	Human Resources Officer
	Conduct a review of cultural learning needs within our organisation.	March 2026	Lead: Director, Human Resources and Operations Support: Centre Lead, Djurali
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.	March 2026	Lead: Centre Lead, Djurali Support: Cultural Leaders
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2026	Lead: Director, Human Resources and Operations Support: Human Resources Advisor
7. 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 2026	Lead: Human Resources Advisor Support: Communications and Engagement Officer
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	Lead: Communications and Engagement Officer Support: Events Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026	Lead: RAP Working Group Co-Chairs Support: Communications and Engagement Officer



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.	August 2026	Lead: Director, Human Resources and Operations Support: Centre Lead, Djurali
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2026	Lead: Director, Human Resources and Operations Support: Human Resources Advisor
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	Lead: Director of Finance Support: Centre Lead, Djurali; Director, Human Resources and Operations
	Investigate Supply Nation membership.	February 2026	Lead: Director, Human Resources and Operations Support: Finance Officer

Djurali Centre selected artwork

Innovation and Precision Medicine: We are one – Alix Beckett



This art piece reflects a universal concept of connection. The representation within this piece, centred shows the sun, seen much seen throughout symbolisation within our culture, it is the light, warmth and life to us all. We all hold this light within, guiding us through our battles.

The layers within this piece represent the many journeys we endeavour, leaving our footprints and educating our future. The people shown are different but within they are the same, standing together as one, building strength for those who need, telling our stories and creating a community to comfort our people.



We are the voice for the future, no matter what one faces, together we come together to nurture and heal. Through our hardship, we are one, where we walk in life, we are one, where we meet, we are community.

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.	January 2026	Director, Human Resources and Operations
	Review, update as required and continue to apply the Terms of Reference for the RWG.	February 2026	Human Resources Officer
	Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG.	February 2026	RAP Working Group Co-Chairs
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2026	Lead: Director of Finance Support: Director, Human Resources and Operations
	Engage senior leaders in the delivery of RAP commitments.	March 2026	Lead: Scientific Director and CEO Support: Centre Lead, Djurali
	Maintain a senior leader to champion our RAP internally.	March 2026	Scientific Director and CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2026	Director, Human Resources and Operations
12. 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 annually	Human Resources Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Human Resources Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Lead: Director, Human Resources and Operations Support: Human Resources Officer
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	Lead: Director, Human Resources and Operations Support: Human Resources Officer



Djurali Centre selected artwork

Caring For Our Minds and Bodies – Molly West



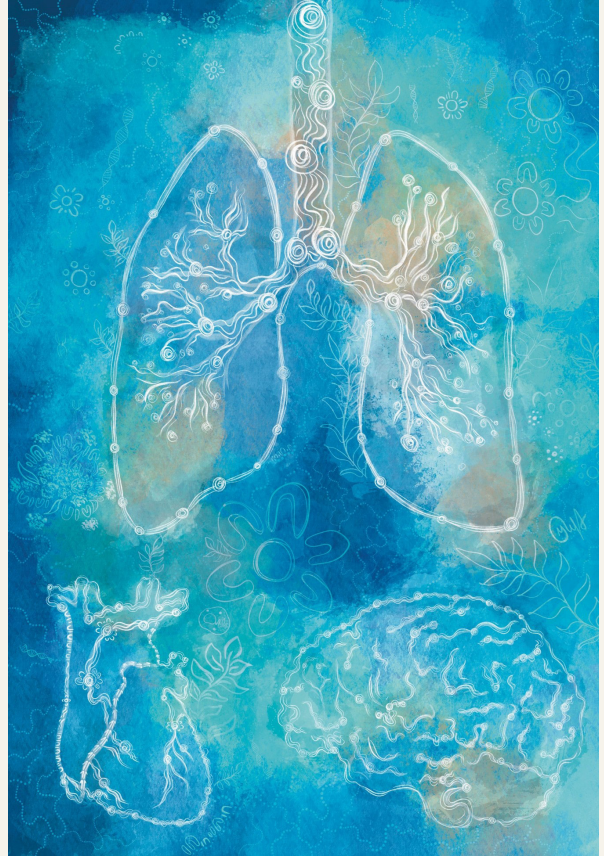
Chronic illness can affect anyone, but our mob are especially susceptible.

There's no shame in being unwell, and especially no shame in looking after our health and the health of our community. Colonisation introduced mob to new deadly diseases that our bodies aren't used to dealing with, as well as the destruction of traditional healing practices and medicine.

We need to care for not only our body but our mind; intergenerational cycles of trauma also make it harder for Aboriginal and Torres Strait Islander people to have strong mental health and wellbeing.

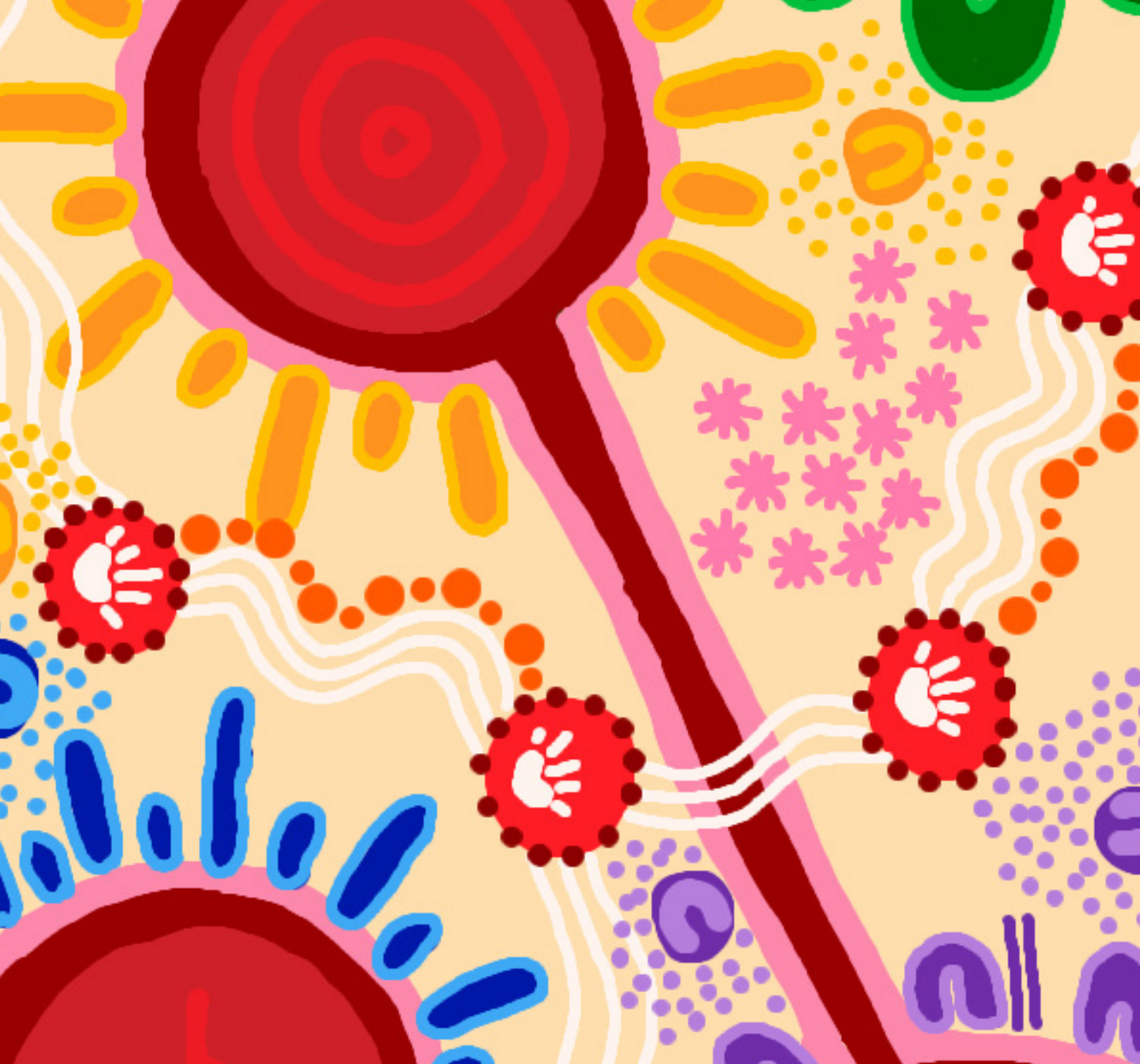
Although these diseases aren't always visible, their effects run deep, affecting many aspects of life and making even seemingly simple activities difficult; this creates even more barriers for Aboriginal and Torres Strait Islander people to be included in important discussions and spaces.

Country and community heals, so don't isolate yourself if you're



struggling. It's also important to regularly visit health professionals who can help prevent and manage these diseases, keeping our mob strong and healthy.





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