



# STRETCH RECONCILIATION ACTION PLAN

January 2025 – December 2027







# Acknowledgment of Country

We acknowledge the Traditional Custodians of the Country on which Intrepid's Melbourne (Narm) headquarters is located, the Wurundjeri and Bunurong people of the Kulin Nation, and acknowledge the Traditional Custodians of Country in all areas that we operate on. We recognise their continuing connection to the land, waters and culture. We pay our respects to their Elders past and present.

Wherever we travel, we're on First People's land. We recognise the unique place held by First Nations People as the original custodians of the lands and waterways across the globe and support the continuation of cultural, spiritual and educational practices.





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# A message from the CEO of Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Intrepid on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. As a key member and driving force behind the development of the Tourism Reconciliation Industry Networking Group as well as a B Corp certified organisation, Intrepid has many opportunities to both share and protect the cultures of Aboriginal and Torres Strait Islander peoples with travellers of the world.

The commitments in this Stretch RAP are built upon the considerable experience and reflection Intrepid garnered in its previous RAPs. Since its first RAP in 2019, Intrepid has steadily increased the number of experiences offered by Aboriginal and Torres Strait Islander owned providers, bringing experiences to over 5,000 travellers. Additionally, it engaged with First Nations content creators to inspire travellers to discover more about the world's oldest continuous culture. Not only is it clear that Intrepid understands its responsibility, as a travel provider, to respect and preserve Country and First Nations cultures, it does so by taking the lead of Aboriginal and Torres strait Islander peoples.

With this solid foundation, Intrepid enters its new RAP eager to continue building its First Nations led experiences but also to grow its impact through concerted truth-telling activities and embedding diverse perspectives in its decision-making processes. Aboriginal and Torres Strait Islander peoples' opinions and experiences are as diverse as their lands, languages and cultures. Understanding this, Intrepid commits to ensure increased diversity of voices from Aboriginal and Torres Strait Islander communities through its decision-making processes. Intrepid also seeks to leverage its unique opportunities to help share the truth of Australia's history to its customers through First Nations led storytelling. In doing so it embraces truth-telling as an essential driver of reconciliation.

Intrepid has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Intrepid on this Stretch RAP and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





# About the artist

Kuku Yalanji woman **Sheryl J Burchill** is an artist born in Mossman and raised in both the Julay (Daintree River) and Mossman areas north of Gimuy (Cairns).

She comes from an artistic family and says the stories her mother and grandparents passed down have inspired much of her work. Her connection to her art has evolved over the years; at one time, it offered a creative outlet and at another, it brought her healing. Today, she says, her art provides an opportunity to share the stories of her Elders and help keep her Culture alive.

Her mediums include screen printing, batik, lino printing, textile printing and etching and she believes that sharing everything she's learnt about her Culture through her art is a blessing. She wants to see an Australia where First Nations Culture and connection to Country are widely celebrated and she's excited about how Intrepid is helping to do that.

Sheryl has a spiritual connection to the Land where Intrepid's Daintree Ecolodge sits. She and her family have shared their Cultural knowledge with the Intrepid team and are helping protect the Culturally Significant Sites on the property. Alongside her artwork in this document, her work is showcased throughout the Ecolodge. Sheryl says, 'I really believe I'm guided towards everyone I'm meant to meet and connect with and I feel deeply aligned with Intrepid's mission and commitment to reconciliation.'

## About the art

Ever-inspired by her Elders, Sheryl's depiction of the Wurarr-wurarr (dragonfly) in her art was first influenced by her mother, who taught her they are 'wind-tellers' that indicate change and winds coming.

This artwork represents Intrepid's commitment to change, the evolution of our business (including the addition of the Daintree Ecolodge, our first hotel acquisition globally) and our dedication to growing with purpose. The colours reflect Sheryl's connection to Country; the blues depict the Great Barrier Reef and the deep brown and greens represent the Daintree Rainforest.

*This artwork embodies Traditional Ritual knowledge of the Kuku Yalanji community (the Community). It was created with the consent of the custodians of the Community.*

*Dealing with any part of this artwork for any purpose that has not been authorised by the custodians is a serious breach of the Customary Lores of the Community. For enquiries regarding permitted uses of this artwork, contact the Artist, Sheryl J Burchill.*







# Our vision for reconciliation

Our vision for reconciliation is a society where Aboriginal and Torres Strait Islander people and non-Indigenous people work in genuine partnership – listening and learning from each other to create equal opportunity. The practice of reconciliation addresses the inequality in the present and acknowledges and learns from the wrongdoings of the past to rectify injustices and assist healing. Reconciliation means that non-Indigenous Australians recognise the unique connection that Aboriginal and Torres Strait Islander people and communities have to the land, waters and sky, acknowledging that the care for Country that they have provided for thousands of years has made our lives richer.

## We will support reconciliation by:

- **Educating staff** and providing them with opportunities to connect with Aboriginal and Torres Strait Islander people through cultural training, on-country experiences, National Reconciliation Week and NAIDOC celebrations, and volunteer opportunities;
- **Increasing employment opportunities** within our business through broader recruitment practices, internship and scholarship opportunities;
- **Elevating the voices of Aboriginal and Torres Strait Islander people** by engaging content creators to tell their own stories through Intrepid channels and seeking advice and input from Aboriginal and Torres Strait Islanders experts, advisors and staff in decisions related to reconciliation actions.
- **Connecting customers with First Nations culture** by incorporating First Nations experiences on our trips, increasing the number of Aboriginal and Torres Strait Islander tour leaders and sharing current and historical information during our trips;
- **Backing First Nations-owned and run businesses** through our trips and mentoring programmes, increasing procurement from First Nations businesses and providing financial support through the Intrepid Foundation;
- **Committing to finding a pathway to truth-telling** in internal and corporate communications as well as during our trips;
- **Connecting industry partners** to support and accelerate reconciliation actions and programs and sharing knowledge and experiences;

The vision for reconciliation reflects Intrepid's shared mission – to create positive change through the joy of travel. We exist to inspire, create, share and lead the best travel experiences. First Nations partners and experiences help us realise this purpose. We acknowledge and thank the Aboriginal and Torres Strait Islander people who share their knowledge, community and Country with Intrepid staff and customers.





# Message from the CEO

I am proud to present Intrepid Travel's Stretch Reconciliation Action Plan (RAP), which reflects our ambitious and sincere commitment to reconciliation. As an Australian founded and headquartered business, we recognise that reconciliation is vital to building a stronger and more equal country.

Intrepid launched our Reflect RAP in 2019, followed by our Innovate RAP in 2020. Since then, much of our focus has been on growing the number of unique and authentic experiences that are delivered by First Nations tourism operators on our itineraries. As a travel business, we believe this is the most powerful way to embed reconciliation into our business and share it with our customers.

Now, as we move ahead with our Stretch RAP, we recognise we must be more ambitious and grow in new ways – many of which may challenge us. In particular, we know that employment and economic empowerment are critical pillars in the reconciliation journey. For these reasons, we're committed to

prioritising First Nations employment in our business. This is a central action of this RAP.

Beyond employment, this Stretch RAP focuses on building strong partnerships and supporting greater truth-telling in our business – recognising that Australia cannot move forward without addressing its past.

The five years of our RAP journey has been a period of great cultural, social and economic change in Australia, as well as globally. For our business, we've experienced the darkest of times and the brightest of recoveries. Socially, the world has shifted and changed – but sadly, in Australia, the gap between Aboriginal and Torres Strait Islander peoples

and non-Indigenous Australians has stubbornly remained – and in some cases, grown larger. That is why we view this Stretch RAP as such an important vehicle to support positive change in economic participation and development of people and their communities.

This work will stretch and challenge us, but we know that Intrepid's commitment will not falter.

I would like to extend thanks to our Intrepid team, Reconciliation Australia, and our community partners and advisors who have helped us on our reconciliation journey so far. We look forward to the next phase and working in partnership together.



**James Thornton**  
CEO, Intrepid Travel





# Our business

Intrepid was founded in 1989 by two friends from Melbourne who dreamed of creating a style of travel that could benefit both travellers, and the people and places they visit. From that adventurous beginning, Intrepid is now the world's largest provider of sustainable experience-rich travel, with hundreds of trips in more than 100 countries.

As a certified B Corp, we balance purpose and profit and aim to ensure our business benefits all. We're determined to grow with purpose on our path towards delivering on our ambitious 2030 goals, which includes an aim to direct 1% of our revenue to purpose actions.

Intrepid is more than just a tour operator that designs, sells and operates trips. In 2025, we have 31 country offices across the world, which are the operational hubs that run Intrepid tours in each of our markets. This gives Intrepid the ability to engage locally, employing local people, applying local expertise and impacting on local communities.

Since our last RAP, we have built our operational capacity in Australia, through the purchase and integration of Jump Out of Bed Travel as our operating company in Australia. We have also invested in a hotel, purchasing

Daintree Ecolodge, which sits on the land of the Eastern Kuku Yalanji Aboriginal People.

In 2024, we employed approximately 3,000 team members worldwide, with 180 based in our head office in Narrm/Melbourne and 300 based around Australia. Our head office is located on the land of the Wurundjeri people of the Kulin Nation, and we acknowledge their continuous connection to Country. While our organisation has previously employed First Nations staff, we currently have no team members who identify as Aboriginal and/or Torres Strait Islander people. This strategy prioritises employment and retention to create meaningful pathways into fulfilling opportunities.





# Balancing purpose and profit

Our long-term commitment to responsible travel sets us apart and we work hard to set a positive example in our industry. We advocate on a range of important issues, from human rights to biodiversity and environmental conservation, all of which are tightly connected to reconciliation. In 2022, we expanded our Purpose team to provide speciality pillars for our work in environmental impact, responsible procurement and social impact, under which our Reconciliation Action Plans sit.

We recognise collective impact provides a bolder voice to make change and work with a range of global partners to develop and support initiatives aimed at helping people and places thrive. We're a signatory to the United Nations Global Compact (UNGC), the world's largest corporate sustainability initiative. We are actively working to decarbonise our business, and we are committed to protecting the rights of women, children, and other marginalised groups, as well as supporting animal welfare. We're dedicated not only to operating our global business in a responsible manner, but also to transparency and continuous improvement.

Locally, we have been mobilising the tourism industry to share their individual reconciliation journeys and support each

other. In 2022, Intrepid and Tourism Australia led the creation of the Tourism Reconciliation Industry Networking Group (Tourism RING), inviting all tourism businesses with a RAP to collectively address issues and share learnings and resources. There are now more than 20 organisations that are members of the RING. We also connected with B Lab (the organisation that oversees B Corporation certification) to create a B Corp Reconciliation Action Group in 2022. Over the past two years this group has been running, 15 B Corps have joined the B Corp Reconciliation Action Group. In addition to our own support for the referendum to enshrine a Voice to Parliament in 2023, we presented at and funded industry workshops for both these networking groups to garner industry-wide support for Yes23.



# The Intrepid Foundation

Our not-for-profit, The Intrepid Foundation, was established in 2002 to enable travellers to give back to the places and people they visit.

The purpose of the Foundation is simple: to empower travellers to make a difference by supporting locally-led, grassroots organisations working towards positive change in their communities. In 2024, in Australia, we partnered with Country Needs People, a not-for-profit organisation that actively advocates to expand the number and size of Indigenous Protected Areas, increase the number of rangers that protect these areas and support those rangers. They're aligned with more than 40 Aboriginal and Torres Strait Islander land and sea management organisations.



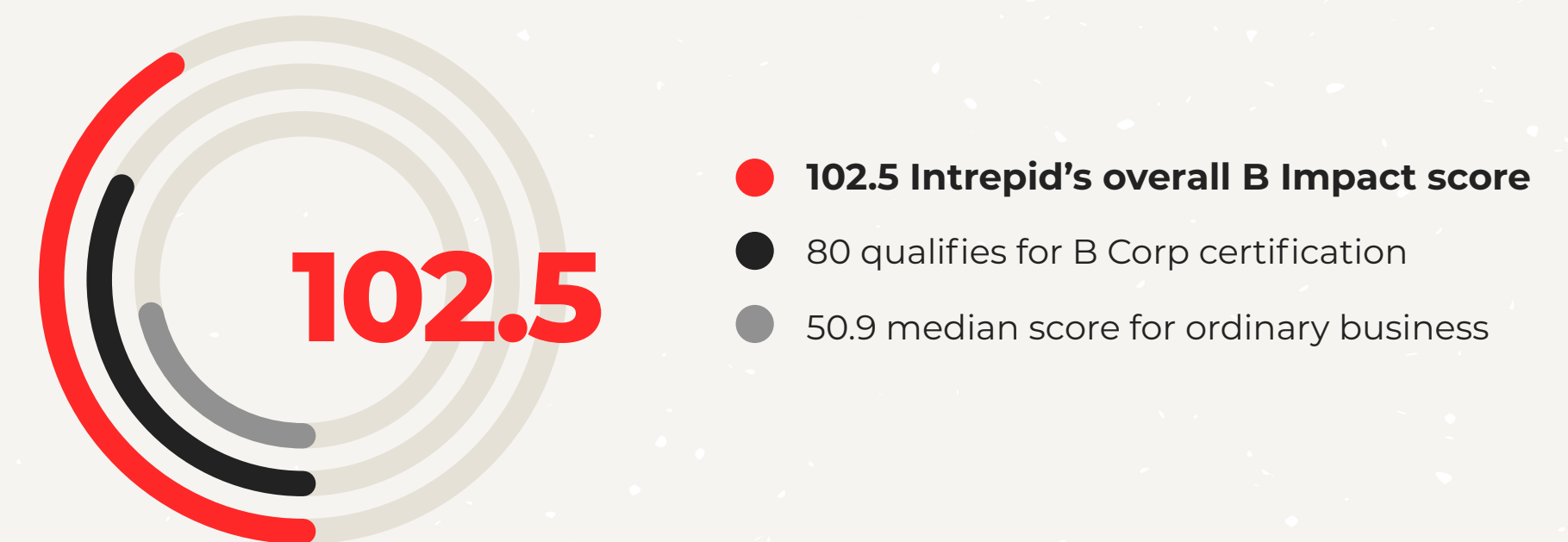




## B Corp recertification

In June 2018, Intrepid became a certified B Corp. Certified B Corporations meet high standards of social and environmental performance, accountability and transparency.

B Corps must recertify every three years to maintain B Corp status. In 2021, we recertified, increasing our score by 10% and in 2024, we recertified again – increasing our score by more than 11 points, to 102.5. This certification shows our commitment to creating long-term value for all our stakeholders. This includes our workers, our customers, and the communities we operate in. Importantly, it provides us with a framework for continuous improvement and a benchmark against other responsible businesses around the world in all industries.





# Our Australian business

Thousands of travellers explore Australia with us each year across 59 itineraries, including 46 Aboriginal and Torres Strait Islander experiences. With the onboarding of our country office, we have staff all over the country working with local operators to ensure that we consistently deliver high standards of quality and safety on our trips.

We have built strong relationships with a range of Aboriginal and Torres Strait Islander tour operators, including Island Stars Cultural Experience on Thursday Island, 100% Finke River Adventures and Kingfisher Tours in the Northern Territory, Koomal Dreaming in Western Australia, Dreamtime Southern Cross on Gadigal land in Sydney and Mossman Gorge Cultural Centre in Queensland. Across 2023 and 2024, we have worked with more than 50 Aboriginal and Torres Strait Islander-owned experience providers and provided over 5,000 passengers with a First Nations experience. We have engaged 12 First Nations content creators, hired 3 First Nations caterers and worked with 15 First Nations consultants, technology companies and educators. We provide cultural and protocol training, Acknowledgement of Country training and on-country visits for our staff.

We'll continue to nurture our partnerships with Aboriginal and Torres Strait Islander communities and businesses to inform our understanding of Country and culture and build appreciation and respect for the world's oldest living culture in our travellers.





# Our values

In 2024, we launched our new company values. These underpin our approach to reconciliation and guide the actions in this plan.



## Real

### We are real.

We don't try to be something we're not. We're authentic to ourselves and each other. This is reflected in everything we do, including the way we run trips with real experiences at our core. We show up in a true and transparent way. We lead with an openness to learn more and see the world in a different way.

## Ambitious

### We are ambitious.

We're determined to build the best travel company for the world. This drives us to continuously try new things, adapt and grow – both as a business and as individuals. We're not afraid to go first or take risks, even if that means learning difficult lessons along the way. At Intrepid, we're all about setting – and achieving – ambitious goals.

## Impactful

### We are impactful.

We do the work that makes us proud. We recognise that the decisions we make and actions we take have the power to create lasting change for our team, our travellers, the places we visit and the communities we meet. That's why, in everything we do, we're guided by the question – what kind of positive impact will this create?

## Together

### We are together.

Our success is built on a foundation of togetherness. We believe that our collective success is more important than our individual achievements. Our trips bring people together from all over the world to discover new places and experience new things. We embrace community and connection and see diversity as one of our greatest strengths and opportunities.



# Our journey towards a Stretch RAP

At Intrepid, we aspire to be the best travel company not only in the world but for the world. As an Australian-owned business with curious customers and significant First Nations product included in our trips around the world, we understand the importance of a Reconciliation Action Plan (RAP) in advancing and measuring our reconciliation efforts. While the RAP serves as a standalone document, reconciliation is deeply embedded in Intrepid's culture and daily operations. It's not treated as a separate initiative but as a perspective through which we view our entire business.

We began our RAP journey by launching our Reflect RAP in February 2019. This first RAP allowed us to identify steps to strengthen our partnerships with First Nations operators, enrich trip itineraries with cultural experiences, and better educate travellers about First Nations' cultures.

We also recognised gaps in our employment practices, such as the need for cultural safety, tailored recruitment approaches, and cultural leave policies. Guided by a First Nations human resources consultant, we've made strides in updating policies and embedding cultural safety into our workplace. However, we understand the importance of taking measured steps and regularly checking in to ensure our progress is meaningful.

This Stretch RAP builds on our learnings and the foundations laid by our earlier RAPs, setting us on a path toward deeper, more impactful reconciliation.

A Stretch RAP challenges us to think bigger and act bolder in defining what reconciliation means – for our business, for Aboriginal and Torres Strait Islander peoples, and for Australia. It encourages us to seek innovative ways to collaborate with Aboriginal and Torres Strait Islander communities, holds us accountable to our commitments and ensures we deliver on these promises for our staff, partners, and suppliers.





# Reconciliation: A collective responsibility

Intrepid’s mission is to create positive change through the joy of travel. To drive positive change for Aboriginal and Torres Strait Islander peoples, reconciliation must be a collective effort. This includes building respectful relationships, valuing culture, creating and sharing opportunities, and amplifying truths that need to be heard and understood.

Through the implementation of our previous two RAPs, we learned the value of collaboration in achieving these goals. For example, increasing our spending with First Nations businesses required cross-departmental efforts – from our product team onboarding Aboriginal cultural experiences to our marketing and partnerships teams contracting First Nations content creators. Engaging First Nations advisors also proved vital in reviewing and shaping our policies.

This shared responsibility extends across all areas of the business, which is why our Reconciliation Working Group includes mid-level and senior representatives from every department.

We are also fortunate to continue working with consultants Trish Adjei

and Bart Pigram, whose expertise has been instrumental in shaping our RAP.

Trish is a Wuthathi and Mabuiag Islander woman who brings extensive experience in advocacy, intellectual property and First Nations arts and culture. She played a critical role in developing Intrepid’s Indigenous Engagement Protocols and has provided valuable guidance on intellectual property protection.

Bart is a Yawuru man from Broome who owns Narlijia Experiences Broome, sharing the rich stories of his culture and Country. His insights into community perspectives have significantly influenced our approach, including our support for the Voice to Parliament.

## Leadership and accountability

Internally, the RAP is championed by Intrepid’s Purpose team, with leadership support from the Managing Director of ANZ and the General Manager of Purpose. In 2022, we created a new role – Global Social Impact Manager – specifically to oversee reconciliation, human rights, and community impact.

The Stretch RAP is the result of collaboration across all levels of our business. It incorporates feedback from Reconciliation Australia, addressing key focus areas such as employment, truth-telling and anti-racism.

Department	Job title
Core Management Team	Managing Director – ANZ
Purpose	General Manager, Purpose Global Social Impact Manager
Product	ANZ Product Manager Head of Product – DMC ANZ
People	ANZ People Partner
Marketing, Sales and Partnerships	General Manager, Sales and Marketing Marketing Manager Industry ANZ
Operations and Leaders	Senior Operations Partner ANZ Managing Director, Australian DMC
The Intrepid Foundation	General Manager, Intrepid Foundation
Brand	Head of Global Brand Management



# Key new initiatives for 2025 and beyond

- More formalised and diverse range of voices** for input on decision-making. To reflect the diversity of the Aboriginal and Torres Strait Islander communities means that we need to draw on a broader range of input when we are making decisions.
- New guidelines developed for the business** on important matters such as working with Traditional Owners when developing products in national parks; how to give a meaningful Acknowledgement of Country; adopting a truth-telling framework and guidelines for our trips; and a reference guide for our trips identifying Country, Traditional Custodians, language and any significant events in that area.
- New staff and partner engagement initiatives** such as recognition of reconciliation champions and on Country familiarisation tours.
- Supplementary educational resources** for customers such as protocol guidelines and videos.
- Philanthropic support** for language preservation, Aboriginal and Torres Strait Islander-owned and run social enterprises and sponsorship of Aboriginal or Torres Strait Islander tourism business owners to attend industry learning events and mentoring.
- Improvements in our use of language** via an audit of our web and itinerary content and First Nations led cultural copywriting training.
- A focus on truth-telling**, using research and advocacy, to support Intrepid staff and the tourism industry to be confident to embrace truth as a core part of reconciliation.
- A consolidated effort to significantly improve recruitment**, retention, and professional development of Aboriginal and Torres Strait Islander staff and tour leaders.
- Explore the opportunities** to include a fully Aboriginal or Torres Strait Islander-owned expedition-style multiday itinerary.



# Highlights from our Reflect RAP



## Building cultural awareness and engagement with our staff

- **Ninety staff members participated in Cultural Competency workshops** facilitated by the Koorie Heritage Trust.
- **An Acknowledgement of Country was added to Intrepid's brand sites** and a Welcome to Country was included in key company events.
- **Aboriginal and Torres Strait Islander flags, language maps, and an Acknowledgement of Country** plaque displayed prominently in Intrepid's Head Office.
- **More than 70 Melbourne-based staff attended film screenings and NAIDOC events in July**, Ngamai meetups with Aboriginal business owners (through Kalinya Communications) and a film screening of The Final Quarter.
- **35 staff participated in Koorie Heritage Trust cultural education walks.** During our annual company Global Summit, our top 20 trip leaders from around the world took part in these walks as well.

## Creating culturally appropriate and respectful travel itineraries

- **Removed alcohol** from our sunset tours at Uluru.
- **Added two new trip experiences** led by Aboriginal guides in the Daintree National Park in Queensland and included a First Nations contemporary art class.

## Supporting First Nations businesses

- **Intrepid sponsored the #Ngamai Challenge**, inviting First Nations entrepreneurs to pitch how they could grow their business globally. First Nations entrepreneur and Muthi and Gunditjmara woman Mikaela Egan won an Intrepid trip to Kenya to meet with local business owners and community-based tourism projects.



# Our Innovate RAP

Intrepid’s Innovate Reconciliation Action Plan, launched in 2020, expanded on the learnings from the Reflect RAP, continuing to explore opportunities within our trip itineraries and supply chain, building new partnerships and ways of working with Aboriginal and Torres Strait Islander communities and raising awareness of our RAP actions among our staff.

It coincided with a time of great social, political and environmental change in Australia, which meant both opportunities and challenges for implementation.

We launched during the Covid-19 pandemic, which effectively shut down tourism for two years. Travel restrictions eased and borders reopened in 2022, but the industry took a long time to recover and many businesses pivoted out of tourism or did not survive.

There was also political change, with a new Government marking their opening address in June 2022 with a commitment to the Uluru Statement from the Heart and the subsequent, and ultimately unsuccessful, Voice to Parliament referendum in October 2023, which created some hostile media rhetoric around reconciliation.

The tourism sector also experienced a change in its approach to engagement with First Nations' tourism at this time, with more travel companies and entities

engaged in reconciliation. Companies such as Flight Centre, AirBnB Australia, Virgin Australia and Expedia Group joined the tourism Reconciliation Industry Networking Group (RING). Austrade released its 2030 THRIVE Re-imagining the Visitor Economy Strategy, which aims to grow unique and high-quality products, including Aboriginal and Torres Strait Islander experiences, alongside state investments in Indigenous tourism, such as in Queensland.

At Intrepid, we continued to align our impact with our core business of developing and delivering sustainable, experience-rich travel. Our engagement in First Nations tourism aligns with our mission to create positive change through the joy of travel. Despite the challenges of rebuilding our business following the pandemic, we continued our commitment to reconciliation by supporting the completion of the Innovate RAP activities via staff involvement and strategic resource allocation.





# Highlights from our Innovate RAP

## Opportunities

- **Worked with 58 First Nations operators** and other suppliers.
- **Spent over \$550,000 with First Nations suppliers** in the FY23 (10% increase on FY22).
- **Co-presented the First Nations Tourism Mentoring Programme**, which has more than 100 businesses enrolled.
- **Gold Sponsor of Native Nations**, a cross-cultural program with Aotearoa New Zealand, to immerse Aboriginal and Māori young people in a tourism programme to reinvigorate pride in their culture and set up opportunities through tourism and community.
- **Sponsored the World Indigenous Tourism Summit in February 2023**, held in Boorloo/ Perth, home of the Whadjuk Nyoongar people, which was coordinated and hosted by WAITOC (Western Australian Indigenous Tourism Operators Council). This included sponsoring a First Nations delegate to attend the conference.
- **Worked with NIDA** to appoint an Intern at our Daintree Ecolodge and funded a scholarship for a place in the Tourism course for an Indigenous student at William Angliss College.

## Respect

- **Reviewed HR and recruitment procedures and policies with Dhiira Consulting** to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.
- **Created protocol guidelines for staff and customers** as well as a Cultural Learning Strategy for staff at all levels of the learning journey and updated our Australia Style Guide – the guidelines Intrepid follows when designing or reviewing trips – with guidance on First Nations experiences.
- **Staff cultural training** given at separate times by Uncle Bill Nicholson Jnr from the Wurundjeri Woi Wurrung Corporation; Bwgcolman Ewamian woman Ash Bartley from Ash Bartley Consulting; Wuthathi, Mabuia and Ghanaian woman Trish Adjei; our RAP advisor and Ballardong and Whadjuk woman Rohanna Edwards from PwC Indigenous Consulting (now Yamagigu Consulting).
- **Operations team completed the QTIC** (Queensland Tourism Industry Council) ‘Respecting First Nations Protocols’ training in 2023.
- **Facilitated 40 of our Head Office staff to go on Country** with follow-up yarning circles to Taungurung Country and Dja Dja Wurrung Country to meet and learn from Elders for the day.
- **Ran five ‘Lunch and Learn’ sessions** for all staff related to the Voice to Parliament referendum.
- **Ran two Acknowledgement of Country training sessions.**
- **All trip leaders are now provided cultural training** during their induction.
- **We were a vocal and financial supporter of the Voice to Parliament Yes23 campaign**, after an extensive consultation with our First Nations Partners (advisors, product owners, communities, industry partners). We conducted industry and staff information sessions, led discussions with other B Corporations and encouraged our staff to volunteer.

## Relationships

- **The Intrepid Foundation partnered with Country Needs People**, providing funding for Aboriginal and Torres Strait Islander ranger and land management programs.
- **Intrepid and Tourism Australia created a Reconciliation Industry Networking Group for Tourism** (RING), inviting all Australian tourism businesses with a RAP to join. Currently, there are more than 20 organisations that meet regularly and bring in specialists to advise on topics such as recruitment and culturally safe workspaces, mentoring and training, and industry issues like product development.
- **Intrepid committed to long-term relationships** with Aboriginal artist and Goreng Goreng woman, Rachael Sarra as an Intrepid ambassador and short-term sponsorship of community football club Richmond for the NAIDOC round.

## Governance

- **Implemented the Weavr software** to manage RAP and other First Nations actions.
- **Created the new role of Social Impact Manager** in our Purpose team to manage our reconciliation efforts and make sure that all teams are delivering on the RAP commitments.





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When sitting down to write this I anticipated I would spend an hour or so over the weekend doing it, but instead I spent the majority of my Sunday researching and learning. It was a humbling experience to realise how little I knew about the history of a land I had always just assumed I knew so well. The experience was even more powerful by having returned to my family home this past year and appreciating again the powerful connection you can feel with the place of **your birth. A connection that never leaves no matter how far you may have wandered around the globe.**

One Intrepid team member explains how the act of writing an Acknowledgement of Country fostered her cultural awareness of First Nations history.



## Innovate RAP

Key learnings, challenges, achievements and disappointments



### Learning

Aboriginal and Torres Strait Islander opinions are not homogeneous, requiring wide consultation to capture the breadth of opinion and experience across Australia, from grassroots communities, regional areas and metropolitan cities.

### Challenge

Preparing the business for the recruitment and employment challenges and getting the right people engaged to overcome them.

### Achievement

The fourfold increase of Aboriginal and Torres Strait Islander-owned experiences on our trips. The best economic impact we can have is to engage First Nations businesses so they can benefit. And the best way to overcome negative opinions or inexperience of people is to take them out on Country.

### Disappointment

The result of the Voice to Parliament referendum. While it doesn't directly impact our business, we remain deeply committed to supporting the other pillars of the Uluru Statement from the Heart.



# Developing the Stretch RAP

As we commence the process to extend our commitment to reconciliation beyond the Innovate stage, we have honestly reflected on where we are at in our work towards reconciliation using our performance against the Innovate RAP goals, feedback from staff, customers and Reconciliation Australia and input from Aboriginal and Torres Strait Islander advisors.

In our annual staff survey, 95% of Intrepid staff feel that Intrepid's commitment to purpose initiatives is genuine. In other words, we are delivering on expectations around purpose actions, of which reconciliation is one. We are aware of the importance of cultural engagement to our stakeholders. In a materiality study of environmental, social and governance issues to staff, customers, suppliers and partners in late 2023 found that:

- **94% of staff** said that Cultural Connection and Education was important or very important
- **Protection of cultural heritage** was the number one issue for Intrepid's external stakeholders

However, there are gaps that this Stretch RAP needs to address. The feedback from Reconciliation Australia identified that Intrepid needs to further address the issues of truth-telling, anti-racism and closing the gap indicators that the business can address.





# Issues to address

## Truth-telling

Intrepid has a unique opportunity to pass on the truth of Australia's history to customers through storytelling on trips on Country. This requires educating and upskilling our leaders to know the Country they are on and the history of that area, done in conjunction with Traditional Custodians. In addition, we have 319 staff and more than 50 leaders in Australia who will be educated in how to acknowledge Country, beyond the script. Each staff member will be trained to deliver their own Acknowledgement of Country. In addition, we will update all website trip notes in Australia to ensure that our copywriters and content developers write culturally appropriate and factual content.



## Employment

The area that Intrepid can impact on the most is employment. In 2023, Intrepid had one staff member and one trip leader who identified as Aboriginal or Torres Strait Islander. Intrepid does not currently have any staff or trip leaders on our leader roster who identify as Aboriginal or Torres Strait Islander. We recognise this is an important missing element as we aim to have First Nations staff and tour guides leading on their own country. The work we did in 2023 on policy, our efforts to build a culturally safe space and our plans for internships and education sponsorships have paved the way for the employment of First Nations staff. However, we have identified challenges with recruiting First Nations tour guides. These include the seasonal nature of guiding work, the use of third parties for some trips in Australia, and our requirement for leaders to have some guiding experience. As the structure of our business changes, with our own Destination Management Company in place in Australia and less reliance on third parties, we're confident of the opportunity to recruit and train new leaders and we hope this will support more First Nations people to pursue a career in tourism.

## Anti-racism

In 2024, Intrepid continued revamping our Global Diversity foundations, including policy reviews and the appointment of a Diversity Project Lead in June 2024. As part of the commitment to reconciliation, we will continue to ensure these policies are fit for purpose in Australia, with the input of our advisors, to address Aboriginal and Torres Strait Islander people's specific experiences, as well as create pathways to reporting and resolution that are culturally appropriate. We know the transformational power of getting out on Country and meeting and building relationships with Aboriginal and Torres Strait Islander people. From anecdotes and customer quotes, the ability to build bridges through personal contact has so far proven to be one of the best resources we have for addressing racism. We will use this to our advantage with increased Indigenous product on our Australian trips for customers and increased opportunities for staff and industry partners to get out on Country. Another area where we made progress in 2024 was in addressing potential racism on trips towards Aboriginal and Torres Strait Islander customers. We hosted a group of First Nations customers and joined them on tour to explore this topic with them firsthand.

## Customer education

In addition to upskilling our trip leaders, we are in a fortunate position to further influence respectful learning and conversations with customers, both domestic and international, through connections with Aboriginal and Torres Strait Islander people as well as supplementary resources around protocols, truth-telling and foundation knowledge such as what Country they are on for all trips, and basic greetings in language.





# Case studies

In developing this RAP, Intrepid also reviewed the plans of respected organisations such as the Cancer Council, University of Newcastle, Voyages, Tourism Australia and Social Ventures. Listening and learning from others on this path means we can work towards bigger goals collaboratively.

Intrepid sought counsel from our RAP advisors and another First Nations partner with tourism experience – getting different perspectives from Aboriginal and Torres Strait Islander people who know our business, know our goals and our capabilities, but also have lived and professional experience of the barriers and opportunities of reconciliation.

Across the business, we are looking forward to delivering on our Stretch RAP commitments. The goals are big, but we believe we have the resources and the enthusiasm to drive reconciliation forward in a meaningful way.





# Changing the way we all see the world, one trip at a time.

In 2022, our trip leader, Leonie, shared an experience from a trip she led in South Australia that has set it apart from the rest.

The trip started off like any other, but during the second night's dinner, she was challenged to a difficult conversation. One of the travellers started talking about *'Australian history'* and then launched into a racist tirade. *'Australians' should stop apologising to 'Aboriginal people'*. According to him, they had *'apologised over and over again'* and he was *'suffering every day'* for being told that he *'had to feel guilty'*. As a *'sixth-generation Australian'* he believed that the first fleet was *'the best thing to ever happen to this country'*. The customer continued with racist remarks throughout the trip, with Leonie correcting bias with facts whenever she could.

During the trip's final activity, a wine tasting, the group were happily chatting and Leonie asked them if they could list their favourite things they have done and seen on the trip. This is when the customer from the earlier discussion addressed the group. He said that his favourite experience

had actually been the stay on Adnyamathanha Country with our Aboriginal hosts. He said it was amazing to see how the Flinders Ranges are home to this group and how much respect they had for the land. He followed up by saying:

***'I have come to realise, that I have been very disrespectful of Aboriginal people. I had just never met one before in my life until now. Terrence was such a nice man. This whole experience has been life-changing for me and it has changed the way I see things.'***

Leonie said 'I nearly teared up. If this isn't what it's all about, then what is? We all commended him on his self-reflection and I had the biggest, genuine smile on my face for the rest of the afternoon. I'll gladly live through more exhausting and uncomfortable days if it creates one more person with a broader worldview. One at a time, we can keep going forward.'



Seeing the power of travel in action to address racism, share truth and increase knowledge is heartwarming. Intrepid's commitment to elevating and showcasing our First Nations suppliers creates so much opportunity for Australians to learn about Australia's First Nations peoples, place and history. Intrepid has a unique role in helping to shift and shape attitudes by sharing these experiences.'

*Sara King*

**General Manager,  
Purpose**





# RELATIONSHIPS

## Building relationships to promote reconciliation

Intrepid is deeply committed to building strong, respectful relationships, recognising that nurturing connections with Aboriginal and Torres Strait Islander peoples and communities is essential to meaningful engagement as part of our reconciliation journey.



The Stretch RAP is a powerful opportunity to bring Sustainable Experience-Rich Travel (SERTs) to our customers, ensuring that our trips celebrate diversity and inclusivity and deliver benefits to the communities that we visit. We hope the experiences, learnings and insights gained from developing our RAP in Australia will enrich our relationships with Traditional Owners around the world.

To foster these important relationships, Intrepid commits to:

- **Acknowledge the broad range of lived experiences** of Aboriginal and Torres Strait Island peoples and listen and learn with an open mind.

- **Strengthening our current connections** with existing Aboriginal and Torres Strait Islander partners and operators, ensuring these relationships continue to thrive and grow.
- **Building and nurturing partnerships** with Aboriginal and Torres Strait Islander organisations to create new areas of collaboration between Aboriginal and Torres Strait Islander communities and Intrepid staff, customers and partners.

Through these commitments, we aim to create a journey of shared understanding, respect, mutual benefit and positive impact.





# RELATIONSHIPS

## Our commitments



Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Establish a formal, paid Advisory Body comprised of Aboriginal and Torres Strait Islander stakeholders with agreed Terms of Reference highlighting the scope of work, time commitment and compensation guidelines. Ensure a spread of skills and geography.	April 2025	Global Social Impact Manager MD ANZ GM Purpose
	Meet with the Advisory Body to continuously improve guiding principles for engagement annually. These include Protocol Guidelines, Engagement Guidelines and Cultural Learning Strategy.	Annually June 2025–27	Global Social Impact Manager Product team Talent & Development Lead
	Create four new formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations over the life of the RAP. These may include: <ul style="list-style-type: none"><li>• Eastern Kuku Yalanji Aboriginal people (Traditional Custodians of the Daintree area)</li><li>• Taungurung Land and Waters Aboriginal Corporation</li><li>• 100% Finke River Culture and Adventure</li></ul>	Annually Dec 2025–27	MD of Australian DMC ANZ Product Manager GM of Accommodation GM of TIF (The Intrepid Foundation)
	Develop guidelines for working with Traditional Custodians for commercial development on or near National Parks.	Sept 2025	Global Social Impact Manager MD ANZ MD of Australian DMC GM Purpose
	Ensure that every Australian based M&A business creates a relationship with the Traditional Custodians on the Country on which their office sits within 12 months of acquisition.	Annually Dec 2025–27	GM, Strategy and Development



Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all staff on Intrepid's internal communications channel, Purpose Reconciliation Portal and by email. Promote at least four events that staff can attend.	Annually May 2025–27	MD ANZ
	RAP Working Committee (RWC) members to participate in at least one internal and one external NRW event.	Annually May–June 2025–27	Global Social Impact Manager
	Encourage and support staff and senior leaders to participate in one external event and one internal event to recognise and celebrate NRW.	Annually May–June 2025–27	Global Social Impact Manager
	Create an annual organisation-wide Intrepid Travel Reconciliation Award for a staff member, partner or product owner who has advanced Intrepid’s Reconciliation journey significantly in the last 12 months.	Annually May–June 2026–27	Global Social Impact Manager Purpose Specialist
	During NRW, host an annual screening of an anti-racism film over a ‘Lunch and Learn’ session and follow up with a discussion group.	May–June 2025	Global Social Impact Manager Purpose Specialist Marketing Specialist Australia
	Register all our NRW events on Reconciliation Australia’s NRW website.	Annually May 2025–27	Global Social Impact Manager



Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	Develop and implement a staff engagement strategy, in conjunction with Aboriginal and Torres Strait Islander representatives, to raise awareness of reconciliation across our workforce in Australia and identify the barriers that hinder engagement. Ensure that cultural safety is prioritised in the implementation of the strategy.	June 2025	GM Purpose Chief People and Purpose Officer
	Publicly communicate our commitment to reconciliation through customer emails, all trip leader scripts for Australian itineraries, blog posts/articles in The Good Times and annual RAP review on LinkedIn and First Nations-owned media organisations.	Annually December 2025–27	Head ANZ Communications GM Purpose MD ANZ
	Collaborate with 20 RAP and other like-minded organisations to implement innovative approaches to advance reconciliation through the Reconciliation Industry Network Group, meeting four times per year.	Feb, May, Aug, Nov 2025–27	MD ANZ GM Corporate Affairs GM Purpose
	Offer two familiarisation tours (famils) or other partnerships per year to industry partners to go on Country and meet Aboriginal and Torres Strait Islander people and participate in Aboriginal and Torres Strait Islander cultural experiences.	Annually December 2025–27	Head of ANZ Partnerships
	Share annual RAP progress reports and milestones with our staff on Intrepid intranet and publish progress in Integrated Report.	Annually March 2025–27	GM Purpose MD ANZ
	Share annual RAP progress reports and milestones with our stakeholders.	Annually March 2025–27	GM Purpose MD ANZ
	Develop supplementary educational resources for customers to access before the trip to set a foundation for respectful discussions around Australian history and Indigenous perspectives.	June 2025	Communications Specialist Global Social Impact Manager Purpose Specialist



Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Biannually review anti-discrimination policy on trips and ensure that customers are directed to guidelines on behaviour prior to commencing the trip.	June 2025 June 2027	ANZ Operations Manager
	Review any complaints of discrimination on trip by customers and use these as case studies in response and training for customer care and leaders. This includes First Nations people travelling on Intrepid trips internationally.	May and November 2025–27	Purpose Specialist, Head of Customer Care, Leader Engagement Partner
	Continuously review and improve People policies to remove barriers to recruitment and cultural safety, reduce discrimination and offer greater opportunities for Aboriginal and Torres Strait Islander people to be employed at Intrepid.	June 2025 June 2027	Chief People and Purpose Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander Advisory Board to improve our Prevention of Discrimination, Harassment & Bullying Policy biannually, ensuring that this is not contributing to the cultural load of staff.	June 2025 June 2027	Chief People and Purpose Officer
	Staff to undertake mandatory training on the Prevention of Discrimination Policy and the Harassment & Bullying Policy via the onboarding software for new staff and as part of the mandatory Compliance Training on the People Portal for current staff every two years.	Annually December 2025–27	Chief People and Purpose Officer
	Update learning module on the effects of racism to be incorporated in the LinkedIn Learning program to provide ongoing education to staff, senior leaders and managers on the impact of racism.	August 2025	Learning and Development Manager
	Encourage all staff to become Aboriginal and Torres Strait Islander allies by participating in anti-racist campaigns such as <a href="#">‘Racism. It Stops With Me’</a> and displaying posters/pledges around the office and on social media.	Annually June 2025–27	Office Manager, Global Social Impact Manager, MD ANZ
	Publicly support the <a href="#">‘Racism. It Stops With Me.’</a> campaign through Intrepid communication channels (LinkedIn, blog on website).	Annually June 2025–27	Communications Specialist, MD ANZ
	Continue to support staff's choice to work on 26 January and educate them on the issues surrounding the celebration of that day.	Annually June 2025–27	Chief People and Purpose Officer
	Continue to advocate publicly for other businesses to offer the same choice to their staff, through PR pieces in industry and public media channels.	Annually June 2025–27	MD ANZ





# RESPECT

Intrepid is committed to continuing to build our understanding of the rich culture, history, knowledge and rights of Aboriginal and Torres Strait Islander peoples. We recognise that genuine respect, achieved through a sustained effort to listen to and learn from a diverse range of voices, is essential to Intrepid’s reconciliation journey and our ability to provide diverse on-Country cultural experiences across Australia. Through respectful actions and attitudes, we strive to tell a story of Australia that honours the perspectives and voices of Aboriginal and Torres Strait Islander communities, fostering positive impact on a local and global stage.

To demonstrate this commitment to respect, Intrepid pledges to:

- Foster an inclusive culture of respect** by empowering our staff to gain a deeper understanding and appreciation for the unique and varied histories, traditions and cultural beliefs of Aboriginal and Torres Strait Islander people.
- Provide meaningful ways for our staff and customers to learn** from Australia's first peoples by connecting them on Country, in the office, at events and providing First Nations-created learning resources.
- Ensure sensitivity and respect** when working with new and emerging First Nations-owned and led experiences for our Australian itineraries.







# RESPECT

## Our commitments



Action	Deliverable	Timeline	Responsibility
<b>1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Assess cultural learning needs in the business through examination of training attendance, learning module engagement and a staff survey and update the Cultural Learning Framework for our staff with the assessment results.	February 2025	Global Social Impact Manager Head of Learning and Development
	In consultation with the Aboriginal and Torres Strait Islander Advisory Committee, review and strengthen our Cultural Learning Framework to provide structured, mandatory and optional, professional and self-directed learning to all staff and Leaders.	March 2025	Head of Learning and Development Global Social Impact Manager
	Ensure all RWC Members have completed face-to-face cultural training or specialist cultural training online as part of their committee induction.	January 2025	MD ANZ
	Provide in-person professional cultural learning opportunities to all staff at least every two years. Examples are cultural awareness workshops, Acknowledgement of Country workshops and/ or visits on Country provided by a Traditional Owner, and review engagement every year.	Annually August 2025–27	Head of Learning and Development Global Social Impact Manager
	Commit all senior executives to undertake a professional cultural learning workshop and/or on Country experience within the first year of this RAP.	By December 2025	MD ANZ
	85% of all staff in Australia to complete Reconciliation Learning Pathway as per the learning framework.	Annually December 2025–27	Head of Learning and Development
	Investigate the option of participating in the <a href="#">Jawun program</a> for senior and mid-management secondment at the Collaborate level.	June 2026	Executive Manager Global Social Impact Manager



Action	Deliverable	Timeline	Responsibility
1. (cont.) Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Maintain mandatory cultural training for all Australian-based leaders annually, using First Nations-created training resources.	Annually April 2025–27	Leader Engagement Manager MD of Australian DMC
	Create a Lunch and Learn and contract an Aboriginal and Torres Strait Islander activist who has made a difference to a Closing the Gap issue to speak. Invite staff and others outside the organisation. Promote through the marketing team. Fundraise for relevant social enterprises at the event, such as Country Needs People. Pay speaker or donate to a cause nominated by them.	Annually May 2025–27	Global Social Impact Manager The Intrepid Foundation Partnerships Manager
	Run a training session for Intrepid staff who are based outside of head office (DMC and any M&A business) to share our RAP Journey to date, our Reconciliation pages on the Purpose Portal and opportunities to be involved in Reconciliation at Intrepid.	April 2025	Global Social Impact Manager
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Refine and communicate Intrepid's cultural protocol document targeting three separate and specific audiences: staff, leaders and customers. Provide training for protocols for staff and leaders in the reconciliation section of the Purpose Portal.	February 2025	Global Social Impact Manager
	Make the Staff focused protocol document available on our website as an open-source document.	March 2025	Global Social Impact Manager
	Create a video for customers to share cultural protocols and expectations of behaviour while on an Intrepid trip.	October 2025	Global Social Impact Manager
	Contract a local Traditional Owner or Custodian to provide a Welcome to Country at our company Global Summit and any major product or strategy launch held in Australia.	Annually August 2025–27	People Team Executive Manager Global Social Impact Manager
	Update website to include a warning for Aboriginal and Torres Strait Islanders that the website may contain images of those who are deceased.	June 2025	Head of ANZ Communications



Action

Deliverable

Timeline

Responsibility

2. (cont.) Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Create Acknowledgement of Country Learning module for Intrepid staff and include as mandatory learning in onboarding program for all new staff, including contractors.

July 2025

Global Social Impact Manager

Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings in Australia.

Annually  
August 2025–27

Managers and Global Social Impact Manager

Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.

Annually  
August 2025–27

Staff and Senior Leaders

Display five Acknowledgment of Country plaques in our office/s or on our buildings (three in Melbourne and two in Perth).

August 2025

Head of Brand

Support one language preservation program through skills-based volunteering, marketing resources or a financial donation annually.

December 2025–26

Global Social Impact Manager

Contract a First Nations writer or journalist to run a cultural copywriting workshop for copywriters, comms staff and marketers in writing culturally appropriate content. Develop copywriting guidelines for respectful communications about Aboriginal and Torres Strait Islander peoples and Country. Include the protocols for situational use of the language. Be aware that consent to use the language can be removed anytime.

November 2025

Head of ANZ Communications

Audit all Intrepid itinerary copy for Australian trips and ensure the sources are acknowledged, language is decolonised, and intellectual property rights are not infringed. Ensure all itinerary copy and trip notes include the Country the trip is on and the name of the Traditional Custodians.

November 2025

Product team  
Global Social Impact Manager

Create a reference guide for each Aboriginal or Torres Strait Islander experience or itinerary to include the name of the Country we are on, the Traditional Custodians, a mini-language dictionary (greetings), animal totem, any significant events and any other relevant data for that area. Build the reference library with 10 experiences/itineraries per year and make available to leaders and customers online.

December 2025–26

Purpose Specialist

Audit all Intrepid website copy related to our Australian business and ensure the sources are acknowledged, language is decolonised, and intellectual property rights are not infringed.

November 2025

Brand team  
Communications team



Action	Deliverable	Timeline	Responsibility
3. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Members of the RAP Working Group to participate in at least one external NAIDOC Week event.	Annually July 2025–27	Global Social Impact Manager
	Create or support one NAIDOC Week event annually with an Aboriginal or Torres Strait Islander partner through participation in organising, funding and/or promoting on Intrepid channels.	Annually July 2025–27	Partnerships team Global Social Impact Manager
	Support all staff to participate in NAIDOC Week events in their local area by offering flexible work arrangements, putting up posters in key areas of the office and promoting events on staff intranet at least two weeks prior to NAIDOC week.	Annually July 2025–27	Chief People and Purpose Officer
4. Create environment for telling the truth about Aboriginal and Torres Strait Islander history	Review the Truth-Telling Symposium Report and use the 10 principles as a foundation for Intrepid Travel's Truth-Telling framework, developed in conjunction with Advisory Group.	February 2026	GM Purpose Global Social Impact Manager
	Create truth-telling guidelines for Intrepid leaders and include in annual training, along with the impact of colonisation on the Aboriginal and Torres Strait Islander people and communities.	April 2026	GM Purpose Global Social Impact Manager Leader Engagement Manager
	Create truth-telling guidelines for content developers and provide training.	April 2026	Global Social Impact Manager Head of ANZ Communications
	Develop a white paper on truth-telling in tourism.	August 2026	GM Purpose Global Social Impact Manager





# **OPPORTUNITIES**

As a leading Australian company in sustainable experience-rich travel, Intrepid understands the value of creating opportunities to connect and work together to enhance Aboriginal and Torres Strait Islander peoples' progress towards self-determination. We're committed to programs and actions that continue to open up opportunities within our business for individuals, but also in the communities and with the businesses that we work with. Including more Aboriginal and Torres Strait Islander voices within our business increases the diversity of thinking and valued experiences, delivering against our core values of impact, together and real.

To create opportunities, Intrepid commits to:

- Increase the rigour of our workforce strategy** by strengthening our recruitment, retention and development approaches to deliver greater engagement with, and access for, Aboriginal and Torres Strait Islander people.
- Expanding pathways into our business and the tourism industry** by offering dedicated internships and sponsorship programmes to Aboriginal and Torres Strait Islander people.
- Supporting commercial and community partnerships** with Indigenous businesses by evolving our responsible procurement and supply chain management beyond the transaction and bringing cultural understanding and sharing to our relationships.

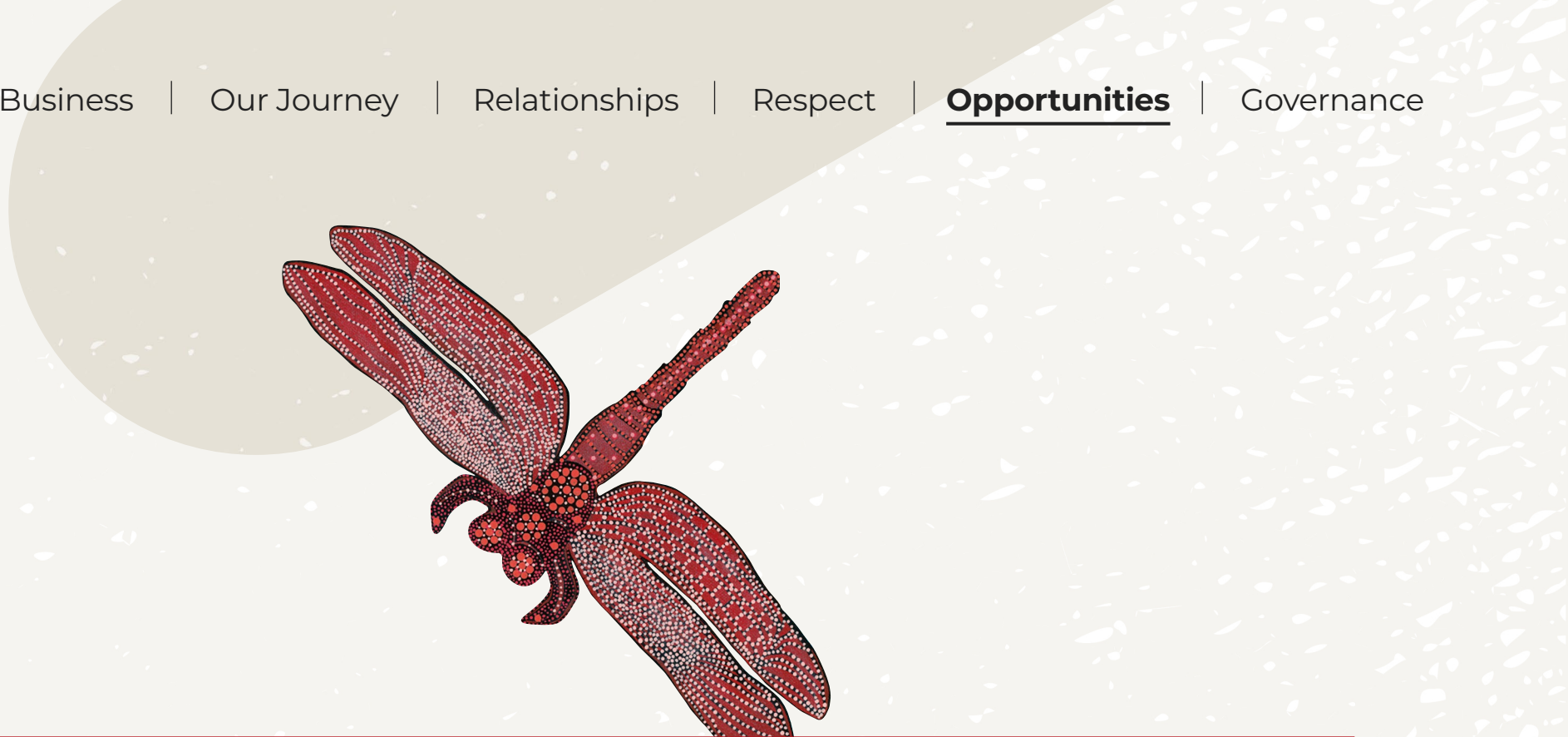






# OPPORTUNITIES

## Our commitments



Action	Deliverable	Timeline	Responsibility
<b>1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Formalise our Aboriginal and Torres Strait Islander workforce recruitment, retention, and professional development framework and review effectiveness annually, with Advisory body and Aboriginal and Torres Strait Islander staff.	Annually June 2025–27	Chief People and Purpose Officer
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, using decolonised language in job ads.	Annually December 2025–27	Chief People and Purpose Officer
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Annually July 2025–27	Chief People and Purpose Officer
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions by providing appropriate and tailored support.	Annually December 2025–27	Chief People and Purpose Officer
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in permanent full-time or part-time roles to 1.5% of staff by December 2027.	December 2027	Chief People and Purpose Officer
	Reach a minimum threshold of 10% of tour guides in Australia to be Aboriginal or Torres Strait Islander by December 2027.	December 2027	Chief People and Purpose Officer
	Provide one internship annually to support Aboriginal and Torres Strait Islander young people in gaining skills and employment experience relevant to their interests.	Annually December 2025–27	Chief People and Purpose Officer ANZ Purpose Specialist
	Offer one tertiary scholarship annually for an external tourism training/tourism-related higher education position for an Aboriginal and Torres Strait Islander young person.	Annually December 2025–27	Global Social Impact Manager People Partner ANZ GM Marketing ANZ



Action	Deliverable	Timeline	Responsibility
<b>1. (cont.) Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Provide one annual sponsorship (including flights if required) for Aboriginal or Torres Strait Islander tourism business owner to attend a significant tourism industry learning event, such as a conference, a summit or a short training course.	Annually December 2025–27	ANZ Purpose Specialist
	Provide mentoring support and specialist advice to 75 Aboriginal and Torres Strait Islander-owned businesses by the end of 2025 and 150 by September 2027.	Annually December 2025–27	GM Purpose
<b>2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Improve our Aboriginal and Torres Strait Islander procurement strategy. As part of this, we will incorporate targets, review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses and communicate this widely to the business.	June 2025	Responsible Supply Chain Manager
	Create a First Nations Preferred Suppliers list for office-based activities and purchases and make it available for all staff. Update this annually.	Annually January 2025–27	Responsible Supply Chain Manager
	Investigate Supply Nation membership.	December 2025	Responsible Supply Chain Manager
	Develop staff awareness of opportunities to procure goods and services from Aboriginal and Torres Strait Islander businesses.	July 2025	Responsible Supply Chain Manager



Action	Deliverable	Timeline	Responsibility
<b>2. (cont.) Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Maintain commercial relationships with 50 Aboriginal and/or Torres Strait Islander businesses in 2025 and grow this by 10% year on year.	Annually December 2025–27	Senior Product Manager, DMC, ANZ Office Co-ordinator
	Aim to grow spending with Aboriginal and Torres Strait Islander businesses by 7.5% year on year while being cognisant of their capacity for additional work.	Annually December 2025–27	Senior Product Manager, DMC, ANZ Office Co-ordinator
	Include an Aboriginal or Torres Strait Islander-owned experience or supplier on more than 90% of Intrepid itineraries in Australia by 2027.	December 2027	Senior Product Manager, ANZ, DMC
	Review contracts and train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses directly using third-party trainers.	November 2025	Responsible Supply Chain Manager MD of Australian DMC
	Test one fully Aboriginal or Torres Strait Islander-owned itinerary, potentially multiday, immersive ‘expedition’ style, guided by the community and our advisory resources to ensure it is culturally appropriate and sustainable.	June 2026	ANZ Product team
	Manage two Aboriginal and Torres Strait Islander-owned/run social enterprises as Intrepid Foundation partners, ensuring longterm support and capacity-building initiatives are part of the partnership and the requirements are driven by the enterprises.	December 2027	General Manager, Intrepid Foundation
	Reflect Intrepid’s commitment to diversity, equity and inclusion in the Global Ethical Marketing Guidelines by committing to 10% of content created by Aboriginal and Torres Strait Islander content creators. Ensure their work is shared in a culturally respectful way in consultation with the creators.	Annually December 2025–27	Head of ANZ Marketing





# GOVERNANCE

Intrepid is committed to accountability, transparency and strong governance to drive progress and achieve the goals we have committed to, as part of our responsible business ethos and as evidenced by our B Corporation certification.

To ensure good governance, Intrepid commits to:

- **Establish clear roles and responsibilities** within our RAP Working Group and the wider business to ensure effective leadership and oversight of our progress towards our goals.
- **Measure our commitments** by assigning responsibility to each RAP Working Group member to track and evaluate our RAP initiatives and report progress at each committee or sub-committee meeting.
- **We will openly communicate our achievements and insights** internally and externally, reflecting our commitment to transparency and our drive to continuously learn and improve.



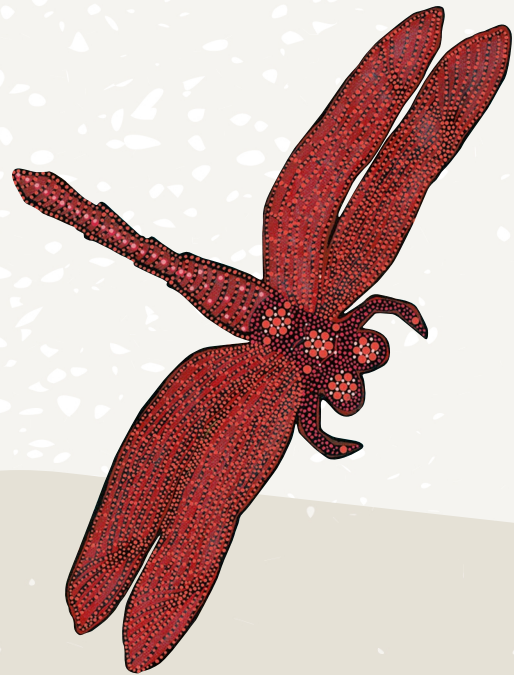




# GOVERNANCE

## Our commitments

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Increase Aboriginal and Torres Strait Islander representation on the RAP Working Group (RWG) to a minimum of three, including a representative of the Traditional Custodians of the land on which our Head Office stands – the Wurundjeri Woi Wurrung People or the Bunurong people.	October 2025	Global Social Impact Manager
	Review and update Terms of Reference (TOR) for the RAP Working Group. The TOR will include quarterly meetings of the RWG, formation of sub-committees, number of members and composition of the RWG, appointment to the RWG, term of members. Review the TOR annually.	Annually April 2025–27	Global Social Impact Manager GM Purpose MD ANZ
	Aboriginal and Torres Strait Islander staff are invited to be part of the RWG.	Annually October 2025–27	Chief People Officer GM Purpose Direct Manager
	RWG to meet as a group at least four times per year to drive and monitor RAP implementation.	Annually Feb, May, Aug, Nov 2025–27	Global Social Impact Manager MD ANZ
	Create sub-committees for two key areas of development for the Stretch RAP: Employment and Procurement	May 2025	Global Social Impact Manager Senior People Partner Responsible Supply Chain Manager





Action	Deliverable	Timeline	Responsibility
2. Provide appropriate support for effective implementation of RAP commitments.	Develop an annual RAP budget to ensure resource needs for RAP implementation are met and align with the global budgeting process to ensure that each action has adequate funding.	Annually August 2025–27	Global Social Impact Manager GM Purpose MD ANZ
	Embed key RAP actions in performance expectations of senior management and all staff.	Annually December 2025–27	GM Purpose MD ANZ
	Continue to use Weavr to track, measure and report on RAP commitments.	February 2025	Global Social Impact Manager
	Maintain Managing Director of Australia as an internal RAP Champion of the senior management team and set target of 75% attendance of RAP meetings.	Annually December 2025–27	MD ANZ
	Include RAP as a standing agenda item at senior management meetings and ANZ team meetings.	Annually December 2025–27	MD ANZ
	Introduce the RWG (and their role and goals) to the wider ANZ team annually via company Intranet.	Annually February 2025–27	GM Purpose MD ANZ
	Provide RWG with eight hours per annum to attend meetings and incorporate RAP actions into Performance Objectives.	Annually February 2025–27	Chief People and Purpose Officer
	Each Australian based M&A business that is >50% owned will be provided with RAP training to understand Intrepid’s reconciliation strategy and efforts within 12 months of acquisition.	Annually December 2025–27	Global Social Impact Manager



Action	Deliverable	Timeline	Responsibility
<b>3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are current to ensure we don't miss important RAP correspondence.	Annually June 2025–27	Global Social Impact Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Annually September 2025–27	Global Social Impact Manager
	Report RAP progress to all staff and the Global Leadership Team via quarterly posts on Intranet (with responsibility rotated through the RAP Working Group).	Annually Mar, June, Sept, Dec 2025–27	Global Social Impact Manager
	Publicly report against our RAP commitments annually in the Integrated Report, outlining achievements, challenges and learnings.	Annually March 2025–27	GM Purpose
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Global Social Impact Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Last month of implementation period	GM Purpose
<b>4. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	6 months prior to expiry	GM Purpose



CONTACT DETAILS

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