



BRIDGECLIMB
SYDNEY



RECONCILIATION ACTION PLAN | REFLECT

APRIL 2023 TO MAY 2024





ACKNOWLEDGEMENT OF COUNTRY

BridgeClimb acknowledges the Gadigal people of the Eora Nation, the Traditional Owners of the land on which BridgeClimb operates.

The Eora nation has 29 different clans throughout that spread from the Hawkesbury to the Nepean and the Georges Rivers. Gadigal people are from a place called Tallawoladah, which translates to “the Rocks”. When you reach the Summit of the Sydney Harbour Bridge, you will be in-between Gadigal land and Cammeraygal land.

We pay our respects to Elders past, present and emerging, and recognise their continuing connection to lands, waters and communities.

MESSAGE FROM THE BRIDGECLIMB CEO

I am delighted to present BridgeClimb's first Reconciliation Action Plan.

As we have the privilege to represent an Australian icon, we are conscious of our ability and responsibility to use our platform for good. At BridgeClimb, we pride ourselves in providing our guests with unbeatable views, and amazing facts and stories relating to the history of the Sydney Harbour Bridge and Sydney. As such, we have a significant vehicle for reconciliation - by showcasing and highlighting the significance of Aboriginal and Torres Strait Islander histories, cultures and traditions especially in relation to the Tallawoladah area that we are fortunate to work in.

We are passionate about promoting and employing Aboriginal and Torres Strait Islander team members in all aspects of our business but especially to guide our Burrawa product which allows our First Nations climb leaders to tell the stories that relate to this wonderful part of Australia. As part of our Reconciliation Action Plan, we are also looking to build on the cultural awareness within the rest of our team and to have all team members skilled to talk about our First Nations history and culture in a way that helps educate guests from all over the world. We are also looking to support and develop First Nations artists and business owners or employers through our procurement practices for products which are sold through our gift shop.



We have been blessed to have the guidance of our wonderful First Nations Advisory Group. Their advice, commitment and enthusiasm is helping to accelerate us on this journey and open our minds to more ways we can do things better. We look forward to setting up our Reconciliation Working Group to ensure that the promises we make in this document are achieved and exceeded, so that as a business, and as individuals we can make a meaningful contribution to reconciliation in Australia.

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA



Reconciliation Australia welcomes BridgeClimb to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

BridgeClimb joins a network of more than 2,200 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.

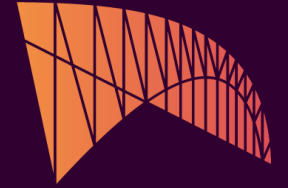
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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 BridgeClimb 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 BridgeClimb, 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 BRIDGECLIMB

BridgeClimb has established itself as an integral part of the Sydney tourism industry and a key Australian attraction. Since 1 October 1998, BridgeClimb has welcomed more than 4 million Climbers, from 140 different countries around the world, to scale the arches of Australia's most famous landmark. The entire operation is based in Eora Country, at 3 Cumberland St in The Rocks, Sydney.

In 2018 Hammons Holdings were appointed by the NSW Government as the new operators of the Sydney Harbour Bridge Tourism Activities. Joint directors, David and Anthea Hammon are committed to injecting new life into the Bridge with experiences that celebrate the incredible Sydney views and history as well as the history of the Bridge, in fun, innovative and educational ways.

We currently have 4 different Climb experiences, all reaching the Summit, running throughout the day, twilight and night. These include our original Summit Climb experience, the Summit Insider Climb, our First Nations Storytelling Climb and The Ultimate Climb.

BridgeClimb also operates the Pylon Lookout & Museum in the South-East Pylon of the Sydney Harbour Bridge. This unique space allows visitors to discover the amazing history of the Bridge plus a unique view of the Bridge and panoramic views of the Sydney Harbour and city skyline. The Pylon is also one of our event spaces, and has most recently featured a new dining experience in partnership with Luke Mangan.

BridgeClimb currently employs 235 team members, with 5 that identify as Aboriginal and/or Torres Strait Islander people.

OUR VISION FOR RECONCILITATION

BridgeClimb's vision for reconciliation is to contribute to true equality in Australian society and to help increase the knowledge and understanding of the incredible First Nations histories of Sydney. We will seek to use our influence and iconic platform to communicate, educate and support the Aboriginal and Torres Strait Islander peoples.

We do this by committing to;

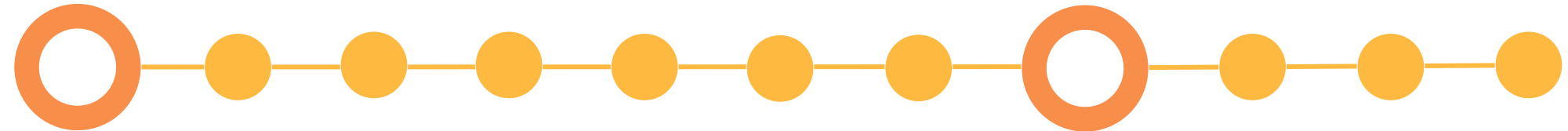
- Building cultural and historical awareness through our Burrawa Climb experience, commentary on all other Climb experiences, plus future products and special events
- Supporting and partnering with other local businesses and organisations such as Tribal Warriors and Welcome To Country to create revenue opportunities, and industry bodies like the NSW Aboriginal Tourism Operators Council (NATOC)
- Displaying respect to Aboriginal and Torres Strait Islander peoples and cultures and building cultural awareness among our staff
- By offering employment opportunities to Aboriginal and Torres Strait Islander peoples

OUR RECONCILIATION JOURNEY

Over the years BridgeClimb has consulted with local Elders to help inform decisions and show respect. However, our deeper commitment to reconciliation began in September 2020, with a partnership with Sydney Festival and Wesley Enoch, to create an Aboriginal Storytelling Climb experience

JANUARY 2021

MAY 2022



The Burrawa Climb launched as part of Sydney Festival

Acknowledgement of Country displayed within the BridgeClimb building, Pylon and BridgeClimb website

Acknowledgement of Country added to all pre-climb customer briefings

BridgeClimb address changed to include 'Eora Country'

Partnership with Tribal Warriors formed – with initially a small donation from BridgeClimb for every adult climber

Burrawa welcomed as member of Tourism Australia's Discover Aboriginal Experiences program

Established our relationship with Koh Living

First Nations Advisory Group formed

Initial work on updates to BridgeClimb commentary to better represent Aboriginal histories

Recruitment drive focused on Aboriginal and Torres Strait Islander Peoples – including support from NSW Training

Burrawa Climb schedule increased from 1 date/month to 2 dates/week – commenced January 2023

Ali Cassim, in the current role of Head of marketing, product & digital will take on the role of RAP Champion within the business.



OUR RECONCILIATION JOURNEY

ABOUT THE BURRAWA CLIMB

Burrawa is a climb dedicated to honouring the knowledge and customs of Our First Nations Peoples and sharing a collection of fascinating stories and histories from the world's oldest living cultures.

This experience wouldn't have been created without the passion, vision and leadership of Wesley Enoch and the support of Sydney Festival.

We look forward to greatly expanding our Burrawa experience schedule in 2023 with more fantastic First Nations guides to educate more customers from Australia and around the world.

FROM JANUARY 2021 TO DECEMBER 2022:

- 860 climbers (with a limited schedule due the pandemic and staffing)
- \$9,150 donated to Tribal Warriors
- Over 39,000 unique website landing page views
- Over 125 media mentions
- 6,776,827 estimated media reach



WELCOME TO BURRAWA

With Burrawa — a local Aboriginal word that means “above” or “upwards”— your guide will take you through history with stories that span thousands of years to the present day.

Aboriginal people have always lived in the place we now call Sydney, and share an unbroken connection with the lands and waters. There are 29 clan groups of the Sydney metropolitan area, who are referred to collectively as the Eora Nation. Eora means “here” or “from this place”.

From the top of the bridge you'll see Sydney from a different perspective, both physically and spiritually. Look down on the shores where Patyegarang taught William Dawes the language of Sydney. Learn the origins of the familiar place names that circle the water's edge, Bennelong Point and Barangaroo.

We hope that you enjoy the climb and the opportunity to hear the stories of Aboriginal Sydney.

This BridgeClimb tour has been developed in consultation with Tribal Warrior and the Metropolitan Local Aboriginal Land Council with reference to the work of linguist Jakelin Troy and research from the public record.

NAIDOC WEEK

Following the Sydney Festival Burrawa launch in 2021, we were limited in 2021 and 2022 in our ability to run Burrawa more than one date/month due to staffing challenges and the pandemic.

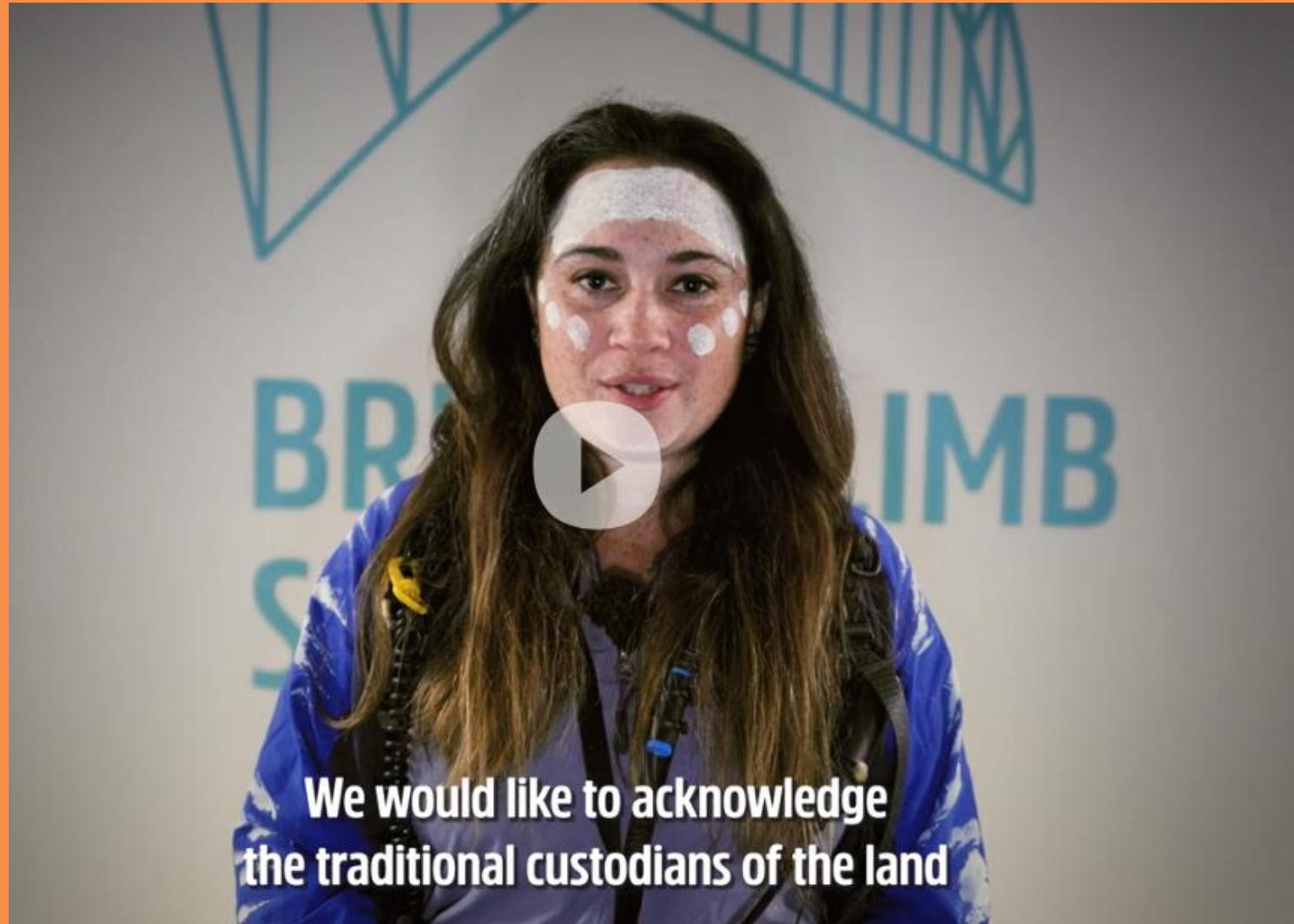
However, for NAIDOC week, we increased the Burrawa Climb schedule and our donation to Tribal Warriors and promoted our support of NAIDOC week across our own digital channels and through advertising.



CLIMBER BRIEFING VIDEO

– ACKNOWLEDGEMENT OF COUNTRY

As shared by Shona Davidson



We would like to acknowledge
the traditional custodians of the land

<https://www.youtube.com/watch?v=b4hLXy4luHU>

FIRST NATIONS MERCHANDISE

- In February 2022 Bridgeclimb formed a procurement relationship with Koh Living - members of the Indigenous Art Code (<https://indigenousartcode.org/>) and work closely with Indigenous artists to ensure ethical trading.
- The homewares range sold features designs by Indigenous Artists Kathleen Buzzacott and Melanie Hava
- In 2023 we hope to expand our Indigenous range and be guided by our Indigenous Advisory Group on future procurement - including deepening our working relationship with Welcome to Country.



THE BRIDGECLIMB FIRST NATIONS ADVISORY GROUP

We are incredibly honoured and grateful to have the following leaders guiding us on our reconciliation journey. Our First Nations Advisory Group, currently meet quarterly to discuss and guide our plans.



CRAIG LAYER

Acting CEO – NATOC
Regional Program Manager
- Ungooroo



SHANE PHILLIPS

CEO – Tribal Warriors
Association



DESMOND CAMPBELL

CEO – Welcome To Country



TIM SCULTHORPE

Senior Manager – PwC's
Indigenous Consulting



SHONA DAVIDSON

BridgeClimb Climb Operations
Team Leader

OTHER CONNECTIONS FORMED THROUGHOUT THE JOURNEY TO DATE

TOURISM

- NATOC (NSW Aboriginal Tourism Operators Council)
- Tourism Australia –
 - Head of Indigenous Affairs
 - Discover Aboriginal Experiences Team
- Margret Campbell – esteemed local Elder and tourism expert from DreamTime SouthernX Tours
- Accor – General Manager, Indigenous Programs
- Destination NSW

RECRUITMENT

- Training NSW
- Yarpa Hub
- Kimberwalli
- Indigenous X
- Indigenous Employment Australia
- Koori Mail

REFLECT RECONCILIATION ACTION PLAN

RAP ACTIONS AND DELIVERABLES

Following Reconciliation Australia's guidelines
within the following focus areas:



RELATIONSHIPS



RESPECT



OPPORTUNITIES



GOVERNANCE



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none">Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June 2024	Head of Marketing, Product & Digital/ Head of People & Culture
	<ul style="list-style-type: none">Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2023	Head of Marketing, Product & Digital
	<ul style="list-style-type: none">Strengthen our partnership with Tribal Warriors – including the target of delivering a total donation to Tribal Warriors community work in 2023 of \$40,000.	December 2023	Head of Marketing, Product & Digital
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none">Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Head of P&C
	<ul style="list-style-type: none">RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023	Office Manager
	<ul style="list-style-type: none">Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023	Head of People & Culture
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none">Communicate our commitment to reconciliation to all staff.	April 2023	CEO
	<ul style="list-style-type: none">Continue to identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2023	Head of Marketing, Product & Digital
	<ul style="list-style-type: none">Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2023	Head of Marketing, Product & Digital



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none">Research best practice and policies in areas of race relations and anti-discrimination.	August 2023	People & Culture Manager
	<ul style="list-style-type: none">Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2023	People & Culture Manager



RESPECT

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Research and develop our understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2023	Head of Environment
	• Conduct a review of cultural learning needs within our organisation and deliver training to all team members	December 2023	People & Culture Manager
	• Expand knowledge of Sydney's Aboriginal histories through the delivery of the Burrawa Climb to over 2,000 people in 2023. Plus also highlight Aboriginal histories on all Climbs where the history of Sydney is covered.	December 2023	Head of Climb Operations
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.	July 2023	Head of Environment
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2023	Head of People & Culture/ Head of Climb Ops/ Head of Guest Relations
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 – 9 July 2023	People & Culture Manager
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	2- 9 July 2023	People & Culture Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	2-9 July 2023	Office Manager



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none">Develop Aboriginal and Torres Strait Islander employment plans within our organisation – with a target of increasing the number of employees that identify as Aboriginal and Torres Strait Islander peoples from 5 to 10 or more.	December 2023	Head of People & Culture
	<ul style="list-style-type: none">Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2023	Head of People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none">Develop procurement plans for Aboriginal and Torres Strait Islander owned businesses.	June 2023	Head of Guest Relations / Head of Environment
	<ul style="list-style-type: none">Investigate Supply Nation membership.	June 2023	Head of Guest Relations



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none">Form a RWG to govern RAP implementation.	April 2023	CEO/ Head of Marketing, Product & Digital
	<ul style="list-style-type: none">Draft a Terms of Reference for the RWG.	April 2023	Head of People & Culture
	<ul style="list-style-type: none">Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2023	Head of Marketing, Product & Digital
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none">Define resource needs for RAP implementation.	April 2023	Head of Marketing, Product & Digital/ Head of People & Culture
	<ul style="list-style-type: none">Engage senior leaders in the delivery of RAP commitments.	April 2023	CEO
	<ul style="list-style-type: none">Maintain a senior leader to champion our RAP internally.	April 2023	CEO
	<ul style="list-style-type: none">Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2023	Head of Marketing, Product & Digital

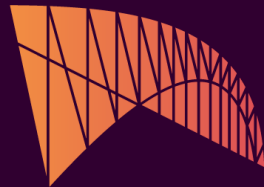


GOVERNANCE

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none">• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Office Manager
	<ul style="list-style-type: none">• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August	Office Manager
	<ul style="list-style-type: none">• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September	Office Manager
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none">• Register via Reconciliation Australia's website to begin developing our next RAP.	November 2023	Office Manager



**BRIDGECLIMB
SYDNEY**



**FOR FURTHER INFORMATION ABOUT BRIDGECLIMB'S
RECONCILIATION ACTION PLAN, PLEASE CONTACT:**

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