



RECONCILIATION
ACTION PLAN

INNOVATE

BRIDGECLIMB
SYDNEY



Innovate

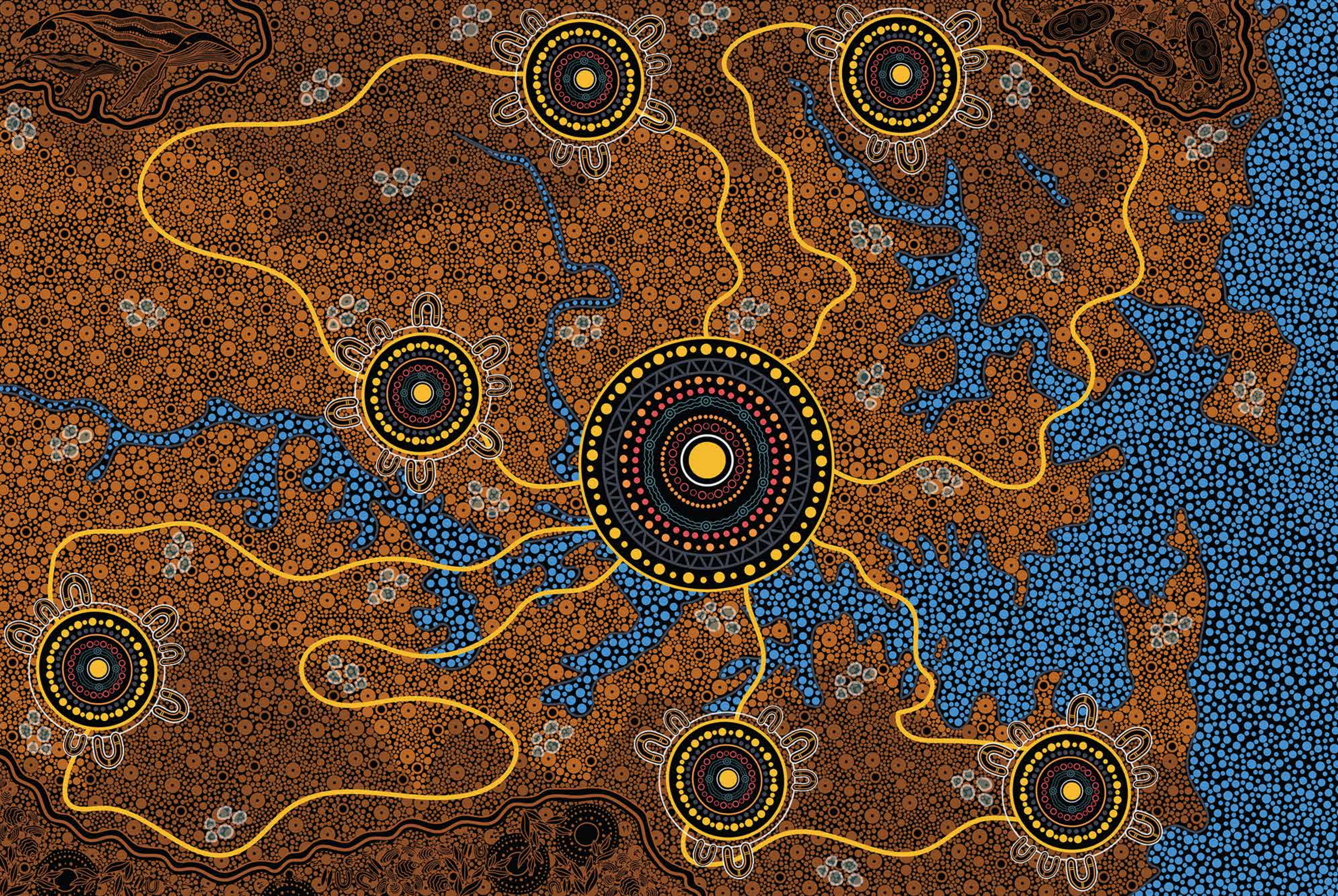
RECONCILIATION ACTION PLAN

SEPTEMBER 2025 - AUGUST 2027



BRIDGECLIMB ACKNOWLEDGES THE *Gadigal Peoples*,
THE TRADITIONAL OWNERS OF THE LAND ON WHICH BRIDGECLIMB
OPERATES. WE WISH TO ALSO EXTEND OUR ACKNOWLEDGEMENT
TO THE *Cammeraygal people* WHOSE LAND THE BRIDGE
ALSO CONNECTS WITH.

WE PAY OUR RESPECTS TO *Elders past and present*,
& RECOGNISE THEIR CONTINUING CONNECTION TO LANDS,
WATERS & COMMUNITIES.



THE ARTWORK
WARRANE PAST & PRESENT
BY TALEENA SIMON

ABOUT THE ARTIST

Taleena Simon

Created by Taleena Simon, a proud Worimi and Bundjalung woman, Warrane Past & Present is more than a visual piece –it’s a deeply personal story that honours the spirit of Sydney Harbour and the enduring connection of the Gadigal people, the Traditional Custodians of this land. The artwork invites reflection, encouraging viewers to feel the rhythm of the Harbour and embrace its rich cultural heritage.

"During the Burrawa Climb, I heard stories of the Gadigal people and their land, which truly inspired this piece. Seeing the Harbour from the top of the Bridge gave me a whole new perspective that shaped my creative vision." –Taleena Simon

This powerful artwork also inspired the design of BridgeClimb’s new Climb Suit, allowing us to share Taleena’s vision and a meaningful element of Aboriginal culture with every guest who climbs with us.

The design honours the region’s history by highlighting the deep connection between the water, land, and First Nations traditions.

The artwork features blue dots symbolising the waterways of Sydney Harbour, alongside light and dark brown dots representing the land. Key elements, such as humpback whales birthing in the harbour and fisherwomen navigating the waters in their Nawi canoes, add rich depth to the artwork’s cultural tapestry.

At the heart of the design is a gathering circle symbolising BridgeClimb. Smaller circles surrounding it represent groups participating in the BridgeClimb experience, reflecting the Gadigal peoples shared history and culture with guests.

ABOUT THE ARTIST

Taleena Simon is a proud Worimi and Bundjalung woman, born and raised in the vibrant Redfern area of Sydney. Surrounded by art from a young age, Taleena’s father, James Simon, a renowned Aboriginal artist, instilled in her a deep appreciation for creativity and cultural expression. In addition to her artistic pursuits, Taleena is a multifaceted talent, showcasing her skills as an elite athlete in rugby league and rugby sevens. Her diverse experiences and cultural heritage deeply influence her artwork, reflecting the interconnectedness of her Aboriginal identity and sporting journey. Through her artwork and sporting achievements, Taleena Simon embodies the resilience, strength, and creativity of First Nations peoples, inspiring others and paving the way for future generations.



STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends BridgeClimb on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for BridgeClimb to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders. By investigating and understanding the integral role it plays across its sphere of

influence, BridgeClimb will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. BridgeClimb is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals BridgeClimb's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations BridgeClimb on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



STATEMENT FROM BRIDGECLIMB'S CEO

I am delighted to present our second RAP and demonstrate our collective commitment to reconciliation.

In tourism and specifically at BridgeClimb, we have a unique opportunity and responsibility to foster a deeper understanding, connection and appreciation of Aboriginal and Torres Strait Islander cultures. We are proud to be able to offer amazing Climb experiences with First Nations guides who can share history, stories, culture and a breathtaking perspective of Country – land, sea, and sky – rich with stories and meaning.

Our non-Indigenous climb leaders and wider team also play a crucial role and through our cultural awareness and new commentary training we are ensuring that all team members are skilled to talk about First Nations histories and cultures in a way that helps educate guests from all over the world.

As an iconic tourism business our reach extends beyond the Bridge through social media. Whether it is conveyed by the stunning imagery of our First Nations designs on our Climb Suits or by showing our support for key moments such the YES campaign, NAIDOC and National Reconciliation Week we proactively promote the importance of reconciliation.

Our new Innovate RAP strengthens our commitment and dedication to elevating First Nations voices, embedding cultural learning into our experience, creating spaces where stories are shared with authenticity and pride as well as offering employment and business opportunities to the First Nations communities.

Our ability to take these steps in our reconciliation journey is only made possible by listening to, connecting with and building relationships with our local and wider Aboriginal communities.

We are deeply grateful to our First Nations partners and advisors who continue to guide us with wisdom and generosity. I want to also take the opportunity to thank our Reconciliation Working group for the dedication to bringing the RAP to life and delivering on our promises. This plan is a reflection of the collective leadership and our shared vision for a more inclusive and respectful future.

Deb Zimmer

Chief Executive Officer
BridgeClimb Sydney

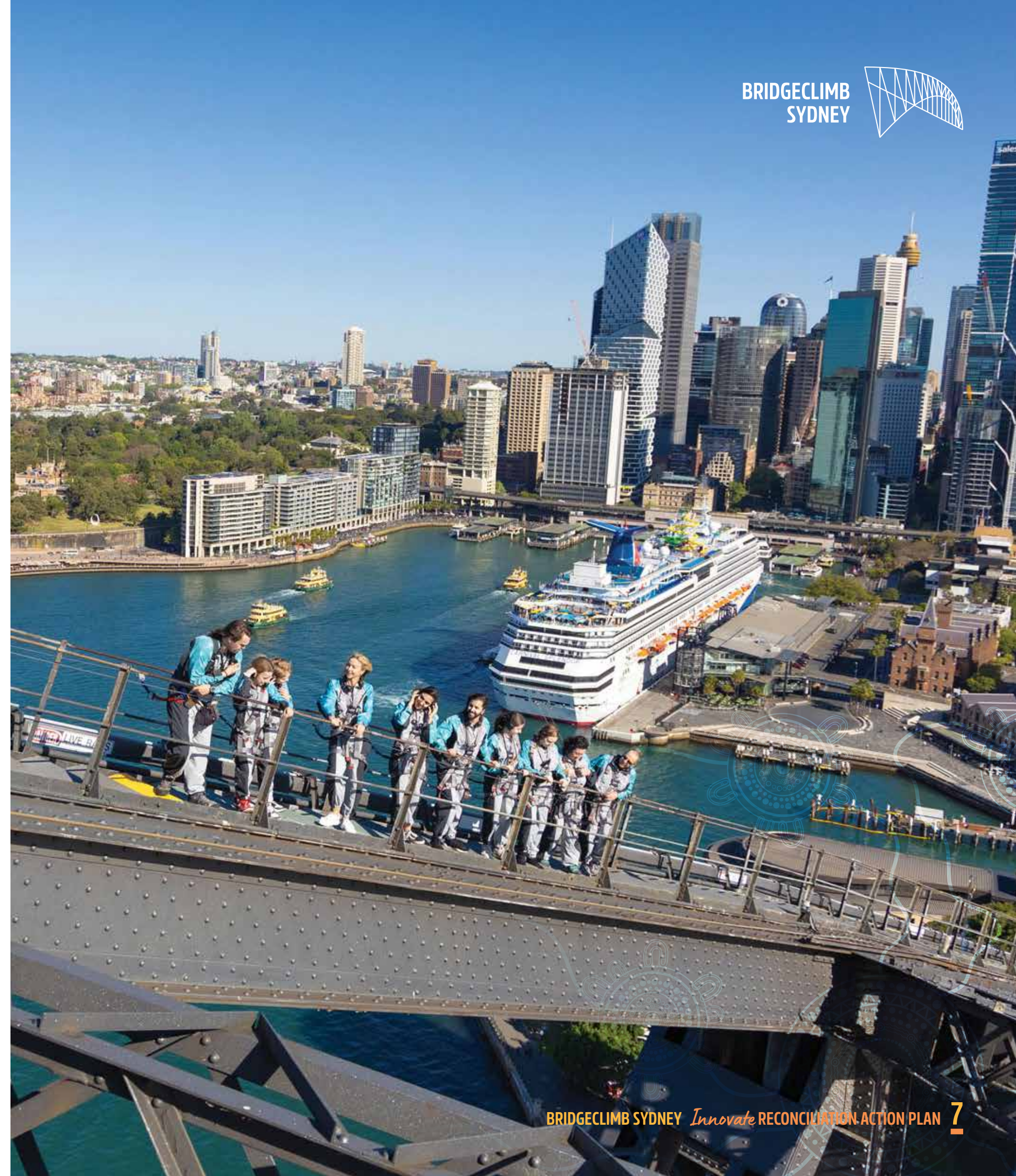


OUR VISION FOR *Reconciliation*

At BridgeClimb, we are committed to contributing to lasting change toward reconciliation and true equality for Aboriginal and Torres Strait Islander peoples. Our vision is to deepen our understanding of First Nations histories and cultures, leveraging our iconic platform to amplify Aboriginal and Torres Strait Islander voices, stories, and histories. We aim to innovate through partnerships, cultural engagement, and authentic experiences, fostering an inclusive and respectful environment for all team members and one that creates meaningful opportunities for Aboriginal and Torres Strait Islander peoples.

We strive to:

- Expand our cultural and historical awareness programs, including the Burrawa Climb experience and future product offerings, to provide a richer understanding of the Aboriginal and Torres Strait Islander stories that shaped Sydney.
- Foster strong partnerships with First Nation-led industry groups, organisations and businesses, to contribute to sustainable economic, educational and cultural opportunities.
- Prioritise ongoing cultural awareness training for our team members to ensure respect and understanding of Aboriginal and Torres Strait Islander cultures are embedded in all aspects of our operations.
- Offer pathways for employment and career development to Aboriginal and Torres Strait Islander peoples, supporting our overall diversity and inclusion objectives across our workforce.



OUR *Business*

BridgeClimb has established itself as an integral part of the Sydney tourism industry and a key Australian tourism attraction. Since 1 October 1998, BridgeClimb has welcomed more than four million guests, from 140 different countries around the world, to scale the arches of Australia's most famous landmark.

In 2018 Hammons Holdings were appointed by the NSW Government as the new operators of the Sydney Harbour Bridge Tourism Activities. As 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 five different experiences, all reaching the Summit, running throughout the day, twilight and night.

These include our original Summit Climb experience, the Summit Insider Climb, our Aboriginal Storytelling Climb - Burrawa - and The Ultimate Climb. We also have the UnderBridge Walk for those looking for an experience with less time and walking

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.

PURPOSE, VISION AND MISSION

Our purpose, vision, mission and values reflect BridgeClimb's position on diversity, inclusivity, respect, care, collaboration, and "doing a bit of good for the world"—this encompasses our work on reconciliation, with our RAP being one of the ways we demonstrate our support and commitment.



PURPOSE
(WHY WE'RE HERE!)

To deliver unforgettable experiences, high five worthy achievements and a bit of good for the world!

OUR VISION
(WHERE WE'RE GOING!)

To be the most loved tourism experience in Australia, inspiring people to reach new heights.

MISSION
(HOW WE'LL GET THERE!)

Our passionate and engaged team deliver world class service and iconic experiences for every guest on every step of their BridgeClimb journey. We value diversity, inclusivity and sustainability and use our global profile to promote and support these values.



Employment AT BRIDGECLIMB

BridgeClimb Sydney currently employs 280 team members. We are extremely proud of the incredibly rich diversity within our team and we continually strive to find avenues to improve this diversity. Our culture is one of our strengths and our team feel incredibly proud to be part of such a dedicated, authentic and caring group of people, all working toward the goal of being the most loved tourism experience in Australia.

We employ six Aboriginal and Torres Strait Island team members, or just over 2% of our team. This may be a low percentage when compared to some organisations and industries, however, continued growth is a high priority for us to ensure we meet the market demand for our First

Nations experience that requires First Nations team members to lead it. We actively work on attracting and retaining Aboriginal and Torres Strait peoples into our team. We advertise all roles across a variety of job boards, specifically including those that are focussed on Aboriginal and Torres Strait Island peoples. We also use keywords in all advertisements to demonstrate our commitment to increasing our performance in this space. We are continually expanding on current ideas and looking for inspiration from others. We refer to our First Nations Advisory Group and our First Nations team members as well as other industry contacts to look for new approaches to expand our Aboriginal and Torres Strait Islander team member representation.



BridgeClimb's reach & SPHERE OF INFLUENCE

As we manage a tourism experience on an Australian iconic landmark, our geographic reach is broad with approximately 50% Australian visitors and 50% international, with approximately 30% of our international visitors from the US and UK.

While this is the footprint of our visitors in Australia, imagery associated with BridgeClimb also receives global attention and our First Nations Climb experience—Burrawa—is promoted globally by Tourism Australia as part of their Discover Aboriginal Experiences program as well as by the BridgeClimb team.

Externally, our business has the privilege of spending 3 hours with around 150,000 guests a year, this means we can use some of this time to impart First Nations histories to our guests, equipping them with an understanding of the importance of First Nations Cultures, promoting understanding and reducing racism. Our sphere of influence also reaches further with our social

media presence, and while we have lent into many First Nations events such as the YES campaign, NAIDOC and National Reconciliation Week, we will be looking to increase the frequency of our social media activity throughout the year. Finally, we employ 280 team members and have held at least one event per year to educate and inform our team members—again we will be

looking to increase this frequency. Finally, we also have 100 climb leaders in our team and while they have all been trained to provide an Acknowledgement of Country, in November 2024 we increased our training for our new recruits to encompass First Nations histories. Our plan is to expand that training to ensure all climb leaders receive this training.



Tallawoladah

OUR *Location*

The entire operation is based on Gadigal land in Tallawoladah, at 3 Cumberland St in The Rocks, Sydney however we reach people globally.

OUR RAP

We are developing an Innovate RAP to align with our vision of actively contributing to lasting change toward reconciliation and true equality for Aboriginal and Torres Strait Islander peoples.

By developing the Innovate RAP, we aim to continue to develop meaningful, innovative partnerships that foster an inclusive and respectful environment. We are focused on creating opportunities that bring authentic cultural engagement and experiences, both internally for our team members and externally within our guests.

Our Innovate RAP will guide us in designing new approaches that align with our values, ensuring that Aboriginal and Torres Strait Islander peoples have a voice in decision-making processes and are empowered through genuine and respectful interactions. Ultimately, we want to foster a culture of inclusion, equality, and opportunity for all, ensuring that the process of reconciliation is embedded within the core of everything we do.

BridgeClimb's RAP is being led by members of the BridgeClimb Senior Leadership Team—with our CEO, Head of People & Experience, Head of Operations and Head of Marketing, Product & Digital, all driving outcomes and invested in delivering the plans. The current RAP Chair is the Head of Marketing, Product & Digital, however this role will be voted on annually.

RAP WORKING GROUP MEMBERS -

- **Deb Zimmer**
CEO
- **Craig Norman**
Head of Operations
- **Ali Cassim**
Head of Marketing, Product & Digital
- **Rebecca Pilling**
Head of People & Experience
- **Shona Hale**
Climb Operations Team Leader
and First Nations Burrawa Climb Leader
- **Kylie Jacobs**
Learning & Development Partner

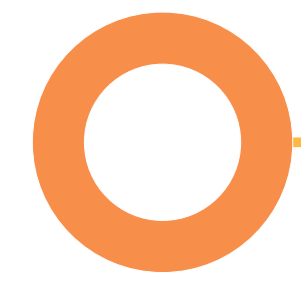
There is currently one First Nations person in our RAP Working Group - Shona Hale. Any team members that identify as First Nations are invited to be part of our Working Group.

In addition, BridgeClimb formed a First Nations Advisory Group in May 2022. Their expertise and insights have been instrumental in shaping our reconciliation efforts, ensuring that we remain accountable, respectful, and authentic in our approach. We deeply appreciate their commitment to fostering meaningful change and strengthening our connection to Aboriginal and Torres Strait Islander communities.

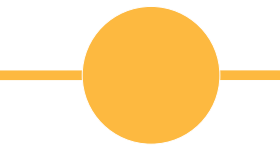
MEMBERS OF BRIDGECLIMB'S FIRST NATIONS ADVISORY GROUP

- **Shane Phillips**
CEO—Tribal Warriors Association
- **Desmond Campbell**
CEO—Welcome To Country
- **Tim Sculthorpe**
Founding Director—Narakupaco
- **Shona Hale**
Climb Operations Team Advisor—BridgeClimb

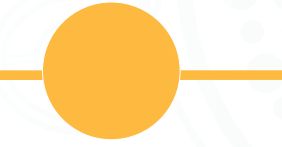
January 2021



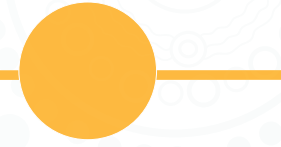
The Burrawa Climb launched as part of Sydney Festival



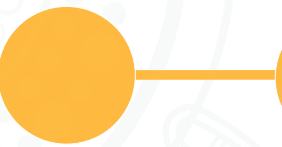
Acknowledgment of Country displayed within the BridgeClimb building, Pylon and BridgeClimb website



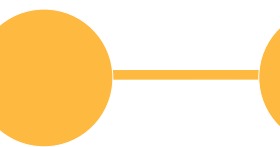
An acknowledgment of Country added to all pre-Climb customer briefings



BridgeClimb address changed to include 'Eora Country'



Partnership with Tribal Warriors formed - with initially a small donation from BridgeClimb for every adult guest



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

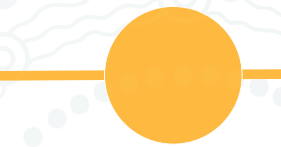


Established our relationship with Koh Living

May 2022



First Nations Advisory Group formed



Initial work on updates to BridgeClimb commentary to better represent First Nations history



Recruitment drive focused on Aboriginal and Torres Strait Islander peoples - including support from NSW Training



Burrawa Climb schedule increased from one date/month to two dates/week - to commence January 2023

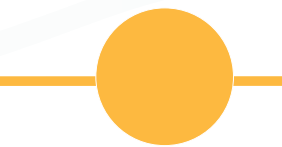
April 2023



REFLECT RAP commenced



May 2023
BridgeClimb joined the Industry RING



June 2023
Taleena Simon First Nation artwork commissioned



July 2023
Guest merchandise sourced through Welcome to Country (11 First Nations suppliers)



October 2023
First team session related to First Nations education (Voice focused)



June 2024
Aunty Margret ceremony partnership launch



July 2024
First Nations agency on gap analysis for new Museum



October 2024
First Nations commentary training for climb leaders

December 2024



New Climber Suit launched with Taleena Simon's Aboriginal design

A FEW KEY HIGHLIGHT FROM THE ABOVE TIMELINE SINCE DEVELOPING OUR FIRST RAP

- **Ongoing—Burrawa Climb experiences**
Since the inception of the Burrawa Climb in January 2021, BridgeClimb has welcomed over 4800 guests to this First Nations experience
- **May 2023—Joining the Tourism Reconciliation Industry Networking Group** has been a powerful way to educate ourselves, gain valuable insights and new relationships. The RING was recently covered in industry news [here](#).
- **October 2024—Regarding First Nations commentary training** as mentioned in the above timeline—our tour guides (climb leaders) receive training on the history and sites of Sydney—with a focus on specific detail on the history related to the Bridge, and what guests can see from the Bridge. Commencing October 2024 we have added a specific First Nations Commentary Module to our Climb Leader Training program. The learning outcome of this module is to give all climb leaders the confidence to present accurate, appropriate and approved history in a culturally respectful way on all Climbs.

The module includes:

- How to, and the importance of, delivering an Acknowledgement of Country
- Why sharing First Nations histories is important on Climbs
- The story behind Taleena Simon’s First Nations Artwork on our Climb Suit
- A brief history of Dharug Eora and the 29 different communities that make it up
- Important First Nations Stories that are allowed to be told by Non-Indigenous guides
- Appropriate language to use when referring to First Nations peoples
- How to talk about Invasion vs Settlement
- Landmarks and Local language names for them
- **December 2024—The launch of a new Climb Suit** for guests and team members was the first major redesign in over 12 years. The new design was created in collaboration with renowned First Nations artist Taleena Simon and aims to be a powerful symbol of unity and respect. It is now part of the BridgeClimb experience for thousands of guests a week from around the world.

KEY LEARNINGS SINCE DEVELOPING OUR FIRST RAP

- **Recruitment challenges**
We’ve faced ongoing challenges in building a strong First Nations team to help grow and guide our First Nations-led experience, The Burrawa Climb. Throughout our Reflect RAP, we’ve explored a range of approaches and continued to adapt and learn from others as we strive to create meaningful employment opportunities and a culturally safe environment. This journey has deepened our understanding of the importance of relationship-building, and we will continue to work to take on learnings and new approaches to support a growing First Nations team.
- **Procurement**
Part of our Reflect RAP was to investigate the use of Supply Nations to increase the goods and services procured through First Nations suppliers. Unfortunately, the membership while tiered, does not really fit our needs. We look forward to revisiting this should there be additional tiers or options in future. In the meantime, we have broadened our First Nations suppliers through retail and catering opportunities.
- **Racism and ignorance**
As we have actively engaged in promoting reconciliation through social media and events like NAIDOC Week, our team has unfortunately faced instances of racism online and through other channels. While these experiences have been deeply upsetting, the team has grown more confident in handling such situations. They now have a clear understanding of when to respond and when to block users from our platforms. Additionally, climb leaders have occasionally encountered racist remarks, and our managers are providing strong support to help the team navigate these challenging interactions with guests.



Team member reflections on our reconciliation journey Senior Marketing Manager, BridgeClimb

1 What specific actions or initiatives are you most proud of seeing implemented within BridgeClimb?

One of the initiatives I'm most proud of is the integration of Aboriginal storytelling into the BridgeClimb experience. The way we've worked with First Nations storytellers (and continue to do so) to share stories of Country and culture at the Summit has been incredibly impactful—not just for our Climbers, but for our team as well. It's made reconciliation something we actively engage with every day, rather than just a commitment on paper and as a team member, participating on this Climb was a true privilege.

2 How has your understanding of Aboriginal and Torres Strait Islander cultures and histories evolved since we started our reconciliation journey?

I've learned so much about the true history of Sydney and the Harbour from a First Nations perspective—stories that weren't part of my education growing up, being from the UK. It's given me a new appreciation for the land we work on every day and a stronger sense of responsibility to acknowledge and share these histories with others in a respectful and accurate way.

3 In what ways do you feel more supported or empowered to contribute to our reconciliation goals as a team member?

BridgeClimb has created an environment where learning and participation in reconciliation feels encouraged rather than just expected. Whether it's through training, storytelling, or events that we host and champion, there are so many opportunities to engage. I also feel that my voice and actions—no matter how small—can contribute to the bigger picture, whether that's by having more informed conversations with colleagues and Climbers or advocating for inclusive practices in our day-to-day work.



Team member reflections on our reconciliation journey Climb Operations Manager, BridgeClimb

1 What positive changes have you observed at BridgeClimb regarding reconciliation and inclusivity over the past 2 years?

There has been an overall increase in desire and willingness to do right by First Nations peoples and respectfully communicate First Nations truths. There has been an increased desire and hunger for knowledge on First Nations culture and stories across the team.

2 What specific actions or initiatives are you most proud of seeing implemented within BridgeClimb?

The integration of First Nations touch points in the business, including the use of language and art around the base and on climb suits really helps to integrate First Nations voices and culture into our everyday lives. The increased focus on sharing First Nations perspectives and history on climbs, both the Burrawa Climb and through general training of new climb leaders is great to see.

3 How has your understanding of Aboriginal and Torres Strait Islander cultures and histories evolved since we started our reconciliation journey?

While I did have a foundation of knowledge on First Nations topics prior to our current reconciliation journey, exposure to First Nations lead experiences has furthered my understanding on the topic. Hearing directly from First Nations voices such as through talks and special guests, experiencing the Burrawa Climb in person, and going on the Tribal Warriors cruises have all been helpful things in expanding knowledge as it is easier to engage and relate to a real human being in front of you.

4 In what ways do you feel more supported or empowered to contribute to our reconciliation goals as a team member?

Having a clear business stance that says, “we care about this and we want to make it a focus” helps to give a clear direction that can be passed on to other team members. As a business, we can be very procedure and process focused, so having a black and white - this is what we’re doing - can help with informing the team what our expectations of our climb leaders are. If asked about it, I can discuss what makes a good Acknowledgment of Country or how to respectfully include mentions of relevant local culture, and hopefully make others feel comfortable in discussing it themselves.

Relationships

BridgeClimb's mission is to deliver world class tourism experiences. It is in our DNA to connect with people and to share local history and a deep appreciation of the place we are privileged to work from. We host local and international guests alike and we believe that providing our team and guests with a greater level of education,

appreciation and respect for First Nations peoples, their cultures and their histories will help to drive reconciliation.

Our relationships with Aboriginal and Torres Strait Islander peoples has strengthened over the past years and has been instrumental in guiding our reconciliation journey for BridgeClimb.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement –to continue to be guided by our First Nations Advisory Group	August 2026	CEO
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations –including maintaining relationships related to First Nations experiences, our First Nations retail offering, and our First Nations Burrawa partner Tribal Warrior	March 2026	All functional Heads
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our team.	Annually in May & June	Head of People Experience
	• RAP Working Group members to participate in an external NRW event	Annually in May & June	Head of People Experience
	• Encourage and support team and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Annually in May & June	Head of People Experience
	• Organise at least one NRW event each year.	Annually in May & June	Head of People Experience
	• Register all our NRW events on Reconciliation Australia’s NRW website.	Annually May	Head of Marketing
	• Identify unique opportunities for BridgeClimb to amplify key National Reconciliation Week messaging and support Reconciliation Australia messaging.	Annually in May & June	Head of Marketing
3. Promote reconciliation through our sphere of influence.	• Develop and implement a team engagement strategy to raise awareness of reconciliation across our workforce.	December 2025	Head of People Experience
	• Communicate our commitment to reconciliation publicly—including through ongoing commitment to our Burrawa Climbs, communications about guest climb suits and Acknowledgement of Country, Aunty Margret Dreamtime tour partnership, Tribal Warrior support and through National Reconciliation Week and NAIDOC week initiatives.	September 2025 + ongoing	Head of Marketing
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. BridgeClimb will continue to share learnings and commitments to all external stakeholders—this includes travel agents globally, corporate clients and schools.	August 2026 and reviewed quarterly	Head of Marketing
	• Continue to work with our sister business—Scenic World—on reconciliation outcomes.	April 2026 and reviewed annually	CEO / Head of Marketing / Head of People Experience
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. This will continue to include our collaboration with Tourism Australia as a Discover Aboriginal Experiences member and tourism RING members.	September - November 2025 (+ quarterly)	CEO / Head of Marketing

4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> • Conduct a review of PeX policies and procedures to identify existing anti-discrimination provisions, and future needs. 	1 October – 31 February 2026	Head of People Experience
	<ul style="list-style-type: none"> • Investigate best-practice approaches to promoting allyship and positive race relations in social media commentary and online engagement. 	October – November 2025	Head of Marketing
	<ul style="list-style-type: none"> • Develop, implement, and communicate an anti-discrimination policy for our organisation. 	31 January 2025	Head of People Experience
	<ul style="list-style-type: none"> • Engage with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	31 March 2026	CEO / Head of Marketing / Head of People Experience
	<ul style="list-style-type: none"> • Educate senior leaders on the effects of racism. 	August 2026	Head of People Experience

Respect

At BridgeClimb, respect for Aboriginal and Torres Strait Islander cultures, histories, and rights is fundamental to our commitment to reconciliation. We recognise that the rich cultural heritage of these communities is integral to Australia's identity and the history of Sydney, where we operate. This understanding shapes our guest experiences, training plans and culture, ensuring that we not only acknowledge

the importance of First Nations cultures but actively contribute to their celebration.

By incorporating First Nations perspectives into our experiences, such as the Burrawa Climb experience, and upcoming Museum experience, we aim to amplify First Nations voices and stories while providing our visitors and team with an enriched cultural experience.

Respect for First Nations cultures and histories also aligns with our commitment to diversity, inclusion, and innovation. We are prioritising the ongoing learning and development of our team members to ensure that respect for First Nations cultures is embedded into all aspects of our operations and aim to continue to build strong and respectful partnerships with First Nations-led organisations.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	31 May 2026	Head of People Experience
	• Consult local Traditional Owners and/or First Nations Advisory Group to inform our cultural learning strategy.	September-November 2025 (+ quarterly)	CEO / Head of Marketing / Head of People Experience
	• Develop, implement, and communicate a cultural learning strategy document for our team.	August 2026	Head of People Experience
	• Provide opportunities for RAP Working Group members, PeX managers and other key leadership team members to participate in formal and structured cultural learning.	August 2026	Head of People Experience
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase team member's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	31 May 2026	Head of People Experience
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	31 October 2025	Head of People Experience
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	March 2026	Head of Marketing
	• Continue to offer all B2B clients the opportunity to add a Welcome Ceremony to their Climb experience and look at additional ways we can add partner First Nations experiences to our clients BridgeClimb experience.	September 2025 – October 2026 and reviewed annually	Head of Marketing
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. • Detail on protocols will be communicated to all team members through all team member communication channels and on our LMS.	September 2025	CEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, [2026, 2027]	CEO
	• Review PeX policies and procedures to remove barriers to team members participating in NAIDOC Week.	31 December 2026	Head of People Experience
	• Promote and encourage participation in external NAIDOC events to all team members.	First week in July, [2026, 2027]	Head of People Experience
	• Promote and celebrate NAIDOC week publicly through First Nations experiences and partnerships – BridgeClimb is committed to continuing to maximise the number of Burrawa climbs available and promoted for NAIDOC week and seeking other new initiatives such as for 2025 a First Nations food pop-up for guests of BridgeClimb to be created in partnership with First Nations businesses.	First week in July, [2026, 2027]	

8. Promote Aboriginal and Torres Strait Islander cultures and stories through our BridgeClimb experiences	<ul style="list-style-type: none"> Increase the number of Burrawa climbs to five per week enabling us to climb and educate up to 3640 guests per year. 	July 2027	Head of Operations / Head of Marketing / Head of People Experience
	<ul style="list-style-type: none"> All team members and guests to wear the BridgeClimb suits with First Nations art designs. 	September 2025 + ongoing	Head of Operations
9. Ensure First Nations histories and cultures are incorporated into the new Museum experience	<ul style="list-style-type: none"> Engagement with a respected First Nations creative agency (Balarinji) to develop a cultural narrative and curatorial report including research and community engagements to explore First Nations narrative, key themes and creative recommendations. Stakeholders include First Nations organisations, elders, artists and language experts with direct connect to Gadigal land and/or the Sydney Harbour Bridge. 	September 2025	CEO/ Head of Marketing
	<ul style="list-style-type: none"> Develop the final First Nations creatives and content for the Museum with a respected First Nations creative agency (Balarinji) –working with local First Nations artists and language experts 	September 2025 – February 2026	CEO / Head of Marketing / Head of Operations
	<ul style="list-style-type: none"> Inclusion of First Nations-owned businesses in procurement for the retail plans for the Museum 	September 2025 – December 2025	Head of Operations
	<ul style="list-style-type: none"> Internal team member cultural competency training on Museum content prior to launch. 	January 2026 – March 2026	Head of People Experience / Head of Operations
	<ul style="list-style-type: none"> Ensure the launch reflects cultural significance and genuine reconciliation including a launch event including a Welcome to Country and Smoking Ceremony, and invitation list to include First Nations community members, partners, and stakeholders. 	March – April 2026	Head of Marketing

Opportunities

Opportunities for Aboriginal and Torres Strait Islander peoples are incredibly important to BridgeClimb Sydney. Not only do we provide a specific First Nations experience to paying guests from Australia and around the world, but we also have the unique ability to be able to provide a platform to educate and inspire people to learn and understand

the Aboriginal and Torres Strait Island history of Sydney and Australia. We like to 'do a bit of good for the world' in all that we do and in this space, we use our opportunity to connect with our global audience on Australian history, connect with other organisations in our industry to gain better insights, learnings and understandings on how we can do better

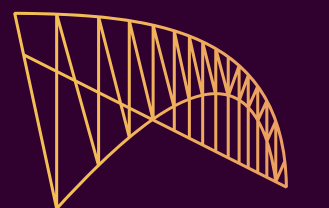
and consider ourselves very connected to the community and land on which we operate from. As mentioned our team culture is one we are proud of, and we ensure we provide equity across our team for development opportunities.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander team size to inform future employment and professional development opportunities.	31 December 2025	Head of People Experience
	• Engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.	31 December 2025	Head of People Experience
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	28 February 2025	Head of People Experience
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2025 (+ ongoing)	Head of People Experience
	• Review PeX and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	31 December 2025	Head of People Experience
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	31 December 2025	CEO
	• Identify room for growth with existing Aboriginal and Torres Strait Islander suppliers and new partnerships where possible.	31 May 2027	CEO
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our team.	September 2025 and review quarterly	CEO
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	31 December 2025	CEO
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses – including continued partnership with First Nations creators or organisations for retail opportunities for First Nations-designed merchandise in BridgeClimb gift shop.	September 2025 (+ ongoing)	CEO / Head of Marketing
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes through BridgeClimb’s merchandise sales	• Increase our spend on First Nations merchandise by 25% in year one.	June 2026	Head of Operations
	• Create signage to explain, our core partner, Welcome to Country’s aim to champion the growth of wealth and success within Aboriginal and Torres Strait Islander communities. Plus create signage to explain the work ‘Warrane Past & Present’ that intricately weaves a narrative about the cultural landscape of Sydney Harbour and its surroundings.	December 2025	Head of Operations
	• Ensure team members are trained in cultural protocols related to selling and promoting these products (e.g. explaining artist background, avoiding misappropriation).	December 2025	Head of Operations

Governance



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	31 May 2026	Head of People Experience
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	September 2025	Head of People Experience
	<ul style="list-style-type: none"> Meet at bimonthly intervals to drive and monitor RAP implementation. 	1 October 2025 (+ ongoing)	Head of Marketing
14. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. BridgeClimb 	September 2025	Head of Marketing / CEO
	<ul style="list-style-type: none"> Engage our senior leaders and other team members in the delivery of RAP commitments. 	September 2025	CEO
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	October 2025	CEO
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	September 2025	CEO - to be Head of Marketing
15. 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. 	1 September annually	Head of Marketing
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. 	1 September annually	Head of Marketing
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September, annually	CEO
	<ul style="list-style-type: none"> Report RAP progress to all team members and senior leaders quarterly. 	September 2025 (+ quarterly)	CEO
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	June 2026 and 2027	Head of Marketing
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	When shared by Reconciliation Australia each year (April-June 2026)	Head of Marketing
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	June 2027	Head of Marketing
16. 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. 	January 2027	Head of marketing



**BRIDGECLIMB
SYDNEY**

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