



# Reflect Reconciliation Action Plan



**RECONCILIATION  
ACTION PLAN**

---

**REFLECT**

**Implementation period:**  
March 2026 – September 2027

**Date:**  
16 January 2026

**USU address:**  
Holme Building, Science Road, Camperdown, 2038

# Contents

Statement of Acknowledgment	3
Our Vision for Reconciliation	4
Message from the Reconciliation Australia CEO	5
Message from the USU CEO	6
Our Business	7
Our RAP Journey	8
Relationships	11
Respect	12
Opportunities	13
Governance	14



# Statement of Acknowledgement

---

At USU we acknowledge the First Nations peoples of Australia and their connection to land, waters and culture.

We pay our respect to their Elders, past and present. Extending our respect to all First Nations peoples as the original stewards of these lands.

At USU we are committed to learning from and valuing the wisdom of First Nations cultures as we strive to walk together in the spirit of respect, sustainability and reconciliation.



# Our vision for Reconciliation

Our vision for reconciliation is a USU that actively contributes to a more just and inclusive campus community - where Aboriginal and Torres Strait Islander cultures, histories and contributions are acknowledged, respected and celebrated.

We are committed to working alongside Aboriginal and Torres Strait Islander peoples to build genuine partnerships, strengthen cultural capability in our workplace, and create practical opportunities that support participation, wellbeing and belonging for Aboriginal and Torres Strait Islander students and communities.

As a Reflect Reconciliation Action Plan, this plan focuses on listening, learning and relationship building. It sets a clear foundation for deeper action over time by strengthening our understanding, capability and accountability as an organisation.

# Message from the CEO of Reconciliation Australia



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

Reconciliation Australia welcomes University of Sydney Student Union to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

University of Sydney Student Union joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 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 University of Sydney Student Union 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 University of Sydney Student Union, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

# Message from the CEO of the USU



**Janina Jancu**  
Chief Executive Officer  
University of Sydney Union

At USU, we are committed to taking meaningful steps toward reconciliation with Aboriginal and Torres Strait Islander peoples. We recognise the enduring cultures, histories and contributions of Australia's First Nations peoples, and we acknowledge the Traditional Custodians of the lands on which we live, learn and work. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples in our community.

Our commitment to reconciliation is grounded in our purpose - to enrich student life and create a sense of belonging on campus. Through this Reflect Reconciliation Action Plan, we are setting a clear foundation to listen and learn, strengthen relationships, foster

respect, and create opportunities that support First Nations staff, students and communities.

This plan is more than a document. It is an invitation to build our capability, to be thoughtful about how we show up as an organisation, and to work in genuine partnership. I know we will not get everything right straight away, but I am committed to approaching this work with care, humility and persistence.

I look forward to working alongside our staff, students, partners and community to deliver on the commitments in this RAP, and to ensure reconciliation becomes part of how we lead, how we operate, and how we contribute to campus life.

# Get to know us

The University of Sydney Union (USU) is Australia's largest independent student-led organisation, established in 1874 and the first union of its kind in Australia. Proudly not-for-profit, we exist to enhance student life through the experiences and services we deliver, and by supporting students to build community, capability and belonging during their time at university.

Today, USU supports more than 300 student clubs and societies and delivers major campus events and festivals, including Welcome Fest, alongside

year-round programs that help students connect and thrive - from volunteering opportunities to community-building initiatives. We also operate campus venues and food and drink outlets and provide practical cost-of-living supports such as Student Savers and the USYD Food Hub.

USU employs around 600 people across our operations (including 7 identified staff members), and we reinvest the income we generate back into student programs, services and experiences for the University of Sydney community.



# Our RAP journey

## We have a responsibility for meaningful impact

USU plays a visible role in the everyday experience of students at the University of Sydney. Through the spaces we operate, the events and programs we deliver, and the clubs and communities we support, we help shape what campus life feels like.

With that reach comes a responsibility to contribute to reconciliation in practical, respectful ways - and to make sure our work reflects the histories and cultures of the lands on which we live, learn and work.

## Why we are developing a RAP

This is USU's first Reconciliation Action Plan. We are taking this step because reconciliation matters to the community we serve, and because we want to be deliberate about how we build a more inclusive, respectful and connected campus.

Our Reflect RAP is a starting point. It gives us a clear structure to listen and learn, deepen our understanding of Aboriginal and Torres Strait Islander cultures, histories and perspectives, and build the internal capability to do this work well. It also helps us move from intention to action by embedding reconciliation into our culture, values and everyday decisions.

## Our commitment

Through this Reflect RAP, we commit to building stronger relationships with Aboriginal and Torres Strait Islander stakeholders, showing genuine respect for First Nations cultures, and creating opportunities to work in partnership over time. We know this is ongoing work, and we are committed to approaching it with humility, care and accountability so that reconciliation becomes part of how USU operates and how we contribute to student life.

This Reflect RAP does not seek to provide all answers. Instead, it establishes the foundations required for USU to learn well, engage respectfully and progress to deeper action over time.



# Our RAP journey

## Our approach

Our Reflect RAP is USU's first formal step in our reconciliation journey. It provides a practical framework to guide listening, learning and early action, while building the foundations required for stronger and more sustained commitments in future RAPs.

Over the life of this plan, our focus is on:

- Building awareness and understanding across our workforce so reconciliation is a shared responsibility and embedded into ways of working.
- Strengthening relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations through respectful, culturally informed engagement.
- Identifying opportunities where USU can learn how to contribute to economic and social inclusion through our programs, events, partnerships and procurement practices.

## Our reconciliation journey to date

The development of this Reflect RAP was informed by early consultation with First Nations students, staff and external partners, supported by First Nations Economics. Their insights and perspectives helped shape the commitments in this plan and strengthened our understanding of how USU can contribute to a more culturally capable and inclusive campus community.

We have already started taking steps that provide a base for this work. This includes early relationship-building and collaboration, consultation with key stakeholders, and beginning to consider how our events, commercial and operational choices can better support inclusive outcomes. These efforts are not the finish line - they are the groundwork for the commitments in this plan and for the discipline we will need to deliver them well.

## Who's supporting the RAP journey

Janina Jancu, our CEO serves as the Executive Sponsor for USU's RAP, providing leadership and oversight for its development and implementation. The work of the RAP will be supported by a RAP Working Group made up of representatives from across USU, bringing together operational, student experience, stakeholder relationship and people leadership perspectives to help ensure this work is practical, embedded, and delivered with accountability.



# Our RAP journey timeline



**September 2023**  
RAP project endorsed

Formal endorsement from Board and Senior Leadership Team, marking the start of our reconciliation journey.



**February 2024**  
Financial commitment secured

Funding secured to develop a Reflect RAP.



**September 2024**  
Indigenous resourcing strengthened

Appointment of an Indigenous Engagement Officer to support the development of the Reflect RAP.



**October 2024**  
Strategic partnership established

Engaged First Nations Economics to support community consultation and focus group sessions with students and stakeholders.



**June 2025**  
Submission to Reconciliation Australia

Submitted our RAP intentions to seek preliminary feedback.



**January 2026**  
Drafting Reflect RAP

Refinement of the Reflect RAP in consultation with operational, stakeholder management and people leaders.



# Relationships

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence with consideration to cultural authority and appropriate engagement protocols.	June 2026	<ul style="list-style-type: none"> <li>CEO</li> <li>Director, Marketing</li> <li>Director, Student Experience</li> </ul>
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	September 2026	<ul style="list-style-type: none"> <li>Director, Marketing</li> <li>Director, Student Experience</li> </ul>
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff	May – June 2026	<ul style="list-style-type: none"> <li>Internal Communications Advisor</li> <li>RAP Working Group</li> </ul>
	RAP Working Group members to participate in an external NRW event	May – June 2026	<ul style="list-style-type: none"> <li>RAP Working Group</li> </ul>
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May – June 2026	<ul style="list-style-type: none"> <li>RAP Working Group</li> </ul>
Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation through both internal and external communication	Q2 review: June 2026 Q4 review: December 2026 Final review: June 2027	<ul style="list-style-type: none"> <li>Internal Communications Advisor</li> <li>Director, Marketing</li> </ul>
	Participate in community organisation networks that will assist us to build our capacity to meet our RAP commitments	September 2026	<ul style="list-style-type: none"> <li>Director, Marketing</li> </ul>
	Collaborate with businesses and our partners to actively share, learn and implement leading practices in reconciliation	March 2027	<ul style="list-style-type: none"> <li>Director, Marketing</li> <li>Director, Operational Services and Systems</li> </ul>
	Highlight our work with First Nations partners through appropriate communication channels	Biannual check ins: June 2026 & June 2027	<ul style="list-style-type: none"> <li>Internal Communications Advisor</li> <li>Director, Marketing</li> </ul>
Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination	April 2026	<ul style="list-style-type: none"> <li>Director, People &amp; Culture</li> </ul>
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	September 2026	<ul style="list-style-type: none"> <li>Director, People &amp; Culture</li> </ul>
	Look at ways to amplify anti-discrimination themes through cultural competency induction and training of all staff	March 2027	<ul style="list-style-type: none"> <li>Director, People &amp; Culture</li> </ul>

# Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Develop a structured approach and resourcing plan to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	July 2026	• CEO
	Conduct a review of cultural learning needs within our organisation	August 2026	• Director, People & Culture
	Roll out cultural learning plan and programs – including selecting a provider – and integrating the initiative into the USU Learning Framework	January 2027	• Director, People & Culture
	Embed our commitment to reconciliation into our induction and onboarding programs, ensuring that all new employees understand and engage with our reconciliation journey	March 2027	• Director, People & Culture
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 2026	• Director, People & Culture
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	September 2026	• Director, People & Culture
	Ensure that identified USU events include Acknowledgement of Country or Welcome to Country Ceremonies led by appropriately authorised Traditional Custodians and supported in line with cultural and remuneration protocols	April 2026	• CEO
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/July 2026 & 2027	• RAP Working Group • Director, People & Culture • Internal Communications Advisor
	Introduce our staff to NAIDOC Week by promoting external events in our local area	July 2026 & 2027	• RAP Working Group • Director, People & Culture • Internal Communications Advisor
	RAP Working Group to participate in an external NAIDOC Week event	July 2026 & 2027	• RAP Working Group • Director, People & Culture • Internal Communications Advisor

USU acknowledges the cultural authority of Traditional Custodians and Elders, and we commit to seeking culturally informed guidance in the way we engage, make decisions and implement our RAP

commitments. We recognise that respectful relationships must be grounded in listening to, and being guided by, those who hold cultural knowledge and custodianship of Country.

# Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	July 2026	• Director, People & Culture
	Collect employee data, in ways that are voluntary, culturally safe and respect employee privacy, to better understand and support employees who identify as Aboriginal and Torres Strait Islander at USU, using these insights to shape future strategies for targeted recruitment, retention and development initiatives	December 2026	• Director, People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment strategy which will include initiatives to attract and retain Aboriginal and Torres Strait Islander applicants	April 2027	• Director, People & Culture
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	December 2026	• Director, Operational Services and Systems
	Investigate Supply Nation membership	December 2026	• Director, Operational Services and Systems

# Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Evolve current ESG Committee to include RAP Working Group (RWG) responsibilities, governing the RAP Implementation	March 2026	<ul style="list-style-type: none"> <li>• Director, People &amp; Culture</li> </ul>
	Draft Terms of Reference for the RWG	April 2026	<ul style="list-style-type: none"> <li>• Director, People &amp; Culture</li> </ul>
	Establish Aboriginal and Torres Strait Islander representation on the RWG	April 2026	<ul style="list-style-type: none"> <li>• Director, People &amp; Culture</li> </ul>
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	July 2026	<ul style="list-style-type: none"> <li>• RAP Working Group</li> <li>• Director, Marketing</li> </ul>
	Engage senior leaders in the delivery of RAP commitments	July 2026	<ul style="list-style-type: none"> <li>• RAP Working Group</li> <li>• Director, Marketing</li> </ul>
	Appoint a senior leader to champion our RAP internally	July 2026	<ul style="list-style-type: none"> <li>• CEO</li> </ul>
	Define appropriate systems and capability to track, measure and report on RAP commitments	December 2026	<ul style="list-style-type: none"> <li>• CEO</li> </ul>
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	June annually	<ul style="list-style-type: none"> <li>• Governance Officer</li> </ul>
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	<ul style="list-style-type: none"> <li>• Governance Officer</li> </ul>
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	30 September annually	<ul style="list-style-type: none"> <li>• Governance Officer</li> </ul>
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	July 2027	<ul style="list-style-type: none"> <li>• Governance Officer</li> </ul>

# With thanks to those who have contributed to the development of the USU Reflect RAP

---

Get in touch:

Governance Officer, USU  
[governance@usu.edu.au](mailto:governance@usu.edu.au)

All photographs are supplied  
and owned by USU unless  
otherwise stated.