



REFLECT RECONCILIATION ACTION PLAN


JANUARY 2025 TO DECEMBER 2025

On Country, Together
Artist: John Hunter





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Acknowledgement of Country

We acknowledge that we are on Wangal land. This land connects us all to the past and the future. We respect Wangal Country, recognise Elders past, present and emerging as Traditional Custodians of it, and celebrate the ongoing deep cultural connection of the people who continue to carry its language, song, dance, and stories.

Smoking ceremony at the RAP information session, Qudos Bank Arena.
Photography: Aaron Leslie

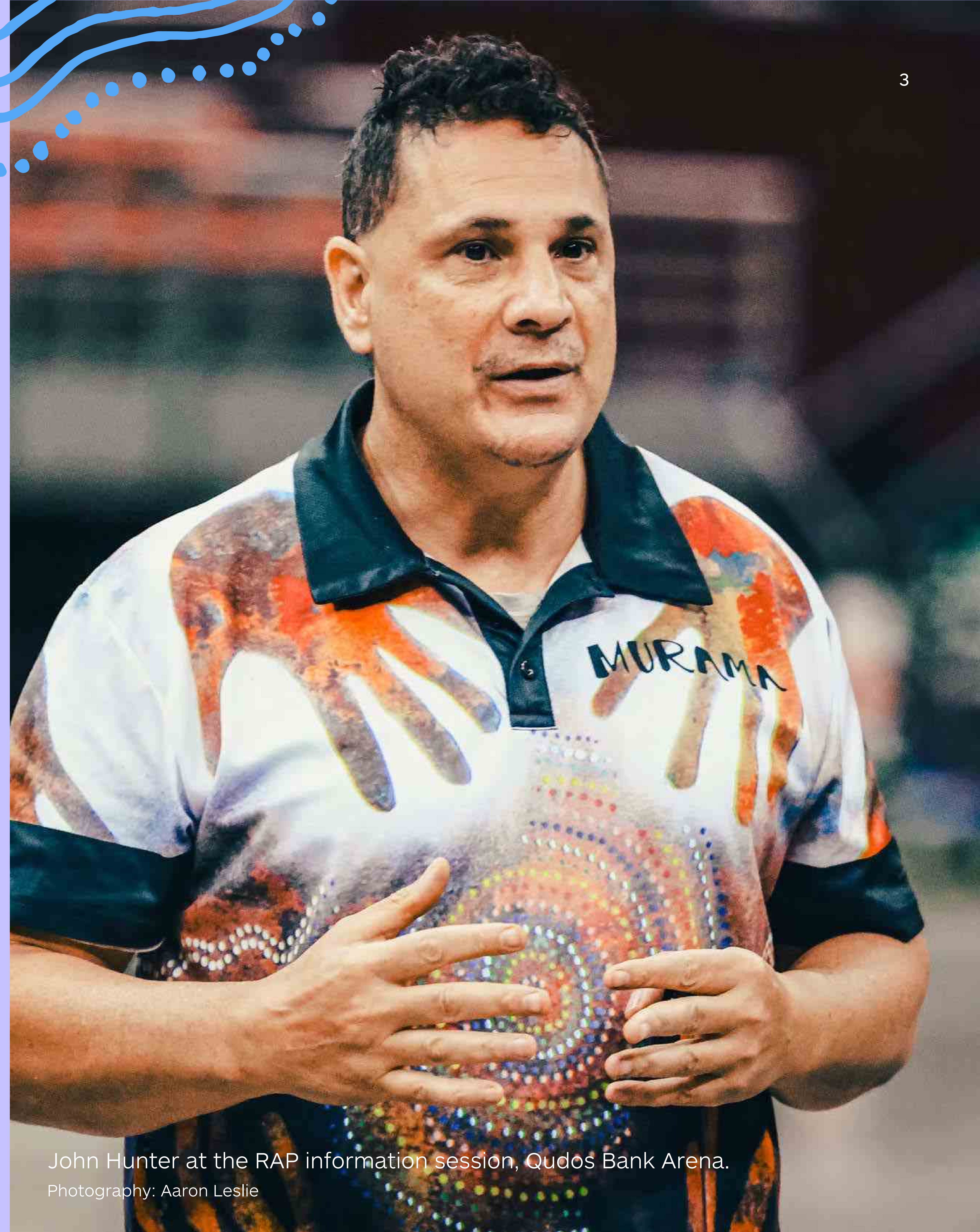
About the Artist and Artwork

Artist Bio

John Hunter is Gamilaraay & Wiradjuri of NW New South Wales, Australia. He grew up in Greater Western Sydney and works to support community-based solutions that facilitate self-directed, sovereign change to address the marginalisation and disadvantage faced by Aboriginal communities.

He is connected to Wangal Country through his work with Murama, a community space dedicated to healing, collaboration, and reconnection to Country in Sydney Olympic Park. Murama serves as a platform for sharing stories and experiences, where public artworks and installations reflect the histories of First Nations Peoples, including the frontier wars and the intergenerational trauma of the Stolen Generations. These works not only acknowledge the resilience of Aboriginal peoples but also honour the Wangal and their traditional connection to the land.

Through his involvement in Murama, John provides a space for the community to reflect on their deep connection to Country. The Yarning Circle, an integral part of this space, fosters listening, sharing, and the transmission of cultural knowledge, helping to preserve and pass on the wisdom and experiences of First Nations peoples. John's practice emphasises the importance of collective healing, self-determination, and the ongoing need to listen to and honour Aboriginal voices.



John Hunter at the RAP information session, Qudos Bank Arena.
Photography: Aaron Leslie

Artist Statement



On Country, Together

Artist: John Hunter

The artwork was created by Gamilaraay & Wiradjuri man, John Hunter for Qudos Bank Arena as part of the “Reflect” Reconciliation Action Plan. It is a vibrant homage to the rich cultural heritage and enduring connection of local Aboriginal peoples to each other, through kinship, community and ‘Country’.

At the heart of the piece lies a gathering place, symbolised by the central circle representing the Arena itself. The U-shaped figures encircling it, embody the people coming together, portraying’s a diverse community united in celebration and reflection. The central depiction of the seating map and pathways, with footprints, illustrate the many entry points into the Arena, capturing the essence of patrons arriving from all corners of Sydney to participate in shared experiences.

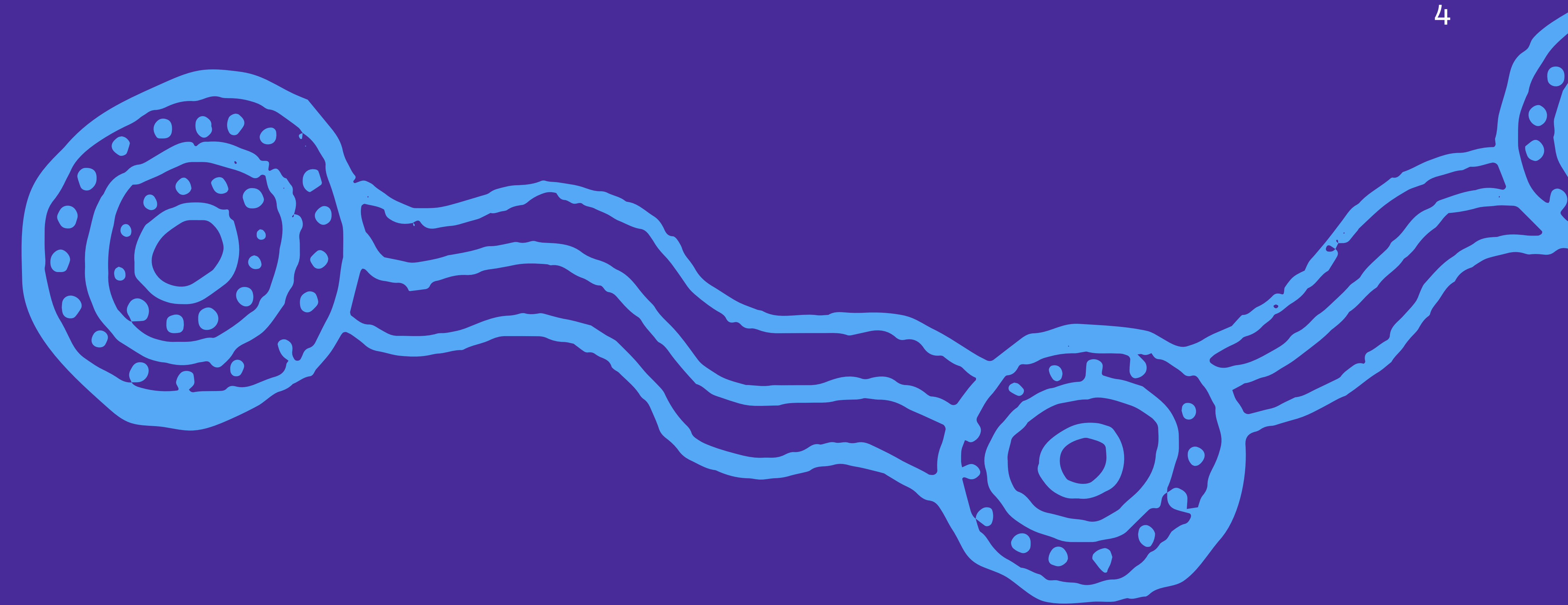
The layered colours represent the vital elements of Country, rivers, land, forests, mangroves, and the expansive night sky, signifying the deep relationship between Aboriginal peoples and the environment. The blue at the bottom of the artwork represents the Parramatta River and its smaller tributaries. The white circles within the blue layers symbolise the camps along the river, emphasising the presence of Aboriginal peoples

from the past and present day. The yellow and green represents the vegetation, mangroves, salt marsh and forests.

The handprints and stencils at the top of the artwork serve as a powerful representation of connection to place and ‘Country’. They honour the Traditional Custodians of the land and reflect the contributions of the Reconciliation Action Plan working group, united in purpose. The handprints also symbolise the Arena’s patrons, participating in various events which bring the community together.

The circular form of the Arena, depicted in white, represents the dynamic engagement of its visitors, illuminated by the lights of celebration. Fireworks and music notes echo the vibrancy and joy of the many events hosted at the Arena, while the grey lines above convey the energy that permeates throughout the site.

This artwork pays tribute to over 65,000 years of gathering on Wangal Country, honouring the past while celebrating the present day and a collective future. It invites all to reflect on our shared connections and the ongoing journey towards reconciliation.



Message from General Manager, Steve Hevern

Since our inception in 1999 in preparation for the Sydney 2000's Olympics and Paralympics Games, Qudos Bank Arena has been dedicated to making a profound impact on the local community.

Our Arena is situated on Wangal land, and we acknowledge and recognise the local Traditional Custodians, Elders past, present and rising. Our Country's Aboriginal and Torres Strait Islander peoples have nurtured these lands for over 65,000 years, while the histories of non-Aboriginal and Torres Strait Islander occupation is over 200 years. In our 25 years, Qudos Bank Arena recognises the importance of acknowledging this vast difference.

Our goal is to contribute to reconciliation by translating our good intentions into tangible actions that enhance socio-economic outcomes for Aboriginal and Torres Strait Islander communities. A Reflect Reconciliation Action Plan encompasses the core pillars of relationships, respect, opportunities and governance. It provides a framework for organisations to actively support the national reconciliation movement between Australia's original inhabitants and the broader community.

Our Reflect Reconciliation Action Plan serves as a public declaration of our commitment to reconciliation. This plan will drive our contributions to reconciliation both internally within our company and externally within the communities that we operate in. Importantly, this will not be a document left to gather dust on a shelf. We will diligently monitor our progress and regularly report them to our Leadership team and staff.

Through the Qudos Bank Arena Reflect Reconciliation Action Plan, we have the opportunity to demonstrate our core values in our contribution to reconciliation. These include Courage, Respect, Collaboration, Accountability and Fun.

Together, we can build a future of unity and understanding for all Australians.

Steve Hevern
General Manager



Steven Hevern, General Manager at the RAP information session, Qudos Bank Arena.

Photography: Aaron Leslie

Message from CEO of Reconciliation Australia

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

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

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

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

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Qudos Bank Arena 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 Qudos Bank Arena, 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

Our Business

Qudos Bank Arena, owned by TEG and proudly operated by ASM Global, is located on Wangal Country within Sydney Olympic Park. Qudos Bank Arena was constructed in 1999 as one of the major facilities built for the Sydney 2000 Olympic and Paralympics Games. While the Arena is at one physical location, it has a national and international reach through international artists, sporting codes, promoters, stakeholders, and broadcasters.

Qudos Bank Arena, has been awarded by Billboard the seventh position globally in ticket revenue for venues with a capacity of 15,000 or more (excluding stadiums), is the largest indoor live entertainment Arena in Australia. With a seating capacity of just over 21,000, the Arena also has the flexibility to adjust its auditorium configuration to a wide variance of patron capacities via its retractable seating and unique curtaining reduction system.

Qudos Bank Arena remains the only large indoor entertainment Arena in Sydney with a seated capacity over 8,000 patrons. Over the years the Arena has welcomed an average of 90 events per annum across a diverse range of events spanning genres across music, comedy, sport, and family entertainment - hosting the biggest artists and athletes in the world. In 2023 the Arena celebrated its millionth customer for the year through the door for only the third time in history and set a record in March for 19 events held within a single month.

The Arena is owned by TEG, a leading global live entertainment, ticketing, and technology business which operates globally and is proudly managed by ASM Global, the largest venue management group in the world – managing over 350 sporting and entertainment venues worldwide.

The Arena has multiple venue spaces that includes the Main Auditorium, glazed Grand Foyer, a spectacular Grand Ballroom, and a wide variety of other spaces capable of accommodating configurations from 20 to 21,389 patrons for all event requirements. The Arena also includes 52 corporate suites which have established the benchmark for corporate entertaining at comparable venues in Australia.

A  venue proudly managed by 



Courage

We face challenges together, encouraging each team member to be courageous in action and take ownership to identify positive solutions to achieve favourable outcomes.

Respect

We respect every team member and acknowledge their contribution to the Arena.

Collaboration

We work as a team to achieve a common goal allowing team members to positively and confidently express themselves and having the freedom to explore all the options available.

Accountability

We work with integrity and take full responsibility of our actions. We are honest, trustworthy, loyal and can be relied upon to take ownership of our engagements and obligations.

Fun

We work hard to deliver memorable experiences for our stakeholders in an environment that celebrates achievements and values fun, respectful and enjoyable workplace.

Qudos Bank Arena employs over 900 people across the areas of Administration and Finance, Event Management, Security, Hospitality, Technical Support, Customer Service, Merchandise, Commercial, and Assets Management.



Smoking ceremony at the RAP information session, Qudos Bank Arena.

Photography: Aaron Leslie

Our Reconciliation Action Plan



Qudos Bank Arena is developing a Reflect Reconciliation Action Plan (RAP) because we are resolute in forging genuine and trusting relationships with Aboriginal and Torres Strait Islander peoples and communities. We are dedicated to fostering respect for the world's longest surviving cultures and recognising the fundamental role that Aboriginal and Torres Strait Islander cultures play in shaping our nation's identity.

It is our responsibility to acknowledge to the community that we can do more to address the disparities that exist between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples. This includes areas such as shared knowledge of histories, economic and health determinants, and educational opportunities. To address disparities, we recognise the important role of education to raise awareness, connect with lived experiences of Aboriginal and Torres Strait Islander peoples and learn about the Country we are on.

We strive to create a culturally safe and inclusive environment for Aboriginal and Torres Strait Islander peoples and for all. From the moment of entering the Arena, whether you are an employee, stakeholder, artist, or fan, it is important the environment is welcoming, respectful, and free of any racism.

Qudos Bank Arena began their reconciliation journey prior to the 2000 Sydney Olympics and Paralympics Games with the establishment of a relationship with the Sydney Olympic Park Authority (SOPA) who manages the precinct (of which the Arena is located on) including all public places, 430 hectares of parklands, and seven sporting venues . Over time, SOPA

has developed effective relationships and built capacity for engagement with Aboriginal and Torres Strait Islander peoples, including the establishment of the Aboriginal History and Connections Program and the support of the Murama Healing Space, an evolving hub for local, regional, and international Indigenous arts, learning and collaboration . SOPA informed Qudos Bank Arena about the Murama Healing Space and a subsequent meeting was organised.

In August 2023 Daniela Gattari and Terrence Trujillo from Qudos Bank Arena and Dr John Hunter and Roberto Giunta from the Murama Healing Circle at Sydney Olympic Park met Mike Bartlett from SOPA to connect and share. Dr Hunter shared a cultural tour of the site including the Wangal Walk. During this meeting, the development of a Reflect RAP was discussed, and Kamilaroi woman Dr Lana Leslie from Gunnedah Hill Business Solutions was referred to Qudos Bank Arena as a potential consultant to assist with developing the Arena the RAP. Following, Daniela Gattari and Terrence Trujillo met with Dr Leslie and Gunnedah Hill Business Solutions was engaged to partner with the development of the Reflect RAP.

An information session for Qudos Bank Arena staff was held on 1 November 2023 and was facilitated by Dr Lana Leslie. Employees were invited to share a cultural experience with a smoking ceremony and Acknowledgement of Country with Dr John Hunter. The information session included information about reconciliation, Reconciliation Action Plans and the reasons Qudos Bank Arena were developing a RAP. The session also shared the members of the RAP Working Group and invited employees to ask questions and discuss the RAP development.

In the development stage, the RAP Working Group (RWG) met to participate in 4 meetings from November 2023 to March 2024. The RAP Working Group meetings were co-facilitated by the RAP Champions and Dr Leslie. Each meeting focused on discussing information to inform the development of the RAP.

The implementation stage will involve the RWG meeting regularly to put into practice the plan and to monitor progress against the actions and deliverables.

Daniela Gattari and Terrence Trujillo supports the development and monitoring of the RAP through their role as Co-RAP Champions.

The RAP Working Group consists of the following members:

- Daniela Gattari, Marketing Manager, Co-RAP Champion
- Terrence Trujillo, Director of Commercial, Co-RAP Champion
- Steve Hevern, General Manager
- Anchal Kumar, Manager, People and Culture
- Nadine McLean, Director of Finance and Business Services
- Michael Cox, Director of Operations
- Damien Smith, Director of Hospitality
- Dr John Hunter, Murama Healing Space (external)
- Dr Lana Leslie, Gunnedah Hill Business Solutions (Reconciliation Consultant)



National Reconciliation Week event, Murama Healing Space.
Photography: Aaron Leslie

Our Partnerships and Current Activities



RAP Working Group meeting at Murama Healing Space.
Photography: Aaron Leslie

Qudos Bank Arena has a contract with NRG Cleaning for the cleaning of Qudos Bank Arena. NRG Cleaning uses the cleaning chemicals of Chemrose, an Aboriginal owned leading supplier of Australian-made cleaning chemicals. Chemrose actively contributes to helping Australians build their appreciation and responsibility to Country.

Internally, we developed an Acknowledgement of Country statement and observe this important cultural protocol before any meetings and presentations. On several occasions, we have had Smoking Ceremonies to celebrate our 20th birthday, as well as for the commencement of our Reflect Reconciliation Action Plan Information session.

In 2024 we commenced the promotion of dates of significance for Aboriginal and Torres Strait Islander peoples and cultures on our social media platforms. In February 2024, we commemorated the anniversary of the National Apology to Stolen Generations on the Arena's LinkedIn and Instagram pages.

Actions and Deliverables

Over the next 12 months, January 2025 to December 2025, Qudos Bank Arena commits to the following actions and deliverables:

Ayoola Shogunle at smoking ceremony at the RAP information session, Qudos Bank Arena.
Photography: Aaron Leslie

Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2025	Marketing Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2025	Marketing Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Manager, People and Culture
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025	Marketing Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025	Manager, People and Culture
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2025	General Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2025	Director of Commercial
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2025	Director of Commercial
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	April 2025	Manager, People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	April 2025	Manager, People and Culture

Respect



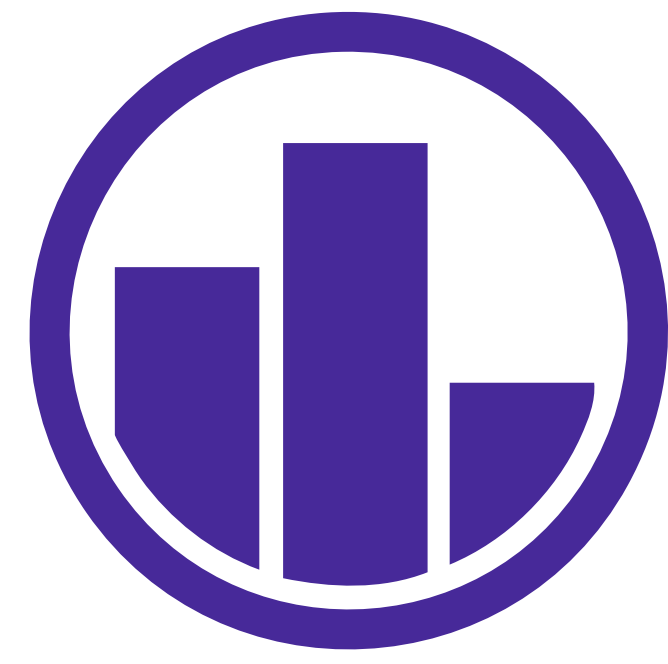
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	March 2025	Director of Finance
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2025	Director of Finance
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.	February 2025	Marketing Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2025	Manager, People and Culture
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 2025	Marketing Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Marketing Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024	Marketing Manager

Opportunities



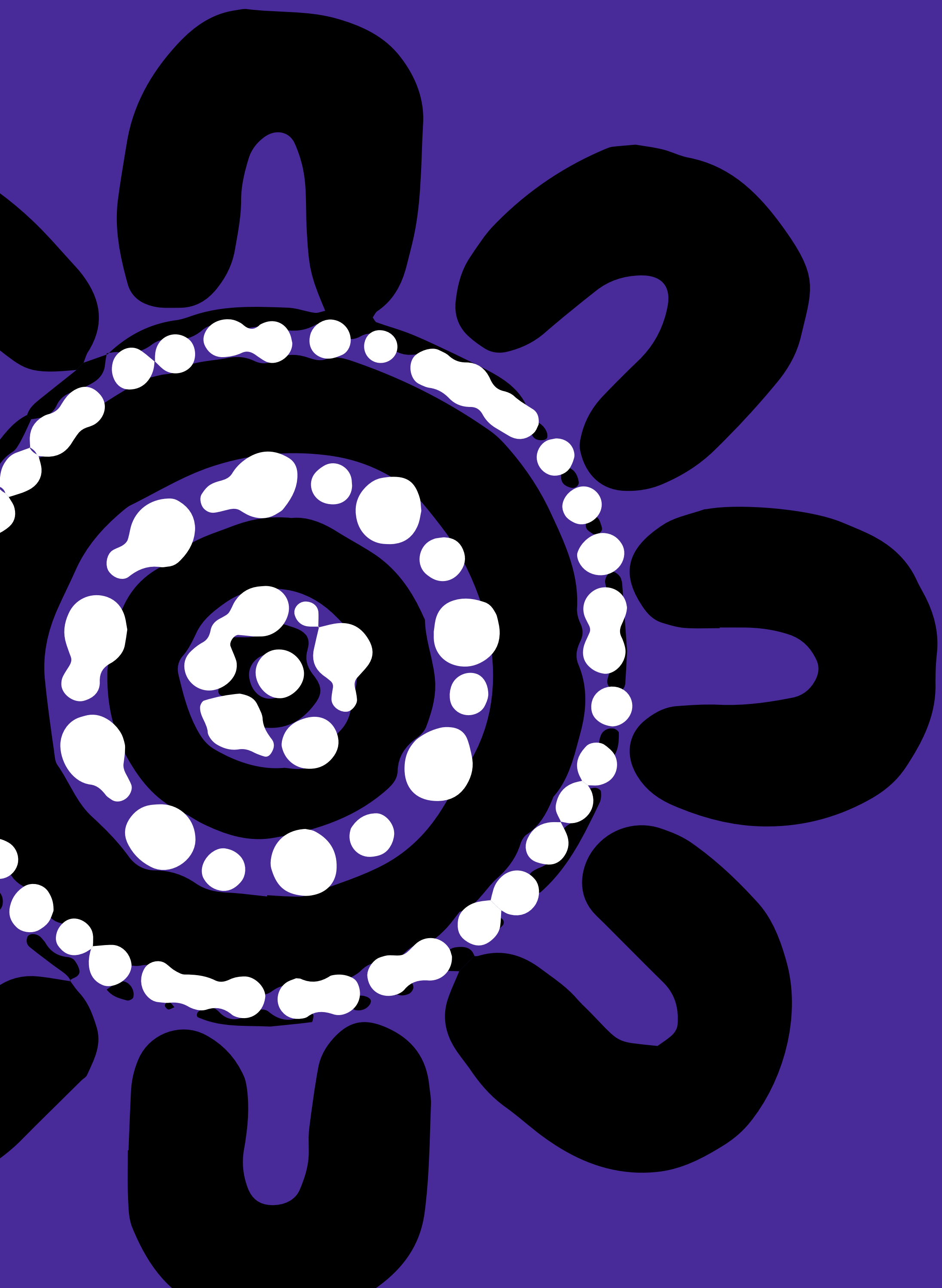
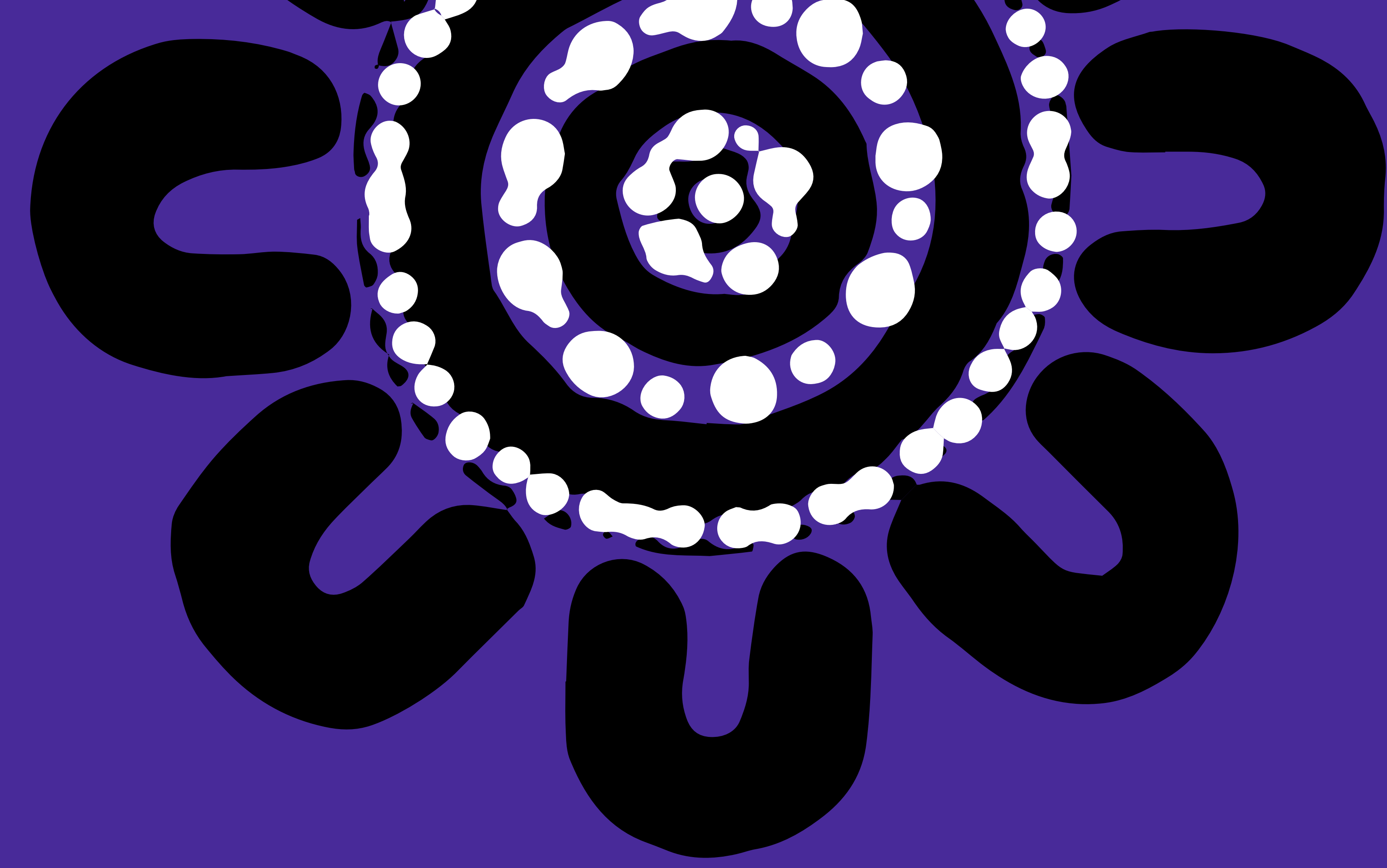
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2025	Director of Hospitality
	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	Director of Hospitality
9. Investigate 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.	June 2025	Director of Finance
	Investigate Supply Nation membership.	June 2025	Director of Finance

Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	January 2025	Director of Commercial
	Draft a Terms of Reference for the RWG.	January 2025	Director of Commercial
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	January 2025	Director of Commercial
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2025	Marketing Manager
	Engage senior leaders in the delivery of RAP commitments.	January 2025	Director of Commercial
	Maintain a senior leader to champion our RAP internally.	January 2025	Director of Commercial
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January 2025	Marketing Manager
12. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June, annually	Marketing Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August, annually	Marketing Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September, annually	Marketing Manager
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2025	Marketing Manager

Contact Us



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Director of Commercial

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