

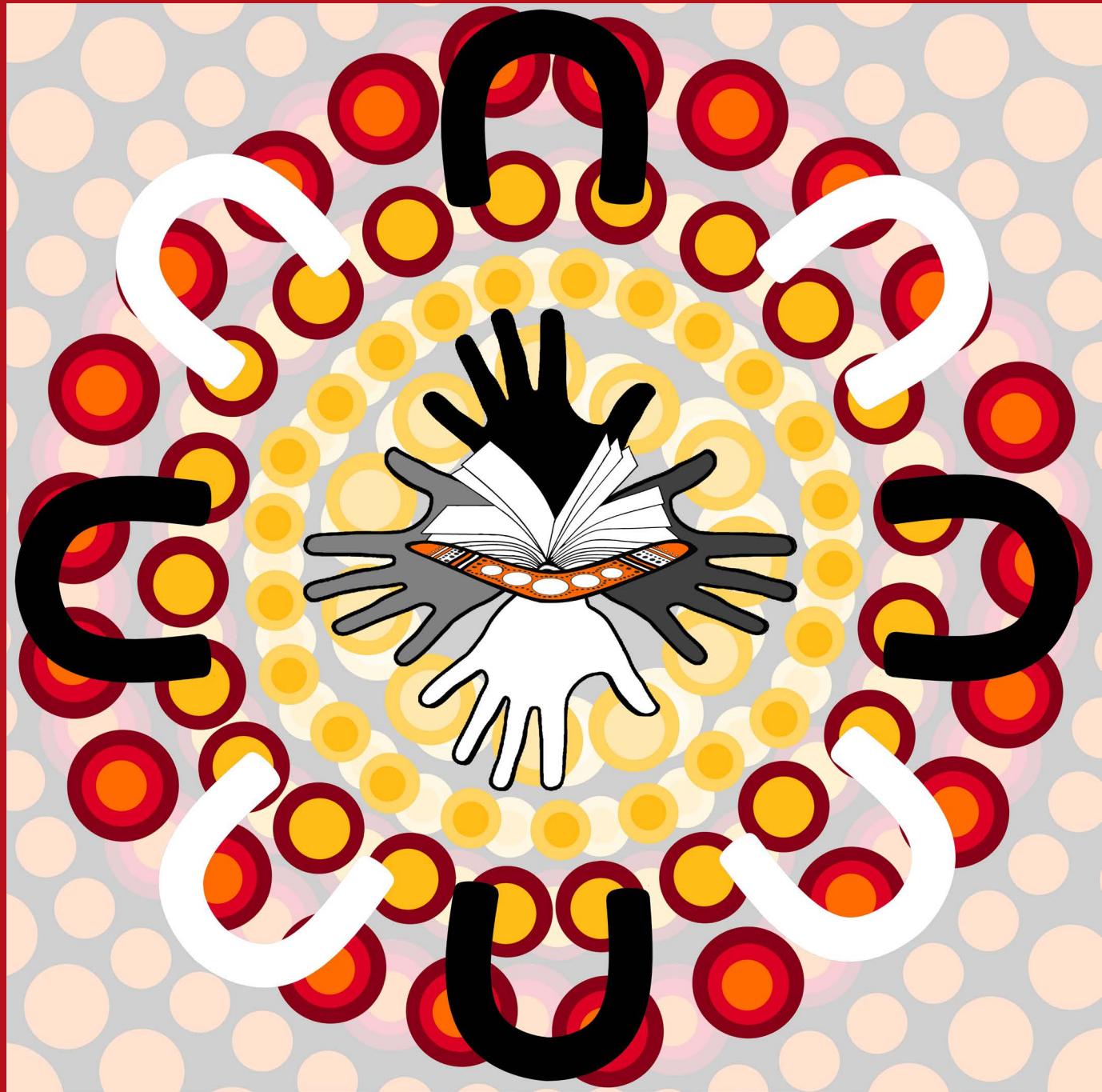
# Innovate

## Reconciliation Action Plan

Penguin Random House Australia  
June 2025 to May 2027



Penguin  
Random House  
Australia



# Acknowledgement of Country

**We at Penguin Random House Australia acknowledge that Aboriginal and Torres Strait Islander peoples are the Traditional Custodians and the first storytellers of the lands on which we live and work. We honour Aboriginal and Torres Strait Islander peoples' continuous connection to Country, waters, skies and communities. We celebrate Aboriginal and Torres Strait Islander stories, traditions and living cultures; and we pay our respects to Elders past and present.**

# About the artist and cover artwork

Gregg Dreise



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*Thank-You Circles – Helping Hands* is an artwork specifically created as a part of Penguin Random House's Reconciliation Action Plan. Gregg Dreise is a proud descendant of Kamilaroi and Euahlayi Countries in North West New South Wales and across the south-western Queensland border. He feels privileged to work as an author and illustrator with the Penguin Random House team, and also as a proud ambassador of the Indigenous Literacy Foundation.

This artwork begins with Gabayindah Gooroos ('thank-you circles') that embed the long-lasting tradition of being thankful for the things we need. They thank Father Sky and Mother Earth, highlighting the cyclic nature of being connected to Country. They are reminders to cherish our water, plants, animals, families and friends (past/present/future).

Focused in the middle are 'helping hands' of all shades working together to help readers learn deep Australian culture. Together these helping hands are creating a book that is bound by a boomerang – to represent knowledge and wisdom that has been shared across this continent since Creation Time.

Seeing over this creation of a new style of Indigenous storytelling is a passionate group of Elders of different shades. These Elders are using their varying forms of wisdom to assist in the empowerment of Australians to rise up with a future of pride in the rich history that will respect our past, educate our present and guide our future.

As well as books, Gregg's artwork can be found on TV shows, sporting jerseys and walls all around the world.

# Our vision for reconciliation

**Our vision for reconciliation at Penguin Random House Australia is to be an organisation that values and celebrates First Nations peoples, cultures, stories and storytelling, and to light the way through our publishing towards a more equitable and unified Australia. First Nations cultures play an integral role in our rich identity as a nation. As a leading, influential publisher, we aspire to publish, employ and collaborate with First Nations peoples in an impactful way, and foster an organisational culture – and society – inclusive and respectful of Indigenous knowledges, experiences and perspectives.**



# Message from Penguin Random House Australia

**Julie Burland, Chief Executive Officer**



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In 2023 Penguin Random House Australia committed formally to reconciliation with Aboriginal and Torres Strait Islander communities, and to playing a role in creating a future more just and equitable, through our Reflect Reconciliation Action Plan (RAP). Together we committed to listen and learn from First Nations peoples. Together we deepened our awareness of the cultures, histories, knowledge and rights of Australia's first storytellers.

It is with much pride that I present the Innovate Reconciliation Action Plan (RAP) on behalf of all who work at Penguin Random House Australia, the second step in our formal commitment to reconciliation with First Nations communities. As a board member of the Indigenous Literacy Foundation, this is a commitment close to my heart.

True to definition, the Innovate RAP encourages change and renewal. The Innovate RAP will assist in strategically aligning our commitment to reconciliation at Penguin Random House Australia with our company values of Discover, Respect, Engage and Share, as well as with our publishing, recruitment and training objectives.

Embarking on our Innovate RAP is an exciting opportunity for us to live into our vision for reconciliation: to be an organisation that values and celebrates First Nations peoples, cultures, stories and storytelling through our publishing towards a more equitable and unified Australia.

Once again we thank Reconciliation Australia for guiding us in our RAP journey. We look forward to taking the next steps in our contribution to the national reconciliation movement.



**JULIE BURLAND**

Chief Executive Officer  
Penguin Random House Australia

# Statement from Reconciliation Australia

**Karen Mundine, Chief Executive Officer**

Reconciliation Australia commends Penguin Random House 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 Penguin Random House 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, Penguin Random House 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.



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With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Penguin Random House 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 Penguin Random House'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 Penguin Random House on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



**KAREN MUNDINE**  
Chief Executive Officer  
Reconciliation Australia

# Our business



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**Penguin Random House is the proud publisher of some of the world's favourite books, from cherished authors around the world. We celebrate writers, stories and ideas that entertain, educate and inspire readers of all ages. At Penguin Random House Australia we are proud to work with the most talented local writers, thinkers and artists, both emerging and established, and publish a diverse range of local voices for our readers in Australia, and beyond.**

Our team of creative and passionate people from various backgrounds and experiences work together to uphold integrity and excellence throughout the entire publishing process, from idea to printed books and their distribution. Our company values of Discover, Respect, Engage, Share underpin all we do.

In Australia our team numbers 380 employees who work out of our offices in Warrane – Sydney – on land traditionally owned by the Cammeraygal people of the Eora Nation; in Naarm – Melbourne – on land traditionally owned by the Wurundjeri and Boonwurrung peoples of the Kulin Nation; in our warehouse in Scoresby, on land traditionally owned by the Wurundjeri and Boonwurrung peoples of the Kulin Nation; or remotely in other locations throughout Australia.

Penguin Random House Australia is committed to providing a workplace and

culture that values diversity and inclusion across all levels of the business. While at present no employees have identified as Aboriginal and Torres Strait Islander peoples, our First Nations Recruitment Strategy, formed as part of work on our Reflect RAP, aims to change this to make Penguin Random House an employer of choice for First Nations peoples, and to offer exciting opportunities in the form of internships and placements for First Nations talent.

We recognise First Nations peoples as Australia's first storytellers, and that truth-telling and acknowledgement of the past are crucial steps towards reconciliation. We recognise the importance of our role in uplifting First Nations voices in our publications and powering community truth-telling. We are also ever mindful of the role we play in shaping the national discourse, and the privilege, opportunity and responsibility that come with this role.

As the leading publisher distributing books across the continent, Penguin Random House Australia has significant geographical reach. We work hard to bring the very best books to readers throughout the country and beyond.

Our sphere of influence extends from our employees, authors, illustrators and designers to business partners such as literary agents, freelancers, typesetters, printers, booksellers, libraries, schools, external suppliers, other publishers and the broader industry – and to our thousands of readers everywhere, here in Australia and around the world.

We embrace the opportunity to develop and implement our Innovate RAP, and thereby contribute in a meaningful way to the national reconciliation movement, and to a more respectful, just and equitable future.

# Our RAP



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**It is our business and passion at Penguin Random House Australia to tell stories. We recognise and respect that Aboriginal and Torres Strait Islander peoples are the Traditional Owners of the continent now known as Australia, and Custodians of the oldest storytelling tradition in the world. We are proud of the role we have played to date in publishing First Nations authors and stories, and we are ever mindful of the unique opportunity we have in shaping conversations and influencing change.**

Penguin Random House Australia is committed to reconciliation with Aboriginal and Torres Strait Islander communities, and to creating a more just and equitable future. We welcome and take very seriously our role as a publisher to contribute to community truth-telling, and the importance of improving and upholding the ethics and integrity in publishing and honouring First Nations stories from all writers. We commit to leading by example and sharing our learnings and influence with our publishing teams in other territories.

We formalised our commitment to reconciliation in 2022 with the development of our first Reconciliation Action Plan – Reflect – under Reconciliation Australia's RISE framework (Reflect, Innovate, Stretch, Elevate). This first RAP was endorsed by Reconciliation

Australia in early 2023, and work on its implementation spanned from March 2023 to July 2024. Completion of the Reflect RAP has laid the foundations and primed our workplace for future reconciliation initiatives. Developing an Innovate Reconciliation Action Plan (RAP) is the next important step in our company's reconciliation journey. Importantly, developing and committing to an Innovate RAP will bring accountability to our efforts.

Penguin Random House Australia's commitment to the Innovate RAP is supported by CEO Julie Burland, Sales and Operations Director Gavin Schwarcz and Human Resources Director Belinda Hansen. It is championed by Claudine Kruger, Director of Strategy and Corporate Development, with the support of the RAP Working Group: Social Impact Officer

Isha Desai, Executive Editor Rachel Scully, Production Manager – Young Readers Elena Cementon, Senior Editor Melissa Lane and Senior Editor Shané Oosthuizen. External partner Tiffanie Ireland of Messenger Bird Collective has joined the RAP Working Group to offer a First Nations perspective and expertise in Indigenous engagement.



**RECONCILIATION**  
ACTION PLAN



# Our reconciliation journey



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## **Penguin Random House Australia's Reflect Reconciliation Action Plan (RAP), completed in July 2024, encouraged us to listen to and learn from First Nations peoples, and has set a path for the business to continue to work towards reconciliation.**

Together we are proud of the learnings we have gained and the changes we have made that have evolved as part of our Reflect RAP. Each of us has a deeper awareness and appreciation of and engagement with the cultures, histories, knowledge and perspectives of Aboriginal and Torres Strait Islander peoples, gained through the framework pillars of relationships, respect and opportunities. Deeper understanding of First Nations perspectives and engagement with First Nations peoples is vital to shifting the national narrative and affecting broader change.

Engaging in Reconciliation Australia's RAP process has impacted positively on who we are and what we do. We have undertaken a number of initiatives as part of our Reflect RAP to fortify our commitment to reconciliation, and we met most of our targets within the agreed timeframe.

- From the outset our first RAP was embraced by staff. Learnings and progress of the Reflect RAP and its endorsement were showcased at staff updates by CEO Julie Burland, and on our Intranet site, 'The Shelf', and our RAP document was shared with all staff. A RAP governance structure was set up consisting of a RAP Working Group to oversee the actioning of targets. First Nations consultant Tiffanie Ireland guided our approach with her First Nations perspective and insights into Indigenous engagement.

- We are proud of our work to date in championing First Nations authors and stories, and we have added to this list over the course of our Reflect RAP with further brilliant First Nations books, including *Dorothy* by Jordan Collins (Feb 2023), *We Are Matildas* by Shelley Ware (May 2023), *Circles of Life* by Gregg Dreise (March 2024), *Yarn Quest* by Brooke Scobie and Jade Godwin (July, 2024) and *Love Unleashed* by Melanie Seward (August 2024).
- NAIDOC Week and National Reconciliation Week have been established as significant events on our organisation's calendar, and in 2023 and 2024 they were celebrated as such with office screenings of the powerful First Nations documentary series *The First Inventors*; catering from First Nations providers; increased communications on The Shelf about Aboriginal and Torres Strait Islander cultures and events in our local areas; and attendance of external First Nations events by members of the RAP Working Group and other interested staff.
- Training on cultural awareness and unconscious bias is an essential and part of staff training and mandatory for all throughout our business. In the interest of supporting our First Nations creators, training for publishing staff in Sydney and Melbourne on cultural sensitivity, cultural and intellectual property, First Nations voices and cultural intelligence has sharpened awareness of First Nations experiences and

sensitivities, and these learnings have been incorporated into editorial guidelines. We have also developed an archive of resources for editors and publishers to assist in work with First Nations creators.

- Guest speakers Joshua Gilbert (proud Worimi man and upcoming Penguin author) and Tiffanie Ireland (proud Kamilaroi woman and Indigenous engagement professional) offered generous and moving perspectives into First Nations experiences at staff events, enriching our collective understanding.
- Senior Editor Patrick Mangan, Editor Vishali Seshadri and Designer Caroline Lee participated in the Indigenous Literacy Foundation's Create mentoring program, which partners students from a remote community with ILF ambassadors and publishing practitioners to produce their own book. Patrick Mangan travelled to Thursday Island to work with eight students there, who then completed their publication journey in our Sydney office.
- Our commitment to reconciliation is a public one. A Penguin Random House Australia Acknowledgement of Country is now included on the imprint page of all locally published titles, and on our website, and a recorded version is included in all of our locally produced audiobooks. We also actively supported the 'Yes' vote in the 2023 Referendum and were a signatory to Reconciliation Australia's statement of support for a 'Yes' vote. Office events and the communication of local cultural events to mark National Reconciliation Week and NAIDOC Week are included on The Shelf.

- First Nations cultures and languages are celebrated throughout the organisation. At our Southbank office we worked with Elders from the Wurundjeri Woi Wurrung Council to name the meeting rooms of our new office to honour and incorporate local First Nations languages into our daily life, and developed a pronunciation guide for all staff made available on The Shelf. At our Sydney office the artwork created by Gregg Dreise for our Reflect RAP takes pride of place in one of our main meeting rooms.
- We have worked hard to expand our First Nations partnerships, and remain committed to seeking partnerships with Aboriginal and Torres Strait Islander businesses and organisations as part of our procurement processes to support economic empowerment.
- We have continued our commitment to the Indigenous Literacy Foundation (ILF), our major charitable partner, and have raised and donated funds to support their ongoing work. Penguin Random House Australia CEO Julie Burland is also now a member of the ILF board.
- Ongoing efforts to foster a more inclusive and welcoming workplace include partnering with the Diversity Council of Australia in a Diversity and Inclusion survey, to offer staff the opportunity to input anonymously into ensuring a progressive environment for all.

A consistent focus in our approach has meant that Penguin Random House Australia achieved all objectives set out in our Reflect RAP. One challenge we faced was logistical, bringing groups across three locations in Australia together on our RAP journey. Furthermore, people throughout the organisation are at different stages in their personal engagement. We set about bringing everyone to an equal level via consistent communications to staff, mandatory and ongoing training on diversity and inclusion, and informative events to mark National Reconciliation Week and NAIDOC Week at all company locations.

These efforts combined have worked to bring a greater level of cultural awareness to all within our organisation. But we are ready for the next steps. In preparation of our undertakings under the Innovate RAP, we have taken a refocused and strategic approach to First Nations employment at a policy level by creating a First Nations Recruitment Strategy. Our aim is to attract First Nations staff, to offer unique employment and career development opportunities exclusively to First Nations peoples, and to continue to build cultural awareness within the workplace. As part of this strategy Penguin Random House Australia is offering two internship positions per year exclusively for Aboriginal and Torres Strait Islander peoples.

All at Penguin Random House Australia look forward to taking the next step towards reconciliation with our Innovate RAP, and working together with Aboriginal and Torres Strait Islander peoples towards a more equitable future.

# Relationships



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Building strong, respectful relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians is vital to Penguin Random House Australia and the work we do. Successfully connecting creators with an audience relies on a relationship of respect. We recognise too that strengthening these relationships is at the heart of reconciliation. We also recognise – and acknowledge in our Acknowledgement of Country – that Aboriginal and Torres Strait Islander peoples are the first storytellers. To be entrusted with these stories is an honour. As the leading publisher in Australia, we have a duty to represent and uplift First Nations voices in the stories we choose to publish and share. In doing so we enrich the experience of our readers, and contribute to a more diverse, inclusive, respectful and equitable national discourse and cultural landscape.

## Focus area:

Telling and sharing stories is at the heart of who we are and what we do. As a publisher we are uniquely positioned to amplify First Nations voices and connect these voices to readers. This offers a powerful platform to empower First Nations peoples and drive change. This strategic direction takes form in our Adult Publishing department's purpose statement:

*We support and elevate our writers, amplifying and championing new voices. We change people's lives by breaking down barriers, connecting readers to other worlds so we all understand each other and our communities a little more. We publish books that will make a lasting impact, and entertain, enlighten, outrage and empower.*

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.	September 2025	Strategy & Corporate Development Director
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2026	Strategy & Corporate Development Director



2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and make them available on The Shelf.	27 May - 3 June, 2025, 2026 and 2027	Social Impact Officer
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2025, 2026 and 2027	Social Impact Officer
	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, 2026 and 2027	Strategy & Corporate Development Director
	Organise at least one NRW event each year.	27 May - 3 June, 2025, 2026 and 2027	Social Impact Officer
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2025, 2026 and 2027	Social Impact Officer
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2025	Social Impact Officer
	Communicate our commitment to reconciliation publicly.	September 2025	CEO
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2026	Adult Publishing and Audio Director
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2026	Strategy & Corporate Development Director

4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2025	HR Director
	Raise awareness of company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.	September 2025	HR Director
	Engage and remunerate Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2025	HR Director
	Educate senior leaders on the effects of racism.	February 2026	HR Director
	Develop, implement and communicate an anti-discrimination policy for our organisation.	February 2026	HR Director

# Respect



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Australia

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is critical to Penguin Random House Australia as a publisher and disseminator of First Nations stories. We are entrusted with First Nations stories, and we respect and honour these narratives and voices. Respect allows us to publish with integrity. Through the work we do, we are able to build awareness and understanding of Aboriginal and Torres Strait Islander cultures, histories, rights and experiences – which in turn builds respect for First Nations peoples and perspectives.

## Focus area:

Respect is key to our strategic direction as a business. It forms one of four company values at Penguin Random House Australia – Discover, Respect, Engage and Share – which underpin all we do. We recognise our role as a publisher to amplify First Nations voices, to learn from and appreciate First Nations traditions, and in doing so foster a relationship of mutual 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.	Conduct a review of cultural learning needs within our organisation.	June 2025	HR Director
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy, with appropriate remuneration.	October 2025	HR Director
	Develop, implement and communicate a cultural learning strategy document for our staff.	February 2026	HR Director
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2026	CEO
	Investigate cultural immersion opportunities for staff.	May 2025, 2026, 2027 July 2025, 2026	Social Impact Officer

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2025	Social Impact Officer
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2026	Social Impact Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, with appropriate remuneration.	June 2026	Strategy & Corporate Development Director
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025	Strategy & Corporate Development Director
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, 2025 and 2026	Social Impact Officer
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025	HR Director
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2025 and 2026	Social Impact Officer



8. Promote ethical representation of First Nations stories by ensuring meaningful consultation with Aboriginal and Torres Strait Islander peoples when authors write outside their own cultural experience.	Explore best practices for consultation with Aboriginal and Torres Strait Islander peoples where content includes references to Aboriginal and Torres Strait Islander stories and characters, where the author does not have lived experience.	October 2025	Children's Publishing Director
	Establish guidelines for best practice to add to editors' toolkits and resources.	October 2025	Children's Publishing Director
	Compile list of trusted Aboriginal and Torres Strait Islander advisors.	October 2025	Children's Publishing Director
	Include the cost of cultural consultation readings into book costings and the final pages checklist to ensure this task is considered and accounted for during the publishing process.	October 2025	Children's Publishing Director
9. Empower the team to navigate and communicate respectfully on matters related to Aboriginal and Torres Strait Islander representation in publishing.	Improve training opportunities for publishing staff to empower members of the team to manage and communicate respectfully in matters relating to Aboriginal and Torres Strait Islander peoples, cultures and works.	October 2025	Adult Publishing and Audio Director
	Establish a range of training resources for publishing staff.	October 2025	Adult Publishing and Audio Director
	Equip staff with knowledge on the concept of truth-telling, and seek opportunities to stay informed on truth-telling from First Nations peoples.	October 2025	Adult Publishing and Audio Director

# Opportunities



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Opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to Penguin Random House Australia as we strive to reflect First Nations experiences and perspectives in our storytelling and create a more inclusive and diverse workplace. We commit to continuing to develop and implement culturally appropriate, partnership-centred solutions to help foster equal participation for Aboriginal and Torres Strait Islander peoples, and to enrich our organisation and the stories we publish.

## Focus area:

Bringing focus to opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities informs our strategic direction in a number of ways. Our publishing team is committed to finding and amplifying First Nations voices and stories. Our First Nations Recruitment Strategy seeks to attract and retain First Nations employees by offering exclusive internships and other opportunities. And with a view to the economic empowerment of First Nations peoples, we seek partnerships with First Nations suppliers across the business.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Continue to seek and amplify First Nations voices on our local young readers and adult lists.	Broaden our approach in discovering and enlisting First Nations talent by actively seeking and competing for new works for our Young Readers list.	December 2026	Children's Publishing Director
	Broaden our approach in discovering and enlisting First Nations talent, by actively seeking and competing for new works for our Adult list.	December 2026	Adult Publishing and Audio Director

11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2025	HR Director
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June 2026	HR Director
	Review, update and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	October 2026	HR Director
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2026	HR Director
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2026	HR Director
12. 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.	April 2026	Strategy & Corporate Development Director
	Investigate Supply Nation membership.	April 2026	Social Impact Officer
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2026	Strategy & Corporate Development Director
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2026	Strategy & Corporate Development Director
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2026	Strategy & Corporate Development Director

13. Continue to support the Indigenous Literacy Foundation.	Continue to run office fundraising events for the ILF such as book sales and morning teas.	September 2025 September 2026	Sales and Operations Director
	Continue support for the ILF Create program, and express interest in participation each year.	Annually, based on ILF timeline.	Children's Publishing Director
	Continue executive support representation on the ILF board.	June 2026	CEO
14. Create pathways for First Nations freelance editors, proofreaders, and illustrators to bring unique perspectives to publishing.	Explore ways to actively seek and develop our relationships with First Nations external freelance editors, proofreaders and illustrators with the opportunity to provide a unique lens within the publishing industry.	April 2026	Head of Adult Editorial
	Broaden our freelance editorial and design database with First Nations talent, and utilise the expertise of those with lived experience on First Nations texts and content.	April 2026	Head of Adult Editorial



# Governance



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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
15. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG, acknowledging that their involvement is an invitation under an agreement they are comfortable with.	June 2025, September 2025, December 2025, March 2026, June 2026, September 2026, December 2026, March 2027	Strategy & Corporate Development Director
	Establish and apply a Terms of Reference for the RWG.	June 2025	Strategy & Corporate Development Director
	Meet at least four times per year to drive and monitor RAP implementation.	June 2025, September 2025, December 2025, March 2026, June 2026, September 2026, December 2026, March 2027	Strategy & Corporate Development Director
16. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2025	Strategy & Corporate Development Director
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2025	Strategy & Corporate Development Director
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2025	Social Impact Officer
	Maintain an internal RAP Champion from senior management.	June 2025	CEO

17. 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 2025, 2026	Strategy & Corporate Development Director
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2025, 2026	Strategy & Corporate Development Director
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025, 2026	Strategy & Corporate Development Director
	Report RAP progress to all staff and senior leaders quarterly.	April, June, September, November, 2025, 2026	Strategy & Corporate Development Director
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2025, 2026	Strategy & Corporate Development Director
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	HR Director
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2027	Social Impact Officer
18. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	January 2027	Strategy & Corporate Development Director



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