




Innovate Reconciliation Action Plan

MAY 2026 – MAY 2028





Menzies School of Health Research has its Australian offices in Garramilla (Darwin) and Mparntwe (Alice Springs). We acknowledge the Larrakia Elders in Garramilla and Arrernte Elders in Mparntwe, their people, and their country. We also acknowledge the people and the Elders of the Aboriginal and Torres Strait Islander Nations who are the Traditional Owners of the land and seas of Australia.

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About the Artist

Ms Norma Chidanpee Benger is a Darwin-based Aboriginal artist, born to Stolen Generations parents of the Marathiel/Keytej peoples and the Murinpatha language group. Her work is recognised for its distinctive style, using visual storytelling to translate complex information and communicate biomedical knowledge through culturally meaningful narratives.



Artist Story

Carrying the story forward into this next chapter *Menzies Third Innovate RAP* the artwork reflects the ongoing journey of inclusion, acknowledging generations of Aboriginal and Torres Strait Islander peoples who were historically excluded from opportunities in the workplace. The new artwork builds on that foundation, expressing a stronger vision of coming together, with more voices seated at the table of reconciliation, where knowledge is shared, and decisions are made collectively.

It recognises that genuine inclusion strengthens education, health, and wellbeing, and visually represents the many elements and lived actions of a Reconciliation Action Plan. The artwork symbolises people working side by side, sharing responsibility, learning from one another, and contributing to a future shaped by respect, equity and partnership.



Relationships



The six dilly bags and the extended networks around the blue table symbolise the growth and strengthening of relationships over time. They represent formal agreements, partnerships, and trusted connections that have been built and sustained, demonstrating how relationships now extend across teams, communities, and external partners.

Respect



The central reconciliation circle represents respect as the foundation of the RAP. It reflects the embedding of cultural safety, truth-telling, and recognition of Aboriginal and Torres Strait Islander peoples, cultures, and knowledge systems. The colours and symbolism throughout the artwork show respect being practiced consistently, not symbolically, across everyday work.

Opportunities



The coolamon also represents fair and equitable practices that support access, inclusion, and culturally safe pathways. It reflects systems that are designed to create genuine opportunities, ensuring Aboriginal and Torres Strait Islander people can participate, lead, and benefit in ways that are just respectful, and sustainable.

Governance



The smaller working group circle on the left represents strong governance, reciprocity, and shared accountability. It highlights how reconciliation is supported by clear structures, collective responsibility, and leadership at all levels, demonstrating that RAP commitments can be achieved through embedded processes and ongoing oversight.

Together, the artwork reflects the strength and maturity of Menzies' Third Innovate RAP, showing how relationships, respect, opportunities, and governance are embedded across the organisation and extended networks.



A statement from the Director

I am pleased to reaffirm Menzies' commitment to our third Innovate Reconciliation Action Plan (RAP) for 2026–2028. This RAP reflects the progress we have made over time and our continued responsibility to embed reconciliation across all areas of our work.

Our 2024–2026 Innovate RAP focused on strengthening understanding and appreciation of Aboriginal and Torres Strait Islander cultures, knowledges, and rights across Menzies. Building on this foundation, our 2026–2028 RAP demonstrates a deepened commitment to working in genuine, place-based partnerships with communities and Aboriginal community-controlled health organisations.

Through these partnerships, we aim to translate research knowledge into real and lasting impact. Our ongoing focus on cultural safety, partnership, and the attraction, retention, and career development of Aboriginal and Torres Strait Islander staff reflects our commitment to Closing the Gap and to reconciliation.

I extend my sincere thanks to the RAP Working Group and all those who contributed their time, knowledge, and guidance to this RAP. Their leadership ensures this plan is grounded, accountable, and embedded in how we work.

A statement from CEO of Reconciliation Australia

Reconciliation Australia commends Menzies School of Health Research on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

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. Menzies School of Health Research continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Menzies School of Health Research will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Menzies School of Health Research using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Menzies School of Health Research to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Menzies School of Health Research will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Menzies School of Health Research's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Menzies School of Health Research on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Menzies acknowledges Aboriginal and Torres Strait Islander people as the First Australians and celebrates more than 65,000 years of continuous culture, knowledge, and contributions.

Menzies recognises the ongoing impacts of colonisation, which continue to shape political, economic, and social realities, creating inequities for Aboriginal and Torres Strait Islander people. At the same time, the research school draws strength and inspiration from the resilience, leadership, and cultural authority of Aboriginal and Torres Strait Islander people, whose knowledge and wisdom continue to guide the way forward.

For more than 40 years, the organisation has partnered with Aboriginal and Torres Strait Islander people to develop meaningful, culturally responsive solutions to health challenges. This journey has shown that reconciliation is not static — it requires deep listening, learning and action that evolves with community needs. Through our Innovate RAPs, we have strengthened relationships, built trust, and embedded respect more deeply into our research and workplace culture.

As Menzies enters our third Innovate RAP, our vision is stronger and more ambitious. We are committed to:

- tackling health inequities through research driven by, with, and for Aboriginal and Torres Strait Islander people
- creating and sustaining pathways for Aboriginal and Torres Strait Islander leadership across all levels of Menzies
- ensuring our work contributes to healing, truth-telling, and genuine partnership
- broadening opportunities to embed Aboriginal and Torres Strait Islander perspectives across every facet of what we do.

Menzies plays a pivotal role in advancing the national socio-economic targets under the *Closing the Gap* framework. This is achieved through dedicated, community-led health research to reduce health inequities for Aboriginal and Torres Strait Islander people. The organisation's strategic plan aligns with the *Closing the Gap* agenda. The plan focuses on improving health outcomes, life expectancy, maternal and child health, and social and emotional wellbeing in Aboriginal and Torres Strait Islander communities.

By partnering closely with Aboriginal and Torres Strait Islander communities and health services, Menzies ensures research is co-designed, culturally safe, and responsive to real-world community challenges. The organisation's investigations into the social determinants of health, including income, housing and educational attainment, provide policy-relevant evidence that supports progress towards *Closing the Gap* targets, such as 'Long and Healthy Lives' and 'Economic Participation'. This two-way model of engagement enables Menzies to generate new knowledge and translate it into practical, culturally informed interventions, contributing to measurable progress on *Closing the Gap*.

Grounded in our values of quality, integrity, relevance, partnerships, innovation, communication, and accountability, Menzies will continue to strive to "do more and do better." This vision ensures Menzies' role in health research not only advances knowledge but also contributes to a reconciled, just, and healthier future for all.

Our business

Menzies is the only medical and health research institute based in the Northern Territory and is recognised as a leader in this field. For more than 40 years, the institute has partnered with communities to improve the health and wellbeing of Aboriginal and Torres Strait Islander people. Menzies has two offices in the Territory – the main office in Garramilla (Darwin) and another in Mparntwe (Alice Springs) – as well as an international office in Timor-Leste.

The organisation is committed to genuine, respectful partnerships with Aboriginal and Torres Strait Islander people and organisations. Together, we strive to strengthen sustainable, culturally responsive health services and solutions that improve health and wellbeing outcomes. Through strategic research programs and culturally grounded knowledge translation, Menzies achieves meaningful, long-term impact across the Northern Territory, nationally and internationally.

Our research programs address key health challenges, including mental health, nutrition, substance use, child health and development, chronic conditions, and infectious diseases, guided by the strengths, leadership and perspectives of First Nations people. Menzies has a workforce of 444 staff, including 108 Aboriginal and Torres Strait Islander staff, supporting meaningful employment and community-led research.

Menzies' sphere of influence includes the people, partners, communities, and systems that can be meaningfully impacted by its research, operations, relationships and leadership. This encompasses our internal staff and students, partner organisations, research collaborators, funding bodies, government agencies, and the Aboriginal and Torres Strait Islander communities we work alongside.

At a national level, Menzies influences health policy, research priorities, and culturally responsive practices across the NT and Australia. Through evidence-based research, partnerships, and leadership in Aboriginal and Torres Strait Islander health, the institute supports national dialogue, decision-making, and sector-wide improvements. At an international level, Menzies' influence extends through long-standing partnerships, most notably in Timor-Leste, Malaysia and Indonesia, supporting capacity building, health systems strengthening, infectious disease control, and community-led initiatives that contribute to global health outcomes.



Supporting the next generation through education and hands-on experience.



Our reconciliation journey

Menzies began its journey with Reconciliation Australia in 2012 with the formation of our first working group to shape the organisation's initial RAP. This led to the launch of our first Reflect RAP (2014 – 2016), which established reconciliation as a shared organisational priority and laid the foundations for long-term commitment.

Building on this, Menzies progressed to its first Innovate RAP (2020 – 2022), which strengthened engagement structures and expanded reconciliation commitments. To guide this work, a Reconciliation Working Group (RWG) was established through an expression of interest process. This ensured diverse staff representation and strong leadership from senior Aboriginal and Torres Strait Islander Deputy Directors. The RWG collaborated with colleagues and partners to embed meaningful activities into everyday practice, with a focus on driving organisational change.

In 2024, the institute launched our second Innovate RAP (2024 – 2026). This RAP deepened engagement across all divisions, strengthened the role of our Aboriginal and Torres Strait Islander staff, and aligned our commitments with key strategies, including the Menzies *People Plan 2023 – 2026* and the *Aboriginal and Torres Strait Islander Employment Strategy 2022 – 2027*.

This RAP continues to embed reconciliation across governance, research, education, and professional services, reinforcing accountability to staff, partners, and communities.

Developments so far:

- ✓ RAPs are included in the Menzies *Enterprise Agreement 2023 – 2025* under the Aboriginal and Torres Strait Islander workforce commitment clause
- ✓ Participation in National Reconciliation Week is encouraged for Menzies staff, external partners and guest speakers
- ✓ Research staff continue to engage with Aboriginal and Torres Strait Islander communities
- ✓ Senior managers and staff continue to consult with the Aboriginal community-controlled sector and key stakeholders
- ✓ Discussions continue on implementing a cultural framework and the *Aboriginal and Torres Strait Islander Employment and Career Strategy 2022 – 2027*
- ✓ Menzies continues to raise awareness of Aboriginal and Torres Strait Islander key days of significance through community representatives and Elders, with the opportunity to participate as guest speakers
- ✓ An internal news bulletin, *Week at a Glance*, highlights the five dimensions: race relations, equality and equity, institutional integrity, unity and historical acceptance.
- ✓ Menzies staff are encouraged to implement RAP actions in their day-to-day work
- ✓ Second Innovative RAP 2024 – 2026.

As Menzies develops our third Innovate RAP (2026 – 2028), the organisation recognises our progress since 2012 and acknowledges the collective effort of staff, partners, and communities that have shaped our journey. This new RAP sets a stronger, more ambitious vision — one that builds on more than a decade of learning and progress, and continues to place Aboriginal and Torres Strait Islander voices, knowledge, and leadership at the centre of Menzies' work.



Connection and collaboration at the heart of our work.

Our RAP

Menzies' third Innovate RAP (2026 – 2028) represents the organisation's evolving understanding of our role and responsibility in advancing reconciliation. It reaffirms our commitment to creating pathways and opportunities for Aboriginal and Torres Strait Islander people through research, partnerships and employment practices.

This RAP strengthens our focus on sustainable career outcomes, aligned with the *Menzies People Plan 2023 – 2026*. Through the plan's pillar three – *Workforce Culture, Diversity, and Inclusion* – Menzies will continue to strengthen the representation of Aboriginal and Torres Strait Islander employees across the organisation. The target is to maintain workforce representation at 21% or higher, with an aspirational goal of 26% over the life of the Innovate RAP, reflecting the communities the institute works alongside and supporting a culturally safe, diverse, and inclusive workplace.

As we now prepare our third Innovate RAP (2026–2028), we acknowledge the progress achieved while recognising reconciliation in Australia is an evolving landscape with more to learn and achieve. This third Innovate RAP (2026–2028) reflects a stronger vision, shaped by contributions from Menzies' Aboriginal and Torres Strait Islander staff, Aboriginal and Torres Strait Islander reference groups, research divisions, education, and professional staff. Broad engagement ensures the RAP remains grounded in collaboration and shared accountability across the organisation.

Menzies continues to build a workplace that is culturally safe, inclusive, and guided by reconciliation principles in both practice and policy. The RWG, with representatives from all research and professional areas of Menzies (global and tropical health, child health, the Centre for Child Development and Education, wellbeing and preventable chronic diseases, education and training and professional services), plays a key role in delivering RAP commitments and embedding reconciliation into every aspect of our work.

Our Reconciliation Working Group

The following Menzies staff are part of the RWG:

- Professor Alan Cass AO – Director of Menzies and RAP Champion
- Mark Mayo – Deputy Director First Nations Leadership (DDFNL)
- Jo Campbell – Manager, Biyamarr ma Unit
- Georgina Dornier – Marketing and Communications Manager (Communications Manager)
- Jessica Murray – Clinical Research Manager, Child and Maternal Health Division
- Professor Josh Francis – Principal Research Fellow, Global and Tropical Health
- Chris Lowbridge – Research Fellow, Global and Tropical Health
- Yomei Jones – Project Manager, Wellbeing and Preventable Chronic Diseases
- Dr Abel Dadi – Researcher, Centre for Child Development and Education (CCDE)
- Katherine Hancock – Learning and Development Partner
- Josie Povey – Research Fellow, Wellbeing and Preventable Chronic Diseases
- Rebecca Challenger – Aboriginal Health Practitioner, Child and Maternal Health
- Mario Faggion – Senior Educator and Training Facilitator, Global and Tropical Health
- Jessica Bradley – Executive Support Officer
- Four members of this group identify as Aboriginal and/or Torres Strait Islander.



Relationships

Building strong relationships with Aboriginal and Torres Strait Islander people is central to Menzies' purpose and core business. Our research and impact rely on trust, genuine engagement, and partnerships that connect people, share experiences, and uphold cultural governance. By strengthening communication and collaboration across communities, staff, and partners, we ensure Aboriginal and Torres Strait Islander voices remain at the heart of our work and reconciliation journey.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for future engagement.	November 2026, 2027	Deputy Director First Nations Engagement & Research Strategy
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2026, 2027	Deputy Director First Nations Engagement & Research Strategy
	1.3 Review, and update as required, a whole-of-institution strategy (Stakeholder Engagement Plan) to coordinate engagement and strengthen working relationships with key Aboriginal and Torres Strait Islander organisations including, but not limited to, Northern Territory Aboriginal community controlled health organisations.	July 2027	Director of Menzies
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, 2027	Manager Biyamarr ma and Communications Manager
	2.2 RAP Working Group members to participate in an external NRW event.	May – June, 2026, 2027	Manager Biyamarr ma
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May – June, 2026, 2027	Director of Menzies
	2.4 Register all our NRW events on Reconciliation Australia's NRW website.	May – June 2026, 2027	Manager Biyamarr ma



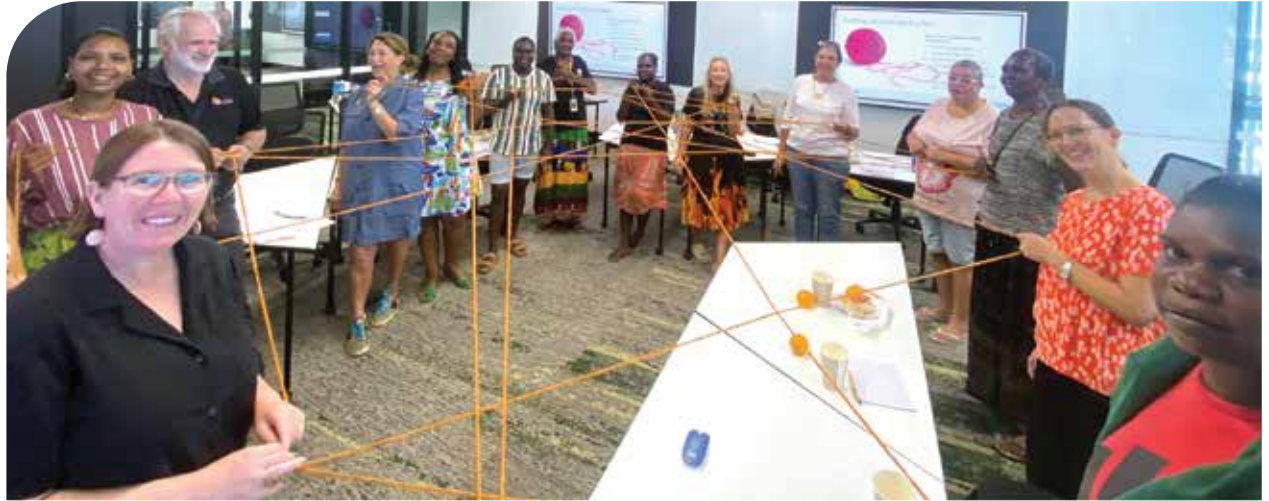
Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.5 Organise at least one NRW event each year.	May – June, 2026, 2027	Manager Biyamarr ma
	2.6 Invite external stakeholders to participate in NRW events hosted at or by Menzies.	May – June 2026, 2027	Manager Biyamarr ma
3. Promote reconciliation through our sphere of influence.	3.1 Review, update as required, and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May – June 2026, 2027	Deputy Director First Nations Leadership
	3.2 Communicate our commitment to reconciliation publicly.	May 2026, 2027	Manager Biyamarr ma and Communications Manager
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May 2026, 2027	Director of Menzies
	3.4 RAP achievements are celebrated regularly through our channels, including intranet, website, Knowledge meets Impact newsletter and annual report.	May – June 2026, 2027	Manager Biyamarr ma and Communications Manager
	3.5 Ensure Menzies’ commitment to reconciliation is evident in key strategic documents and our website and is embedded in Menzies’ strategic plan.	June 2026	Director of Menzies
	3.6 Embed reconciliation in the onboarding journey by including a statement about our commitment to reconciliation in recruitment and induction processes.	July 2027	People and Culture Manager
	3.7 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	May 2026, 2027	Deputy Director First Nations Leadership
	3.8 Engage with key stakeholders and explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2026, 2027	Deputy Director First Nations Leadership
	3.9 Display our statement of commitment to Aboriginal and Torres Strait Islander people within all our Menzies Offices, reflect on the Commitment annually in an all-staff message.	October 2026, 2027	Deputy Director First Nations Leadership



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.10 Provide an opportunity for 2 staff members to attend the biannual National RAP conference to learn about and broaden our RAP network.	November 2026	Director of Menzies
	3.11 Consult with staff and community partners regarding the meaning of truth telling and its place in the context of our work in health research and education.	November 2027	Director of Menzies
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	November 2026, 2027	Chief Operating Officer
	4.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2026, 2027	Chief Operating Officer
	4.3 Review, update as required, implement and communicate an anti-discrimination policy for our organisation.	July 2026, 2027	Chief Operating Officer
	4.4 Continue to Educate senior leaders (Senior Executive and Heads of Divisions and Senior Academic Leaders) on the effects of racism.	June 2027	Director of Menzies
	4.5 Educate middle-managers (Corporate, Business and Program/Project Managers) on the effects of racism.	September 2026, 2027	People and Culture Manager
	4.6 Provide opportunities for interactive and informal discussion and learning opportunities for staff on the effects of racism and support training and professional development for senior leaders on the effects of racism.	June 2026, 2027	People and Culture Manager
	4.7 Review update as required of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	June 2026	Chief Operating Officer



Walking together to transform renal care – NT Health, Purple House, and Return to Country building culturally grounded pathways back to home and healing, and bringing renal care back to Country.



CCDE and Miwatj Health workshop participants building connections through shared learning and collaboration.

The Centre for Child Development and Education (CCDE) and Miwatj Health co-facilitated a research translation and two-way learning workshop to advance Miwatj Health’s Yothuw Mulka program. Yothuw Mulka is a redesigned home-visiting program that builds on the strengths and lessons from the Maternal and Early Childhood Sustained Home-visiting program (MECSH) evaluation. It also integrates Yolngu knowledge about supporting parents and families.

Workshop highlights included practical activities on early brain development, sharing ways to use the new parenting resources and an inspiring session with Dr Carmen Cubillo from Healing Circle Psychology, a First Nations expert in trauma and healing-informed practices.



Menzies staff promoting the work of the Remote Health and Climate Change Centre at the 2025 Charles Darwin University Open Day held in Mparntwe (Alice Springs).

Our research division proudly showcased its collaborative work, with Indigenous and non-Indigenous staff working together at the promotional stall. The team highlighted key projects, demonstrating how our research addresses crucial issues and supports Aboriginal and Torres Strait Islander leadership. The division's presence at the event gave prospective students, especially future Indigenous researchers, a firsthand opportunity to learn about Menzies' inclusive culture and the real-world impact of our work.



Building strong partnerships with First Nations communities to improve tuberculosis prevention and care in remote Top End regions.

Relationships with First Nations communities and organisations have been integral to the Remote Aboriginal Communities Ending Tuberculosis (REACT) project. This project is a partnership between Menzies, Mala'la Health Service, Sunrise Health Service and the NT's Centre for Disease Control. A core component of the work has been engaging with First Nations community members, leaders and services to understand the experiences and needs of people affected by tuberculosis. Building strong, trusted relationships in the NT regions where the project operates has been fundamental to this work.





Respect

Respect for Aboriginal and Torres Strait Islander people, cultures, histories, knowledge, and rights is at the core of Menzies' identity and research. We take pride in celebrating the world's oldest continuous cultures, while fostering understanding, appreciation, and acknowledgment across our organisation. By embedding cultural learning, recognition, and celebration into our daily practices, we strengthen an environment where Aboriginal and Torres Strait Islander people' knowledge and voices are valued, and where reconciliation is lived through action and impact.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	August 2026	Deputy Director First Nations Leadership
	5.2 Consult with Traditional Owners and/or Aboriginal and Torres Strait Islander advisors, across our sites of work, to inform our cultural learning strategy.	August 2026	Deputy Director First Nations Engagement & Research Strategy
	5.3 Include important cultural events (key dates of Significance) on the Menzies Intranet.	May 2026, 2027	Manager Biyamarr ma and Communications Manager
	5.4 Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2027	Deputy Director First Nations Leadership
	5.5 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2026, 2027	Deputy Director First Nations Leadership and Manager Biyamarr ma
	5.6 Embed cultural awareness into induction and onboarding processes for all new Menzies staff with a target of all staff accessing and completing training.	July 2027	People and Culture Manager
	5.7 Continue to evaluate the current cultural learning program and develop recommendations for change that support and enhance the cultural competency of our workforce.	July 2027	Deputy Director First Nations Leadership



Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols.	6.1 Continue to Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2027	Director of Menzies
	6.2 Review update as required implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2027	Deputy Director First Nations Leadership and Manager Biyamarr ma
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May, June and July 2026, 2027	Manager Biyamarr ma
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2026, 2027	Director of Menzies
	6.5 Annually review the Acknowledgement of Country on Menzies’ website, email signatures and meeting templates.	May 2026	Communications Manager and Manager Biyamarr ma
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	July 2026, 2027	Manager Biyamarr ma
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2027	People and Culture Manager
	7.3 Continue to support all staff to participate in NAIDOC Week events.	July 2026, 2027	Director of Menzies
	7.4 Continue to strengthen relationships with local Traditional Owners and offer to partner as sponsor for NAIDOC Week activities.	July 2026, 2027	Manager Biyamarr ma
	7.5 Organise an annual program of activities during NAIDOC Week, including at least one whole-of-organisation event celebrating the history, culture and achievements of Aboriginal and Torres Strait Islander people and Menzies’ partnership work with Aboriginal and Torres Strait Islander people to improve health outcomes.	July 2026, 2027	Manager Biyamarr ma and Communications Manager



Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.6 Circulate resources for staff to display their support for and promote NAIDOC Week, e.g., email banners.	July 2026, 2027,	Manager Biyamarr ma and Communications Manager
	7.7 Senior leaders and RAP Working Group members display their support of NAIDOC Week and actively encourage staff members to participate in internal and external events through a calendar of activities.	July 2026, 2027	Director of Menzies
	7.8 Promote and encourage participation in external NAIDOC events to all staff.	July 2026, 2027	Director of Menzies
8. Increase understanding amongst staff regarding Indigenous research methodologies and what role they should play within our research	8.1 Utilise research results to develop staff presentations, educational materials and short courses for Menzies staff and external collaborators.	August 2026, 2027	Head of Education and Deputy Director First Nations Leadership
	8.2 Deliver staff presentations, develop educational materials and short courses for Menzies staff and external collaborators	July 2027	Head of Education and Deputy Director First Nations Leadership
9. Increase understanding of genuine co-design processes and evaluate the use of co-design in our programs of work	9.1 Deliver staff presentation, design and conduct an evaluation of the use of co-design processes in our research.	July 2027	Head of Education and Deputy Director First Nations Leadership
	9.2 Explore and identify knowledge gaps amongst staff and external collaborations in relation to indigenous research knowledge methodologies and provided relevant feedback to staff and stakeholders.	July 2027	Deputy Director First Nations Engagement & Research Strategy



Communicate Study Partnership staff and workshop facilitators.

The Communicate Study Partnership held a culturally safe workplaces workshop for First Nations interpreters, Aboriginal Liaison Officers, and health professionals. Co-designed with First Nations researchers and narrative therapists, the workshop was facilitated by Uncle Daniel Fejo, with support from Aunty Mandy Ahmat and Patricia Patterson. It provided a culturally grounded space for participants to reflect on challenges, identity and wellbeing in mainstream workplaces and how to access culturally safe support.

Informed by ongoing collaboration between NT Health, the Aboriginal Interpreter Service and the Communicate Study Partnership, the workshop strengthened understanding of issues affecting First Nations staff and promoted culturally safe health workplaces, with the long-term goal of improving experiences of health care for Aboriginal and Torres Strait Islander people.



Menzies staff in Garramilla (Darwin) and Mparntwe (Alice Springs) joined the NAIDOC March to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander people.



Menzies staff at the NAIDOC Annual Gala Ball in Garramilla (Darwin), celebrating culture, community and connection, and marking the 50th anniversary milestone.



Celebrating 50 years of NAIDOC Week, the significant milestone was marked with pride, connection and community.



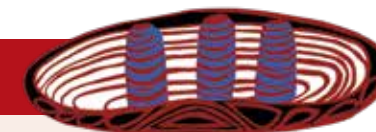
Menzies acknowledged National Sorry Day on 26 May with a foyer tribute, creating space for reflection and respect.



Menzies staff joined together for a NAIDOC Week lunch celebrating five decades of culture, connection and community.



Opportunities



Creating opportunities for Aboriginal and Torres Strait Islander people, organisations, and communities is vital to Menzies' mission and core business. We are committed to increasing employment, procurement, and professional development pathways that enable growth, retention, and leadership. By improving access to systems and processes, and investing in sustainable opportunities, we ensure Aboriginal and Torres Strait Islander people can meaningfully contribute to, and benefit from, health research and its outcomes.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	10.1 Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2026	Deputy Director First Nations Leadership and People and Culture Manager
	10.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2027	People and Culture Manager and Deputy Director, First Nations Leadership
	10.3 Review and update as required and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2027	Deputy Director First Nations Leadership
	10.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2026, 2027	People and Culture Manager
	10.5 Enhance programs that target Aboriginal and Torres Strait Islander people to consider career pathways into health and health research, including the current Aboriginal Traineeship and Cadetship programs.	July 2026	Deputy Director First Nations Leadership and Head of Education
	10.6 Continue working towards achieving Aboriginal and Torres Strait Islander staff employment at the level of at 21% or higher, with an aspirational goal to increase this to 26%.	July 2027	Director of Menzies
	10.7 Strengthen internal mechanisms that support career progression, diversify skills, and develop pathways for Aboriginal and Torres Strait Islander staff to move through organisational levels in line with professional development and retention strategies.	October 2026, 2027	People and Culture Manager and Deputy Director First Nations Leadership



Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	10.8 Review and update HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2026, 2027	People and Culture Manager and Deputy Director First Nations Leadership
	10.9 Sustain clear pathways for leadership and career progression by strengthening development opportunities, mentoring, and succession planning for Aboriginal and Torres Strait Islander staff across all levels of Menzies.	October 2026, 2027	People and Culture Manager and Deputy Director First Nations Leadership
	10.10 Regularly review and enhance professional development mechanisms to ensure they align with the Aboriginal and Torres Strait Islander Career Development and Employment Strategy, supporting capability building, retention, and long-term career growth.	October 2026, 2027	People and Culture Manager and Deputy Director First Nations Leadership
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May 2026	Chief Financial Officer
	11.2 Maintain current Supply Nation membership and investigate new offerings.	November 2026	Chief Financial Officer
	11.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April and September 2026, 2027	Chief Financial Officer
	11.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2026	Chief Financial Officer
	11.5 Maintain current business relationship and membership with the NT Indigenous Business Network.	July 2027	Chief Financial Officer
	11.6 Record the status of businesses as Aboriginal and Torres Strait Islander in the procurement system.	July 2026, 2027	Chief Finance Officer
	11.7 Analyse and provide advice around opportunities to maximise procurement from Aboriginal and Torres Strait Islander businesses.	June 2026	Chief Finance Officer



Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.8 Ensure staff are trained to understand and implement Menzies' procurement policy and processes, specifically in respect to procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	July 2027	Chief Finance Officer
	11.9 Review and update as required commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2026, 2027	Chief Financial Officer
12. Demonstrate ethical research principles.	12.1 Develop and adopt organisational guidelines that embed Indigenous Cultural and Intellectual Property (ICIP) principles across all Menzies research activities, including culturally appropriate consent, community approval processes, data sovereignty considerations, and respectful use, storage, and dissemination of cultural knowledge.	September 2026, 2027	Deputy Director First Nations Engagement & Research Strategy
	12.2 Continue to promote the importance of Aboriginal and Torres Strait Islander data sovereignty through discussions with collaborators and inclusion in data agreements.	July 2027	Deputy Director First Nations Engagement & Research Strategy
	12.3 Review and update policy, guidelines and resources pertaining to Indigenous data sovereignty.	July 2027	Deputy Director First Nations Engagement & Research Strategy
	12.4 Provide ICIP awareness and ethical research training for all research, project, and support staff, ensuring staff understand their responsibilities in protecting ICIP and upholding community-led decision-making throughout the research lifecycle.	September 2026, 2027	Deputy Director First Nations Engagement & Research Strategy



(L to R) Sarah Bukulatjpi, George Gurruwiwi and Tammy-Allyn Fernandes presenting at the World Hepatitis Summit in Portugal.

The Hep B PAST partnership is a strong, well-established model of care for delivering health services to people living with chronic hepatitis B in the Northern Territory. The partnership collaborates with First Nations people, communities and health services, including Miwatj, Marthakal, Katherine West Health Board, Congress, Mala'la, Wurli Wurlinjang, Sunrise, Danila Dilba, Red Lily, NT Health and NACCHO.

Supported by a strong Indigenous reference group, the partnership has co-designed culturally safe care and community-led research. Workforce capacity building is central to its success. Community-based

researchers and Aboriginal health workers are supported through tailored training and mentoring. The Hep B PAST model of care exceeds national hepatitis B standards. It has diagnosed 99% of people living with hepatitis B (target 80%), engaged 86% in care (target 50%) and supported 24% to receive treatment (target 20%). The program has closed the gap in care engagement and is recognised as best practice in national strategies.



(L- R) - Sonearae Bilney, Shanika King and Telithia Matthews Matsumoto from the Deadly Ears team.

The Deadly Ears team attended the 2025 NAATSIHWP Professional Development Symposium, proudly representing Menzies. The symposium brought together Aboriginal and Torres Strait Islander health practitioners from across Australia to strengthen skills, share knowledge and support a culturally safe health workforce. Throughout the event, the team participated in workshops, keynote presentations and professional development sessions.





Tiana Alley representing Menzies at the 2025 Lowitja Conference, strengthening professional pathways, leadership visibility and sector-wide collaboration.

Tiana Alley is a key member of the Communicate Study team and joined as a research assistant in 2022. With guidance and on-the-job support from senior researchers, she has developed strong skills in qualitative data collection and analysis.

Professional growth and confidence as a researcher have been evident throughout 2025. Tiana presented at the PULiIMA Indigenous Language and Technology Conference and the Lowitja International Indigenous Health and Wellbeing Conference, sharing research on First Nations peoples' stories and solutions to intercultural communication challenges in healthcare.

Tiana won first place in the AANZCA NT Three Minute Thesis competition and co-facilitated multiple cultural safety and communication training sessions for clinicians. She also contributes through the Aboriginal Ethics Subcommittee, the OCHRe Network, and the NCIRS Aboriginal Reference Group, reflecting her emerging leadership as a skilled First Nations researcher. Her development continues through mentoring other First Nations researchers.



Empowering families and clinicians with culturally responsive lung health education.

Education helps families understand the lung issues their child may experience. Lung Health for Kids is an interactive education tool for Indigenous children and families. The app explains four respiratory conditions: bronchiolitis, pneumonia, asthma and chronic lung disease/bronchiectasis. It supports primary health providers and clinicians to deliver culturally appropriate lung health education. The app is free to download from Google Play and Apple Store.



Strong. Fearless. Together.

The Menzies team attended the Lowitja Institute's 4th International Indigenous Health and Wellbeing Conference 2025 on Kaurna Country, Adelaide — a powerful global gathering of Indigenous voices, knowledge, and action.

The theme, Strong, Fearless, Together, honours the legacy of Dr Lowitja O'Donoghue AC CBE DSG and her enduring leadership. As she said "the future is in our hands and we all have a big job to do."

Menzies researchers contributed to two streams:

- Sovereignty and self-determination – presenting a co-designed study on diabetes in pregnancy
- Knowledges, methodologies and traditions – sharing research on preventing type 2 diabetes (T2D) in young people

The conference highlighted the impact of Indigenous leadership, collaboration and knowledge sharing in improving health outcomes and supporting self-determination.



Menzies staff attending the 4th International Indigenous Health and Wellbeing Conference.





Governance



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	13.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2026	Manager Biyamarr ma
	13.2 Review and update Terms of Reference for the RWG.	July 2026	Manager Biyamarr ma
	13.3 Meet at least four times per year to drive and monitor RAP implementation.	June, September, December and March 2026, 2027	Manager Biyamarr ma
14. Provide appropriate support for effective implementation of RAP commitments.	14.1 Define resource needs for RAP implementation.	February 2026, 2027	Manager Biyamarr ma
	14.2 Maintain a strong Aboriginal and Torres Strait Islander voice within Menzies' governance and leadership structures.	July 2027	Director of Menzies
	14.3 Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2026	Director of Menzies
	14.4 Review and maintain appropriate systems to track, measure and report on RAP commitments.	November 2026, 2027	Manager Biyamarr ma
	14.5 Maintain an internal RAP Champion from senior management.	May 2026	Manager Biyamarr ma
	14.6 Ensure resource needs from RAP implementation are included in annual budget allocations.	May 2026, 2027	Chief Financial Officer
	14.7 Maintain a strong Aboriginal and Torres Strait Islander voice within Menzies.	May 2026	Deputy Director First Nations Leadership



Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	15.1 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 2026	Manager Biyamarr ma
	15.2 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2026, 2027	Manager Biyamarr ma
	15.3 Report RAP progress to all staff and senior leaders quarterly.	July, October, November 2026, 2027	Manager Biyamarr ma
	15.4 Publicly report our RAP achievements, challenges and learnings, annually.	June, July 2026, 2027	Manager Biyamarr ma
	15.5 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026, 2028	Manager Biyamarr ma
	15.6 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	Manager Biyamarr ma
	15.7 Continue to track, measure and report on RAP commitments.	August, November, February and May 2026, 2027	Manager Biyamarr ma
16. Continue our reconciliation journey by developing our next RAP.	16.1 Register via Reconciliation Australia's website to begin developing our next RAP.	December 2027	Manager Biyamarr ma



(L-R) Nadya Clancy, Karen McLean, Rae Collins and Aunty Vicki and in the Menzies frame at the Koort Moort Danjoo launch.

In 2025, Associate Professor Aunty Vicki Wade led the development of the Menzies First Nations Heart Health Framework Koort Moort Dandjoo. The Noongar words, provided by Aunty Vicki, mean coming together for heart health.

The framework guides Menzies' researchers in navigating the intersection of Western ideologies and First Nations cosmologies. Strengthening this intersection supports shared narratives and common goals in heart health research.



L-R: Mele Tupou, Charlotte Vale, Jayde Hopkins, Raelene Collins, Mark Mayo and Phillip Mayo at Voices of Country – Research, Resilience and Renewal.

Menzies staff attended the annual OCHRe Convocation, a national gathering that strengthens Aboriginal and Torres Strait Islander leadership and governance in health research. Mark Mayo and Jayde Hopkins co-presented on health pathways in Northern Australia, sharing insights on culturally informed, community-led research and leadership structures.

OCHRe supports the next generation of Aboriginal and Torres Strait Islander research leaders, promoting strong governance, accountability, and improved health outcomes for First Nations peoples across Australia.



Marking 40 years of impact, Menzies' leadership and communications team reflect on the organisational guidance that supports our ongoing commitment to reconciliation.

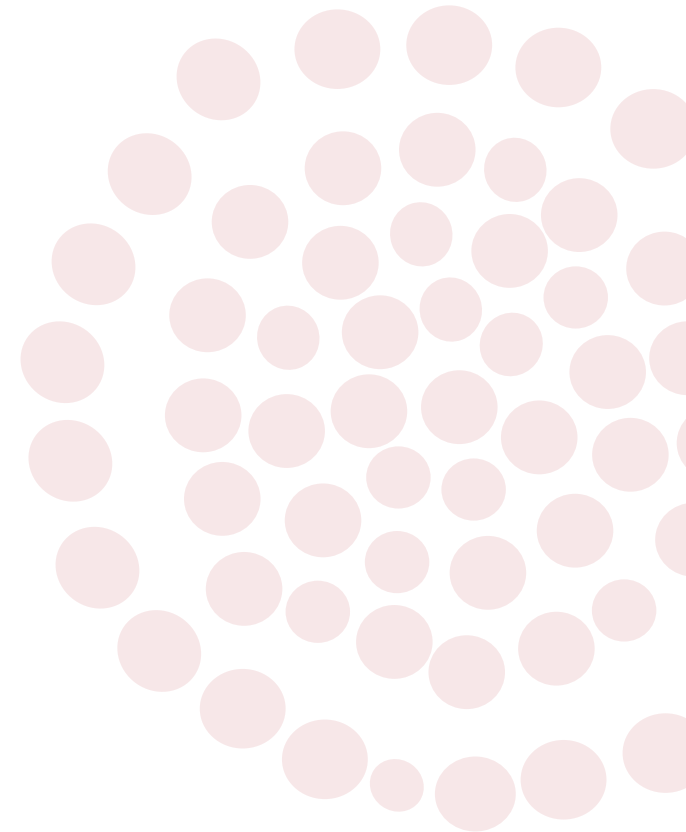


Australian First Nations Reference Group for Child and Maternal Health guiding culturally informed approaches to research and care.

The Australian First Nations Reference Group for Child and Maternal Health is an overarching committee that provides high-level advice and advocacy on Aboriginal and Torres Strait Islander social, cultural and health research.

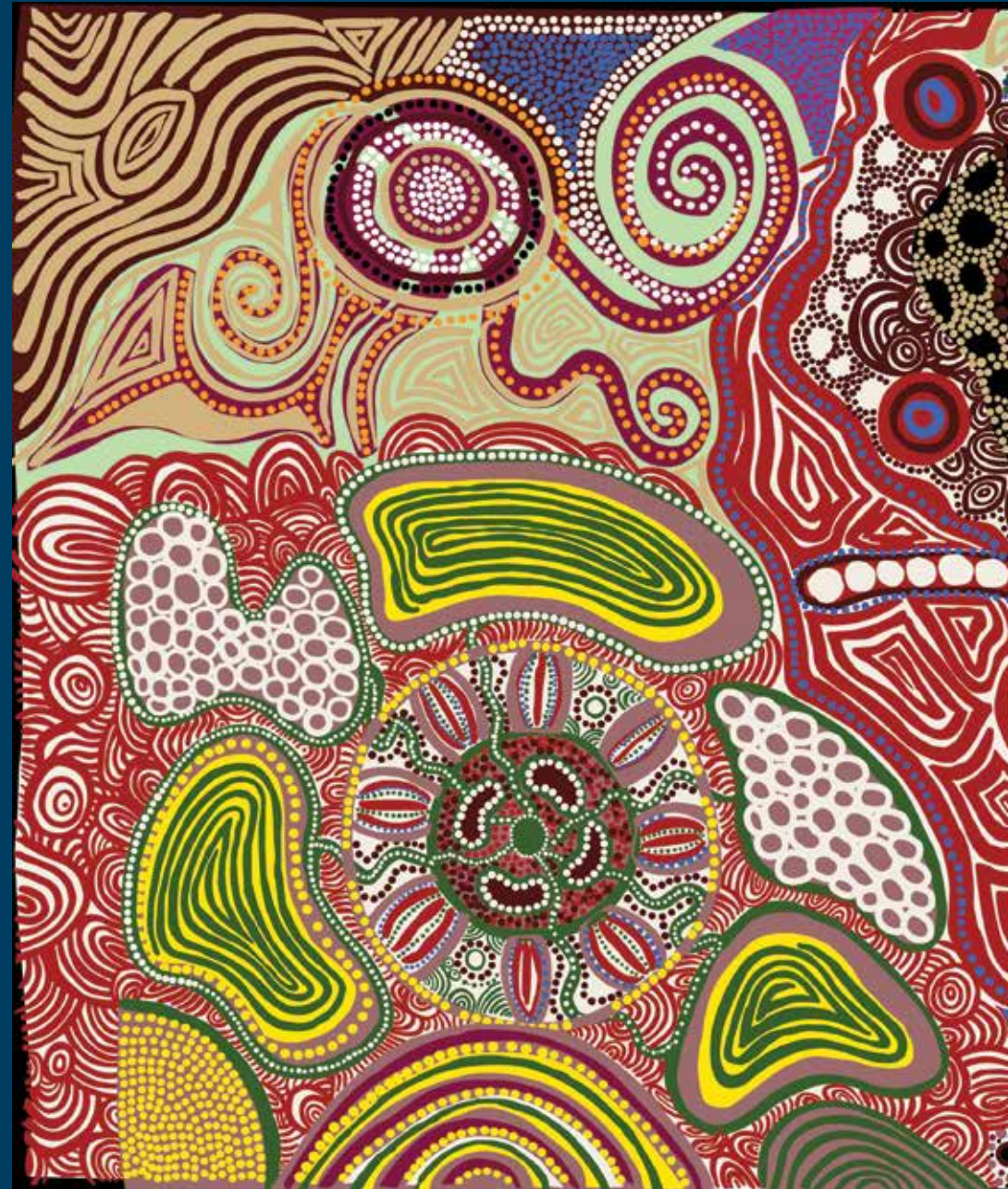
The committee reviews research applications and provides feedback, guidance, and direction to ensure research work is conducted in a culturally sensitive and competent manner, leading to better health outcomes for First Nations people.

The reference group was established in 2007 and comprises 10 members, including community Elders, Aboriginal health professionals with expertise in maternal health, child development, and early childhood.





Sharing knowledge and culture through connection.







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