



INNOVATE

RECONCILIATION ACTION PLAN

CARSALES
SEPTEMBER 2024-2026



RECONCILIATION
ACTION PLAN

INNOVATE



ACKNOWLEDGEMENT OF COUNTRY

carsales acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.





Karen Mundine
Chief Executive Officer
Reconciliation Australia

CEO STATEMENT FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends carsales.com.au Pty Ltd (carsales) 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 carsales 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, carsales will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of

relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With 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. carsales is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

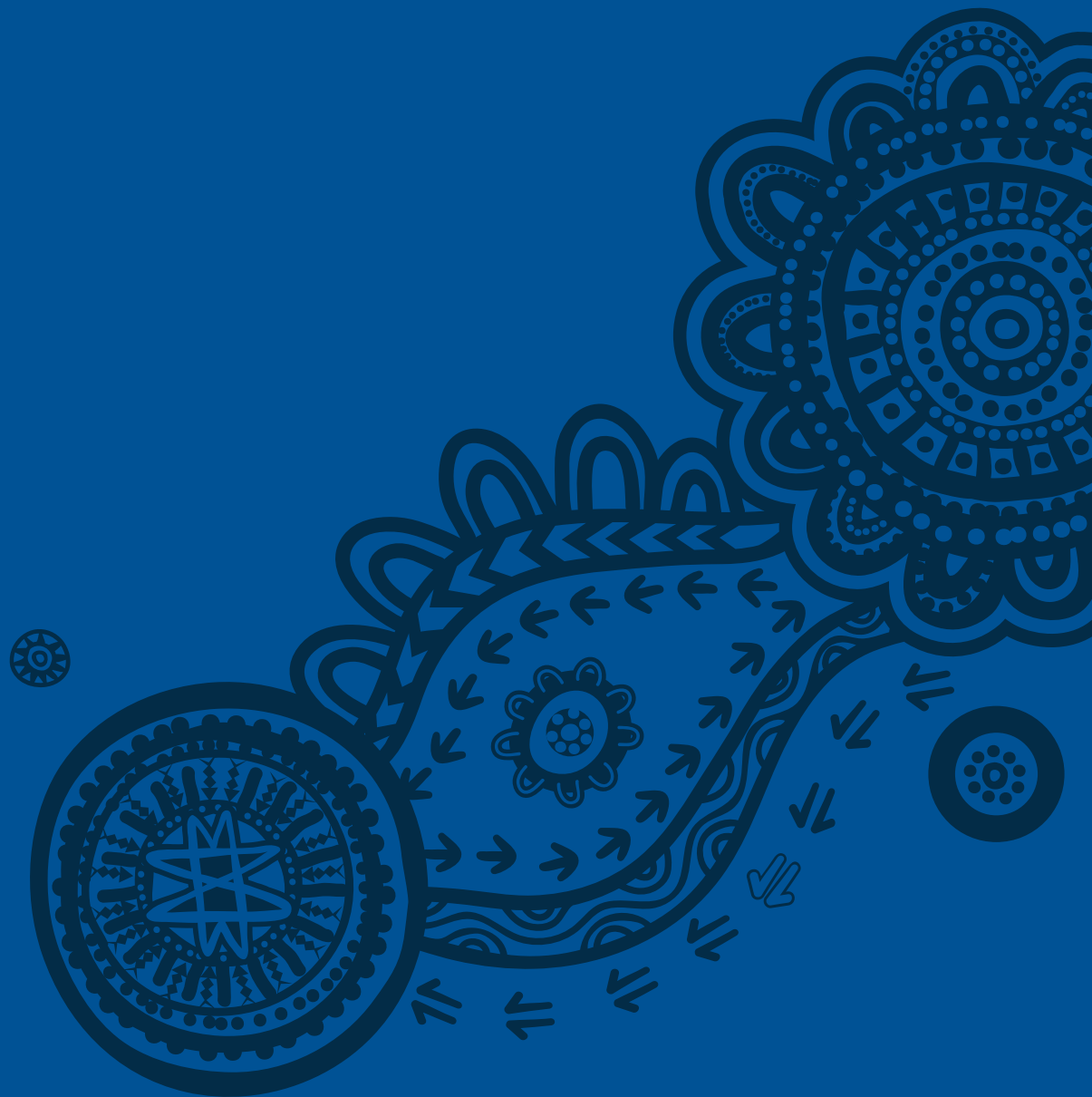
Implementing an Innovate RAP signals carsales' readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

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

CONTENTS

5	Managing Director – carsales Statement
6	Meet the Artist
8	Our Business
12	Our Community Partnerships
14	Our RAP
	Our Action Areas:
18	Relationships
20	Respect
22	Opportunities
24	Governance
25	Contact Details





Paul Barlow
Managing Director
carsales

MANAGING DIRECTOR STATEMENT FROM **CARSALES**

I am pleased to share the carsales Innovate Reconciliation Action Plan with our team members, customers, investors of our parent company CAR Group Ltd, and the wider community in which we operate.

This is our second RAP, and it builds on the commitment and progress we have made through our first Reflection RAP.

Our vision for Reconciliation remains unchanged. It is one where the divide and racial inequality that currently exists between First Nations Australians and other Australians is overcome.

I am proud of the work we have done with our team members and stakeholders through our Reflection RAP journey. We placed strong focus on taking the time to really educate our team about reconciliation and build understanding. Some of the ways that we've done this is through inviting First Nations guest speakers to address our team, offering a variety of cultural awareness

training sessions, and celebrating important days of significance to First Nations communities. This has helped our people to better understand Aboriginal and Torres Strait Islander histories and why reconciliation matters.

At carsales, we are proud to have a strong focus on providing a diverse, equitable and inclusive working environment. We want everyone to feel comfortable bringing their true self to work, to learn, and to grow. We look forward to continuing our reconciliation journey and focusing on building strong and sustainable relationships with measurable impact.

Our Innovate RAP is going to provide us the opportunity to strengthen and deepen our understanding of Aboriginal and Torres Strait Islander people and communities. We look forward to commencing this next stage of our reconciliation journey and sharing updates with our community throughout.



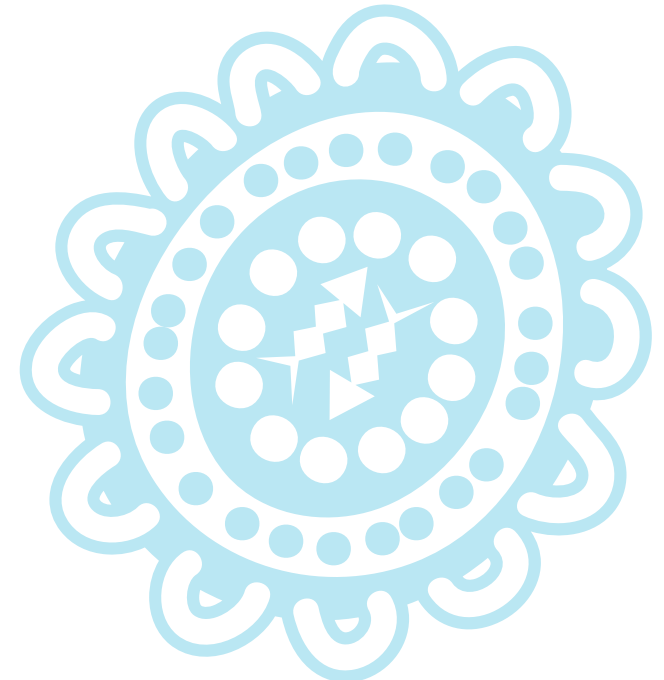
Riki Salam
(Mualgal, Kuku Yalanji, Ngai Tahu), We are 27 Creative

MEET THE ARTIST

Riki Salam, Indigenous artist, was born and raised in Cairns on Yidinji Land connected to the Torres Strait and Yalanji Country on his father's side and Ngai Tahu, South Island of New Zealand on his mother's side. Riki works and produces his art in pen, ink, gouache, acrylic and on the computer. He enjoys exploring concepts of traditional culture in a contemporary format.

Riki currently lives on Turrbul & Yaggera Country in Meanjin, Brisbane. Educated in both Cairns and Brisbane, he has over 20 years of industry experience as a graphic designer and artist. Riki has worked on many high-profile projects including the Qantas painted Boeing 747/800, Yananyi Dreaming, and produced artworks for Telstra, Origin, Woolworths, the Healing Foundation and the Australian Human Rights Commission to name a few. Riki also designed the identity for the G20 in 2014.

To view more of Riki's artworks visit www.weare27.com.au





'Clear Pathways'
by Riki Salam (Mualgal,
Kuku Yalanji, Ngai Tahu),
We are 27 Creative.

THE ARTWORK

In essence the artwork is about the next stage of the carsales RAP journey. Connecting the Country across land, sea and sky. Beginning with the stars in the night sky that help navigate our way. The Message stick symbol which appears on the left of the piece brings new ways to communicate the carsales story and the journey of Reconciliation. The Serpentine line provides a clear pathway and direction for carsales leadership, colleagues and associated stakeholders to navigate and to travel along. The Serpent represents knowledge, culture and law (the way things are done).

Flanked on either side of the central meeting place motif that represents the carsales organisation, are the two boomerangs which appeared in the previous carsales RAP artwork (Travelling on Country). Representing where we have come from and where we are going, exploring new country and new territories. Also improving on important aspects and learnings from past, present and looking towards the future.

The Kangaroo and Emu footprints represent resilience and adaptation in times of drought and times of plenty. Looking at new ways to shift and move across all aspects of the organisation to be more streamlined and efficient in its approach to how business is done. Always moving forward like the Kangaroo and the Emu, the yam vines represent new growth, nourishment, future thinking and the next generation.

The fish motifs complete the journey over Land, Sea and Sky, a journey that is constantly shifting and evolving overtime from the stars and celestial bodies above. Across many different patterned landscapes to flowing creeks, rivers and estuaries that connect us all to the sea and oceans beyond.

OUR BUSINESS

carsales was founded in Melbourne, Australia in 1997 with what was at the time just a small idea of moving print classified advertisements for motor vehicles onto the internet. Since then, we've been evolving with the digital economy to help people choose how they move today and tomorrow. carsales is wholly owned by CAR Group Limited—an ASX 100 business and global leader in digital marketplaces across Oceania, Asia and The Americas. CAR Group employs more than 1,700 people globally, and approximately 800 of those people are carsales team members.

Our purpose is to make buying and selling a great experience—whether you are interested in a car, bike, boat, truck, caravan, farm machinery or construction vehicle. We develop world leading technology and advertising solutions and use our 27 years of experience to help our customers buy and sell with

confidence. We achieve this by bringing together our people, consumers, dealers and manufacturers to deliver the best solutions and experiences in the automotive, commercial, industry and leisure vehicle classifieds market.

For the first time, in April 2024, through our annual employee opinion survey, we asked team members to identify if they were Aboriginal or Torres Strait Islander people. At the time the survey closed, we had 9 employees answer 'Yes' when asked, 'Are you of Aboriginal and/or Torres Strait Islander origin.' This survey was anonymous, and we are unable to identify these individuals. In communicating our commitment to an Innovate RAP, we intend to ask across the business if these individuals feel comfortable to let People and Culture know who they are, so if they wish to, they can inform our RAP development and be part of our RWG.





OUR BUSINESS AUSTRALIA

Whilst our Australian team can work from anywhere around the country, we do have six office locations around Australia:

- Cremorne, Victoria on the lands of the Wurundjeri people of the Kulin Nation
- Alexandria, New South Wales on the lands of the Gadigal people of the Eora Nation
- Subiaco, Western Australia on the lands of the Noongar people
- In South Australia, our people work out of shared working space in Adelaide on the lands of the Kaurna people of the Adelaide Plains
- In Queensland, our people work out of a shared working space in the Gold Coast on the lands of the Yugambeh people and in Brisbane on the lands of the Turrbal Tribe

Additionally, we have subsidiary businesses with premises in the following locations:

- Port Melbourne, Victoria on the lands of the Bunurong people of the Kulin Nation
- Tullamarine, Victoria on the lands of the Wurundjeri people of the Kulin Nation
- Dandenong, Victoria on the lands of the Bunurong people of the Kulin Nation
- North Sydney, New South Wales on the lands of the Cammeraygal people
- Slacks Creek, Queensland on the lands of the Yuggera people
- Prospect, South Australia on the lands of the Kaurna people of the Adelaide Plains
- Osborne Park, Western Australia on the lands of the Wadjak people of the Nyoongar Nation
- Kewdale, Western Australia on the lands of the Noongar Whadjuk people

OUR BUSINESS

OUR PEOPLE & CULTURE

Our people are our greatest asset and providing them with a supportive, equitable and inclusive working environment ensures that we continue to attract, develop and retain the best talent.

We are proud to have been recognised for the sustained effort that we have placed into building our first-class culture and being a leader in digital careers through be awarded the following accolades:

- Great Place to Work® - seventh consecutive year
- Workplace Gender Equality Agency (WGEA) Employer of Choice for ten consecutive years and Breastfeeding Friendly Workplace for nine years.
- Australian Association of Graduate Employers (AAGE) Top Graduate Employer for five of the past six years, and Top Intern Employer for the past three years
- Family Inclusive Workplace™
- Climate Active certified carbon neutral for our Australian business operations

While we are a big business, we are still small enough for everyone to be heard and a place for people to make meaningful contributions.

We value feedback from our people and have multiple mechanisms in place to understand what's important to them including twice annual employee opinion surveys. We also run regular town halls hosted by the carsales Leadership Team as well as quarterly global catch-ups, hosted by the global Executive Leadership Team (ELT) in which team members hear business updates and have the opportunity to ask questions.



OUR BUSINESS

OUR DEI COMMITMENT

Developing a RAP forms part of carsales' diversity, equity and inclusion strategy and supports the CAR Group global sustainability strategy. Creating meaningful and practical actions via our RAP and implementing these is one of the ways that we can use our business to bring about positive change.

At carsales, diversity, equity and inclusion are embedded into our culture, and we have always been committed to fostering a work environment where all our people feel valued, respected and have equal access to opportunities. To achieve this, we embrace and celebrate all the diverse characteristics of our team—whether that be their age, gender, sexual orientation, gender identity, intersex status, race, colour, social origin, religious beliefs, disability and/or physical ability, family or relationship status, caring responsibilities, pregnancy (including childbirth or related medical conditions, as well as breastfeeding needs), diversity of thought, or knowledge and skillset. In our most recent employee opinion survey, 94% of people answered favourably when asked questions regarding the support for diversity in the organisation.

We know that a diverse workforce leads us to new ways of solving problems, developing world class products and services, and thinking differently about the ever-evolving world in which we live and work. It also means that our workforce will more accurately represent our diverse customer base, which allows us to better anticipate their needs and deliver on our purpose to make buying and selling a great experience.

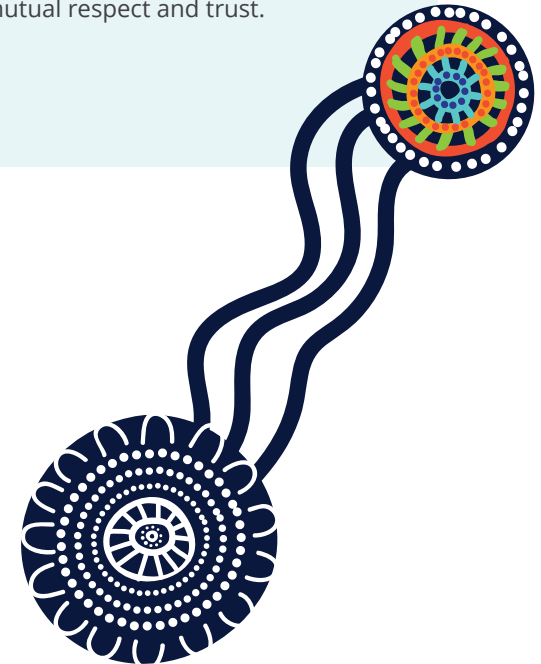
We have a demonstrated track record of developing policies and employee benefits that support equality and inclusivity. However, in 2021, we determined that we needed to do more when it came to supporting, understanding, and building relationships with Aboriginal and Torres Strait Islander peoples. It was at this point that we decided to embark on our RAP journey and registered our intent to develop our first Reflect RAP. We are now continuing our RAP journey with the development of our second RAP (Innovate) to further support our commitment to providing our people with the diverse and inclusive workplace that we are so proud of. It will allow us to strengthen and create long term

OUR BUSINESS

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is one where the divide and racial inequality that currently exists between First Nations Peoples and other Australians is overcome. We believe that a truly reconciled Australia can only be achieved when Aboriginal and Torres Strait Islander peoples are no longer disproportionately affected by social, employment and health inequalities, have equal access to the opportunities that the wider community has, and when the past is no longer a barrier to building future relationships based on mutual respect and trust.

reconciliation initiatives across our business while also focusing on the relationships we can form and build with Aboriginal and Torres Strait Islander peoples and communities. We strive for our business to be reflective of our diverse customer base, and one of the key focus areas of our Innovate RAP will be to determine how we can increase Aboriginal and Torres Strait Islander representation in our workforce.



OUR COMMUNITY PARTNERSHIPS

ABORIGINAL CARBON FOUNDATION (ABCF)

AbCF's vision is to catalyse life-changing, community prosperity through carbon farming. In doing this, their aim is to build wealth for Traditional Owners with social, cultural, environmental and economic core-benefits through the ethical trade of carbon credits with corporate Australia, government agencies and international bodies. We have had a relationship with the Aboriginal Carbon Foundation (AbCF) since early 2022 when we first connected with them to discuss purchasing carbon credits as part of our carbon neutral certification with Climate Active. It was important to us that we purchase some

of our carbon credits as Australian Carbon Credit Units (ACCUs) and our preference was to align with a project that provided environmental, cultural, economic and social benefits to the Traditional Custodians of our lands. We have now purchased ACCUs from AbCF for three consecutive years from two separate projects:

- Karlantijpa North Savanna Burning project – this emissions reduction project involves strategic and planned burning of savanna areas in low rainfall zones during the early dry season to reduce the risk of late dry season wild fires. Savanna fires release methane and nitrous oxide into the air, which are strong greenhouse gases. By burning in the early dry season when fires are

cooler and patchy, and burning less country, there will be fewer emissions of these gases and an environmental benefit. These projects are led and managed by Aboriginal ranger groups and Traditional Owners, providing a sustainable business model which extends land management and conservation work and provides a range of cultural, economic, social and environmental co-benefits to community.

- Paroo River North Environmental project – this is a registered Emissions Reduction Fund (ERF) project that began in 2016 and is contracted for 25 years. The project is focused on reestablishing native forest in the South West Darling Downs region of Queensland. Direct

outcomes of this project include the sequestering of more than one million tonnes of greenhouse gas emissions over the 25 year life of the project, the regeneration of 38,000ha of native forest through project activities on the property, as well as a series of economic, cultural, social and environmental co-benefits.

In addition to purchasing carbon credits from AbCF, we have been able to support their organisation by making several of our team members available to provide pro-bono technical assistance following the launch of their website *Catalyst Markets*, the world's first Aboriginal trading platform of environmental commodities.



OUR COMMUNITY PARTNERSHIPS

SYDNEY SWANS

In 2023, we announced a new partnership with the Sydney Swans. This partnership builds on carsales' history of high-profile sporting sponsorships and is an expansion of our commitment to Australia's key sporting codes. The Sydney Swans have had 19 male Aboriginal and Torres Strait Islander players in their history and two AFLW players in their inaugural side. ([Source](#)).

Through this partnership we have been incredibly fortunate to have had the Swans' First Nations Strategy and Player Development Manager, Jared Hodges, be a member of our RAP Working Group, as our Aboriginal and Torres Strait Islander representative. Jared has been a wealth of knowledge for us during this time and has provided us with invaluable insights around First Nations history, community, and culture to help guide us on our RAP journey and ensure that our RAP approach has been culturally appropriate.

In recent years the Swans have established a First Nations Academy Trials, a program design to increase participation and involvement of First Nations People right across the game from playing to coaching and administration. Now having been in partnership with the Swans for 12 months, we look forward to working with the Swans to explore opportunities for us to further connect with and support First Nations People, communities and initiatives.

BAIDAM SOLUTIONS

Established in 2018, Baidam Solutions Pty Ltd is a 100% Australian owned and operated First Nations information technology business. Baidam Solutions delivers industry leading network security and application security expertise. They are Supply Nation certified and a leading Indigenous ICT security partner to the national economy, servicing Enterprise customers, Federal and State Government Departments and Agencies, and Not-for-Profit organisations.

In 2024, we onboarded Baidam as a supplier with an initial focus area on security services for carsales and CAR Group.



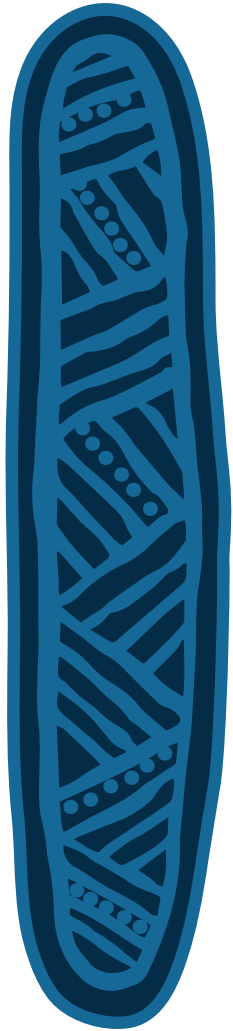
GO FOUNDATION

Founded in 2009 by renowned Aboriginal Leaders in sport and advocacy, Adam Goodes and Michael O'Loughlin, the GO Foundation creates opportunities for young Indigenous people through the delivery of a holistic program with a focus on culture and education.

GO's mission is to empower through education, and they do this through a scholarship program which is available for Indigenous students attending school (both primary and secondary) and university. In addition to financial aid, scholarship recipients receive cultural and aspirational mentoring which helps them build a connection to their identity, culture and wider community to further support their education goals. Since 2014, GO has awarded over 1200 scholarships and supported over 600 students, of which 54% are female.

carsales was introduced to GO via our partnership with the Sydney Swans. Their mission to empower through education resonated with us and aligned with our history as business of working with community organisations who are championing education across our society and in May 2024 we were proud to become an official corporate partner of GO.

We look forward to working with them and strengthening our partnership in the years ahead.



OUR RAP

Paul Barlow, Managing Director of carsales, will champion our RAP. He will continue to sit on our RAP Working Group which will be chaired by our Executive General Manager - People, Anthea Corridon.

Paul says of his involvement with our Reflect RAP:

“

As the Managing Director of carsales, ensuring we have an environment in which people can bring their authentic selves to work and thrive and flourish is of the utmost importance to me. People are key to everything we do at carsales. Embarking on a RAP journey was a natural next step of our diversity, equity, and inclusion strategy.

When I reflect on what we have done in the last year, I know that a lot of the opportunities we have provided to our people around cultural awareness and education would not have happened

if not for our RAP. I am most proud of having Nartarsha Bamblett present an in-person Acknowledgment of Country ceremony with a Yidaki performance at one of our company-wide events in 2023. It was a wonderful moment with over 600 team members in the room, and I know our people took a lot away from it.

Our RAP has provided us with the opportunity to have meaningful reflection and learning on reconciliation across the business and I look forward to continuing this through our Innovate RAP.

”

OUR RAP

RECONCILIATION JOURNEY TO DATE

In March 2023 carsales formally launched our Reflect RAP. Our reconciliation efforts prior to that happened organically through the organisation.

JUNE 2019

Creation of carsales Inclusive Language Guide, which included a section on how to communicate respectfully and accurately when speaking to, or about, Aboriginal and Torres Strait Islander peoples. This guide is available on our intranet and provided to all new starters during their induction.

DECEMBER 2021

Added an Acknowledgement of Country on our careers pages.

FEBRUARY 2022

Acknowledgement of Country was introduced across the organisation to large or significant meetings including Board Meetings, carsales catch ups and town halls.

OCTOBER 2022

Our first RAP working group was established.

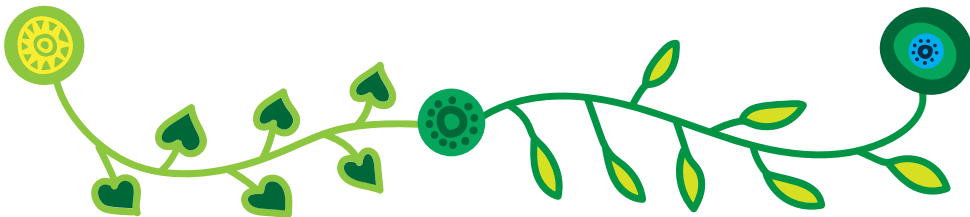
At the time of establishing our RAP working group, we had no Aboriginal or Torres Strait Islander peoples known to the organisation. Through our corporate sponsorship of the Sydney Swans, we approach Jarred Hodges, First Nation's Strategic and Player Development Manager who joined our working group and provided invaluable insight, support, and connections. We are very pleased that Jarred will continue his role on our Innovate RAP Committee as First Nations representative.

Throughout 2023, the RAP working group met regularly to plan, monitor, and review the implementation of our Reflect RAP. This was complemented by updates to our Board of Directors and Executive Leadership Teams through the course of the year.

The Reflect RAP gave us the framework to review and understand our current relationship with reconciliation and

allowed us to begin to embed practices across the organisation. Through our Reflect RAP we put a strong focus on providing education and cultural awareness opportunities to our people while looking to our external networks to create relationships with Aboriginal and Torres Strait Islander peoples.

Throughout the course of the year, we were able to provide our people with several learning opportunities specific to reconciliation and to create greater understanding of Aboriginal and Torres Strait Islander people's histories, customs and traditions. These learning opportunities were complemented by our regular and ongoing induction and internal training programs which include unconscious bias and leading for inclusion and belonging. These programs focused on ensuring we continue to upskill our people to contribute, champion, promote and celebrate our culturally diverse workplace.



OUR RAP

RECONCILIATION JOURNEY TO DATE

Activities we undertook throughout 2023 included:

- Including an Acknowledgment of Country on our consumer websites;
- Recognising both National Reconciliation Week and NAIDOC week through internal resource sharing and the promotion of, and attendance at, both internal and external events;
- Two cultural awareness sessions with Pauly Vandenberg, from the Wirangu and Kokatha peoples of the Far West Coast of South Australia, an experienced cultural educator, co-founded and director of Tjindu Foundation and National Diversity Talent Manager at the AFL;
- A workshop with Acknowledge This! on understanding why and how we do Acknowledgements to Country;
- A live, interactive Acknowledgment to Country presented to the whole organisation at our internal bi-annual whole business offsite, presented by Nartarsha Bamblett, First Nations Women;

- Creation of a dedicated resource hub on our Intranet and the sharing of resources with regards to the Voice to Parliament;
- Attendance at Reconciliation Roadshow Melbourne by two RAP working group members.

Our Reflect RAP also gave us the opportunity to review our internal policies and procedures and make changes to these. This included further promotion of our Public Holiday Swap, which allows team members to swap a gazetted Public Holiday for a day of greater significance to them. We also introduced Sorry Business Leave across the business—giving access to up to 3 days paid leave for any Aboriginal and Torres Strait Islander team members who have clear cultural obligations to be involved in any type of Sorry Business. This is in addition to our other paid leave entitlements available across the business.

A challenge that we encountered when implementing our Reflect RAP was sustaining the momentum of our RAP Committee members, given this was

“Attending the Acknowledge This! Workshop on presenting an authentic Acknowledgment to Country provided me with invaluable insight into the history, culture and understanding of this protocol. It also gave me the confidence to speak authentically from my heart about my own experiences with reconciliation while also reflecting on how we can personalise an Acknowledgement to Country to provide deeper insight and understanding of our First Nation’s peoples.

To date my knowledge and cultural understanding of this protocol was limited and the opportunity presented by carsales to learn more was invaluable. Similarly, as a leader of people across the business, I know my teams have benefited from cultural awareness and education sessions run across the organisation.

All these activities have helped foster a greater understanding of reconciliation and respect across the organisation.

Davor Vilusic, Executive General Manager – Media

an additional commitment beyond their day-to-day roles. The way in which we overcame this challenge was to be adaptable and flexible with the allocation of actions, being cognizant of competing objectives and balancing RAP initiatives with essential business activity. Based

on these learnings, we have made some amendments to our committee members for our Innovate RAP. This will enable us to allocate action items in line with capacity and where most aligned to the role performed by each committee member within the business.

OUR RAP

RAP WORKING GROUP

Our RAP Working Group is made up of individuals from carsales and our parent company CAR Group. Jarred Hodges, Sydney Swans, First Nations Strategic and Player Development Manager is representing First Nations peoples on our RWG.



PB

Paul Barlow
Managing Director, carsales



AC

Anthea Corridon
Executive General Manager –
People, carsales



CF

Chloe Fast
Executive General Manager –
Corporate Affairs, Employer
Branding and Sustainability,
CAR Group



NP

Natalie Phillips
Head of People, carsales



SK

Stephen Kyefulumya
General Manager – Media Product
and Technology, carsales



LR

Laura Ravello
Privacy Compliance Manager,
carsales



JA

Justin Ashman
Senior Talent Acquisition Advisor,
carsales



SM

Sally McLeod
Executive General Manager –
Finance, carsales



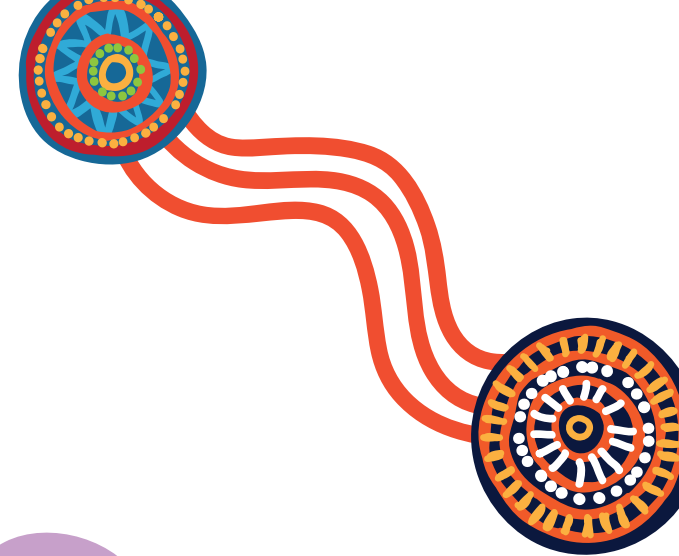
AM

Anna Moretti
Head of Strategic Design,
carsales



JH

Jarred Hodges
First Nation's Strategic and
Player Development Manager,
Sydney Swans



OUR ACTION AREAS

RELATIONSHIPS



We recognise the importance of building strong relations with Aboriginal and Torres Strait Islander peoples and other Australians. Through relationship building we can foster strong levels of respect and understanding of Australia's diverse cultural history and how Aboriginal and Torres Strait Islander people, customs and

experience have shaped this. Through building greater understanding within our people and networks, we can help foster a community which better recognises the importance of acknowledging and honouring the First Nations people of the lands on which we operate and understanding value in their experiences, stories and cultures.

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 2024	Executive General Manager – People
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2024	Executive General Manager – People
	• Formalise a corporate partnership/sponsorship between Aboriginal and Torres Strait Islander charity and carsales.	September 2024	Executive General Manager – People
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025, 2026	Executive General Manager – Corporate Affairs, Employer Branding and Sustainability
	• RAP Working Group members to participate in an external NRW event.	27 May–3 June 2025, 2026	Head of People
	• 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	Managing Director
	• Organise at least one NRW event each year.	27 May–3 June 2025, 2026	Senior Talent Acquisition Advisor
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	Senior Talent Acquisition Advisor

OUR ACTION AREAS

RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	October 2024	Executive General Manager – People
	• Communicate our commitment to reconciliation publicly.	September 2024	Managing Director, Head of People
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2024	General Manager – Media Product and Technology
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2024	General Manager – Media Product and Technology
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 2024	Head of People
	• Develop, implement, and communicate an anti-discrimination policy for our organisation.	October 2024	Head of People
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2024	Head of People
	• Educate senior leaders on the effects of racism.	December 2024	Executive General Manager – People

OUR ACTION AREAS

RESPECT



Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights are of deep important to us at carsales, as they reflect our continued focused on diversity, equity, and inclusion across the business. We firmly believe diversity, equity and inclusion cannot be achieved without first building understanding and

respect. By building a culture of understanding and respect, we can foster further knowledge of First Nations cultures, acknowledge the contributions of First Nations peoples, and promote ongoing learning for our business, our teams and our networks.

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.	November 2024	Head of People
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January 2025	Executive General Manager – People
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	February 2025	Executive General Manager – People
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	April 2025	Executive General Manager – People, Head of People
	• Introduce a Cultural Awareness e-learning module that forms part of our compulsory e-learning induction for all new starters and annual compliance program for all employees.	July 2025	Head of People
	• Regularly update the People Hub (intranet) RAP and Reconciliation hub with cultural learning resources	July 2025	Senior Talent Acquisition Advisor

OUR ACTION AREAS

RESPECT



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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 2024	Executive General Manager – People
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2024	Executive General Manager – Corporate Affairs, Employer Branding and Sustainability
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2024	Managing Director
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2024	Managing Director
	• Run annual Acknowledgement of Country training workshops provided by Aboriginal and Torres Strait Islander learning providers.	October 2024, 2025	Head of People
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, 2026	Senior Talent Acquisition Advisor
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	September 2024	Head of People
	• Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025, 2026	Head of People

OUR ACTION AREAS

OPPORTUNITIES



Increasing diversity across the Technology profession is close to our heart and is a key focus of our diversity, equity and inclusion strategy. This includes looking at opportunities to promote Science, Technology, Engineering and Mathematics (STEM) careers to broader sections of the community including Aboriginal and Torres Strait Islander peoples.

Approximately 40% of our organisation in Australia work in digital roles. This includes but is not limited to software developers, product managers and designers, digital media and programmatic specialists, data professionals and analysts. It is documented that there is a serious underrepresentation of Aboriginal and Torres Strait Islander peoples in STEM careers. While it is estimated that STEM professions will make up 75% of the Australian workforce by 2025, only 43% of Aboriginal

children graduate high school with one STEM subject and First Nations Australians people make up close to 0% of the tech industry (source: Indigitek.)

Increasing diversity in technology will result in better products and services being developed not just within our own organisation but also across the industry as a whole. Improving and enabling access to systems and processes can be achieved through technology and having diverse peoples working in this field will accelerate these endeavours.

One of the key focus areas of our Innovate RAP will be creating an employment pathway for Aboriginal and Torres Strait Islander peoples and to find a suitable partner to support us in this goal. Further, we have the support of our Leadership Teams to create, invest and grow this pathway.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. 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.	September 2024	Executive General Manager – People
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2024	Executive General Manager – People, Head of People
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2024	Executive General Manager – People
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2024	Senior Talent Acquisition Advisor
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2024	Senior Talent Acquisition Advisor

OUR ACTION AREAS

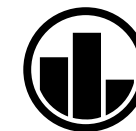
OPPORTUNITIES



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. 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.	January 2025	Executive General Manager- Finance
	• Investigate Supply Nation membership.	January 2025	Privacy Compliance Manager
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2025	Executive General Manager – Finance
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2025	Executive General Manager – Finance
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	September 2025	Executive General Manager – Finance
10. Design and launch an Aboriginal and Torres Strait Islander internship program within carsales, specifically looking to provide opportunities and exposure to STEM / digital career paths.	• Create a structured Aboriginal and Torres Strait Islander internship program designed to provide individuals with exposure and hands on career experience.	June 2025	Head of People
	• Partner with Career Trackers to attract and recruit Aboriginal and Torres Strait Islander candidates for internship program.	September 2025	Head of People
	• Provide experienced mentor from carsales aligned to interns career ambitions to provide mentoring and coaching through duration and post internship.	January 2026	Senior Talent Acquisition Advisor
	• Engage and consult Aboriginal and Torres Strait Islander stakeholders on the development of the internship program to ensure it is cultural safe and appropriate.	September 2025	Senior Talent Acquisition Advisor

OUR ACTION AREAS

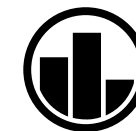
GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. 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.	September 2024, 2025 December 2024, 2025 March 2025 June 2025	Executive General Manager – People
	• Establish and apply a Terms of Reference for the RWG	September 2024	Executive General Manager – Corporate Affairs, Employer Branding and Sustainability
	• Meet at least four times per year to drive and monitor RAP implementation.	September 2024, 2025 December 2024, 2025 March 2025 June 2025	Senior Talent Acquisition Advisor
12. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2024	Executive General Manager – People
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2024	Managing Director
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2024	Privacy Compliance Manager
	• Appoint and maintain an internal RAP Champion from senior management.	September 2024	Managing Director, Executive General Manager – People
13. 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	Executive General Manager – People
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Executive General Manager – People

OUR ACTION AREAS

GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Executive General Manager – People
	• Report RAP progress to all staff and senior leaders quarterly.	September 2024, 2025 November 2024, 2025 March 2025, 2026 June 2025, 2026	Executive General Manager – Corporate Affairs, Employer Branding and Sustainability
	• Publicly report our RAP achievements, challenges and learnings, annually.	September 2024, 2025	Executive General Manager – Corporate Affairs, Sustainability & Employer Brand
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2024, 2026	Executive General Manager – Corporate Affairs, Sustainability & Employer Brand
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	Executive General Manager – Corporate Affairs, Sustainability & Employer Brand
14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	December 2025	Executive General Manager – People

CONTACT DETAILS

Name

ANTHEA CORRIDON

Position

EXECUTIVE GENERAL MANAGER – PEOPLE

Phone

03 9093 8600 (RECEPTION)

Email

ANTHEA.CORRIDON@CARSALES.COM.AU



RECONCILIATION
ACTION PLAN

INNOVATE

