

Yha™



YHA Australia

Reconciliation Action Plan

OCTOBER 2024 - OCTOBER 2026

Innovate





Acknowledgement of Country

YHA Australia acknowledges the Traditional Custodians of Country throughout Australia. We pay our respects to the Elders, past and present, and the extended Aboriginal and Torres Strait Islander communities. We recognise their Custodianship of the land, sea and water for over 60,000 years.





We pay our respects to the Traditional Owners of each of the lands our properties reside on, especially to their elders, past and present. We acknowledge the value their custodianship of these lands brings.

About the Artist

Lee Anne Hall

Lee Anne is a Bundjalung and Gomeroi/Euahlayi woman born in Sydney. Lee Anne is the daughter of the Aboriginal activist and artist, Harry Phillip Hall, and Indigenous artist Pam Brandy Hall. She is the great granddaughter of Aboriginal activist, the late Jack Patten. Her paternal grandfather Harry Hall Snr was civil activist who was instrumental in the freedom ride and tirelessly fought for aboriginal equality in rural townships. Lee Anne's grandfather and father were the first Indigenous father and son elected to federal government. Lee Anne is inspired by dreamtime stories passed on to her from her parents. Lee Anne has a contemporary style and detailed technique while maintaining traditional storylines. Lee Anne has been painting since 1999.

"I paint stories about the Dreamtime, myths, Aboriginal survival, land, animals and waterways. I use rich vivid colours, earth tones and traditional style to tell the stories of Dreamtime, my country and my clan. "





About the Artwork

This Painting is a depiction of Aboriginal urban life in the city – the buildings, bridges, ovals, parks, people, and the infrastructures. “We all leave our Country and come into the city for different reasons and plant new roots.”

Our Reconciliation Vision

At YHA, we are committed to fostering reconciliation and building meaningful connections with Aboriginal & Torres Strait Islander communities. Our reconciliation vision is to create an inclusive environment where every guest, team member, and stakeholder gains a deeper appreciation and understanding of the diverse cultures and histories of Aboriginal & Torres Strait Islander peoples.

To achieve this vision, we will implement a comprehensive reconciliation action plan that includes partnering with local Aboriginal & Torres Strait Islander communities to co-develop cultural education programs and experiences, and to support community-led initiatives and projects.

Through these initiatives, we aim to create a future where reconciliation is woven into the fabric of our operations, enriching the lives of all involved and contributing to a more culturally respectful, just and equitable society.



Aspiration for reconciliation

Our aspiration for reconciliation is to foster a society that embraces authentic collaboration and partnership with First Nations peoples. Our vision entails actively listening to and learning from diverse Aboriginal and Torres Strait Islander communities. It involves acknowledging and honoring their unique experiences, rich cultures, and historical significance as the First Peoples of Australia. In addition, our commitment extends to educating our guests to enable understanding and reconciliation between Aboriginal and Torres Strait Islander Peoples, Non-Indigenous Australians and visitors to our country.

We commit to advancing reconciliation through focusing on nurturing cultural awareness, promoting understanding and respect among our team and our guests. Encouraging our team members and guests to actively participate in opportunities that facilitate meaningful engagement with Aboriginal and Torres Strait Islander communities. We will also promote Aboriginal and Torres Strait Islander employment; we are committed to establishing programs specifically designed for young individuals from these communities who have an interest in tourism. Through these initiative, we aim to provide valuable opportunities for career development and hands-on experience, creating a pathway to meaningful employment.

YHA will actively seek out opportunities to provide support for Aboriginal and Torres Strait Islander businesses, with a particular focus on sustainable and regenerative tourism and sourcing their services and products. By recognising the unique offerings and expertise of these businesses, we aim to promote economic growth and create mutually beneficial partnerships. Additionally, YHA will continue to build partnerships within our industry and with purpose-driven organisation's, to advocate for the importance of reconciliation.

A message from YHA Australia

Every year YHA hosts close to 1 million guests, so they can explore and experience the unique diversity Australia has to offer. We have a great opportunity to share with every guest the opportunity to understand and acknowledge the rich histories and cultures of Australia's First Peoples, the custodians of this land.

YHA Australia remains steadfast in our dedication to advancing reconciliation across our network. This is our second stage in our reconciliation journey and our commitment to this ongoing unwavering process as we strive to integrate reconciliation into every aspect of our organisation, aiming to positively impact the lives of Aboriginal and Torres Strait Islander peoples and communities.

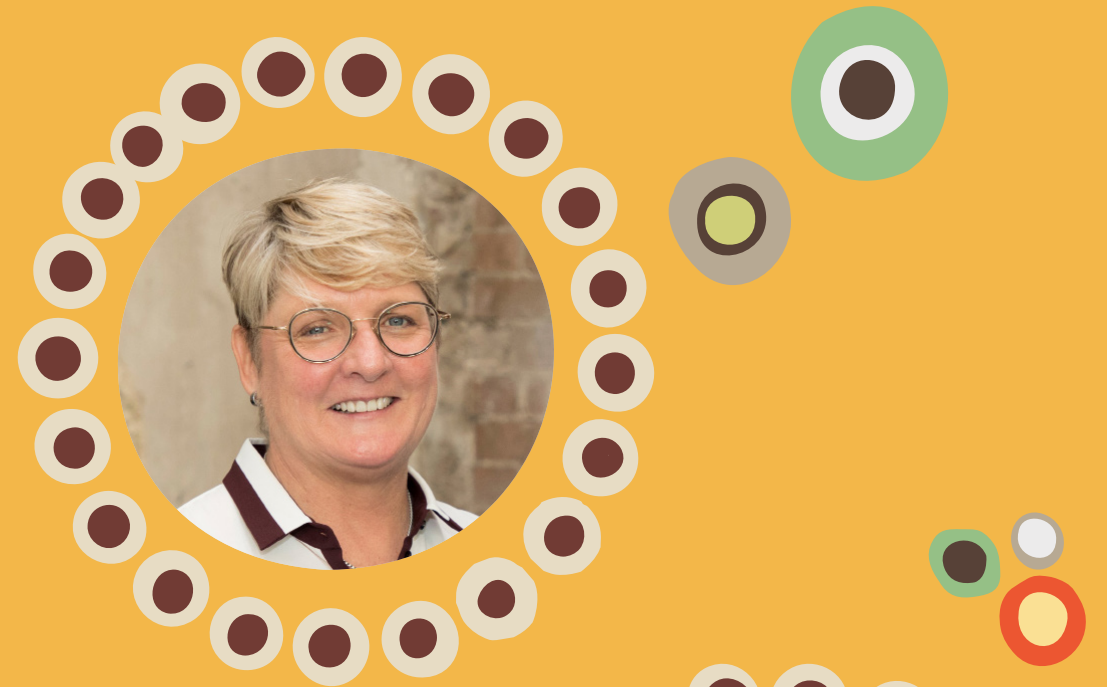
Collaboration with partners and like-minded organisation's is crucial to our reconciliation efforts, enabling us to gain insights, share knowledge, and build meaningful connections within Aboriginal and Torres Strait Islander communities. Our pride lies in the collective effort to create a more inclusive and equitable Australia.

Our vision extends beyond geographical boundaries, seeking to effect positive change regardless of property locations, whether in bustling cities or remote natural settings, reconciliation is at the very core.

To enhance opportunities for Aboriginal and Torres Strait Islander peoples, we outline our strategies in our Innovate Reconciliation Action Plan (RAP). We recognise authentic opportunities as essential for substantial progress and actively pursue them.

Central to our approach is the active involvement of our team members in reconciliation initiatives, considering it fundamental. Cultural learning forms the foundation of our efforts, offering Indigenous experiences within our properties to guests and staff alike, fostering respect and safety.

Our RAP is dynamic, reflecting our evolving commitment to reconciliation. Despite challenges, we remain resolute in our conviction to follow this path, eagerly anticipating milestones and embracing new challenges as part of our reconciliation journey.



Tammy Marshall
Chair



Paul McGrath
CEO

Statement from Karen Mundine, CEO Reconciliation Australia

Reconciliation Australia commends YHA 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 YHA 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, YHA 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. YHA is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

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



Our Business

PURPOSE

An open and
accommodating world
where life flourishes



MISSION

To create community
in diverse spaces, by
connecting the curious,
inspiring personal growth
and creating genuine
local experiences, in a
sustainable way.

VALUES IN ACTION



WORK TOGETHER



GIVE OUR BEST



PUT OUR GUESTS FIRST



HAVE FUN



THINK DIFFERENTLY

VALUE PROP

Fun, affordable, safe, sustainable,
quality accommodation, a place to
go, a place to connect



SOCIAL IMPACT

Environmental sustainability
LEADER IN REGENERATIVE TOURISM

Diversity, acceptance & equality
MAKING TRAVEL AVAILABLE FOR ALL



POSITIONING

YHA Always Exploring

Our Business

YHA Australia is a for-purpose organisation a legacy spanning over 80 years. Our mission is to create a community in diverse spaces, by connecting the curious, inspiring personal growth and creating genuine local experiences, in a sustainable way.

YHA is dedicated to offering affordable, quality short-term lodging options suitable for a wide range of travelers, including backpackers, families, school groups, professionals, adventurers, and explorers of various backgrounds. With a rich history, YHA is a well-recognised brand synonymous with exploration and discovery throughout Australia, and it's an integral part of the global Hostelling International (HI) network, comprising over 3,000 youth hostels in 77 countries worldwide.

YHA currently directly employs a workforce of 330 individuals (May 2024), the majority of whom work within properties owned and operated by YHA. YHA Australia operates as a membership-based organization with a membership base exceeding 310,000 individuals (May 2024). Currently, YHA proudly employs two individuals who identify as Aboriginal and/or Torres Strait Islander people.



Our network

YHA owns and manages 19 properties across Australia, either directly or through managed service contracts. Additionally, we have 10 partner properties under associate agreements. Together, we offer low-cost accommodation options in 29 distinct locations, enabling guests to truly experience the diversity of Australia, from the Bundjalung nation on the East Coast to the Nyoongar nation in the west, and from Nipaluna in the south to Larrakia in the North.

On an international scale, we take great pride in our enduring membership with Hostelling International, a federation comprising more than 60 National Youth Hostel Associations and 2,650 affiliated hostels in over 57 countries. While historically, up to 70% of our guests have been international travellers, post Covid we have seen a significant increase in the percentage of Australian guests.

YHA Australia maintains a single support office located in Sydney, on Eora Nation land, and employs approximately 330 individuals.



Our RAP

YHA Australia recognises that the nature of our business and our extensive network spanning Australia offers a distinctive opportunity to enlighten and educate our staff, visitors and guests about the rich Aboriginal and Torres Strait Islander cultures in our country, enhancing their travel experiences.



The YHA Board, Executive Leadership Team and Reconciliation Working group are dedicated to enhancing their personal understanding and cultural awareness. Our aim is to cultivate a shared narrative and circulate this knowledge throughout the entire YHA community, including our members, suppliers, and supporters. We are enthusiastic about facilitating access for both domestic and international guests to authentic experiences on Aboriginal and Torres Strait Islander peoples lands, providing a comprehensive and truthful perspective of Australia that spans its remarkable 60,000-year history.



The implementation of the YHA Innovate RAP will engage employees from various locations across Australia, involving cultural awareness training, incorporating cultural activities at all our YHA locations with the assistance of local Aboriginal and Torres Strait Islander community members. Through active participation, we aim to foster engagement throughout our employee team.

YHA maintains a centralised support function in Sydney, led by the Executive Leadership Team (ELT). While one ELT member is located in Brisbane, the remainder are based in Sydney. The rest of our organisation is situated at each of our owned and operated properties across Australia. Given our dispersed team, and varied network and locations we continue to work towards reconciliation and implementation of our RAP within YHA and to ensure that our Reconciliation Working Group (RWG) is efficient and effective in its goals and communications.

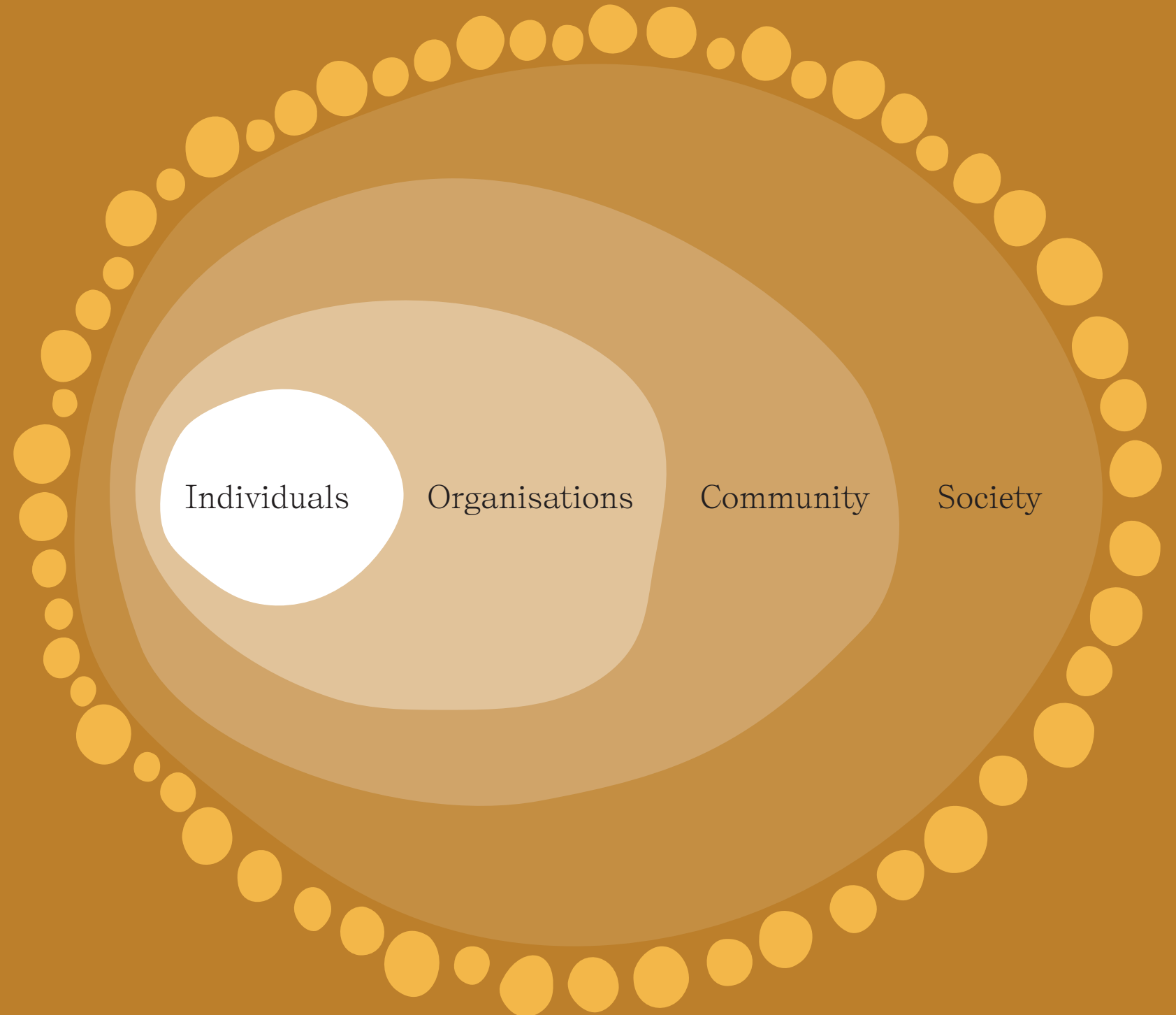


Sphere of Influence

The sphere of influence for YHA in its Innovate Reconciliation Action Plan extends to both internal and external stakeholders, including team members, guests, customers, contractors, suppliers, local communities, and the broader public. By leveraging our reach and resources, YHA can play a meaningful role in fostering reconciliation and promoting greater understanding and respect for Aboriginal and Torres Strait Islander cultures and communities.

YHA's sphere of influence includes the following:

- Internal Operations
- Customer Engagement
- Guest experiences and engagement
- Supplier Relationships
- Community Engagement
- Advocacy and Education
- Leadership and Collaboration



Reflection of our Reflect RAP

Through 2021-2023, we have dedicated ourselves to implementing specific actions across our business in support of Australia's reconciliation journey. Our focus was on enhancing our partnerships with First Nations businesses. We also prioritised educating our travellers about First Nations cultures during their stays in our properties throughout Australia.

As we have implemented our initial Reflect Reconciliation Action Plan (RAP), we gained valuable insights and learnings. Collaboration across various business areas emerged as a critical factor in driving our RAP's progress and success. We have adapted our RAP Working Group to ensure that the group has the necessary roles and responsibilities to achieve our goals. We have also recognised the importance of allocating sufficient resources and proactively addressing potential barriers to fulfill our commitments. We have also reviewed during the implementation of the RAP that a variety of goals will be ongoing and require additional research, consultation, collaboration as we progress through our Reconciliation Action Plans.

Liddy Napanangka Walker
Dogwood Tree Dreaming
Artwork © Liddy Napanangka Walker/Copyright Agency, 2021



Our current progress

We have achieved significant advancements in fulfilling our Reflect RAP commitments.

Notable accomplishments encompass endorsing the Uluru Statement from the Heart, embedding Indigenous information within our YHA website, providing information to our Team within our internal platform and providing opportunities for our guests to learn and participate in cultural activities.

Whilst YHA has made progress in various RAP areas, we also acknowledge the challenges faced, particularly regarding cultivating widespread internal cultural awareness and activities in all our locations.

We acknowledge the ongoing progress and the continued RAP journey. Reviewing and analysing the factors that facilitate or impede our success allows us to reflect on our contributions to Reconciliation and identify areas for future enhancement as we progress through our RAP's.

Transitioning from Reflect to Innovate

In our Innovate RAP, we intend to build upon the lessons learned from our Reflect RAP and past years. This includes exploring opportunities within our properties, our supply chain and our increased education of our guests. Aiming to strengthen existing relationships and forge new partnerships and collaboration with Aboriginal and Torres Strait Islander communities and companies. We will continue increasing awareness of our RAP actions among our Team.

Our RAP is fully supported by our Team and our Board. Together, we are committed to advancing reconciliation and education and achieving meaningful outcomes in collaboration with Aboriginal and Torres Strait Islander communities.





Developing our Innovate RAP

Developing an Innovate RAP signifies YHA's commitment to enhancing our efforts in reconciliation, acknowledging the need for innovation and progress in this area, and advancing reconciliation in innovative and meaningful ways, serving as a testament to YHA's dedication to social responsibility, inclusion, and equity.

YHA acknowledges that reconciliation is an ongoing journey. Our Innovate RAP builds upon the successes of our Reflect RAP, setting ambitious new goals to advance reconciliation. By establishing long-term objectives, it provides a framework for YHA to make sustained and impactful contributions to reconciliation.

Our Innovate RAP will allow us to respond to the changing needs and aspirations of Aboriginal and Torres Strait Islander peoples as these evolve. It provides YHA with the opportunity to adapt, adjust, and prioritise, ensuring that our reconciliation efforts remain relevant and effective.

In addition, it provides us with the opportunity to explore innovative approaches and creative solutions to reconciliation challenges and provides us with the opportunity to demonstrate leadership in this area and our industry and inspire others to make meaningful impact.

Top right image: YHA Byron Bay; Boomalli Artist in Residence - Wanita Lowe

Bottom right image: YHA Blue Mountains; Boomalli Artist in Residence - Darren Charlwood

Our RAP

Working Group



Paul McGrath
Chief Executive
Officer



Helen Vine
Head of Sustainability



Mark Hussien
Head of Operations
Aboriginal and Torres Strait
Islander Representative



Stuart Briggs
Financial Controller
/ Innovation &
Transformation Manager



Naomi Myers
Head of People &
Culture



Amanda Heard
Head of Customer



Regina Porto Vaz
Operations Support
Manager



Michal Zdanowicz
Marketing Manager



Carolyn Worton
Regenerative
Programs Manager
RAP Champion

Innovate RAP Action Plan

Key Activity Areas



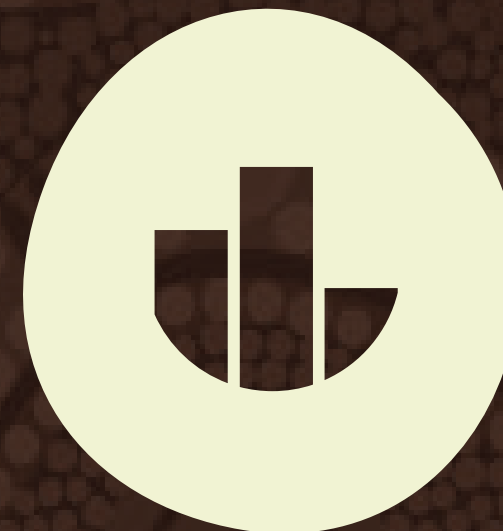
Relationships



Respect



Opportunities



Governance

Relationships



Building Relationships to promote reconciliation

Developing and maintaining authentic and sustainable relationships with Aboriginal and Torres Strait Islander peoples is integral to YHA's values and business. By nurturing these relationships, we gain a deeper understanding of local culture, challenges, and opportunities. This, in turn, positions us to fulfill our role in informing and influencing the perceptions and understandings of Aboriginal and Torres Strait Islander peoples among our Team and guests.

YHA pledges to strengthen partnerships with Aboriginal and Torres Strait Islander organisations both nationally and in our property locations, fostering collaboration among Indigenous communities, YHA team members, and guests. This commitment extends to expanding our network through new connections in the regions where we operate, while sustaining and improving existing relationships by enhancing communication across YHA's internal and external platforms.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet and consult with local Aboriginal and Torres Strait Islander stakeholders and organisations to establish guiding principles for future engagement at each of our properties.	November 2024	Lead: Head Of Operations Support: Head of Sustainability Property Managers
	Develop and implement an engagement plan with specifics to each unique location of our properties, that is informed by local Aboriginal and Torres Strait Islander stakeholders and organisations about the potential opportunities and constraints.	December 2024	Head of Sustainability Head Of Operations
	Hold a monthly cultural event at each of our owned and operated properties to share conversations, experiences and developing relationships.	January 2025	Property Managers Activity Coordinators

Action	Deliverable	Timeline	Responsibility
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples, non-Indigenous Australians and travellers.	Distribute Reconciliation Australia's National Reconciliation Week resources and reconciliation materials and information to our team and our guests.	May 2025 & 2026	Head Of Customer Head of Sustainability
	RAP Working Group members to participate in an external NRW event. Members to share their experiences with the RAP working group and through FUSE if appropriate.	May 2025 & 2026	CEO Head Of Sustainability
	Encourage and support team and the Board to participate in at least one external event to recognise and celebrate NRW.	May 2025 & 2026	CEO Head Of Sustainability
	Support an external National Reconciliation Week event	May 2025 & 2026	Head of Sustainability Head of Customer
	Organise at least one NRW event at each owned and operated property in the network each year.	May 2025 & 2026	Property Managers Activity Coordinators
	Ensure that our internal and external media and communication channels provide appropriate information and communication during NRW	May 2025 & 2026	Head Of Customer
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 & 2026	Head of Sustainability
3. Raise awareness of our RAP to promote reconciliation through our ability to influences our Team, our guests, our customers, and the industry both internally and externally.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2024	Head of Sustainability Head of Operations
	Communicate our commitment to reconciliation publicly through different media methods and other communication types to our guests and our stakeholders.	October 2024	Head Of Customer Head of Sustainability
	Explore opportunities to positively influence our internal guests and our external stakeholders to drive reconciliation outcomes through the attendance of cultural events and activities within our properties.	July 2025	Head Of Customer Head of Sustainability
	Launch our Innovate RAP with an industry event and media launch	October 2024	Head of Sustainability Head of Operations
	Identify potential partners and collaborate with community and industry connections with a RAP. Collaborate to develop ways to advance reconciliation in activities and projects.	October 2024	Head of Sustainability
	Educate National Sales Manager and Sales Associate regarding reconciliation and our RAP	October 2024	Head of Sustainability
	Pursue opportunities for collaboration with RAP and other like-minded companies to support the growth of the tourism sector including industry network groups.	February 2026	Lead: CEO Support: Head of Sustainability Head of Customer

Action	Deliverable	Timeline	Responsibility
4. Use existing and new relationships to deliver on targets, goals and actions to promote reconciliation with our Team and our guests.	Investigate and implement opportunities to incorporate education and reconciliation at Managers forums, meetings and YHA events and Launches.	March, June and September 2025 and 2026	Lead: Head of Operations Support: Head of Sustainability Head of People and Culture
	Engage an Aboriginal and/or Torres Strait Islander artist in residence at a minimum of two properties yearly.	April & October 2025 & 2026	Head Of Customer Head of Sustainability
	Engage a local Aboriginal and/or Torres Strait Islander artist to create artwork for the gateway properties that conveys their history and story to be able to promote and display in the properties to be able to educate our guests.	March 2026	Head Of Customer Head of Sustainability
5. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify and make recommendations on current anti-discrimination provisions and policies regarding provisions, and future needs.	October 2024 & 2025	Head of People & Culture
	Relaunch the anti-discrimination policy and ensure that it includes Aboriginal and Torres Strait Islander Peoples.	October 2024 & 2025	Head of People & Culture
	Engage and consult with Aboriginal and Torres Strait Islander team members to provide an outlet or method for communication on policies and procedures and to be heard on the effectiveness.	December 2024	Head of People & Culture
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2025	Head of People & Culture
	Ensure all Team Members have read the anti-discrimination provisions within HR policies and anti-discrimination policies are included as part of the induction and onboarding process.	December 2024	Head of People & Culture
	Educate senior leaders on the effects and personal impact of racism through focused cultural awareness training.	July 2025	Head of People & Culture

Respect



As our business operates in diverse locations and communities throughout Australia, it is crucial for YHA to recognise, respect, and fulfill its responsibilities within these communities. We understand the significance of our presence and influence, and therefore, it is essential for us to demonstrate an understanding, appreciation, and respect for the cultural knowledge shared by our First Nations People.

By actively engaging with Aboriginal and Torres Strait Islander communities, we aim to foster a deeper understanding of their cultures and histories. We recognise the value in educating both our Team and guests about these cultural traditions and actively celebrating them.

We acknowledge the role we play in influencing guests who come from various locations, cultures, and backgrounds. Through our interactions and activities, we strive to promote cultural awareness, respect, and appreciation and understand that we have a responsibility and an influence in our impact, and we aim to be responsible stewards of the cultural heritage we encounter.

YHA is committed to fostering an inclusive culture built on respect, where our team and guests can deepen their understanding and awareness of the diverse cultures, histories, and traditions of all Aboriginal and Torres Strait Islander peoples. This commitment

extends to providing opportunities for our team and guests to learn about the First Peoples of Australia within our properties, actively facilitating interactions between Aboriginal and Torres Strait Islander peoples and our team and guests to encourage a meaningful exchange of knowledge, stories, and ideas. Additionally, we will prioritise engaging in consultations with local Aboriginal and Torres Strait Islander communities within our property locations, integrating their input and guidance to uphold respect and cultural sensitivity.

Action	Deliverable	Timeline	Responsibility
6. 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. Review policies to ensure they meet the needs of Aboriginal and Torres Strait Islander’s people.	January 2025	Head of People & Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of our cultural learning strategy.	July 2025	Head of People & Culture
	Following consultation, develop, implement, and communicate a cultural learning strategy for our Team which specifies cultural learning needs of the Team across our properties and business.	December 2025	Head of People & Culture Learning & Development Advisor
	Annually review and update as required our Aboriginal and Torres Strait Islander cultural awareness training strategy for our Team	January 2025 & 2026	Head of People & Culture
	Ensure 100% completion from our required and enrolled Team members to complete cultural awareness training.	July 2025	Head of People & Culture
	Update flexible work policy to enable attendance at cultural awareness events.	December 2024	Head of People & Culture
	Cultural awareness to form part of the leadership forum	January 2025	Head of People & Culture & Head of Operations
	Provide opportunities for RAP Working Group members, ELT and relevant members of the commercial team to participate in formal and structured cultural learning with relevant organisations and consider the options for attendance to RAP conferences and events.	July 2025	CEO Head Of Sustainability
	Communicate with our Team regarding dates of significance in the Aboriginal and Torres Strait Islander calendar, ensure this is updated and available to all our Team through FUSE	October 2026	Head of Sustainability Head Of Customer

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase our Teams understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	January 2025	RWG
	Consult and remunerate local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January 2025	Head of People and Culture
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. Within internal communication system. Expand on the current information and documentation to include protocols regarding language and images.	April 2025	Head Of Customer Head of Sustainability
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2024	CEO
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories and support opportunities for our Team to be able to celebrate NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2025, 2026	Head of Sustainability
	Review and create HR policies and procedures to remove potential barriers and encourage staff to participate in local Aboriginal community events including NAIDOC each year. Adding to the cultural leave policy.	December 2024	Head of People & Culture
	Promote and encourage participation in external NAIDOC events to all Team Members.	First week in July 2025, 2026	Head Of Customer Head of Sustainability
	Promote External NAIDOC events that align with our business and are in our property locations	July 2025 & 2026	Head Of Customer Head Of Sustainability
	Sponsor one of our Aboriginal and Torres Strait Islander partners NAIDOC week event	July 2025 & 2026	CEO Head of Sustainability

Action	Deliverable	Timeline	Responsibility
9. Promote Aboriginal and Torres Strait Islander cultures at our owned and operated properties.	Consult with local Aboriginal representatives in property locations to discuss the process of developing and updating culturally appropriate Aboriginal interpretive signage and artwork within each property.	July 2025	Lead: Head of Customer Support Support: Property Managers Head of Sustainability
	Consult with local Aboriginal representatives for appropriate naming of the locations at and within the properties.	July 2025	Lead: Head of Customer Support Support: Property Managers Head of Sustainability
	Promote and encourage participation in internal and external events and activities with the guests.	July 2025, 2026	Property Managers Head of Customer
	Organise events and activities within the properties monthly to share First Nations heritage, culture and history with our guests. Ensure that properties share their experiences, stories and learnings on YHA Intranet	December 2024	Property Managers Activities Coordinators
	Ensure all properties have on display an Acknowledgment of Country plaque or artwork at or near the entrance.	September 2025	Head of Customer Buildings & Facilities Manager

Opportunities



YHA's goals are to increase employment numbers and to support career pathways into professional and management roles for Aboriginal and Torres Strait Islander employees. This will build the diversity of our workforce and contribute to a greater understanding of Indigenous cultures.

In line with our commitment to supporting Aboriginal and Torres Strait Islander businesses, YHA engages in procurement activities for a range of services and products. We understand that these opportunities can vary in terms of value, expertise required, and

timeframes involved. Nevertheless, we firmly believe that by actively seeking and engaging with Aboriginal and Torres Strait Islander suppliers, we can contribute to their growth and success.

Through our procurement activities, we actively support Aboriginal and Torres Strait Islander businesses by providing them with opportunities to supply services and products. We value these partnerships and recognise the benefits they bring to both our organisation and the broader community.

YHA pledges to revise and adjust our recruitment procedures to enhance involvement with Aboriginal and Torres Strait Islander communities. We will expand our avenues for Aboriginal and Torres Strait Islander individuals to engage with YHA through the introduction various initiatives we intend to establish.

YHA intends to update and improve our procurement policy and practices to actively promote and cultivate commercial collaborations with Aboriginal and Torres Strait Islander enterprises and business's.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy for YHA.	July 2025	Head of People & Culture
	Building an understanding and ascertain the current numbers of Aboriginal and Torres Strait Islander people we employ to inform future employment and professional development opportunities	July 2025	Head of People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on how to improve our recruitment, retention and professional development.	July 2025	Head of People & Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in the YHA workplace.	July 2025	Head of People & Culture
	Investigate professional development opportunities available	July 2025	Head of People & Culture
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce across all departments across YHA.	July 2025	Head of People & Culture Talent Requisition Partner
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2025	Head of People & Culture
	Ensure Talent Requisition Partner is trained and equipped with the skills and resources for recruiting Aboriginal and Torres Strait Islander peoples.	July 2025	Head of People & Culture
	Including appropriate wording in all vacant position job advertisements encouraging applications by Aboriginal and Torres Strait Islander Peoples.	July 2025	Head of People & Culture
	Create a work experience/internship program to aid in Aboriginal and Torres Strait Islander recruitment. Work with partners to build appropriate and relevant methods or recruitment and pathways to professional development.	December 2025	Head of People & Culture Talent Requisition Partner
	Partner with YHA's Travel to Learn Foundation to develop pathways for travel, training and employment in tourism and hospitality for Indigenous youth living in regional Australia.	July 2025	Head of People & Culture

Action	Deliverable	Timeline	Responsibility
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and establish the current value of procurement from Indigenous businesses in our supply chain to inform budget planning.	September 2025	Head of Operations
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, including reviewing and updating procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2025	Head of Operations
	Investigate Supply Nation membership for its potential benefit to YHA.	July 2025	Head of Operations
	Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to our Team. Develop a recommended list of Aboriginal and Torres Strait Islander suppliers.	December 2025	Head of Operations
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	September 2026	Head of Operations
	Ensure the use of Aboriginal and Torres Strait Islander artists and suppliers at events and meetings where there is an opportunity to do so.	September 2026	Lead: Head of Operations Support: Head of Sustainability Head of People & Culture
	Continue to increase engagement with Aboriginal and Torres Strait Islander photographers, writers and creative agencies in the promotion of events and activities and the education of our Team and our guests.	September 2026	Lead: Head of Customer Support: Head of Operations Head of Sustainability
12. Provide appropriate support for effective implementation of our Reconciliation Action Plan commitments	Include a budget for each of the properties to be able to host monthly Indigenous events	January 2025	Head of Sustainability CFO
	Include additional budgeted items to strengthen and ensure the implementation of Reconciliation Action Plan items	April 2025	Head Of Customer
	Develop, implement and maintain a RAP plan to track, measure and report on RAP commitments and deliverables.	December 2024	Head of Sustainability
13. Increase the number of experiences for our guests offered by Aboriginal and Torres Strait Islander operators.	Review and establish the current number of Aboriginal and Torres Strait Islander tour suppliers available from our property locations.	April 2025	Head of Customer
	Research and develop relationships and partnerships with reputable and established Aboriginal and Torres Strait Islander operators that can provide tours and experiences from our properties.	December 2025	Head of Customer

Governance



Governance provides the structure, processes, and mechanisms for effective and responsible management of YHA. It helps to ensure that YHA operates in the best interests of its stakeholders, maintains ethical standards, manages risks effectively, and achieves its goals and objectives. It ensures accountability, transparency, and effective decision-making within YHA.

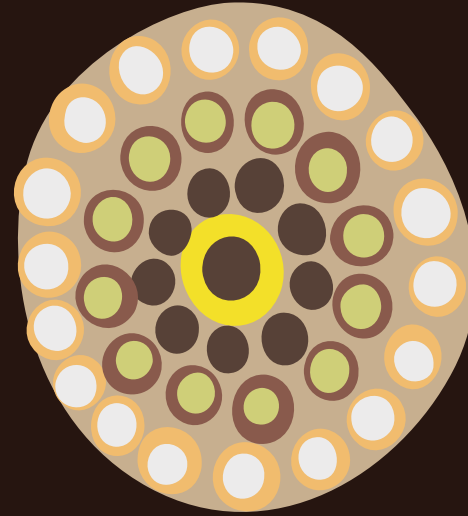
In addition, it sets the tone for YHA's culture and values, influencing the behaviour and actions of individuals within the company.

YHA is dedicated to fostering collaboration across its various departments to define suitable roles and responsibilities within both YHA and our working group. We will measure our commitments outlined in the RAP by assigning specific accountabilities to

each member of the working group to monitor and assess our progress effectively. Additionally, we will prioritise transparent communication of our achievements and lessons learned, both internally and externally, to emphasise our dedication to knowledge sharing and cultivating a culture of continuous learning.

Action	Deliverable	Timeline	Responsibility
14. 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.	Monthly at RWG Meeting	Head of Sustainability
	Establish and apply a Terms of Reference for the RWG and review annually.	January 2025 and 2026	Head of People & Culture
	RWG to meet at least four times per year to drive and monitor RAP implementation.	Monthly Meetings	Head of Sustainability
	Ensure the RWG reviews progress against the RAP	October 2024 Jan, April, July, Oct 2025 Jan, April, July 2026	Head of Sustainability
15. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October 2024	Head of Sustainability
	Engage our senior leaders, the Board and other team members in the delivery of RAP commitments.	October 2024	Head of Sustainability
	Define and maintain appropriate systems to track, measure and report on RAP commitments, and determine responsibilities and timeframes for providing the data.	January 2025	Head of Sustainability
	Appoint and maintain an internal RAP Champion from senior management.	October 2024	Head of Sustainability

Action	Deliverable	Timeline	Responsibility
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2025 & 2026	Head of Sustainability
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2024-2026	Head of Sustainability
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2025, and 2026	Head of Sustainability
	Participate in the Workplace RAP Barometer (WRB) to gain a deeper understanding of our workforce's attitudes and perceptions towards reconciliation.	June 2026	Head of Sustainability
	Report RAP progress to all Team members at least quarterly.	Jan, April, July, Oct 2025 Jan, April, July 2026	Head of Sustainability CEO
	RWG provides information and reports to the Board's ESG committee, which consistently includes ESG topics (which includes the RAP) on the agenda for every board meeting.	November 2024 March, Aug, Nov 2025 March, Aug 2026	CEO
	Publicly report our RAP achievements, challenges and learnings, annually.	July 2025 & 2026	CEO Head Of Customer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Head of Sustainability
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	April 2026	Head of Sustainability
17. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	Head of Sustainability
	Submit a draft Stretch RAP to Reconciliation Australia for Review	December 2026	Head of Sustainability
	Submit a draft Stretch RAP to Reconciliation Australia for formal endorsement	February 2027	Head of Sustainability



YHA acknowledges that, supporting and learning about reconciliation is a lifelong commitment. It requires ongoing effort, humility, and a willingness to listen, learn, and engage in meaningful ways with Indigenous communities and their aspirations for justice and self-determination.





always exploring

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