



RECONCILIATION
ACTION PLAN

INNOVATE

CareFlight

INNOVATE RECONCILIATION ACTION PLAN

March 2026 – March 2028



ACKNOWLEDGEMENT OF COUNTRY

CareFlight acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to land, waters, skies, and communities. We pay our respects to Elders past and present and celebrate the strength, resilience, and contributions of First Nations peoples.

In the spirit of reconciliation, CareFlight is committed to fostering respectful relationships and creating opportunities for meaningful engagement.

A smoking ceremony at CareFlight Headquarters, Northmead, NSW.

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Please be aware that this publication/resource may contain the names and/or images of First Nations people who may now be deceased.

A message from the Chairperson of the Board and the Chief Executive Officer

As Chairperson of the Board and Chief Executive Officer, we are proud to reaffirm CareFlight's commitment to reconciliation, a commitment that has guided our organisation since launching our first Reconciliation Action Plan (RAP) in 2017.

Our reconciliation journey has matured over the years, shaped by our learning and the strong relationships we have built with communities across Australia. We acknowledge the Traditional Custodians of the lands on which we operate and pay our respects to Elders past and present. We recognise that delivering high-quality care goes beyond clinical outcomes, it is grounded in trust, respect and cultural understanding.

Since our first RAP, CareFlight has strengthened engagement with First Nations people, embedding cultural awareness into service delivery and everyday practice. This new RAP continues that momentum by deepening partnerships and creating culturally safe, community informed approaches to care.

Our Board and Executive remain steadfast in ensuring that reconciliation is embedded at every level of leadership and organisational practice. We are committed to long term outcomes that strengthen CareFlight as an organisation that is trusted, inclusive, and aligned with the aspirations of First Nations people.

Reconciliation is not a destination, it is a continuing journey. We extend our sincere gratitude to the First Nations partners, staff and advisors who guide us. Together, we will continue to build a stronger, more inclusive CareFlight, trusted and valued by all Australians.



The Hon Brad Hazzard,
Chairperson



Mick Frewen,
Chief Executive Officer

A message from the Chairperson of the RAP Working Group

As Chairperson of CareFlight's Reconciliation Action Plan Working Group (RAPWG), I am honoured to lead the team responsible for ensuring our reconciliation commitments are embedded in the daily work of our organisation. Guided by Reconciliation Australia's pillars of relationships, respect, and opportunities, and underpinned by strong governance, our RAPWG plays a vital role in translating these commitments into meaningful, practical action.

Our reconciliation journey continues to be shaped by listening to First Nations people and communities, and by learning from their insights and lived experiences. Delivering care in the Top End, where around 90% of our patients are First Nations people, requires more than clinical capability. It demands a deep understanding of what care is needed, as well as how it should be delivered in ways that are culturally safe, respectful, and community led.

Building on the strong foundations laid through our previous RAPs, this latest RAP focuses on actions that strengthen First Nations participation and leadership within CareFlight, deepen our community partnerships, and ensure our services reflect the cultural knowledge and priorities of the people we serve. Through initiatives such as in-language communication programs and First Nations traineeships, we are working to build a more inclusive, empowering, and culturally responsive organisation.

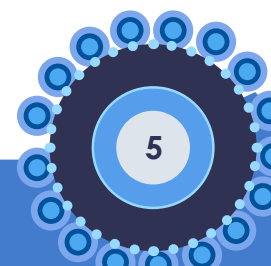
Our RAPWG brings together staff from across CareFlight, including First Nations team members and community advisors. Their expertise, guidance, and feedback are central to every decision we make and every program we implement. We recognise that reconciliation is a continuing journey, one of listening, reflection, and growth, and we remain committed to adapting and improving as we learn.

Importantly, reconciliation is a whole of organisation responsibility. Every CareFlight team member plays a part in bringing our RAP to life and in contributing to a workplace and service environment that is culturally aware, respectful, and inclusive.

I extend my sincere thanks to all First Nations partners, staff, and advisors who contribute to CareFlight's reconciliation journey. Through collaboration, learning, and shared commitment, we are embedding reconciliation into everything we do and strengthening the trust our stakeholders place in us by continually enhancing our cultural awareness and capability.



Peter Broschofsky,
Chief Operating Officer



Statement from CEO of Reconciliation Australia

Reconciliation Australia commends CareFlight on the formal endorsement of its second 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. CareFlight 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 CareFlight will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to CareFlight 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 CareFlight 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, CareFlight will ensure shared and cooperative success in the long-term.

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

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

Karen Mundine,
Chief Executive Officer
Reconciliation Australia





RAP artwork created by Jo-Anne Bayalawuy Thorne, a proud Yolŋu woman from Galiwin'ku Community on Elcho Island.



CareFlight
REMOTE TRAUMA COURSE

VIVA
Energy

- D DANGER
- R RESPONSE
- S SEND FOR HELP
- C CATASTROPHIC HAEMORRHAGE (BLEEDING)
- A AIRWAY
- B BREATHING
- C CIRCULATION
- D DISABILITY

CareFlight's Education team delivering Community Education courses in Galiwin'ku to Miwatj Health Aboriginal Corporation & East Arnhem Regional Council staff.



TESTIMONIAL



Miwatj Health Aboriginal Corporation Chief Executive Officer

CareFlight and Miwatj Health Aboriginal Corporation (MHAC) share a vital and interdependent relationship. As the aeromedical retrieval service covering East Arnhem Land, CareFlight plays a critical role in transporting acutely unwell patients from our remote communities.

As an Aboriginal Community Controlled Health Organisation (ACCHO) governed by a board representing Yolŋu communities across the region, MHAC is committed to empowering Miwatj Mala to lead their own futures. It is essential that we work with organisations who not only understand this vision but actively support it through culturally respectful partnerships.

We recognise CareFlight's commitment to reconciliation and are encouraged by their efforts to build strong relationships, respect, and opportunities through their Reconciliation Action Plan. By continuing to engage with MHAC and deepen their understanding of Yolŋu culture and protocols, CareFlight is taking meaningful steps towards becoming a more culturally safe and welcomed presence in our communities.

Our partnership is invaluable. Through ongoing collaboration, we hope to support CareFlight in achieving their reconciliation goals, ensuring that their services are not only clinically excellent but also grounded in cultural understanding and respect.





OUR VISION FOR RECONCILIATION

CareFlight continues to embrace the underlying **pillars of relationships, respect and opportunities based on a foundation of governance.**

Reconciliation is central to our vision of being the most advanced integrated aeromedical service, trusted by all Australians. We acknowledge that we travel and work on the lands of many First Nations Peoples, and we remain committed to empowering First Nations communities within our organisation and beyond.

This is CareFlight's third Reconciliation Action Plan (RAP) and our second Innovate RAP, reflecting our continued dedication to strengthening reconciliation efforts and driving meaningful change. Through this process, we are deepening our relationships with First Nations organisations, fostering open and constructive dialogue, and collaborating to improve the wellbeing of First Nations Peoples.

We understand that reconciliation is an ongoing journey. We are committed to walking alongside First Nations Peoples in genuine partnership, embedding cultural understanding across our organisation, supporting self determination, and amplifying First Nations voices. Our approach is guided by listening, learning, and taking purposeful action that contributes to equity, healing, and shared progress.

CareFlight's RAP process focuses on continually identifying opportunities for reconciliation and acting on them. We are committed to regularly reviewing and evolving our RAP to ensure its principles are embedded across all areas of our organisation.

Building respect for and increasing understanding of First Nations Peoples is a core value of CareFlight.





CareFlight Flight Nurse Sami winches from the NT Rescue Helicopter during a Top End emergency mission.

OUR BUSINESS

CareFlight is an Australian aeromedical charity with a clear mission: to save lives, speed recovery and serve the community. Founded in 1986 by a group of passionate doctors, aviators and business leaders, CareFlight has grown from a single helicopter operation to a national organisation delivering critical care across Australia and internationally.

Today, CareFlight operates 15 aircraft, providing aeromedical and related services throughout Australia and the Asia-Pacific region. We treat and retrieve patients from urban, regional, rural and remote communities, and repatriate critically ill Australians who are injured or unwell overseas.

CareFlight serves the community through a range of services, including:

- Aeromedical Support for the Australian Defence Force
- Air Ambulance Retrievals across the Asia-Pacific region
- CareFlight Top End Rescue Helicopter (NT)
- Fixed Wing Retrievals for high and low acuity patients (NT and NSW)
- Road Patient Transport Services (NT and NSW)
- CareFlight Rapid Response Helicopter (NSW)

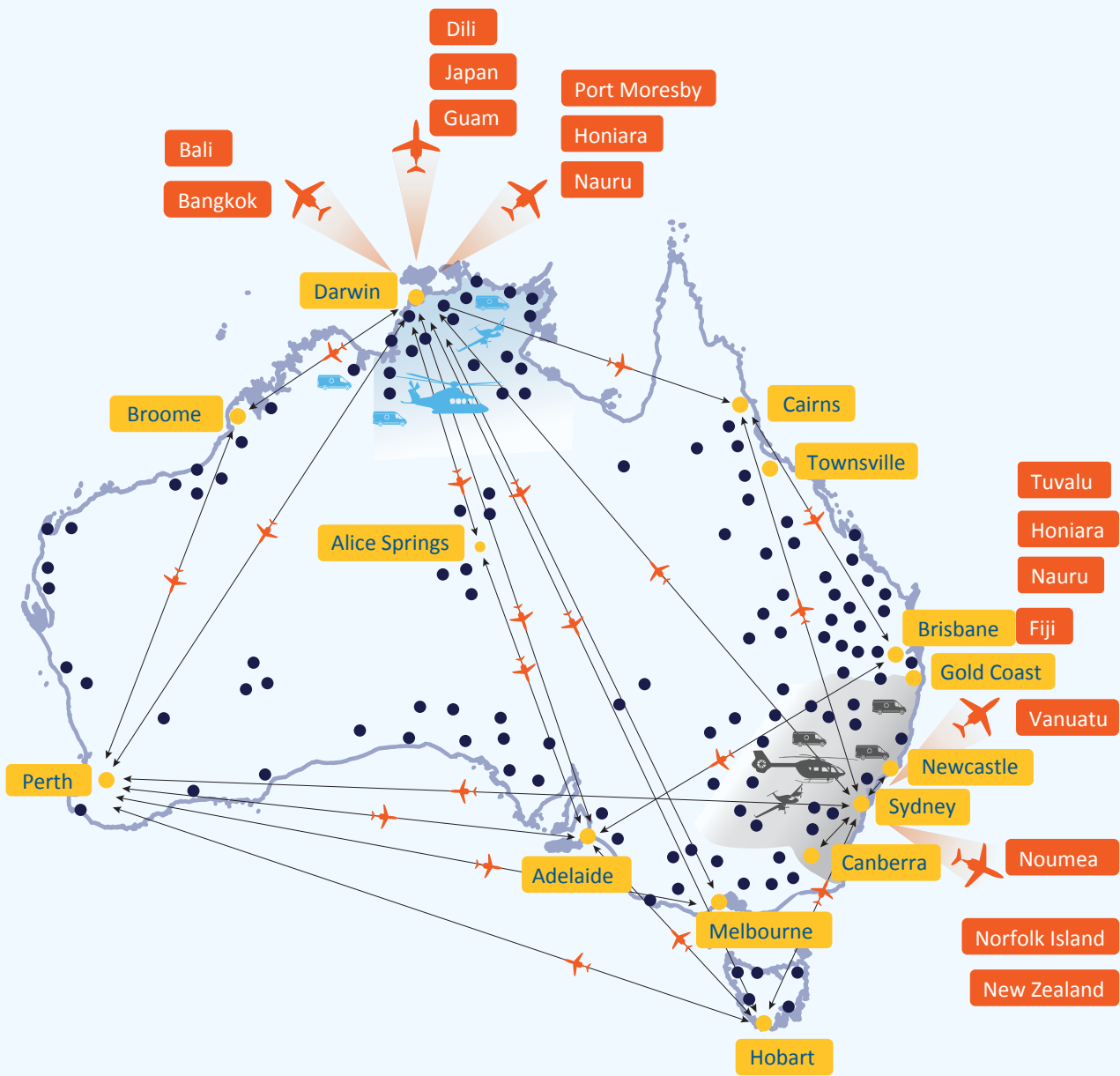
Beyond emergency care, CareFlight delivers national community education programs such as:









- Trauma Care Workshops for first responders
- Remote Trauma Courses for First Nations communities
- Sick and Injured Kids in the Bush for clinicians
- Infant Care Workshops for parents and carers in remote areas
- In-language trauma care videos translated into 8 First Nations languages
- Accredited First Aid Training through our Registered Training Organisation

CareFlight currently employs over 560 staff across Australia. Over the past 6 years, First Nations representation within CareFlight has ranged from 11 to 24 team members annually, averaging 19. As part of our Reconciliation Action Plan (RAP) journey, we are committed to increasing this number to 20 through targeted recruitment and our formalised Employment Pathways Program. This commitment demonstrates CareFlight's dedication to fostering a culturally inclusive organisation and building meaningful partnerships with First Nations communities.

CareFlight's reach is both national and global, supported by partnerships with health services, governments, defence, and community organisations. We operate from multiple locations across New South Wales and the Northern Territory, including Northmead, Westmead, Bankstown, Newcastle, Orange, Armidale, Tamworth, Coffs Harbour, Port Macquarie, Darwin and Gove.

CAREFLIGHT'S NATIONAL OPERATIONS



	Training and education
  	National and International Services
  	NSW Services
  	NT Services

OUR RECONCILIATION ACTION PLAN

CareFlight's commitment to reconciliation began in 2016 when our Board and Management formally recognised the need to embed reconciliation across all aspects of our operations. This led to the launch of the first Innovate RAP in February 2017, laying out the foundations for cultural safety, inclusion, and respect in the workplace and the communities we serve.

CareFlight is proud to continue our reconciliation journey with the development of our second Innovate Reconciliation Action Plan (RAP). This plan builds on previous progress and deepens the commitment to meaningful relationships with First Nations peoples. It reflects the organisation's responsibility as an aeromedical provider to ensure services are culturally safe, respectful, and inclusive, especially in the remote and regional communities reached.

Through this RAP, CareFlight aims to:

- Build trust and respectful partnerships with First Nations peoples.
- Strengthen cultural capability across the workforce.
- Create opportunities for First Nations employment, leadership, and collaboration.
- Ensure culturally safe care by listening to First Nations voices and incorporating their knowledge into clinical and operational practices.

Reconciliation is not just a value; it's a commitment to action. The RAP is championed at the highest levels, with oversight by the People, Safety and Environment Committee of the Board.

The RAP Working Group, chaired by the Chief Operating Officer and made up of senior leaders and First Nations representatives, ensures that reconciliation actions are embedded across our strategic, operational, and community-facing work.

This second Innovate RAP represents the next stage of CareFlight's journey: deepening relationships, creating opportunities, and embedding cultural safety throughout the organisation.

Reconciliation is a continuous process, and CareFlight remains committed to walking this path alongside partners, communities, and team members.



CareFlight Community Education session in Barrapunta with 120 rangers from across Arnhem Land, Northern Territory.

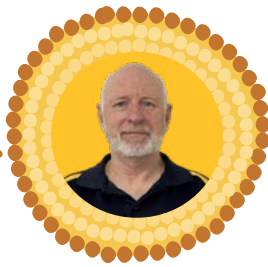
OUR RECONCILIATION ACTION PLAN WORKING GROUP (RAPWG)

The RAPWG drives the implementation of our RAP and includes representatives from across CareFlight's operations as well as external members, ensuring diverse perspectives and practical, impactful actions. Currently, the RAPWG includes three members who identify as First Nations people, **Justine Williams**, **Adam Brady** and **Lavina Murray**, providing essential cultural insight and guidance.

Members include:



Peter Broschofsky
RAPWG Chairperson,
Chief Operating Officer,
RAP Champion



Mick Frewen
Chief Executive Officer



***Lavina Murray**
Joint Colleges Training
Services (External)



Jo Powell
Viva Energy Australia
(External)



Terri Van-Cuylenburg
Head of Human
Resources



David Wheeldon
Head of Media,
Communications and
Marketing



Arani Duggan
General Manager,
Fundraising and
Community Engagement



Jodie Mills
General Manager,
Northern Operations



Tharindu Malimegue
Senior Forecasting,
Planning and Analysis
Analyst



Jacqueline Chow
Human Resources
Business Partner



***Adam Brady**
Fixed Wing Pilot



***Justine Williams**
Community Relations
Manager



Olivia Conan-Davies
Flight Nurse

www.careflight.org



CareFlight Employment Pathways and Indigenous Youth Mobility Pathways students at NAIDOC Week Family Day with Danila Dilba Health Service, Northern Territory.



TESTIMONIAL



Indigenous Youth Mobility Pathways Program Darwin Coordinator

"CareFlight's First Nations Employment Pathways Program is a standout example of what respectful, culturally safe, and community-led partnerships can look like.

Through our collaboration, we've seen young First Nations people step into new spaces with confidence, purpose, and pride.

This program goes beyond employment – it nurtures identity, builds skills, and creates a strong sense of belonging. CareFlight has shown a genuine commitment to walking alongside our young people, listening deeply, and adapting to ensure their experiences are positive and empowering.

We're proud to partner with CareFlight and support a program that is not only opening doors but also creating lasting change for First Nations communities."

"Being part of the CareFlight Pathways Program has helped me grow so much. I've learned new skills, met amazing people, and felt supported every step of the way. It's made me believe in myself and what I can achieve."

- Veronica Hughson, First Nations Employment Pathways Participant

IYMP is proudly supported by:



CAREER
EMPLOYMENT
AUSTRALIA
LTD

OUR RECONCILIATION JOURNEY

THE ESTABLISHMENT PERIOD

2016

CareFlight began its reconciliation journey with a commitment from the Board and Management to embed reconciliation across operations and the creation of a Community Relations Manager role. A RAP Working Group was established, and cross-cultural awareness training was introduced for NT and travelling teams.

2017

CareFlight launched its inaugural Innovate RAP, introduced the First Nations Career Development and Employment Strategy, and commenced the Community Visit Program to strengthen relationships with remote communities.

2018

CareFlight deepened cultural engagement through partnerships with Traditional Owners, protocols for Welcome to Country and Smoking Ceremonies, and naming ceremonies for aircraft in local languages. Language-appropriate signage and culturally relevant communication materials were implemented.

2019 & 2020

CareFlight celebrated NAIDOC Week nationally, hosted community events, and launched its Reward and Recognition program featuring RAP artwork. HR systems were introduced to track First Nations employment data. The second RAP was launched in 2020, reaffirming CareFlight's commitment to reconciliation and cultural respect through ongoing engagement with Elders and communities.

OUR RECONCILIATION JOURNEY

KEY MILESTONES AND ACTIONS

Reconciliation Commitments Integrated Across CareFlight



- Continued cross-cultural awareness training, first introduced in 2016, now embedded across clinical, aviation and corporate teams.
- Building on the above, in 2024 we also introduced cross cultural awareness training in NSW using Pindara Training Services. This is now a national requirement for all employees to complete every 2 years.
- Ongoing leadership and strategic input from the RAP Working Group (RAPWG), established in 2016, with expanded representation.
- Strengthened partnership arrangements with Traditional Owner groups and local Indigenous organisations to guide community engagement, Welcome to Country and cultural protocols.
- Embedded supplier-diversity and community procurement practices (Supply Nation and NTIBN membership from 2023).
- Focused on measurable outcomes in RAP reporting, Board Reporting and Annual Report disclosures.

NAIDOC Week & Reconciliation Week: visible engagement and storytelling

- Participated in the official NAIDOC Week celebrations, including the flag-raising ceremony and march events in Darwin, publicly honouring First Nations cultures and supporting community celebrations.



- Published reflective staff and patient stories during NAIDOC Week emphasizing listening, connection and cultural respect.
- Hosted events, staff recognitions and community dialogue during National Reconciliation Week, promoting cultural learning and direct engagement with Indigenous community leaders.
- Received regional and national media coverage for NAIDOC week activities, including NAIDOC march and flag raising ceremony, artwork unveilings, and staff stories.
- CEO - Mick Frewen, CFO - Tania Betts and Head of Sponsorship, Grants and Events- Stewart Wood, attended a NAIDOC Week Corporate Charity dinner at The Calyx in Sydney's Royal Botanic Gardens. The event was a cultural celebration for NAIDOC Week and was held in partnership with the Tribal Warrior Aboriginal Corporation in 2022.

Language, communication and culturally safe patient experience



- Launched the In-Language Patient Rights & Feedback Program (May–June 2024), in collaboration with Viva Energy Australia, using tablet-based animated videos and survey tools translated into multiple Northern languages (Kriol, Warlpiri, Yolŋu Matha, Tiwi, Maung, Burarra, Kunwinjku, Anindilyakwa, Murrinh-Patha).



- Produced COVID-era language resources in 2020 to increase accessibility of public health information.
- Launched the first video in the CareFlight Community Education Videos to empower remote residents to save lives in 2025.
- Continued use of culturally relevant signage and communication collateral, first introduced in 2018, to ensure accessibility and respect for language diversity.

- Relunched our RAP e-Bulletin in 2024 to provide updates on CareFlight's reconciliation journey and integrate our approach to Reconciliation across our operations nationally.
- Commendation received during the NSQHS Accreditation Assessment for the implementation of the **Northern Territory In-Language Program** in 2025.

Community education, MediSim and clinical training

- CareFlight's trauma-care education program designed to upskill first responders, community caregivers and remote healthcare workers using practical, scenario-based training — continued to expand its suite of courses and community workshops (including the Remote Trauma Course, Sick and Injured Kids in the Bush, and the Infant Care Workshop) across the Top End and remote communities.



- Partnered with Batchelor Institute (2024) to deliver trauma, resuscitation, and paediatric emergency training to Aboriginal Health Practitioner students.
- Achieved record training uptake, delivering dozens of community training courses across multiple locations.



- Delivered workshops tailored to community needs, using cultural safety principles and involving local interpreters and community leaders.



Operational scale and community impact

- Recorded increasing uptake across the organisation each year, reaching thousands of patients, with more than 90% of those we support in the Northern Territory being First Nations people.



- Federal and local funding (2023–2025) for additional rescue helicopters, jets and fixed-wing aircraft to improve reach into remote regions.



Community engagement, events, fundraising and visibility

- Organised Hangar Balls and fundraising events, raising significant funds to support Top End clinical education, training and remote retrieval services.



- Engaged local communities through the Territory Challenge fundraiser and other campaigns to increase awareness and support for community health initiatives.
- Continued the Community Visit Program, first launched in 2017, enabling relationship-building with remote communities at a non-mission pace.



- Hosted an event for school students from the Clontarf Foundation at CareFlight's Bankstown Hangar.

- Members of CareFlight's Human Resources team attended the Indigenous Healthcare Workforce Engagement & Career Development Masterclass in 2022.
- CareFlight, in partnership with Woolworths, delivers fresh fruit to children in remote communities as part of the Remote Free Fruit for Kids program since 2021.



Culture, art and recognition

- Commissioned and unveiled Indigenous artwork (by Dixon Patten) on the NT Rescue Helicopter during NAIDOC Week 2024 as a visible acknowledgement of Country and cultural partnership.
- Continued aircraft naming ceremonies with Traditional Owner involvement and maintained cultural protocols at events.
- Embedded cultural protocols including Welcome to Country, Smoking Ceremonies and permission to visit Country.



- Inclusion of Acknowledgment of Country posters at all CareFlight bases.

Workforce, traineeships and registrars

- Expanded First Nations traineeships with support from Viva Energy Australia from 2022.



- Increased participation in the NT registrar program to support remote care delivery.
- Ongoing implementation of the First Nations Career Development and Employment Strategy.
- Partnered with job boards including Aboriginal Employment Strategy (AES), Indigenous Allied Health Australia (IAHA), IYMP program, Stars and Clontarf Foundations to assist with filling targeted positions.



- CareFlight's Equality, Diversity and Inclusion Policy and Measurable Objectives was developed and implemented in 2021.
- Targeted recruitment question added to recruitment approval to hire form (yes or no), including free text justification section at the bottom where managers/HR can write additional information on why the role may or may not be considered as a targeted position.



Media and stakeholder amplification

- Received extensive local coverage across NT News, Courier Mail, IB News, and regional media for community education, NAIDOC participation, training rollouts and operational milestones.
- Engaged with Indigenous business networks (e.g., NT Indigenous Business Network / Blak Business Magazine) to promote employment pathways and supplier-diversity activities.





Viva Energy Australia Community Manager Jo, CareFlight General Manager Northern Operations Jodie, and Viva Energy Australia CEO Scott visiting Pirlangimpi (Melville Island), Northern Territory.



TESTIMONIAL

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Viva Energy Australia Community Manager

Viva Energy Australia is proud to support CareFlight in delivering critical care and culturally inclusive health education across the Northern Territory.

As the principal sponsor of the NT Rescue Helicopter, we are committed to helping CareFlight access remote communities with life-saving services and meaningful engagement.

Our partnership, which began in 2022, reflects a shared commitment to reconciliation and for our nation to be one where Aboriginal and Torres Strait Islander people have equal and equitable opportunities. Through funding support for community education programs, in-language First Nations resources, and the striking First Nations artwork on the NT Rescue Helicopter, we've worked together to celebrate culture and improve access. We've also supported First Nations traineeships and scholarships, helping to create pathways for young Aboriginal and Torres Strait Islander people to thrive.

We recognise CareFlight's commitment to reconciliation and are encouraged by their efforts to build strong relationships, respect, and opportunities through their Reconciliation Action Plan. Their approach is thoughtful, collaborative, and grounded in genuine respect for First Nations peoples.

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CareFlight's NT rescue helicopter featuring Indigenous artwork by Dixon Patten, created in partnership with Viva Energy.



DELIVERABLES

The following pages outline CareFlight's deliverables across the core pillars of our Innovate Reconciliation Action Plan. Guided by Reconciliation Australia's pillars of Relationships, Respect and Opportunities, and underpinned by strong governance, the Plan provides an organisational framework for clear commitments, responsibilities and timelines. These deliverables support stronger partnerships, embedded cultural respect, and improved outcomes for First Nations peoples.



RELATIONSHIPS

Building strong relationships between First Nations peoples and other Australians is central to CareFlight's mission of delivering culturally and clinically safe healthcare.

These relationships are not only foundational to our Reconciliation Action Plan, but they are also essential to our core business of saving lives and improving health outcomes.

CareFlight operates across diverse regions, including remote areas of the Top End and New South Wales, where First Nations communities are key partners in our work. By fostering respectful engagement, open communication, and inclusive governance, we strengthen trust and ensure our services are responsive and effective.

Partnerships with First Nations organisations and leaders guide our approach to health equity, cultural safety, and community empowerment. These relationships are not only foundational to our Reconciliation Action Plan, they are also essential to our core business of saving lives and improving health outcomes.

RELATIONSHIPS



DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Continue and expand the Community Visit Program to strengthen relationships with remote First Nations communities, ensuring cultural protocols are observed and feedback informs future engagement principles.	Review March, annually	Lead: Community Relations Manager Support: General Manager, Northern Operations
Create opportunities to explore education, training, and employment pathways with CareFlight by hosting at least one annual engagement event at each major CareFlight base, inviting key First Nations organisations, including Land Councils, Aboriginal Community Controlled Health Organisations (ACCHOs), and the Stars and Clontarf Foundations.	Between July to September annually	Lead: Events Manager Support: Fundraising & Community Engagement Lead (NT)
Maintain and strengthen partnerships that deliver health and wellbeing initiatives in remote First Nations communities, including CareFlight's partnership with Woolworths through the Remote Free Fruit for Kids program and work with local First Nations organisations and community partners to expand similar initiatives, including into NSW.	Report Biannually June / December, 2026/27	Lead: General Manager Fundraising and Community Engagement Support: Fundraising & Community Engagement Lead (NT)
Continue to work with Aboriginal Community Controlled Health Organisations (ACCHO's) to build local capability, strengthen relationships, respect cultural protocols, and deliver culturally safe care.	March 2027	Lead: Community Relations Manager Support: General Manager NT
Roll out a detailed engagement plan that fosters collaboration with First Nations stakeholders and organisations, ensuring culturally respectful and meaningful interactions across all regions where we operate.	October 2026	Lead: Community Relations Manager Support: General Manager, Northern Operations
2. Build relationships through celebrating National Reconciliation Week (NRW).		
Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our staff.	April, annually	Community Relations Manager
Encourage and support all staff and senior leaders to actively participate in at least one external event that recognises and celebrates National Reconciliation Week (NRW).	27 May – 3 June, annually	Lead: Senior HR Managers, NT and NSW Support: RAPWG Chairperson
Organise at least one National Reconciliation Week (NRW) event each year that includes an activity designed to be implemented across all operational sites.	27 May – 3 June, annually	Lead: Events Manager Support: Head of Media, Communications and Marketing

DELIVERABLE	TIMELINE	RESPONSIBILITY
Register all our NRW events on Reconciliation Australia's NRW website .	May, annually	Community Relations Manager
3. Promote reconciliation through our sphere of influence.		
Review and refine the staff engagement strategy to increase awareness of reconciliation throughout our workforce.	June 2026, annually	General Manager - People
Communicate our commitment to reconciliation Nationally through our social media platforms, website, and other external channels.	Monthly, commencing April 2026	Head of Media Communications and Marketing
Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Every 12 weeks, commencing March 2026	Community Relations Manager
Continue to collaborate with other RAP organisations and other like-minded partners to develop innovative approaches that advance reconciliation.	March, June, September, December, 2026/27	Lead: Community Relations Manager Support: RAPWG Chairperson
4. Promote positive race relations through anti-discrimination strategies.		
Conduct a review of HR policies and procedures to identify and enhance existing anti-discrimination provisions.	March, annually	Head of Human Resources
Review and update the organisational anti-discrimination policy that reinforces our commitment to reconciliation and cultural safety. This includes embedding the policy into recruitment, onboarding, and training processes, ensuring all staff understand their responsibilities, and promoting a workplace culture that values respect, inclusion, and equity.	June 2026, annually	Head of Human Resources
Raise awareness of company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.	June 2026, biannually	Head of Human Resources
Engage with First Nations staff and advisors to consult on our anti-discrimination policy by establishing an advisory group that includes First Nations representatives.	April 2026	Head of Human Resources
Educate senior leaders on the effects of racism by delivering targeted cultural safety training.	October 2026	Lead: Head of Human Resources Support: Community Relations Manager





CASE STUDY

RELATIONSHIPS: Partnering to Strengthen Care on Country

CareFlight and Batchelor Institute Empower Aboriginal Health Practitioners

CareFlight's commitment to strengthening relationships with First Nations communities is grounded in collaboration, shared learning, and trust. A clear demonstration of this commitment is our partnership with the Batchelor Institute, through which we deliver intensive emergency-training programs to Aboriginal Health Practitioner (AHP) students.

The program blends classroom learning with realistic, scenario-based exercises covering trauma, cardiac emergencies, infant respiratory illness, and severe infection. Designed for remote settings, it equips students with the skills and confidence required to provide frontline healthcare in their own communities, often with limited resources. Training is delivered in a culturally respectful manner, incorporating yarning circles and local languages to reflect First Nations learning styles. Through this approach, CareFlight

empowers AHPs to provide culturally safe care, strengthening local capacity and trust in healthcare delivery, while enabling mutual learning—students gain practical skills, and CareFlight teams deepen their understanding of community context and cultural protocols.

This partnership has strengthened local capability and resilience, enabling communities to deliver care by community, for community. The scenario-based, culturally respectful training improves knowledge retention and confidence in handling emergency situations on country, and demonstrates a model of partnership that integrates culture, context, and clinical skills.

As Sharon Walker, a proud First Nations woman and now a qualified AHP at the Belyuen Community Health Centre, reflects:



CareFlight training with Batchelor Institute Aboriginal Health Practitioner students.



“CareFlight’s training is above and beyond any other I’ve had. It shows how to handle trauma with the limited resources we have on country - it’s practical, respectful, and life-saving.”

This initiative exemplifies CareFlight’s commitment to long-term, meaningful partnerships that foster capability, trust, and shared responsibility for better health outcomes in First Nations communities.





CareFlight General Manager Northern Operations Jodie, attending a welcome ceremony by Traditional Owners at Pirlangimpi, (Melville Island), Northern Territory.



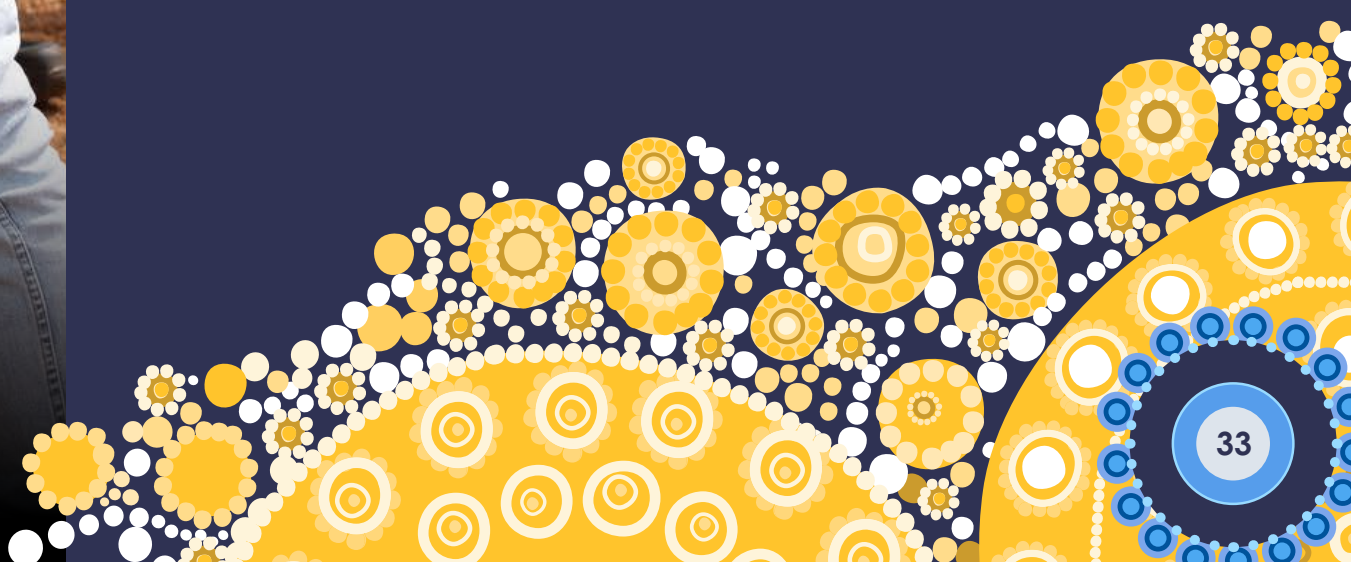
RESPECT

CareFlight respects, acknowledges, and celebrates the histories, cultures, and heritage of First Nations peoples.

We recognise that greater understanding of First Nations knowledge systems, lived experiences, and cultural practices enables us to develop and deliver culturally safe care that supports communities.

Respect is embedded in our core business activities, from clinical care to community engagement, because we know that genuine appreciation and learning lead to stronger relationships, better communication, and more successful outcomes.

By celebrating First Nations cultures and histories, we foster pride, deepen understanding, and contribute to a more inclusive and equitable healthcare system.



RESPECT



DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.		
Assess existing cultural learning programs by reviewing the current mandatory cross-cultural awareness training (CCAT), including the two-year refresher cycle, and gathering feedback from employees, First Nations staff, and external stakeholders to identify strengths and remaining gaps.	May, annually	Lead: Community Relations Manager Support: RAPWG Chairperson
Consult local Traditional Owners and/or First Nations advisors to ensure cultural learning content and approaches are community-informed, locally relevant, and reflective of the regions in which CareFlight operates.	July, annually	Lead: Community Relations Manager Support: RAPWG Chairperson
Develop and document an organisation-wide cultural learning framework that builds on existing mandatory CCAT, outlines role-specific and leadership pathways, integrates cultural safety principles, and supports a culturally safe workplace.	February 2027	Lead: Community Relations Manager Support: Head of Human Resources
Review and ensure the continuation of structured, community-led cultural learning for RAP Working Group members, HR managers, and key leadership staff, delivered through mandatory CCAT facilitated by First Nations providers and supplemented by role-specific development as required.	March, annually	Lead: RAPWG Chairperson Support: Community Relations Manager
Investigate and implement additional cultural learning opportunities for staff, such as accessible on-line learning for remote and live-in staff, and face-to-face cultural immersion experiences delivered with First Nations partners, to complement mandatory CCAT and strengthen cultural safety across the Organisation.	August 2027	Community Relations Manager

DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.		
Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Review February 2027	RAPWG Chairperson
Review & update cultural protocol document.	July, annually	Community Relations Manager
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, such as the Hangar / Gala Balls, Charity events.	Review January 2027, 2028	Chief Executive Officer
Review and refine all organisational templates (letters, reports, PowerPoint presentations, email signatures) to ensure cultural protocols are accurately and appropriately reflected.	August, annually	Head of Media Communications & Marketing
Continue to include and encourage personalising an Acknowledgement of Country at the commencement of important meetings.	Review July, annually	RAPWG Chairperson
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.		
Ensure RAPWG members commit to attending, and encourage all other staff, to participate in an external NAIDOC Week event.	July, annually	RAPWG Chairperson
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May, annually	Head of HR
Encourage and support all staff and senior leaders to actively participate in at least one external event that recognises and celebrates NAIDOC Week.	May, annually	Chief Executive Officer
Organise at least one NAIDOC week event each year that includes an activity designed to be implemented across all operational sites.	July, annually	Events Manager





CASE STUDY

RESPECT: Embedding Cultural Awareness in Everything We Do

Strengthening Cultural Safety Through Cross Cultural Training

At CareFlight, respect and cultural safety are foundational to the way we work. Recognising that engagement with First Nations peoples requires cultural capability, humility, and structured learning, we have partnered with Cross Cultural Consultants (Darwin) and Pindara Training Services (New South Wales) to deliver tailored cross-cultural awareness training across all staff, volunteers, and trainees.

These sessions are carefully designed to reflect the diverse cultural contexts of the regions we serve, particularly the Top End, ensuring relevance, depth, and lasting impact. Participants explore First Nations histories, contemporary realities, communication protocols, and culturally safe practices, gaining both knowledge and confidence to engage meaningfully and respectfully in their roles.

The program has been embedded into CareFlight's onboarding process, so that all new employees and trainees' complete cultural awareness training as part of their induction, establishing respect as a core organisational principle from day one. Participants consistently report that the training has transformed how they understand and engage with communities.





Pindara Training Services delivering cross cultural awareness training in New South Wales.



One staff member reflected:

“The training helped me understand not just culture, but the importance of listening and approaching my work with humility. It's changed how I engage with communities.”

By embedding cultural awareness into everyday operations, CareFlight fosters a workplace built on respect, understanding, and genuine reconciliation, ensuring that our teams can deliver services in ways that are culturally safe, informed, and respectful.



This initiative demonstrates CareFlight's commitment to embedding respect into the fabric of the organisation, strengthening relationships with communities and reinforcing culturally safe practices across all levels.



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Northern Territory Government

CareFlight

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Training

This is to certify that
Veronica Kay Ann Hughson
has met the requirements for
Certificate IV in Business

14 November 2017

Veronica receiving her Certificate IV in Business as part of CareFlight's Pathways to Employment program.

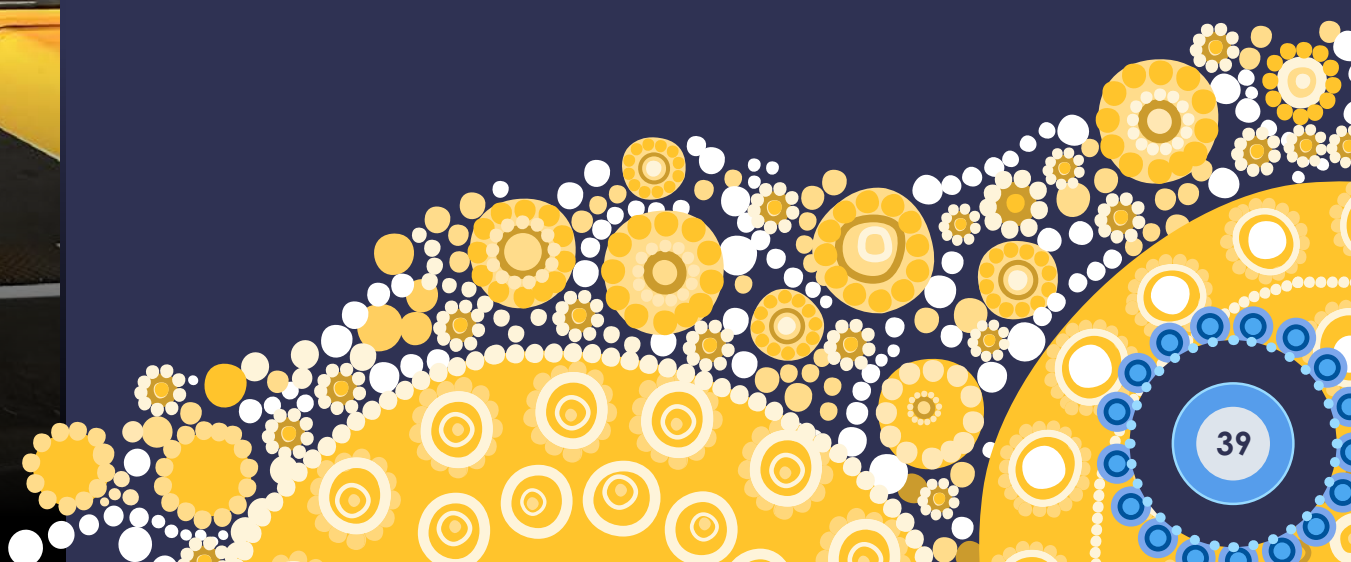


OPPORTUNITIES

Creating meaningful opportunities for First Nations peoples, organisations, and communities is essential to CareFlight's commitment to equity and culturally safe healthcare. We recognise that employment, procurement, professional development, and retention are powerful tools for enabling access to systems and processes that have historically excluded First Nations voices.

Through initiatives like CareFlight's First Nations Employment Pathways Program, we are actively working to build career pathways that support First Nations trainees into long-term roles across our organisation. These opportunities not only strengthen our workforce but also ensure that our services are shaped by diverse perspectives and lived experiences.

We are committed to increasing First Nations representation across all levels of CareFlight, supporting professional growth, and partnering with First Nations businesses through our procurement practices. These efforts contribute to sustainable change, community empowerment, and improved health outcomes for First Nations peoples in the regions we serve.



OPPORTUNITIES



DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.		
Continue to build our understanding of First Nations Peoples representation (beyond staff) across our organisational touch points, including volunteers and patient interactions.	June 2026	Senior Human Resources Managers (NT & NSW)
Continue to monitor, track, and report on First Nations recruitment, retention, career progression, Employment Pathways outcomes, and leadership development opportunities.	October 2026	Lead: Senior Human Resources Managers (NT & NSW) Support: Head of Human Resources
Consult with First Nations staff and other key staff members to review the First Nations Employment and Career Development Strategy, embedding culturally safe recruitment, on-boarding and retention practices from the Employment pathways program.	Review biannually, September 2026, March 2027, September 2027, March 2028	Lead: Head of Human Resources Support: RAPWG Chairperson
Advertise job vacancies to effectively reach First Nations stakeholders by leveraging targeted job boards, networks, and community channels.	December 2026	Lead: Recruitment Business Partner Support: Community Relations Manager
Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	April 2026	Head of HR
Increase First Nations representation across our workforce, setting a target of 20 First Nations employees, supported through strengthened Leadership Pathways, opportunities created in partnership with the Indigenous Youth Mobility Pathways (IYMP) Program, and other third-party support programs that enhance employment and development pathways.	February 2028	Lead: Head of HR Support: Community Relations Manager



DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Increase First Nations supplier diversity to support improved economic and social outcomes.		
Develop, implement, and embed a First Nations procurement approach across the organisation.	February 2027	Chief Financial Officer
Maintain annual Supply Nation and Northern Territory Indigenous Business Network (NTIBN) memberships.	Renew January, annually	Community Relations Manager
Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff by: Creating a First Nations supplier directory (e.g. using Supply Nation and local networks).	March 2028	Chief Financial Officer
Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	February 2028	Chief Financial Officer
Embed practices into our procurement policy to encourage development of ongoing commercial relationships with First Nations businesses to support their sustainability.	March 2028	Chief Financial Officer



CASE STUDY

OPPORTUNITIES: Creating Pathways for First Nations Employment and Growth

From Trainee to Leadership – Sara and Veronica's Journeys

CareFlight is committed to developing sustainable employment pathways and leadership opportunities for First Nations peoples. At the heart of this commitment lies our Pathways to Employment Program, delivered in partnership with Viva Energy Australia, which provides work experience, traineeships, and scholarships for young First Nations individuals seeking careers in administration, healthcare, and aviation.

Two exemplars of the program's impact are Sara and Veronica.



Sara, a proud First Nations woman, joined CareFlight in July 2022 as an Administration Trainee. Through on-the-job learning, strong team mentoring, and the dedicated support framework underpinning the Pathways to Employment Program, she progressed into a newly created role of Facilities & Fleet Coordinator across Darwin, Gove, and Katherine.

She will soon commence a Certificate IV in Leadership and Management, continuing to grow as a visible role model and emerging leader within the organisation. Reflecting on her career, Sara says:

"I feel proud every day to be part of CareFlight. My work helps ensure our teams are ready to deliver critical care to communities across the NT."



Students from Clontarf's Shalvey and Dunheved Academies explored aeromedical career pathways at our Bankstown Base in NSW.



Veronica's journey with CareFlight began in 2022, when she joined as an Administration Trainee. In 2023 she commenced and completed her Certificate III in Business, demonstrating

her commitment to learning and professional growth.

In 2024, Veronica moved into the Admin Support Officer role, undertaking her Certificate IV in Business, which she also completed within the same year.

Her progression continued in 2025 when she stepped into the Human Resources Trainee position. She is currently completing her Certificate IV in Human Resource Management.

As she puts it:

"CareFlight's support has been pivotal in my journey. They've provided not just employment, but a platform for growth and empowerment."

These pathways are tangible evidence that structured programs, combined with mentoring, training, and a support framework, can turn aspiration into career outcomes. By creating visible roles specifically for First Nations employees, investing in their development, and enabling growth into leadership positions, CareFlight is building a more capable and culturally safe workforce while inspiring the next generation of First Nations professionals.

The journeys of Sara and Veronica underscore the organisation's intent to transform opportunity into meaningful employment, career progression, and leadership – not simply entry-level roles – and highlight CareFlight's commitment to turning intention into action.

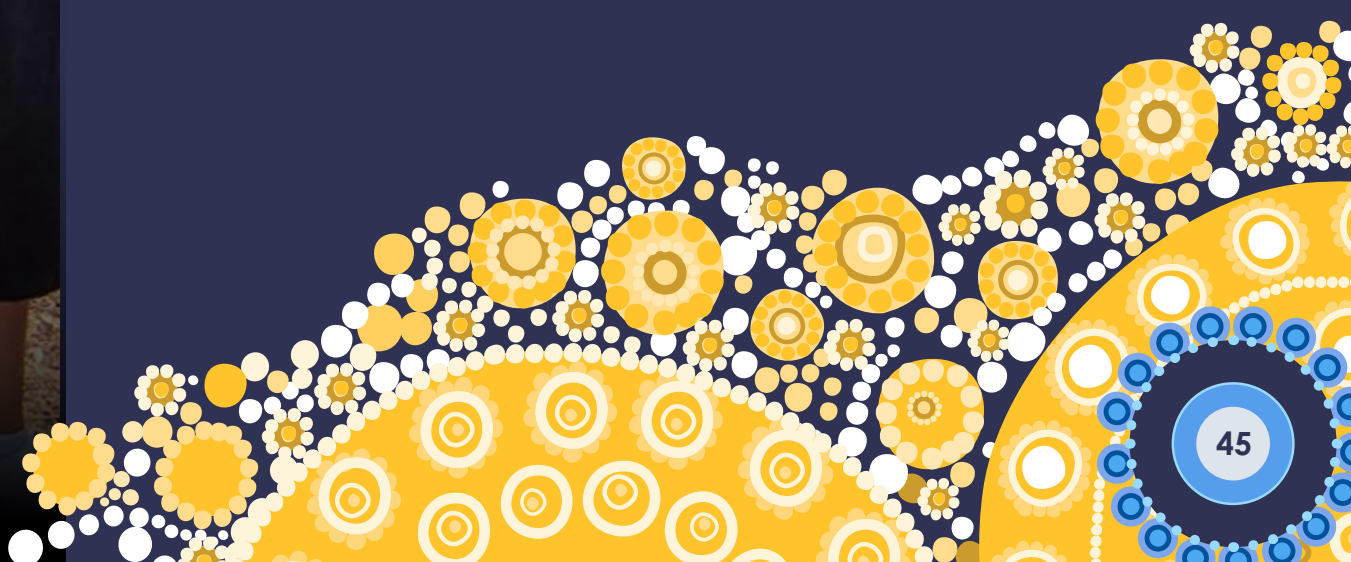


CareFlight CEO Mick and Community Relations Manager Justine on a community visit to Pirlangimpi (Melville Island), Northern Territory with local clinic staff.



GOVERNANCE

CareFlight is committed to transparent governance structures and processes that support the successful implementation of our RAP. Our governance approach will be strengthened through an active RAP Working Group, appropriate resourcing, clear accountability, and ongoing collaboration with First Nations stakeholders.



GOVERNANCE



DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain an effective RAP Working group (RAPWG) to drive governance of the RAP.		
Maintain First Nations representation on the RAPWG. Invite and remunerate an Elder to challenge us, guide our thinking and our understanding to develop our RAP in cultural learning.	November, annually	RAPWG Chairperson
Review & Maintain a Terms of Reference for the RAPWG.	December, annually	Lead: General Manager, Fundraising Support: Community Relations Manager
Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, and December, annually	Lead: Community Relations Manager Support: RAPWG Chairperson
2. Provide appropriate support for effective implementation of RAP commitments.		
Define resource needs for RAP implementation.	March, annually	Community Relations Manager
Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	Review July 2027	Chief Executive Officer
Define and maintain appropriate systems to track, measure and report on RAP commitments.	April 2026	Systems and Compliance Officer
Maintain an internal RAP Champion from senior management.	Review January 2028	RAPWG Chairperson

DELIVERABLE	TIMELINE	RESPONSIBILITY
3. 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	Community Relations Manager
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	Community Relations Manager
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30th September, annually	Community Relations Manager
Report RAP progress to all staff and senior leaders quarterly.	May, August, November, February, annually	Community Relations Manager
Publicly report our RAP achievements, challenges and learnings, annually.	June 2026, 2027	Head of Media Communications & Marketing
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Community Relations Manager
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2027	Community Relations Manager
Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation.	April & October, annually	Community Relations Manager
4. Continue our reconciliation journey by developing our next RAP.		
Register via Reconciliation Australia's website to begin developing our next RAP.	August 2027	Community Relations Manager





CASE STUDY

GOVERNANCE: Embedding Cultural Safety Through Innovation

Dual In-Language Program: Patient Rights & Community Education

CareFlight demonstrates how strong governance can drive culturally safe, accessible, and accountable healthcare through innovative programs. A key example is our dual In-Language initiative, which combines the Patient Rights & Feedback tool with the Community Education Video series. Developed in partnership with Aboriginal-owned design business EchoWhiskey and corporate partner Viva Energy Australia, the Patient Rights tool presents the Charter of Patient Rights in nine First Nations languages – Yolŋu Matha, Anindilyakwa, Warlpiri, Murrinh Patha, Kriol, Tiwi, Burarra, Kunwinjku, and Maung – enabling patients to understand their rights and responsibilities and provide feedback directly to CareFlight, whether online or offline.

Building on this innovation, the Community Education Videos launched in 2025, developed in partnership with National Indigenous Australians Agency (NIAA), cover trauma first-aid topics such as bleeding, burns, choking, and snakebites. Translated into the same nine languages and designed for remote settings, these videos empower community members – often the first responders – to act confidently in emergencies, bridging critical gaps in healthcare delivery. Together, these programs strengthen patient understanding, build trust, and improve community resilience, while ensuring CareFlight meets National Safety and Quality Health Service Standards (NSQHS) and other regulatory requirements.





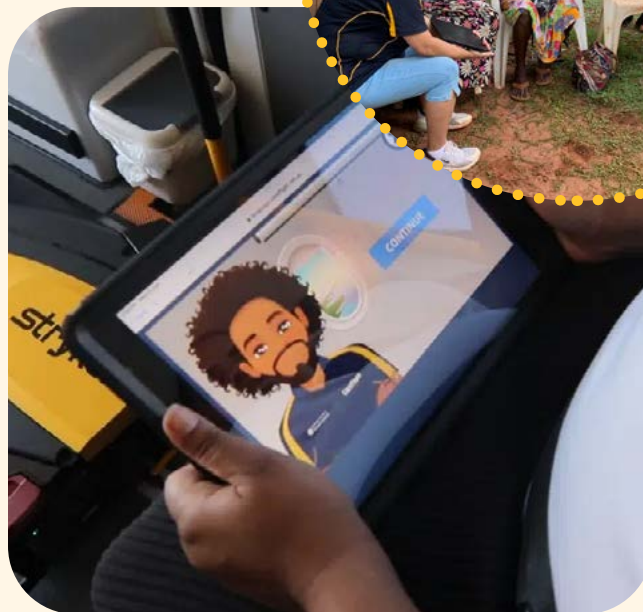
CareFlight staff and attendees at the launch of the In-Language Patient Rights and Feedback Program.



The program has been formally recognised for excellence, receiving a commendation during NSQHS accreditation in 2025, highlighting its impact on culturally responsive governance and continuous improvement.

“Through CareFlight’s In-Language Programs – both the Patient Rights tool and the Community Education Videos – we are not just solving a problem, we are shaping the future of aeromedical healthcare delivery and empowering First Nations communities to access and respond to critical care.”

– Jodie, General Manager NT Operations



This initiative illustrates how CareFlight embeds governance into practice: by integrating cultural safety, accessibility, innovation, and accountability, we ensure that care is both equitable and responsive to the needs of the communities we serve.

ARTWORK - PROFILE AND MEANING



Jo-Anne Bayalawuy Thorne

MY ARTISTIC JOURNEY

Hi, my name is Jo-Anne Bayalawuy Thorne and I am a proud Yolŋu woman from Galiwin'ku Community on Elcho Island.

Early Artistic Influences

My mother, Elizabeth Djandilnga Thorne, is an accomplished artist, author and illustrator. From a young age, she began to share her knowledge and skills with me, teaching me how to paint when I was just seven years old. This early introduction to painting played a significant role in shaping my passion and dedication to art.

My Artistic Career

Today, I am an established artist, proudly following in my mother's footsteps. My journey has led me to collaborate with clothing companies and illustrate my first book. These experiences have allowed me to share my art with a broader audience and contribute to different creative projects.

Cultural Responsibilities

One of the most meaningful aspects of my artistic journey has been the trust and honour bestowed upon me by my elders. I have been called upon to paint on the bodies of young boys as they undergo their initiation into manhood. This is a deeply significant ceremony within our community, and it is an immense privilege to play a role in marking this important transition with my artwork.

In addition to this, I have worked alongside my mother to paint large shrouds that drape over the coffin of a cherished family member who has passed away. These shrouds carry great cultural importance, serving as a final tribute and farewell. Through these responsibilities, I am able to actively participate in and uphold vital cultural traditions, and I feel grateful to contribute to my community in this way through my art.

BACKGROUND

Clan: Djambarrpuyngu

Language: Djambarrpuyngu

Homeland: Garrata

Skin name: Wamuttjan'

Mother's clan: Gupapuyngu

Mother's language: Gupapuyngu

Mother's homeland: Djiliwirri

COLLABORATION WITH CAREFLIGHT

When CareFlight approached me to create a piece of art for their Reconciliation Action Plan, I was eager to take part. Living on a remote island, accessing urgent medical care can be incredibly challenging. Like many Yolŋu people, I rely on CareFlight to transport us to major hospitals during emergencies.

The dedication and hard work of the CareFlight team are deeply appreciated by our community, and their efforts have not gone unnoticed.

While my own experiences are connected to the Northern Territory, the artwork also reflects my understanding of CareFlight's broader impact across Australia. CareFlight supports people in remote, regional, and metropolitan areas, responding to emergencies wherever they occur.

Their work reaches far beyond transporting patients, it represents the collective effort of a skilled and committed national team providing lifesaving treatment and care. Their influence extends across states and generations, touching countless families and communities.

Whether it is day or night, in good or bad weather, CareFlight continues to fly, delivering vital aeromedical and emergency services across the country. They respond to a wide variety of situations, using different kinds of aircraft to ensure help reaches people no matter where they live or the circumstances they face.

The intricate details and circular formations within the artwork represent clients from all walks of life, their homes across the Northern Territory and beyond. These elements also symbolise the diverse medical scenarios CareFlight teams manage every day. Together, they highlight the breadth and reach of CareFlight's service: a network of care supporting communities right across Australia.





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CareFlight

