



RECONCILIATION
ACTION PLAN

REFLECT



DRESS FOR SUCCESS®
WESTERN AUSTRALIA

**APRIL 2025 –
SEPTEMBER 2026**

FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Dress for Success Western Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Dress for Success Western Australia joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP. The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Dress for Success Western Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Dress for Success Western Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer, Reconciliation Australia

FROM THE CEO OF DRESS FOR SUCCESS WA

A RAP is an incredibly important step for Dress for Success Western Australia as we work to make a positive impact in the lives of women from all backgrounds, across Western Australia.

We acknowledge the contribution of Aboriginal and Torres Strait Islander women in the ongoing connection to country, strengthening of culture and safety and wellbeing of their families.

We want to ensure that the services we offer to Aboriginal and Torres Strait Islander women respects this and constantly looks for opportunities to support economic social outcomes.

It is my hope that through this RAP journey, our team of staff and volunteers broaden and deepen their knowledge, respect and involvement in Aboriginal and Torres Strait Islander culture.

Natalie Sangalli
Chief Executive Officer, Dress for Success Western Australia

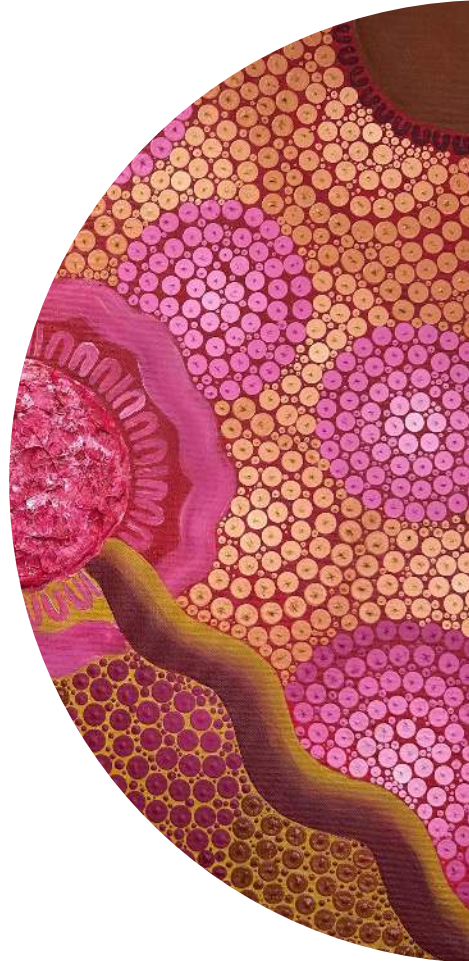
OUR BUSINESS

Dress for Success Western Australia (DFSWA) is a registered charity that is part of a global movement of change, empowering women to obtain economic independence by providing professional attire, career development skills and a support network to enable them to thrive in work and live. DFSWA is an affiliate of the international Dress for Success brand.

DFS Western Australia strives to make a difference in the WA community by creating opportunities for women in need.

We are a positive, solution focused, and energetic team comprising 6 part-time staff (3 Full-time equivalent) and powered by a skilled volunteer Board and over 100 dedicated service delivery volunteers.

Dress for Success Western Australia operates in the Perth metro area from our small office in West Perth and engages in regional outreach to a number of regional centres including Kalgoorlie, Geraldton, Mandurah, Bunbury/Busselton and Northam. We welcome all cis and trans women, and non-binary people comfortable in women's spaces. We offer a non-judgmental, empathetic and professional service that strives to empower women and help them reclaim their confidence.



“ For over 10-years, Dress for Success Western Australia has provided an inclusive and respectful space for women in our community with the purpose of helping them to become financial independent. Through the RAP we recognise the importance of culture, improved connections and stronger relationships with our local Aboriginal and Torres Strait Islander community.

This plan represents the commitment of Dress for Success WA and our community to support and celebrate the world's longest continuing cultures. We look forward to implementing this RAP and to delivering positive reconciliation outcomes.

On behalf of the Board, I wish to thank Reconciliation Australia, and our RAP Working Group for developing this Plan, for challenging what we do and ensuring that DFSWA continues to provide an inclusive space for all women.

Sally Brauer
Chairperson
Dress for Success Western Australia

OUR RAP



DFSWA is focussed on assisting women to build confidence and skills to enter or re-enter the workforce, particularly where they may have experienced barriers in the past. We recognise that race has been a systematic barrier to employment, particularly for Aboriginal and Torres Strait Islander women, so being confident that we are operating in a way that promotes respect, relationships and opportunities for Aboriginal and Torres Strait Islander people is critical.

With a new CEO in place in 2024, the organisation is ready to commence a formal reconciliation journey, starting with a number of small initiatives that we intend to start momentum building including:

- Undertaking Acknowledgement to Country at the commencement of key meetings and events
- Incorporating Aboriginal and Torres Strait Islander place names into our marketing material for our outreach services
- Purchase of an original piece of artwork from a woman from Yamaji lands for the waiting area of our office
- Signage in Noongar being incorporated throughout the office.
- Closing the office for a whole team attendance at a NAIDOC Week event in 2024

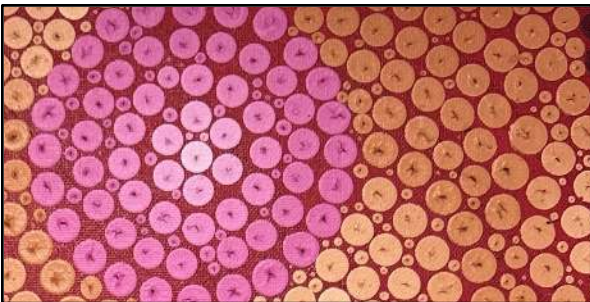
Given that we are a very small organisation with limited resources, the Reflect RAP is intended to be focused on raising awareness, assessing the gaps and opportunities in our business and services and broadening our partnerships with Aboriginal and Torres Strait Islander people and organisations.

The development of the RAP will be led by the CEO as RAP Champion, with the assistance of a working group and the full support of the Board of Directors.

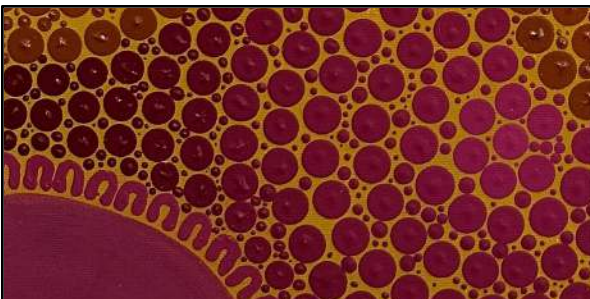
OUR PARTNERSHIPS



We work with a number of organisations who refer into or access our services for Aboriginal and Torres Strait Islander women including Wunguning and Waalitj.



In January 2025, we formalised a relationship with Voice of Hope to provide our services for their clients coming out of the justice system and we look forward to the Voice of Hope team supporting us on our Reconciliation Journey.



We look forward to formalising more partnerships as we go on our Reflect RAP journey to improve and expand the services we deliver to Aboriginal and Torres Strait Islanders.

OUR PLAN



1. RELATIONSHIPS

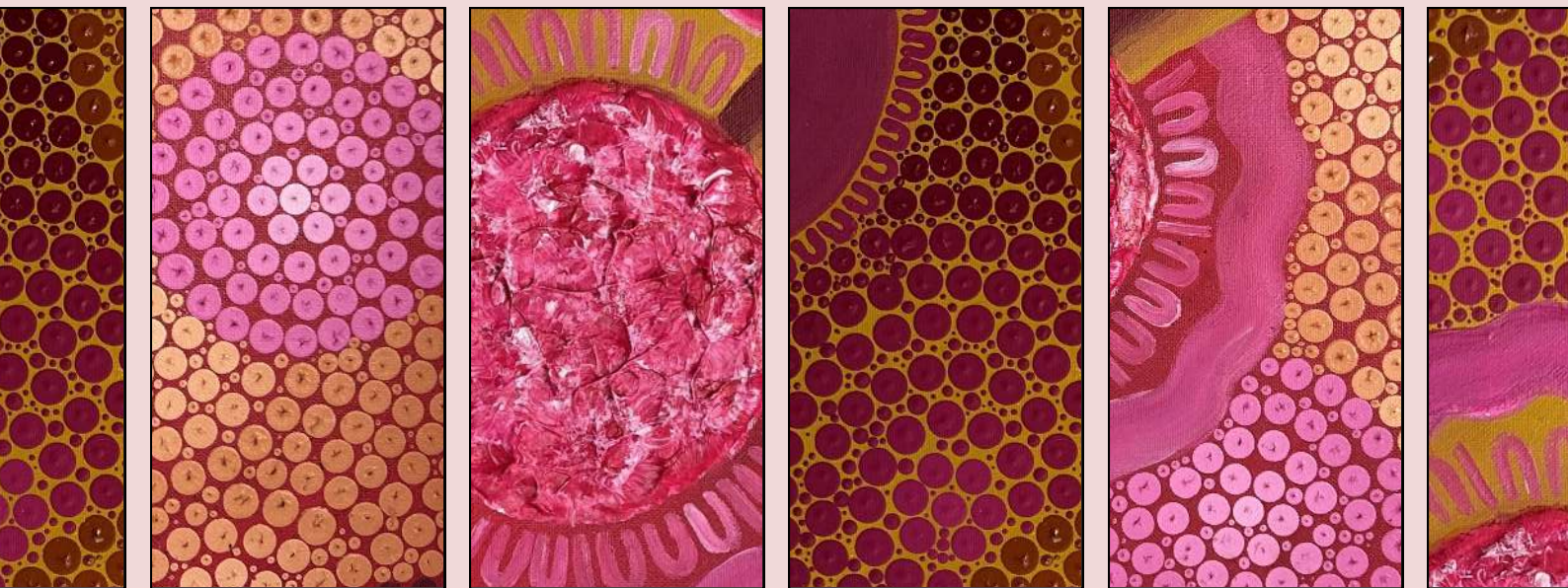
Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence (and include in our Stakeholder Engagement Strategy).	June 2025	CEO
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations (and ensure these underpin our Stakeholder Engagement Strategy).	June 2025	CEO
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and volunteers.	May 2025	Fundraising and Marketing Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025	CEO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2025	Chairperson
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff and Volunteers.	April 2025	Chairperson and CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey (and include in our Stakeholder Engagement Plan).	June 2025	Business Development Manager CEO
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey and include in our Stakeholder Engagement Plan.	June 2025	Business Development Manager CEO
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination (for inclusion in internal training resources).	September 2025	CEO
	Conduct a review of HR policies and procedures (and volunteering policies and procedures) to identify existing anti-discrimination provisions, and future needs.	March 2026	CEO

2. RESPECT

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation (for inclusion in FY26 Budget).	September 2025	CEO
	Conduct a review of cultural learning needs within our organisation (to be included in our annual training plan aligned with our Diversity and Cultural Competence Framework).	January 2026	CEO
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area for (inclusion in internal training).	January 2026	CEO
	Increase staff and volunteers understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols (for inclusion in internal training).	March 2026	CEO
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff and volunteers about the meaning of NAIDOC Week.	June 2025	CEO
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	CEO
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	CEO



3. OPPORTUNITIES



Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment and volunteering within our organisation.	March 2026	CEO
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2025	CEO
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2025	CEO
	Investigate Supply Nation membership.	December 2025	CEO

4. GOVERNANCE

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	April 2025	CEO
	Draft a Terms of Reference for the RWG.	April 2025	CEO
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2025	CEO
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2025	CEO
	Engage senior leaders in the delivery of RAP commitments.	April 2025	Chairperson
	Appoint a senior leader to champion our RAP internally.	April 2025	Chairperson
	Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2025	CEO
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 June 2026	CEO
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	August 2026	CEO
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026	CEO
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	CEO

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