



14 April 2026

CASA Stretch Reconciliation Action Plan

2025 Annual Report

Executive Summary

This Annual Report provides a clear and transparent account of CASA's progress in delivering its Stretch Reconciliation Action Plan during the 2025 calendar year. It outlines actions undertaken, achievements delivered, challenges encountered and key learnings across the reporting period.

The report reflects CASA's continued implementation of its Stretch RAP and shows how reconciliation activities are increasingly embedded into business as usual. While progress has continued, the report also acknowledges the challenges associated with sustaining workforce representation outcomes and undertaking meaningful consultation.

Importantly, the learnings captured through 2025 are informing a more targeted and outcomes-focused approach to reconciliation across CASA. Collectively, the activities and insights outlined in this report indicate steady progress and provide a strong foundation for CASA's ongoing reconciliation journey.

CASA's [Stretch Reconciliation Action Plan](#) (RAP) deliverable 17.5 commits to publicly reporting on reconciliation actions each calendar year. This report fulfils that commitment and reflects activities undertaken throughout 2025.

Activities are reported against the four RAP pillars:



Relationships



Respect



Opportunities



Governance

They demonstrate how reconciliation considerations are increasingly integrated into workforce practices, procurement, governance and operational decision-making. A summary of achievements against each of the pillars is on page 5 of this report.

Achievements

During 2025, CASA progressed its Stretch RAP through a combination of completed and ongoing actions. There was a clear shift toward embedding reconciliation into everyday business practices, rather than delivering reconciliation through standalone initiatives.

In people management, inclusion expectations were strengthened through position descriptions and performance conversations. These changes reinforced shared responsibility for contributing to a culturally safe and inclusive workplace.

CASA also remained actively engaged in whole-of-government reconciliation efforts. Participation in APS networks and forums, including the Indigenous Champions Network, supported alignment with broader public sector priorities and shared learning.

CASA continued to support First Nations businesses through procurement activities. This included engaging a First Nations-owned provider to deliver scribing services.

These activities supported CASA's Stretch RAP commitments across the **Relationships**, **Opportunities** and **Governance** pillars by embedding reconciliation into core business practices.

National Reconciliation Week (NRW)

CASA marked National Reconciliation Week through a panel discussion aligned to the theme *Bridging Now to Next*. The event included a Welcome to Country by a Ngunnawal Aunty and contributions from Reconciliation Australia, Gungahlin Aerospace and First Nations CASA employees.

The session was live streamed to all offices and recorded for wider access. These activities supported Stretch RAP commitments under the Relationships pillar by fostering shared learning, dialogue and connection.

These activities supported CASA's Stretch RAP commitments under the **Relationships** pillar by fostering connection, dialogue and shared understanding.

CATSIEN Conference

CASA's annual CATSIEN Conference was held in Canberra in May 2025. The conference provided First Nations employees with dedicated time and space for connection, professional development and networking.

Activities included a smoking ceremony, traditional weaving and painting, presentations and yarning circles with reconciliation leaders and external guests.

This activity contributed to the **Relationships** pillar by strengthening connection, peer support and engagement among First Nations employees.

Employment and Development Outcomes

Two employees graduated from the Indigenous Apprenticeship Program in November 2025.

Two employees graduated from the Indigenous Development and Empowerment Program in December 2025.

A dedicated Career Planning and Development Workshop for First Nations employees was delivered in September 2025. A companion workshop for supervisors, focused on supporting the career aspirations of First Nations employees, was developed for rollout in 2026.

The annual review of the First Nations Recruitment, Retention and Professional Development Plan was completed in November 2025.

These initiatives aligned with the **Opportunities** pillar by supporting recruitment, development and career progression for First Nations employees.

Indigenous Art and Culture

CASA showcased the work of Indigenous employees and community artists through the production of the *Reflections of Country* artbook. The artbook will be included in official gifts where appropriate and has been distributed to contributing artists and CASA offices.

These activities advanced the **Respect** pillar by recognising, valuing and sharing First Nations cultures, knowledge and perspectives.

NAIDOC Week activities

During NAIDOC Week, the Perth office live streamed an event featuring the CEO of the Central Desert Native Title Council. The presentation focused on experiences of reform and the path ahead for reconciliation and was recorded for broader employee access.

Across NAIDOC Week, CASA employees attended local community activities and learning sessions. In Canberra, Yurbay Consultancies delivered a workshop on Aboriginal plant use, including tasting samples and discussions on medicinal applications. CASA also sponsored two tables at the Darwin NAIDOC Ball, enabling participation by CASA representatives and Larrakia Nation representatives.

Participation in NAIDOC Week supported CASA's **Respect** commitments through learning, cultural recognition and community engagement.

Indigenous Stakeholder Engagement Plan

CASA developed and published its Indigenous Stakeholder Engagement Plan in collaboration with internal stakeholders. The plan provides a clear framework and contact points to guide CASA's engagement with First Nations stakeholders and communities.

This work contributed to the **Governance** pillar by strengthening accountability, consistency and transparency in engagement with First Nations stakeholders.

Ongoing Focus Areas

Throughout 2025, CASA continued to implement its Stretch RAP while identifying areas requiring sustained focus to strengthen long-term outcomes.

Workforce representation outcomes fluctuated during the year. This reflects the small size of CASA's First Nations workforce cohort, where minor changes in employee numbers can result in noticeable percentage movements.

These results reinforce the importance of a balanced approach across attraction, retention and development. Experience during 2025 showed that targeted recruitment alone is insufficient to deliver sustained improvement. Culturally safe workplace practices, tailored career pathways and ongoing engagement are equally critical.

These focus areas aligned with the **Opportunities** pillar, with ongoing monitoring supporting informed governance and future planning.

First Nations Workforce Representation

As at December 2025, First Nations representation within CASA's workforce was 2.9 per cent. This was below the interim milestone of 4.5 per cent for 2025–26.

CASA recognises that achieving the Australian Government target of 5 per cent First Nations workforce participation by 2030 requires sustained effort. Investment in early career pathways,

targeted recruitment, tailored development opportunities and culturally safe workplace practices remains central to achieving this outcome.

Monitoring workforce representation outcomes supports the **Governance** pillar by informing RAP implementation priorities and future workforce strategies.

Timeframes and Meaningful Consultation

Some RAP deliverables undertaken in 2025 required extended timeframes to support genuine and culturally appropriate consultation with First Nations advisors and Traditional Owners.

CASA recognises that meaningful consultation does not always align with fixed deadlines. It requires flexibility, appropriate engagement methods and responsiveness to feedback.

As reconciliation initiatives mature, CASA has also observed an increase in the coordination effort required to support governance forums, prepare consultation materials and incorporate advice into decision-making. Recognising and resourcing this effort remains critical to sustaining high-quality and credible reconciliation outcomes.

These approaches support the **Governance** pillar by embedding culturally appropriate consultation into CASA's decision-making processes.

Learnings

CASA's key learnings through 2025 have included:

Visibility matters

Publishing the Indigenous Stakeholder Engagement Plan and the *Reflections of Country* artbook strengthened accountability and connection. Making reconciliation work visible enhances credibility and supports shared responsibility across the organisation.

This learning supports the **Governance** pillar by reinforcing transparency and shared responsibility.

Reaching remote communities requires a different approach

Surveillance activities in remote communities reinforced that meaningful engagement on Country differs from office-based reconciliation activity. First Nations staff participation in these activities is critical to building trust and enabling genuine exchange.

These experiences continue to inform CASA's approach to surveillance planning, workforce participation and cultural capability. They reinforce that safe aviation outcomes and respectful engagement are mutually reinforcing objectives.

This learning supports the **Relationships** pillar by informing respectful and culturally appropriate engagement practices.

Targeted support produces better outcomes

Career planning workshops tailored for First Nations employees and their supervisors demonstrated the value of targeted support. Feedback indicated that bespoke coaching and timely intervention had greater impact than adapting general programs.

As a small agency, CASA is well placed to provide meaningful, individualised support and develop strong, mutually beneficial relationships. This learning aligns with the intent of the Stretch RAP to prioritise outcomes-focused initiatives over awareness-raising activities.

This learning aligns with the **Opportunities** pillar by strengthening development pathways and retention outcomes.

Stretch RAP Pillar Summary – 2025

RAP Pillar	Key 2025 Activities	Outcomes Achieved
Relationships	<ul style="list-style-type: none"> National Reconciliation Week panel discussion and organisation-wide participation CATSIEN Conference for First Nations employees Participation in APS reconciliation networks and forums 	<ul style="list-style-type: none"> Strengthened relationships, dialogue and shared understanding across the organisation Improved connection, peer support and engagement among First Nations employees Increased alignment with APS-wide reconciliation priorities
Respect	<ul style="list-style-type: none"> NAIDOC Week learning activities across multiple offices Production and distribution of the <i>Reflections of Country</i> artbook Local cultural learning activities and community engagement 	<ul style="list-style-type: none"> Increased cultural awareness and learning across CASA Recognition and celebration of First Nations cultures, knowledge and perspectives Respectful engagement with First Nations communities
Opportunities	<ul style="list-style-type: none"> Graduations from Indigenous Apprenticeship and Development programs Career Planning and Development Workshops for First Nations employees and supervisors Engagement of First Nations-owned businesses through procurement 	<ul style="list-style-type: none"> Supported recruitment, development and career progression pathways Strengthened retention and targeted workforce development Increased participation of First Nations businesses in CASA procurement activity
Governance	<ul style="list-style-type: none"> Publication of the Indigenous Stakeholder Engagement Plan Annual public reporting on Stretch RAP progress Monitoring of workforce representation outcomes Culturally appropriate consultation with First Nations advisors and Traditional Owners 	<ul style="list-style-type: none"> Improved transparency, accountability and consistency in engagement Informed decision-making through monitoring and reporting Governance processes that support meaningful consultation and sustainable reconciliation outcomes

Collectively, these activities demonstrate CASA's ongoing progress across all four Stretch RAP pillars while identifying areas for sustained focus to support long-term reconciliation outcomes.