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Findings and Analysis of the 2024 Workplace RAP Barometer Survey

Executive Summary

This paper provides analysis of the Australian National University (ANU) results from Reconciliation Australia's 2024 Workplace Reconciliation Action Plan Barometer (WRB) Survey. The University's results were compared to the average results of organisations that are participating at the same ANU's Reconciliation Action Plan (RAP) level.

The respondents who completed the survey self-selected and represented approximately 5.6% of the University's staff population (down from 13% participation in 2022). 10% of respondents identified as Australian Aboriginal (compared to 5% in the sector), and none identified as Torres Strait Islander.

The survey questions addressed four major themes – Relationship and Empowerment, Respect and Cultural Understanding, Opportunities, and Governance.

The 2024 survey results for ANU highlight key strengths, challenges, and opportunities in advancing reconciliation and First Nations leadership at the university. Staff who engaged in multiple RAP activities reported higher workplace satisfaction and retention, and ANU respondents demonstrated strong commitment to reconciliation, particularly in truth-telling and Treaty-making. However, concerns have emerged regarding declining perceptions of senior leadership's commitment, increasing reports of workplace racism, and reduced awareness of First Nations employment strategies. While ANU staff continue to value First Nations and non-Indigenous relationships, the fallout from the 2023 referendum has likely negatively impacted workplace dynamics.

ANU can enhance reconciliation initiatives by increasing reconciliation actions, strengthening communication on employment strategies, expanding workplace-based learning, and visibly reaffirming senior leadership's commitment. Proactive engagement in these areas will be critical to maintaining institutional trust, improving workplace culture, and supporting First Nations leadership.

To address some of these challenges and reinforce the ANU's vision for reconciliation several initiatives are already in place. These include the establishment of a new Indigenous Strategy Working Group, tasked with leading and coordinating efforts to advance the university's commitment to improving education, research, and employment outcomes for Aboriginal and Torres Strait Islander people. A new [First Nations hub](#) page has been launched to enhance communications and the visibility of events, initiatives and resources and a suite of training resources has been developed to equip senior leaders with the knowledge and tools needed to foster positive relationships and promote equity within the community.

Background

The ANU is dedicated to fostering a work and learning environment that respects, celebrates and integrates the cultures and knowledges of Aboriginal and Torres Strait Islander peoples into both our business and education practices. To assess the University's progress on reconciliation and evaluate the effectiveness of our reconciliation efforts, the University participated in Reconciliation Australia's 2024 Workplace Reconciliation Barometer Survey.

This report presents an analysis of the major key themes in the survey results and offers recommendations that could guide the University in shaping its Indigenous Strategy and any other future initiatives.

Methodology

The online survey was prepared and managed by Polity Research on behalf of Reconciliation Australia. A link to the survey was promoted to all staff via the OnCampus newsletter, RAP Working Group members, Senior leadership at College and Portfolio levels and staff networks.

The ANU survey was open between the 30 July and 20 September 2024. The respondents who completed the survey self-selected and represented approximately 5.6% of the University's staff population with 10% of respondents identifying as Australian Aboriginal.

The ANU results are compared with the aggregated total results from all participating organisations at the same RAP level as the ANU, referred to as 'Early-Stage Workplaces' (ESW). Early-Stage Workplaces are organisations with an Innovate RAP.

It may be important to note that respondents selected to participate in the survey, which means the results may be biased toward those with an interest in, engagement with, or familiarity with reconciliation. As a result, the findings can only be considered somewhat indicative of staff sentiment.

Findings

In this document, we present the survey findings using a SWOT analysis framework. Following this, a comparative summary for each item is presented, organised by the themes Relationship and Empowerment, Respect and Cultural Understanding, Opportunities, and Governance. Using the dashboard data provided by Polity Pty Ltd, survey items were compared to Early-Stage Workplace (ESW) data and, where available, 2022 ANU data.

<p>Strengths</p> <ul style="list-style-type: none"> • Workplace satisfaction and retention: Staff who participated in 3+ RAP activities reported higher satisfaction levels and were less likely to seek new employment. • Strong cultural engagement: ANU respondents highly valued fostering relationships with First Nations peoples. • Awareness of systemic racism: High awareness of systemic racism among ANU staff may suggest a more critical and engaged workforce open to addressing reconciliation challenges. • Commitment to reconciliation: ANU respondents show stronger support for reconciliation efforts than ESW averages, with higher backing for truth-telling (75% vs. 54%) and Treaty-making (60% vs. 45%). • First Nations leadership recognition: ANU respondents associate First Nations leadership with improved workplace culture (87%), enhanced staff wellbeing (77%), and stronger talent attraction and retention (67%). 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Small sample size: The small ANU sample (n=252) results a larger margin of error, limiting the generalisability of findings and the statistical significance of some data. • Perceptions of organisational commitment: The belief that ANU has good intentions but lacks commitment to reconciliation increased from 30% in 2022 to 44% in 2024. • Declining visibility of anti-racism stance: Perceptions of the University's strong stance against racism declined from 2022 to 2024, signalling a need for more visible action. • Awareness of workplace racism: Reports of prejudice and racism incidents quadrupled (3% to 12%), and confidence in the absence of racism fell from 60% to 41%, highlighting workplace discrimination concerns. • Ineffective anti-racism processes: Only 13% of ANU respondents rated the university's processes for addressing racism against First Nations employees as "very effective" (vs. 37% ESW). • Declining awareness of First Nations employment strategies: Awareness of First Nations recruitment and professional development strategies fell sharply between 2022 and 2024. • Perceived decline in senior leadership commitment: The proportion of ANU respondents who see senior leaders as champions of reconciliation fell from 74% (2022) to 43% (2024). • Declining workplace satisfaction: "Very satisfied" responses dropped from 27% (2022) to 13% (2024), and those who would "definitely recommend" ANU as a workplace fell from 45% to 19%.
<p>Opportunities</p> <ul style="list-style-type: none"> • Strategic expansion of reconciliation initiatives: Leveraging the link between higher RAP participation and workplace satisfaction, ANU can target staff with lower participation rates to boost engagement. • Strengthening workplace culture and wellbeing: High recognition of the positive impacts of First Nations leadership presents an opportunity to embed these values into organisational policies and training. • Enhancing communication: Addressing declining awareness through targeted campaigns and internal advocacy can improve engagement. • Expanding workplace-based learning: With workplace learning emerging as a key source of knowledge, ANU can enhance training programs, mentorship opportunities, and cultural competency initiatives. • Rebuilding leadership commitment to reconciliation: Re-establishing visible and active senior leadership engagement in reconciliation efforts can counteract declining perceptions of commitment. 	<p>Threats</p> <ul style="list-style-type: none"> • Declining perceptions of reconciliation efforts: The belief that ANU is merely "ticking a box" increased from 7% to 13%, which could undermine confidence in RAP initiatives. • Impact of referendum results: The 2023 referendum may have negatively affected relationships between First Nations and non-Indigenous staff at ANU, with 59% believing it worsened workplace dynamics. • Shifting national and sector attitudes: A decline in ESW respondents' prioritisation of First Nations and non-Indigenous relationships suggests broader societal shifts that may impact institutional support. • Employee retention risks: If institutional commitments do not align with employee expectations, disillusionment could contribute to attrition. • Competing organisational priorities: Broader workplace satisfaction concerns and increased job search intentions may divert focus from reconciliation and First Nations leadership initiatives.

Detailed findings

A sample of 252 participated from a total workforce of approximately 4,500 at ANU.

- Response rate (5.6%): Low response rates can introduce non-response bias, so caution is necessary when interpreting the findings.
- Margin of error (6.0% at the 95% confidence interval): This indicates that the survey results could vary by ± 6 percentage points from the true population values.

Caveats

- Low ANU response rate: The participation or response rate from ANU staff was lower than desired, which limits the representativeness of the findings.
- Margin of error: Statistical results include a margin of error that must be considered, particularly when drawing comparisons with sector averages.
- Potential biases: Potential biases in survey responses or data collection methods require cautious interpretation.
- Contextual limitations: Findings may be influenced by factors not fully captured in this report (e.g., external economic conditions, changes in policy, or organisational shifts).

Demographic Overview

- Most respondents were aged 30 to 49, with 28% aged 30-39, 31% aged 40-49, followed by 24% aged 50-59, and smaller proportions in other age groups. This is comparable to sector responses.
- 10% of respondents identified as Australian Aboriginal (compared to 5% in the sector), and none identified as Torres Strait Islander.
- Three quarters of respondents had worked at the University for two or more years.
- Half of the respondents were non-managerial employees, 16% were deputy managers, 25% were managers, and 6% were senior executives, which is broadly comparable to sector responses with 58% employees, 9% deputy managers, 26% managers, and 5% senior executives.
- 81% were working full-time, 13% part-time, with the remaining 6% working casually.

Key Findings

RAP Participation Levels and Impacts

ANU respondents reported RAP participation levels comparable to ESW averages, with 75% engaging in three or more activities (ESW: 72%).

Compared to ESWs, ANU respondents placed greater importance on First Nations and non-Indigenous relationships, while confidence in engaging respectfully was similar to ESW levels.

Participation in three or more RAP activities was linked to higher workplace satisfaction. At ANU, 49% of these participants were satisfied, and 15% very satisfied, compared to 45% and 8% for those with lower participation. However, this difference was not statistically significant ($p = 0.124$), likely due to the smaller sample size ($n=252$). For ESW respondents, the impact was more pronounced ($p < 0.001$), with satisfaction levels rising from 44% (satisfied) and 31% (very satisfied) to 46% and 39%, respectively.

Higher RAP participation also correlated with lower likelihood of seeking new employment within 12 months, suggesting a potential retention effect. This trend was

evident both at ANU and in ESWs, reinforcing the role of RAP engagement in workplace satisfaction and retention.

Relationships and Empowerment

EL1: Importance of Relationships Between First Nations People and Other Australians

Analysis compared perceptions of the importance of relationships between First Nations people and other Australians at ANU and ESWs (ESW). At ANU, there was no significant change from 2022 to 2024 ($p = 0.615$), with combined importance ("Fairly" + "Very important") remaining high but decreasing slightly (-0.7%, from 96.7% to 96.0%). In contrast, ESW showed a significant decline ($p < 0.001$), with combined importance dropping 3.2% (from 96.8% to 93.6%). While ANU remained stable, ESW saw a notable shift, including a 7.5% decrease in "Very important" responses and increases in "Not important" (+1.5%), "Fairly unimportant" (+1.7%), and "Fairly important" (+4.3%).

EL3: Perceptions of Racism in Australia

At ANU, changes from 2022 to 2024 were not statistically significant ($p = 0.318$), with 71.8% agreeing Australia is a racist country and 10.7% disagreeing. ESWs showed a statistically slight shift with combined agreement decreasing 1 percentage point from 55% to 54% while combined disagreement increased by 4 percentage points from 18% to 22%.

EL4: Reasons for Perceiving Australia as a Racist Country

Both groups cited "experiences of others" as the most common indicator of racism (ANU: 88%, ESW: 82%), with ESW showing significant declines in institutional indicators ($p < 0.001$). ESW reported sharp drops in racism perceptions in government policies (-11%) and sports behaviour (-10%). ANU saw smaller or stable changes, with personal experiences of racism increasing slightly (+4%). After "experiences of others," the next most common indicators were media stories (ANU: 74%, ESW: 68%) and government policies (ANU: 74%, ESW: 56%).

EL5: Perceptions of White Privilege

ANU respondents were more likely to believe white people enjoy systemic social and economic advantages (56% at ANU vs. 36% at ESW), while ESW respondents were more likely to believe these advantages exist only in some areas of society (43% at ESW vs. 35% at ANU) or have improved (17% at ESW vs. 6% at ANU). These differences were statistically significant ($p < 0.001$). From 2022 to 2024, ANU respondents increasingly supported the view of white privilege (+2%), while ESW moved in the opposite direction (-5%). ESW also showed growing belief that improvements have reduced such advantages (+4%, reaching 17%), while ANU respondents were less likely to hold this view (-2%, reaching 6%).

EL24: Impact of the Referendum on Relationships

ANU respondents were more likely to believe the referendum worsened relationships between First Nations peoples and other Australians (59% vs. 38%), while ESW respondents were more likely to say relationships remained the same (30% vs. 18%) or were unsure (26% vs. 19%). Slightly more ESW respondents believed relationships improved (6% vs. 4%). These differences were statistically significant ($p < 0.001$).

EL25: Government Response to the Referendum

ANU respondents showed higher support for all response options compared to ESW. For example, 65% supported fully implementing the Uluru Statement from the Heart (vs. 49% ESW), 75% supported truth-telling (vs. 54%), 78% supported investing in reconciliation (vs. 64%), and 60% supported Treaty-making with First Nations peoples (vs. 45%).

EL26: Public Response to the Referendum

ANU respondents demonstrated stronger support for reconciliation efforts. For example, 74% supported encouraging political leaders to support reconciliation (vs. 55% ESW), and 86% supported educating themselves about First Nations histories and cultures (vs. 71%). ESW respondents were more likely to favour maintaining the status quo, with 13% supporting "Moving on to other priorities" (vs. 5% ANU).

EL27: Organisational Response to the Referendum

ANU respondents were more likely to support increasing organisational commitment to reconciliation (65% vs. 43% ESW), while ESW respondents were more inclined to maintain the current level of commitment (49% vs. 30% ANU). Slightly more ESW respondents supported reducing commitment (8% vs. 5%), though this difference was not statistically significant.

CORE1: Awareness of First Nations Employees

ANU respondents reported higher awareness of First Nations employees (90% vs. 75% ESW in 2024). This gap widened from 2022 when ANU reported 82% awareness compared to 72% in ESW. Both groups showed improvement, with ANU increasing by 8 percentage points and ESW by 3 percentage points.

CORE2: Workplace Relationships

Workplace relationships between First Nations and other employees remained positive, though sentiment shifted. In ESW, 96% still viewed relationships positively, with a small shift from "very good" (54% to 50%) to "fairly good" (43% to 46%). At ANU, "very good" ratings declined from 37% to 20%, while "fairly poor" ratings rose from 5% to 12%, indicating potential growing concerns.

CORE3: Interest in Reconciliation Activities

ANU respondents showed stronger interest in reconciliation activities, with 40% being "very interested" (up from 39% in 2022) compared to 29% in ESW (down from 35% in 2022). Fewer ANU respondents were "not interested at all" (6%, up from 4%) compared to ESW (10%, up from 5%).

CORE4: Availability of Reconciliation Opportunities

ANU respondents reported greater access to reconciliation opportunities. In 2024, 67% said "Yes, there are some" (vs. 58% ESW), while fewer at ANU reported "Yes, there are many" (15% vs. 22%). "Don't know" responses at ANU declined from 19% in 2022 to 14% in 2024, indicating increased awareness, while ESW remained stable at 15-16%.

CORE7: Organisational Commitment to Reconciliation

Perceptions of reconciliation efforts shifted significantly at ANU. While ESW maintained stable views (68% believing in a "genuine and strong commitment"), ANU saw this category decline from 63% to 43%. Meanwhile, "good intentions but lacking commitment" rose from 30% to 44%, and "mostly just ticking a box" increased from 7% to 13%.

CORE8: Organisational Stance Against Prejudice and Racism

This question was rated on a 4-point scale from “Not visible at all” to “Very visible”, with respondents assessing both internal workplace and public visibility. From 2022 to 2024, ANU saw a decline in public visibility perceptions, with “Very visible” ratings dropping from 51% to 37%, while ESWs remained steady at 47%. Internal visibility also declined at ANU (Very visible from 50% to 35%), whereas ESWs maintained higher ratings at 58%.

EL15: Awareness of Prejudice/Racism Incidents in the Past 12 Months

From 2022 to 2024, ANU respondents reported a sharp rise in awareness of prejudice and racism. Direct experiences or witness accounts quadrupled (3% to 12%), while those suspecting or hearing about incidents increased from 27% to 39%. In contrast, ESWs showed minimal change. Confidence in the absence of prejudice/racism remained high among workplace respondents (22-23%), whereas at ANU, it dropped significantly (60% to 41%). These shifts were statistically significant ($p < 0.001$), indicating increased prevalence and awareness of incidents at ANU.

EL16: Effectiveness of Processes Addressing Prejudice or Racism Against First Nations Employees

In 2024, ANU respondents were more likely than ESWs respondents to view organisational processes as ineffective, with higher proportions of responses to “Not effective at all” (+2%), “Not very effective” (+11%), and “Don’t know” (+6%) compared to ESWs. Conversely, “Very effective” ratings were much lower at ANU than at ESWs (13% vs. 37%). These differences were statistically significant ($p < 0.001$). ESWs showed minimal change from 2022 to 2024, suggesting stable perceptions over time. 2022 data were not available for ANU.

EL21: Responsibility for Advancing Reconciliation Outcomes

In 2024, ANU respondents placed greater responsibility on First Nations employees (+7%) and less on non-Indigenous employees (-6%) compared to workplace respondents, with these differences highly significant ($p < 0.001$). In ESWs, changes were minor but significant ($p = 0.0047$), with a slight increase in shared responsibility (+1%) and a decrease for non-Indigenous employees (-1%).

Respect and Cultural Understanding

EL2: Main Source of Information About First Nations People

From 2022 to 2024, ANU respondents moved away from mainstream media (-17%) toward workplace learning (+22%) and personal experiences (+5%), with workplaces emerging as a key source. The sector showed a similar trend, shifting from mainstream media (-13%) to workplace learning (+27%), though personal experiences declined (-3%). ANU respondents relied more on personal experiences (29%) than ESWs (22%), while the sector had higher engagement with First Nations media (6%) and social media (6%) than ANU (4% and 2%). Both settings reflect a broader shift towards experiential and workplace-based learning, with ANU respondents emphasising personal engagement more strongly.

EL6: Knowledge of Australian History and Culture

Knowledge levels improved across all three areas, with Colonial History still the best understood (65% to 77% positive responses). First Nations History rose from 43% to 57%, and First Nations Cultures saw the largest gain (+18 percentage points, from 36% to 54%). Despite improvements, a gap remains between knowledge of colonial history

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and First Nations topics, though overall confidence in cultural and historical awareness increased.

Comparing ANU and ESWs, ANU saw higher levels of improvements: First Nations Culture (+17.1%), First Nations History (+13.4%), and Colonial History (+11.4%). ESWs showed minimal progress (2.3-2.4% for First Nations topics, 0.5% for Colonial History).

EL8: Importance of Learning About Colonisation and Government Policy

ANU attitudes remained stable ($p = 0.731$) at 96% of respondents viewing this issue as either very or fairly important, while ESWs saw a shift ($p < 0.001$) from "Very important" (-11.4%) toward more moderate views.

EL9: Importance of Truth-Telling Processes

ANU responses remained stable ($p = 0.822$) with consistently high support (94.8%), while ESWs saw a decline in "Very important" responses (-13.3%) and increases in other categories. In 2024, ANU respondents were far more likely (+17.4%) to prioritise truth-telling, though both settings maintained majority support.

EL10: Attitudes Towards Addressing Historical Wrongs

ANU attitudes remained stable ($p = 0.168$) with strong support for rectification (64.3%). ESWs shifted ($p < 0.001$) away from rectification (-8.1%) toward forgiveness and moving on (+7.3%). While 64% of ANU respondents favoured rectification in 2024, ESW respondents favoured moving on (48%).

CORE 5: Knowledge of Traditional Custodians

Definite knowledge about Traditional Custodians increased at ANU (+7%) to 85% in 2024, compared to a smaller ESW gain (+2%) to 66%. ANU respondents demonstrated significantly higher definite knowledge (+14.9%) and lower uncertainty (-13.0%) than ESWs.

CORE 6: Confidence in Culturally Respectful Engagement

Both ANU ($p = 0.0004$) and ESWs ($p < 0.001$) improved, with no significant difference between them in 2024 ($p = 0.7304$). ANU saw a larger relative increase in "Very confident" responses (+11%) and a decrease in "Fairly confident" (-6.4%), while ESW gains were smaller (+6%, -1%). Overall combined confidence levels in 2024 were nearly identical (ANU 82.9%, ESW 82.5%).

EL12: Importance of Flexible Policies for First Nations Staff

From 2022 to 2024, ANU support for Sorry Business and Extended Family Responsibility leave increased, with "Very important" rising by 3.8% and 4.6%, respectively, and total positive responses remaining high (90% and 86%). ESWs saw declines, with "Very important" responses dropping by 9.2% and 7.7%, and total positive responses falling to 81.7% and 73.9%. While both settings valued Sorry Business leave more highly, ANU showed increasing support, whereas ESWs saw a decline.

CORE 9: First Nations Engagement Activities

ANU engagement increased more substantially than ESWs, particularly in local First Nations community engagement (+16.9%), procurement (+16.5%), and attendance at First Nations events (+12.7%), roughly three to four times the sector's growth (4-5%). Both settings maintained high participation in Welcome to Country (88-92%), but ANU showed a stronger shift towards active engagement.

CORE 10A/B: Impact of Cultural Learning and NAIDOC/NRW Participation

At ANU, positive responses strengthened from 2022 to 2024, with "Definitely enjoyed" increasing from 51% to 58%, and "Felt more positively about First Nations cultures" rising from 43% to 55%. In contrast, ESWs saw a slight decline, with "Definitely enjoyed" dropping from 62% to 56%, "Learned something" from 64% to 57%, and "Felt more positively" from 57% to 51%. These shifts were statistically significant.

In 2022, the only significant difference between ANU and ESWs in NAIDOC/NRW celebrations was stronger workplace sentiment (57% "Definitely" felt positive vs. 37% at ANU). By 2024, ESW support declined, with "I enjoyed participating" falling from 63% to 58%, "Learned something" from 54% to 50%, and "Felt positive" from 57% to 50%. ANU saw gains in positive responses, while ESWs saw a decrease in top-tier positive endorsements.

CORE 11: Cultural Learning Training Delivery Methods

Both ANU and ESWs showed shifts in their cultural learning delivery methods between 2022 and 2024, moving toward more interactive and in-person approaches, though with different emphases. Both groups reported a cessation of combination delivery methods (ANU: -11%, ESW: -18%), while face-to-face On-Country experiences emerged in 2024 (ANU: 21%, ESW: 18%). ANU respondents indicated a more marked increase in face-to-face in-person training (+32 percentage points to 52%) compared to ESWs (+19 points to 44%), while ESW respondents placed greater emphasis on live webinars (+15 points to 31%) compared to a more modest increase at ANU (+10 points to 14%). Notably, ANU respondents reported a decline in on-demand resources (-9 points to 55%), while ESW respondents increased their use (+9 points to 50%). These suggest that while respondents at both ANU and in ESWs are embracing more interactive approaches, ANU respondents have made a more decisive shift toward in-person engagement.

E18: Organisational Provision of Cultural Learning Training

A comparison of respondents' perceptions of cultural learning training provision between ANU and ESWs showed similar patterns, with no statistically significant differences ($p = 0.1243$). ANU respondents reported slightly higher rates of awareness of cultural learning staff training (74% versus 68%), slightly better awareness levels (17% versus 21% "Don't know"), and marginally lower rates of no training provision (2% versus 3%), while both groups reported identical rates (8%) for selective staff training. Comparison data from 2022 was not available for the ANU sample for this question. Responses from ESWs showed no significant differences between 2022 and 2024, indicating that perceptions remained stable.

E19: Support for Organisational Actions on First Nations Initiatives

Response options:

- Enabling First Nations people to extend their education through scholarships, traineeships, and work placements
- Recruiting First Nations people as staff
- Partnering with First Nations organisations or communities
- Contracting First Nations businesses as regular suppliers
- Enabling employees to learn more about First Nations cultures
- Promoting and celebrating National Reconciliation Week and/or NAIDOC Week within the workplace
- Acknowledging the Traditional Owners of the land

ANU respondents demonstrated stronger support for First Nations initiatives compared to ESW respondents, with significantly higher levels of "Strongly Support" across all actions, particularly for education initiatives (83% vs 56%) and recruiting

First Nations staff (77% vs 57%). While both groups exhibited majority support for all actions, ANU respondents showed a more pronounced commitment. The smallest gap was observed in contracting First Nations businesses (59% vs 46%), while opposition levels remained low across both groups.

CORE12: Comfort with Acknowledgement of Country Participation

- Personally delivering an Acknowledgement of Country
- Being present at an event containing an Acknowledgement of Country

There were different trajectories between ANU and ESWs from 2022 to 2024, with statistically significant differences. ANU respondents maintained stable comfort levels, with no significant changes ($p > 0.05$ for both scenarios). In contrast, ESWs showed highly significant declines ($p < 0.001$ for both scenarios), particularly in personally delivering Acknowledgements (combined comfort dropped from 78.2% to 70.8%) and being present at events (combined comfort decreased from 91.8% to 86%).

Opportunities

EL13: Benefit of First Nations Executive(s) or Manager(s)

Perceptions of First Nations leadership benefits differed between ANU and ESWs. ANU shows a statistically significant positive shift ($p = 0.01$), with combined positive responses rising by 5.3% (from 72.5% in 2022 to 77.8% in 2024). In contrast, ESWs show a significant decline ($p < 0.001$), with combined positive responses falling by 9.5% (from 70.8% in 2022 to 61.3%).

EL14: Types of Benefits Resulting From First Nations Executive(s) or Manager(s)

Response options:

- Enhanced staff wellbeing
- Improved economic performance
- Improved customer services
- Improved workplace culture
- Stronger talent acquisition and retention

At ANU, responses strongly endorsed benefits related to workplace culture and staff wellbeing but indicated uncertainty about economic performance: Enhanced staff wellbeing was widely supported (77% "Yes"), though 22% remained unsure. Improved economic performance saw dominant uncertainty (70% "Don't know") and low agreement (21% "Yes"), suggesting either ambiguity or lower prioritisation. Improved customer services had moderate support (45% "Yes") but high uncertainty (52%). Improved workplace culture received overwhelming endorsement (87% "Yes" vs. 12% "Don't know"), while Stronger talent acquisition and retention was also well-regarded (67% "Yes," 30% "Don't know").

In 2024, ANU respondents show a slight positive shift in perceptions of Enhanced staff wellbeing, with "Don't know" declining from 25% to 22% and "Yes" increasing from 73% to 77%. Perceptions of other benefits remain largely stable between 2022 and 2024.

Compared to ESWs, ANU respondents reported lower uncertainty and higher endorsement for Enhanced staff wellbeing (77% vs. 70%) and Stronger talent acquisition and retention (67% vs. 60%). However, they showed greater uncertainty and lower agreement on Improved economic performance (21% vs. 29%) and Improved customer services (45% vs. 60%). Improved workplace culture was strongly endorsed across both groups. These patterns suggest ANU respondents were more confident in

benefits related to staff wellbeing and talent retention but less convinced about economic and customer service impacts.

CORE13: Awareness of First Nations Employment Strategy

At ANU, awareness of First Nations employment strategies declined. Recruitment strategy awareness dropped from 62% in 2022 to 47% in 2024, with uncertainty rising from 35% to 46% and "No" responses increasing from 3% to 8%. Professional development strategy awareness fell from 48% to 34%, while uncertainty grew from 48% to 58% and "No" responses increased from 4% to 9%.

In contrast, ESWs showed stable perceptions over time. Recruitment strategy awareness remained nearly unchanged (40% "Yes" in 2022 vs. 39% in 2024), with consistently high uncertainty (54% vs. 53%). Similarly, for a professional development strategy, "Yes" responses held steady at 26%, while uncertainty remained high (66% in 2022 vs. 65% in 2024) and "No" responses stayed low (8% vs. 9%). While ANU shows rising uncertainty and declining affirmative responses, ESWs exhibit minimal change. That said, overall awareness levels at ANU were higher than in ESWs (recruitment strategy: 47% yes at ANU vs. 39% at ESWs; professional development strategy 34% yes at ANU vs. 26% at ESWs).

CORE14a: Effectiveness of First Nations Employment Strategy

At ANU, the most common response in both years was "Somewhat effective" (45% in 2024, 38% in 2022), followed by "Don't know" (30% in 2024, 37% in 2022), while "Not effective at all" remained rare (4% in 2024, 2% in 2022). In ESWs, "Somewhat effective" is also the most common view (40% in 2024, 42% in 2022), with "Not effective at all" remaining low (2% in 2024, 1% in 2022). While the ANU sample showed modest shifts over time, these changes are not statistically significant ($p = 0.16$).

CORE14b: Benefits of a Dedicated First Nations Employment Strategy (For staff unaware of a recruitment strategy)

At ANU, "Strongly benefit" is the dominant response in both years (63% in 2024, 50% in 2022), with the least common being "Not really benefit" (3% in 2024) and "Not benefit at all" (3% in 2022). Despite visible differences, these shifts are not statistically significant ($p > 0.05$).

In ESWs, responses indicate significant changes between 2022 and 2024. In 2024, "Strongly benefit" is the most common response (31%), followed closely by "Don't know" (27%), while "Not benefit at all" remains the least common (6%). In 2022, "Strongly benefit" was even higher (38%), with lower uncertainty (24%) and "Not benefit at all" at just 3%. These changes are highly statistically significant ($p < 0.001$).

Governance

CORE 15: Workplace Satisfaction

Between 2022 and 2024, ANU respondents reported a pronounced decline in workplace satisfaction, with those feeling "Satisfied" dropping from 52% to 48% and "Very satisfied" decreasing from 27% to 13%. These changes were statistically significant ($p < 0.001$). In ESWs, slight shifts in satisfaction occurred, with the "Satisfied" category at 46% and "Very satisfied" at 37% in 2024, compared to 48% and 36% in 2022. These differences, though small, were significant ($p < 0.001$).

CORE 16: Job Search Intentions

At ANU, job search intentions shifted markedly from 2022 to 2024, with "Not likely at all" responses dropping from 42% to 30% while "very likely" responses increased from 8% to 13%, reflecting increased openness to new job opportunities. Conversely, ESWs saw an increase in reluctance, with "Not likely at all" responses rising from 39% in 2022 to 45% in 2024. These contrasting trends were statistically significant.

CORE 17: Workplace Endorsement

ANU respondents showed a dramatic shift in workplace endorsement, with "Definitely recommend" dropping from 45% to 19%, while "Probably recommend" rose to 62% in 2024. Conversely, ESWs exhibited a modest increase in recommendations, with "Definitely recommend" rising from 52% to 54%. These changes were significant ($p < 0.001$) in both cases.

CORE 18: RAP Awareness

There was a slight increase in awareness of RAPs from 2022 to 2024. At ANU, "Yes" responses rose from 73% to 75%, and "Don't know" dropped from 26% to 24%. ESWs mirrored this trend, with "Yes" increasing from 74% to 75%, and "Don't know" decreasing from 25% to 23%. These changes were statistically significant ($p < 0.001$).

CORE 19: Impact of RAP

The perceived impact of RAPs slightly moderated from 2022 to 2024 at ANU, with fewer respondents reporting "strong improvement" in areas such as awareness of unconscious racism. A similar trend was seen in ESWs, where "strong improvement" ratings decreased, accompanied by increases in lower impact categories. While the RAP remained positively viewed, the highest levels of perceived impact diminished.

EL22: Importance of First Nations Voices in Reconciliation

At ANU, the importance of First Nations voices remained high, with 61% of respondents considering it "Very important" in both 2022 and 2024. By contrast, ESWs saw a decline in "Very important" responses, from 59% to 48%, with modest increases in less definitive ratings, including "Don't know."

E23: Senior Leadership Participation in Reconciliation

At ANU, in 2024, 40% of respondents were unsure whether senior leaders prioritised reconciliation activities, while 33% said "Yes, often" and 10% "Yes, always." ESW respondents had higher rates of positive responses (58% combined "Yes, always" and "Yes, often") than at ANU (43% combined "Yes, always" and "Yes, often"). For ESWs, there were only marginal changes in senior leadership engagement between 2022 and 2024. Comparative 2022 data was not available for the ANU sample.

CORE 20: Senior Leader as a Reconciliation Champion

There was a decline at ANU in the perception of senior leaders as reconciliation champions, with "Yes" responses dropping from 74% in 2022 to 43% in 2024, and "Don't know" increasing to 43% from 20%. ESWs saw more modest changes, with "Yes" responses declining from 63% to 60%. While statistically significant, these changes were less pronounced than at ANU.