



SYDNEY FISH MARKET

# REFLECT RECONCILIATION ACTION PLAN

APRIL 2024 - MARCH 2025





## ACKNOWLEDGEMENT OF COUNTRY

Sydney Fish Market Pty Ltd acknowledges the Gadigal and Wangal people of the Eora Nation as the Traditional Owners of the land on which we operate.

Furthermore, we acknowledge that we receive product that has been sourced from lands and waters across Australia, with each of these regions also having Traditional Owners that have cared for Country over thousands of years and many generations.

We pay our respects to these Traditional Owners, to their cultures, and to their Elders past and present.

## ABOUT THE ARTWORK

Sydney's many coastal coves and harbour inlets were home to the Gadigal for thousands of years. Our people, known for having a unique and exquisitely practical method of moving from one fixed address to another in order to ensure a sustainable practice of food procurement, camped in the area known as Blackwattle Bay. This bay was where the fresh water met the saltwater of the harbour. The swamp lands around Glebe would empty out into the bay. It is likely that eel or Barra found their way to this place during big rains and we know the Gadigal had this beautiful Ngura as a camp and place of shelter and safety.

It was, however, the British that named this cove after the endemic species of Wattle (*Arcadia Mernsii*) commonly known as Blackwattle. This native species is a hard wood and excellent for making furniture. The Gadigal used the sap mixed with water to make a sweet lemony cordial for a refreshing drink during the warmer summer months.

This painting, *Yilabara wala* (pron. ile-bar-ra wela), is my homage to both the old and new Blackwattle Bay. I have used cartography maps from the early Sydney colonial settlement with narrative from early colonial diaries to mark key sites around the cove as inspiration for this work. This has then been overlayed with the information from modern day mapping of the area to create a record of the old and new in one single body of work.



**Yilabara wala**  
**Now and then**

**Artwork by Konstantina**

*Konstantina (Kate Constantine) is a proud Gadigal woman of the Eora nation and a neo-contemporary Indigenous artist.*





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# MESSAGE FROM RECONCILIATION AUSTRALIA

## • INAUGURAL REFLECT RAP •

Reconciliation Australia welcomes Sydney Fish Market to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Sydney Fish Market 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 Sydney Fish Market 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 Sydney Fish Market, 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

# MESSAGE FROM SFM'S CEO AND CHAIR

The Board, Management team and staff of Sydney Fish Market Pty Ltd acknowledges the Gadigal and Wangal people of the Eora Nation as the Traditional Owners of the land on which we operate. Furthermore, we acknowledge that we receive product that has been sourced from lands and waters across Australia, with each of these regions also having Traditional Owners that have cared for Country over thousands of years and many generations. We pay our respects to these Traditional Owners, to their cultures, and to their Elders past and present.

It is with great pride that we introduce Sydney Fish Market's inaugural Reflect Reconciliation Action Plan (RAP). Sydney Fish Market is in the process of significant transformation, not least because of the redevelopment of our physical site by the NSW Government into Sydney's next waterfront icon, which is currently underway adjacent to our current site.

With the company's move into this building imminent, and various changes to our operations and corporate strategy already underway, it was absolutely necessary for Sydney Fish Market to embark on the long-overdue process of formalising our commitment to reconciliation through a Reconciliation Action Plan this year.

While this journey undeniably should have begun long ago, we are proud to be dedicating ourselves wholeheartedly to it now; this document is just the beginning of a long-term commitment by Sydney Fish Market to meaningful reconciliation. We especially look forward to building on our existing relationships with Aboriginal and Torres Strait Islander individuals and organisations in our local community and industry, to ensure that our efforts in this space result in tangible positive impacts.

Sydney Fish Market is a unique organisation, with a complex stakeholder set and an important role in setting the standard for Australia's seafood industry. We acknowledge and embrace this responsibility, and look forward to working towards the objectives set out in this RAP, and in future reconciliation initiatives to come.



**Craig Davison**  
Chair



**Greg Dyer**  
Chief Executive Officer





## OUR BUSINESS

Sydney Fish Market (SFM) is an institution in the Australian seafood industry, providing a secure and reliable marketplace for Australian seafood since 1966.

SFM was first operated as a wholesale fish market by the Fish Marketing Authority, a state-run body. 1994 saw the significant transformation of SFM's structure, as the New South Wales Government privatised the marketing of seafood, and Sydney Fish Market Pty Ltd was formed. Since 1994, SFM has been owned equally by the harvest and post-harvest sectors of the NSW seafood industry - the Catchers Trust of NSW and SFM Tenants and Merchants Pty Ltd.

SFM operates a wholesale auction and working fish market, acting as the landlord to six seafood retailers alongside a range of other produce retailers, restaurants, cafes and wholesale tenants. The site is the largest market of its kind in the southern hemisphere, trading over 100 different seafood species each day and attracting over 5 million local, interstate, and international visits per year.

Sydney Fish Market is also home to Sydney Seafood School, which runs cooking classes throughout the year to teach consumers how to cook a variety of species and cuisines. The school attracts over 10,000 participants a year and hosts an enviable list of Australia's finest guest chefs.

Sydney Fish Market employees 67 full time and 15 casual employees, all based at Sydney Fish Market's sole office in Sydney. To our knowledge, none of our current employees identify as Aboriginal or Torres Strait Islander people. Since beginning the RAP process, the company has implemented a more detailed onboarding form for new staff which seeks this information (if the employee is comfortable providing it). Further, the company asked all current employees to update their details using this form, to ensure that we had knowledge of current Aboriginal or Torres Strait Islander staff members, if they wished to share that information.

Sydney Fish Market receives seafood supply from around Australia (approximately 90%) and abroad (predominantly from New Zealand – 10%). Our buyer base is predominantly from Sydney, though this buyer base is expanding nationally through SFM's online trading platform, SFMblue, which launched in 2022.

## OUR RAP

Sydney Fish Market is undergoing the most transformative period in the company's history. Next door to our current site, a new Sydney Fish Market is being constructed by the NSW Government. The new Sydney Fish Market will be an authentic working fish market showcasing the best in local produce to the world. It will also be a new waterfront location for art and culture in Sydney, and we recognise the opportunity that the new site provides to share the incredible history and practices of Aboriginal and Torres Strait Islander fishers. One of the reasons we are embarking on a RAP is to ensure this is done in an authentic and respectful way.

Our transformation goes beyond bricks and mortar – in the past two years we have also launched a new digital trading platform, rebranded, and launched an Employee Value Proposition. As we seek to strengthen our company culture, we recognise that a RAP is an important component of this, as it communicates to staff both our commitment to diversity and inclusion, and our expectations of them when it comes to respect for Aboriginal and Torres Strait Islander culture and communities.

We have embarked on a RAP not only because we are seeking to improve our company's culture and diversity, but also because we acknowledge the significant position we have as a thought leader in our industry. Given that Aboriginal and Torres Strait Islander people are Australia's first fishers and continue to contribute vast realms of knowledge to the seafood

industry in Australia, Sydney Fish Market believes it is particularly important for the Australian seafood industry to recognise and celebrate that fishing has been skilfully undertaken by Aboriginal and Torres Strait Islander people in Australia for millennia, and thus we acknowledge our responsibility in setting the standard for the rest of the industry in committing to meaningful reconciliation with these communities. The importance of knowledge sharing and truth telling within and between Aboriginal and Torres Strait Islander communities and the industry cannot be understated as Australia looks ahead in its reconciliation journey.

Furthermore, we recognise that the beginning of our RAP journey coincided with the Voice to Parliament Referendum. This timing provided us with a significant opportunity to ensure that communication and advocacy about the Voice referendum was woven into our initial RAP activity, and that we utilised our large platform and significant influence to educate our stakeholders about the implications of the referendum and empowered them to make an informed choice.

We recognise that our reconciliation journey is overdue, however Sydney Fish Market values and respects Aboriginal and Torres Strait Islander communities and, as such, has already implemented some initiatives to acknowledge their cultural practices and significant contributions to our industry, which are detailed below.

In undertaking the first step of our formal reconciliation journey, we have laid out the following objectives:

- Educate our staff and visitors about Aboriginal and Torres Strait Islander histories and cultures, with a focus on seeking knowledge from Aboriginal and Torres Strait Islander organisations to build educated understandings.
- Proudly recognise and share the incredible history and practices of Aboriginal and Torres Strait Islander fishers, including ensuring that their fishing history and stories are woven into the redeveloped Sydney Fish Market.
- Build a foundation for the provision of equal employment opportunities and career pathways for Aboriginal and Torres Strait Islander people.
- Investigate opportunities to support and profile Aboriginal and Torres Strait Islander-owned businesses, and build capacity to commit to a procurement plan.
- Deepen connections to the Aboriginal and Torres Strait Islander community, in both the wider seafood industry as well as in our local area.



## OUR PARTNERSHIPS AND CURRENT ACTIVITIES

Sydney Fish Market also recognises the significance and importance of the Welcome to Country and Acknowledgement of Country. As such, for many years, we have invited a local Aboriginal Elder (via the Local Metropolitan Aboriginal Land Council) to conduct a Welcome to Country at events we organise, such as our Seafood Excellence Awards, Blessing of the Fleet and the major Australian seafood industry event, the Seafood Directions Conference.

We have also included an Acknowledgement of Country in formal speaking engagements, however as part of our RAP we are putting structures in place to ensure this is done in a more consistent and meaningful way. This process has included the redrafting of our Acknowledgement of Country, in consultation with Tribal Warrior, to ensure that it is personalised to our business and local area. We have also endeavoured to increase the visibility of this Acknowledgement, both internally and externally, by adding it to key pages of our website, and by displaying a copy at our reception and in every meeting room.

Sydney Fish Market has formed a relationship with the National Indigenous Culinary Institute (NICI), which supports young Aboriginal chefs through their apprenticeships and helps establish and support their career pathways. In October 2022 we proudly held our first ever First Nations Seafood Class at Sydney Seafood School hosted by Palawa Chef Luke Bourke. Guests at the event learnt about the NICI, how to support Aboriginal and Torres Strait Islander-owned businesses, and where to source and buy native ingredients. All proceeds from the event were donated to the NICI. This themed class is now a fixture on the Sydney Seafood School schedule.

Sydney Fish Market is proud to have a longstanding relationship with the Tribal Warrior Aboriginal Corporation, having previously provided free berthing for a Tribal Warrior vessel on our site. Unfortunately, construction requirements for the new fish market meant that we were unable to continue to host the vessel onsite, however our relationship with the organisation remains strong. We have partnered with Tribal Warrior on a number of events, including attending their morning exercise sessions, and inviting representatives to speak to staff through casual 'Lunch and Learn' events as well as through formal Cultural Awareness Training.

## RAP WORKING GROUP

Sydney Fish Market's RAP Working Group was formed on a self-nomination basis and comprises 14 internal staff members, including:

- **Lauren Drummond** (Co-Chair), Chief Marketing Officer. Designated RAP Champion.
- **Stephanie Margrain** (Co-Chair), Communications Manager.
- **Lara Jones**, Consumer Marketing Manager.
- **Lisa Minchin**, Executive Officer to the CEO.
- **Grant Keating**, Facilities Coordinator.
- **Gus Dannoun**, Head of Quota and Special Projects.
- **Paavan Mathur**, eCommerce Product Manager.
- **Rebecca Lee**, Customer Service Specialist.
- **Sally Webb**, Sydney Seafood School Manager.
- **Sean Flahey**, Trade Marketing Manager.
- **Shiona Williams**, Sydney Seafood School Operations Coordinator.
- **Faye Newbond**, People and Culture Coordinator.

All members of the RAP Working Group have been actively involved throughout this first step of the RAP process, and are responsible for the delivery, measurement, and reporting of SFM's RAP framework and actions. The RAP Working Group also reports regularly on its activities to Sydney Fish Market's Executive Group, CEO, and Board through RAP Champion, Lauren Drummond. Lauren is responsible for raising the profile of reconciliation as an organisational priority internally and externally, including the delivery of this RAP and the outlined deliverables below.

Sydney Fish Market did not have any known Aboriginal or Torres Strait Islander staff members when we formed our Working Group. As such, we identified the need for an external representative to provide Aboriginal and Torres Strait Islander representation in the Working Group, and consultation on our RAP. Through Tribal Warrior Aboriginal Corporation, we engaged Jacob Saunders as our Aboriginal liaison officer.

Jacob is a proud Biripi and Dunghutti man originally from the mid-north coast of NSW: Taree and Kempsey. Jacob grew up in Redfern, and has been working with Tribal Warrior for 8 years. In the time of his consultation on this RAP, he was the organisation's Program Manager, overseeing workplace mentoring, culture awareness, and corporate partnerships.

We would like to extend a special thank you to Jacob for the valuable contributions he has provided to our Working Group to date.



# RELATIONSHIPS



While our relationships with Tribal Warrior and the National Indigenous Culinary Institute have been and will continue to be hugely valuable, Sydney Fish Market acknowledges the importance of developing meaningful relationships with more Aboriginal organisations, groups, and businesses, especially in our local area. We look forward to seeking out and building these relationships over time, so as to ensure that we continue to engage meaningfully with our local Aboriginal community, and businesses relevant to our operations.

Action	Deliverable	Timeline	Responsibility
1. 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 Sydney Fish Market's local area.	April 2024	Chief Marketing Officer
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2024	Consumer Marketing Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Consumer Marketing Manager
	RAP Working Group members to participate in an external NRW event.	May - June 2024	Executive Assistant to the CEO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May - June 2024	Executive Assistant to the CEO
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	April 2024	Chief Marketing Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April 2024	Sydney Seafood School Operations Coordinator
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2024	Consumer Marketing Manager Chief Marketing Officer Sydney Seafood School Manager
	Educate our sphere of influence about the the Uluru Statement from the Heart, via a formalised communications plan.	April 2024	Consumer Marketing Manager Chief Marketing Officer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	May 2024	Consumer Marketing Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2024	Head of People and Culture

# RESPECT



Highlighting the contributions of Aboriginal and Torres Strait Islander cultures, histories, and knowledge to the seafood industry in Australia is a key goal of Sydney Fish Market's in undertaking this RAP. We have already sought to expand the understanding of our staff cohort through cultural learning, by engaging with Tribal Warrior's two programs, Tribal Warrior Talent and Clean Slate Without Prejudice, facilitating Cultural Awareness Training for all staff in 2022, and undertaking a Barangaroo Aboriginal Cultural Walking Tour. These activities, alongside consultation and research, have allowed our RAP Working Group to take the first steps in setting the example for respecting Aboriginal and Torres Strait Islander perspectives in our workplace and business operations.

In the future, we seek to engage with a much wider range of local community groups, including local schools and Aboriginal representative bodies, to ensure that our activities are focused upon our local sphere of influence.

Action	Deliverable	Timeline	Responsibility
5. 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.	November 2024	Chief Marketing Officer Consumer Marketing Manager
	Conduct a review of cultural learning needs within our organisation.	January 2025	Head of People and Culture
6. 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.	May 2024	Sydney Seafood School Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2024	Chief Marketing Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	Consumer Marketing Manager Trade Marketing Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Trade Marketing Manager Executive Assistant to the CEO
	RAP Working Group to participate in an external NAIDOC Week event.	July 2024	Trade Marketing Manager Executive Assistant to the CEO



# OPPORTUNITIES



As Australia’s Home of Seafood, Sydney Fish Market seeks throughout the RAP process to set an example for the Australian seafood industry in supporting both Aboriginal and Torres Strait Islander employment, and increasing the diversity of the Aboriginal and Torres Strait Islander businesses we work with. The complexity of our business operations allows for a range of avenues to be explored, of which Sydney Seafood School’s existing engagement with Aboriginal and Torres Strait Islander-owned businesses for procurement (such as Sobah Non-Alcoholic Beverages) is only the beginning.

Action	Deliverable	Timeline	Responsibility
8. 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 within our organisation.	January 2025	Head of People and Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2025	Head of People and Culture
9. 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.	February 2025	Facilities Coordinator Customer Service Specialist Operations Coordinator
	Investigate Supply Nation membership.	September 2024	Chief Marketing Officer

# GOVERNANCE



Sydney Fish Market is a complex organisation, balancing competing priorities. The RAP Working Group is therefore committed to ensuring that the projects outlined in this document are delivered, and embraces the responsibility of communicating their importance to senior leadership and our Board. Engagement of Tribal Warrior’s Jacob Saunders to consult on the RAP process has been invaluable in ensuring this commitment is adhered to.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	April 2024	Communications Manager Chief Marketing Officer
	Draft a Terms of Reference for the RWG.	April 2024	Communications Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2024	Communications Manager
11. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	April 2024	Chief Marketing Officer
	Engage senior leaders in the delivery of RAP commitments.	May 2024	Sydney Seafood School Manager
	Maintain a senior leader to champion our RAP internally.	April 2024	Chief Marketing Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2024	Communications Manager
12. 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.	May 2024	Chief Marketing Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2024	Chief Marketing Officer
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	November 2024	Chief Marketing Officer
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	June 2024	Chief Marketing Officer





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