



RECONCILIATION
ACTION PLAN

REFLECT

Reflect Reconciliation Action Plan

July 2024 to July 2025

REVO
FITNESS



Acknowledgement of Country

Revo Fitness acknowledges the Aboriginal and Torres Strait Islander Traditional Custodians of the land on which we work and live across Australia. We pay our respect to Elders past and present.

Rhys Paddick

Yamatji, Budimia, Noongar Aussie.

Co Founder and Director, Acknowledge this!



About the artist

Kaya lublycings, I'm Rhys - I teach things and I draw things, I live and work from the kwopidok Wudjuk Noongar Boodjar (Perth) Western Australia.

I've always been fascinated in Aussie culture, in fact, it's my favourite culture to be a part of. I am a modern custodian, bringing together modern and traditional cultures in a shared space of appreciation is my passion as an artist and my duty as an Australian. Drawing is also fun, and fun is so underrated in our modern processed culture - so I thought I'd include having fun in my services as a business owner, and thus here we are! I don't do paints and canvases and hand prints, I do ipad's, Procreate (the app I use to draw) and stupidly expensive Apple pens. You can find more of my (fun) art stuff on my Instagram @the_wholesome_yamatji, and as for the stuff I teach, find me at www.rhyspaddick.com.

About the art

Moorditj Dardycing (great beyond comprehension) (Noongar language, South West of WA)

I can describe this piece as good health. Using Revo's "R" logo as a base template, I considered our connection to health, and what that would look like. Overlapping their iconic red with themes of blood, or in this case, good blood flow, you'll notice interpretive blood cells flowing through the arteries... or should I say R'teries?

The white linework in the centre is a representation of wirrin (spirit). I wanted to reflect the spirit of good health, but also honour the spirit of Revo. I had learned that Revo has a totem - Percy the king charles cavalier. Apparently, Percy visits all of the Revo gyms and blesses them with his spirit, so I thought I'd return the favour and immortalise Percy's spirit in this piece (can you see him?).

The ngank (sun) is a subtle nod to power, energy and warmth. I always look for common themes that transcend *the brand*, but not to overshoot themes to become too cliché or expected. In this context, I thought ngank appropriate because like the blood that surges through our veins, and the spirit that is within each and every one of us, ngank is the ultimate custodian of good health.



Contents

- 3** Message from Andrew
- 4** Message from Reconciliation Australia CEO
- 5** Our Business
- 6** Our RAP Journey
- 7** Our Partnerships and Current Activities
- 8** Relationships
- 9** Respect
- 10** Opportunities
- 11** Governance



Message from Andrew

We are humbled and excited to formally begin our reconciliation journey. Our mission at Revo is to create an inclusive and inviting environment for every person's fitness and wellbeing journey. Reconciliation is a key part of an inclusive culture - ensuring that every person from every culture is welcomed and supported. We're proud to have started the business on Noongar Boodjar land in Western Australia and continue to deliver great gyms across the country.

As an Australian start-up with fresh ideas and energy, we believe it is our duty to embed reconciliation into our story, because it's the story of this country. We do not take this responsibility lightly and are working to ensure we participate in reconciliation authentically. We recognise that integrating reconciliation activities into our everyday work and life will take time. Much like how we built this business, we intend to take an energetic, intentional and organic path to embed these changes into our culture. We are a driven company built on the values of this country and our members and bring a full and open heart into this journey.

With a large number of members in our gyms every single day, we know we have an amazing opportunity to influence Australian culture to make it more inclusive. We have engaged our leadership team to drive this process internally and the team have already begun learning and understanding the intricacies surrounding this topic to ensure we embrace reconciliation throughout our company. We will continue to foster this reflection and education process for our team to ensure we are all confident to discuss the initiatives and steps within our RAP and to lead this journey throughout the business with excitement. We expect our RAP process to include

ongoing cultural awareness training for employees, creation of sporting sponsorship and academic scholarship opportunities for Aboriginal and Torres Strait Islander peoples, and exploration of opportunities to donate fitness equipment and create a fitness program with partners to Aboriginal and Torres Strait Islander communities within our local areas.

We are proud of the culture we've created and nurtured at Revo for our employees and our members. We understand that our culture at Revo overlaps and interacts with both the greater Australian culture and the culture of reconciliation. With this RAP, we plan to participate at the intersection of these three cultures – our Revo club culture, broader Australian culture and Aboriginal and Torres Strait Islander cultures. Our culture is one where everyone gets involved, can train the way they want without judgement and can be the most authentic version of themselves. On this journey we intend to walk with the same action-oriented approach.

We have achieved our successes with a dedication to delivering outcomes and an environment that people can be their most authentic self, this journey to reconciliation will help carry the same ethos and assist in making our spaces a greater place for all. We are incredibly excited about the possibilities for learning, growth and understanding that this process will provide. We look forward to being clear with our reconciliation objectives to make a difference and drive this journey in leading the Australian fitness industry.

Andrew Holder
Founder and Managing Director



Message from Reconciliation Australia CEO

Reconciliation Australia welcomes Revo Fitness to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Revo Fitness joins a network of more than 3,000 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 Revo Fitness 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 Revo Fitness, 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



Our Business

Revo Fitness is the fastest growing independent gym in Australia, with a mission to positively influence people's lives by making fitness simple, affordable and accessible. Our head offices are based in Perth and Melbourne, and we have 42 clubs located across Western Australia, South Australia, Victoria and New South Wales. Revo Fitness employs 245 people nationwide and currently does not track who has identified themselves as Aboriginal and/or Torres Strait Islander peoples.

Our story

Our founder, Andrew Holder built Revo Fitness for the community. In 2012 as a university student, affordability was a major factor when it came to choosing a gym for himself and his peers, so when he had the chance to open a space and deliver an offering that the market was demanding, he jumped at the opportunity. His focus for the business has always been to help the community create a healthy relationship with fitness and wellbeing. He started Revo inside a 200sqm warehouse and was the sole employee. Fast forward, Revo Fitness is the largest privately owned fitness operator in Australia. Andrew has dedicated his career to transform the health and fitness industry in Australia. Never wavering from his core value of leading with a member first mentality, has earned Revo Fitness a loyal supporter base, and this true Aussie homegrown story is one that he and the team are extremely proud of.

Success has always been about positively influencing the lives of Australians by providing access to affordable

opportunities for fitness. Andrew's engagement with the community and competitive spirit stems from his professional sporting career playing Sheffield Shield cricket for Western Australia, and he is passionate to help everyone have the chance to be active and lead a healthy lifestyle.

Our gyms

At Revo Fitness we redefine the gym by always putting our members first, providing conveniently located gyms packed with quality equipment, and offering straightforward, affordable memberships, with no lock in contracts and no hidden fees that are stereotypical of the gym industry. We champion the low-cost high-value segment of the fitness market, with huge modern fit outs providing the highest value for money membership in the industry. Our clubs are open 24/7, providing our members with the luxury of being able to train at any time of the day or night. We are passionate about empowering every Australian to have a simple solution for their health, fitness and wellbeing goals, through fostering a welcoming gym experience that constantly evolves so our members can lead their best lifestyle.

As Revo continues to grow, we believe it is important our team are aware of the impact we have on communities across Australia. We are embarking on our Reflect RAP to build our awareness, lean into learning opportunities, strengthen relationships, connect to the community and pay respect for Aboriginal and Torres Strait Islander rich histories, cultures and achievements.

Our Partnerships and Current Activities

We currently have a number of formal and informal partnerships, and we are looking forward to expanding and deepening relationships on the lands our gyms operate. Our sponsorships are currently focused on supporting local sporting clubs, complimentary memberships for athletes, and partnerships with major sports teams like Perth Wildcats, Claremont Football Club and grassroots teams across the country. There are a number of touchpoints within Aboriginal and Torres Strait Islander communities through these sports partnerships and programs, and we want to further formalise and develop our impact in this space.

For our Reflect RAP we have generated a number of ambitious ideas to demonstrate how we can strengthen

our relationships and impact. Within the health, fitness and sporting industry we have proven we can create a significant impact for our community, and we are especially motivated to focus on supporting and encouraging young people. We acknowledge that this work takes time and some of these actions will need more than 12 months to enact and are committed to achieve our deliverables and then have the ability to scale our efforts as we continue to grow and develop our business.

A special thanks to Rhys and Emma from "Acknowledge This" who have helped guide, educate and assist the start of our journey to reconciliation through being our consultants to develop our Reflect Reconciliation Action Plan (RAP).



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.	June 2024	RAP Champion Partnerships and Community Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2024	Partnerships and Community Manager
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	People and Safety Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025	RAP Champion Partnerships and Community Manager
	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	RAP Champion
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	June 2024	RAP Champion
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2024	RAP Champion Partnerships and Community Manager
	Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2024	Marketing Manager Partnerships and Community Manager
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	August 2024	People and Safety Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2024	People and Safety Manager
Support Aboriginal and Torres Strait Islander community development	Investigate opportunities to donate sporting/fitness equipment to Aboriginal and Torres Strait Islander communities within our local areas.	September 2024	National Fitness Manager National Operations Manager
	Investigate opportunities to create a fitness program with partners to Aboriginal and Torres Strait Islander communities within our local areas.	November 2024	National Fitness Manager National Operations Manager

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.	August 2024	Chief People and Culture Officer
	Conduct a review of cultural learning needs within our organisation.	August 2024	Chief People and Culture Officer
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.	September 2024	Partnerships and Community Manager Head of Design and Development
	Increase staff's understanding of the purpose and significance behind Acknowledgement of Country and Welcome to Country protocols.	October 2024	Chief People and Culture Officer Marketing Manager
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 & July 2024	RAP Champion Partnerships and Community Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	First week in July 2024	RAP Champion Partnerships and Community Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	RAP Champion Partnerships and Community Manager

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 within our organisation.	August 2024	People and Culture Manager National Operations Manager
	Provide opportunities for sporting sponsorships for Aboriginal and Torres Strait Islander peoples and youth.	October 2024	Marketing Manager Community and Partnership Manager
	Investigate opportunities for scholarships for Aboriginal and Torres Strait Islander peoples within our company.	October 2024	People and Safety Manager Community and Partnership Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2024	Chief People and Culture Officer
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.	August 2024	Chief Financial Officer Head of Design and Development
	Investigate Supply Nation membership.	September 2024	Chief Financial Officer Head of Design and Development
Increase Aboriginal and Torres Strait Islander representation in our business	Collaborate with an Aboriginal and/or Torres Strait Islander artist for a line of merchandise, where profits are donated to an Aboriginal and/or Torres Strait Islander NFP	February 2025	Marketing Manager

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	June 2024	RAP Champion
	Draft a Terms of Reference for the RWG.	June 2024	RAP Champion
	Establish Aboriginal and Torres Strait Islander representation on the RWG	June 2024	RAP Champion
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2024	RAP Champion People and Safety Manager
	Engage senior leaders in the delivery of RAP commitments.	June 2024	RAP Champion
	Maintain a RAP Champion to champion the RAP internally	June 2024	RAP Champion
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2024	Chief Operating Officer
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	People and Safety Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	People and Safety Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Chief People and Culture Officer Marketing Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2025	Chief People and Culture Officer



Jessica Blackwell

Chief People and Culture Officer
Primary Contact for Reflect RAP

P: 0404 715 782

E: Jess@revofitness.com.au