



Universities Admissions Centre (UAC)

Reflect *Reconciliation* *Action Plan*

December 2026 - June 2028





EXCELLENCE

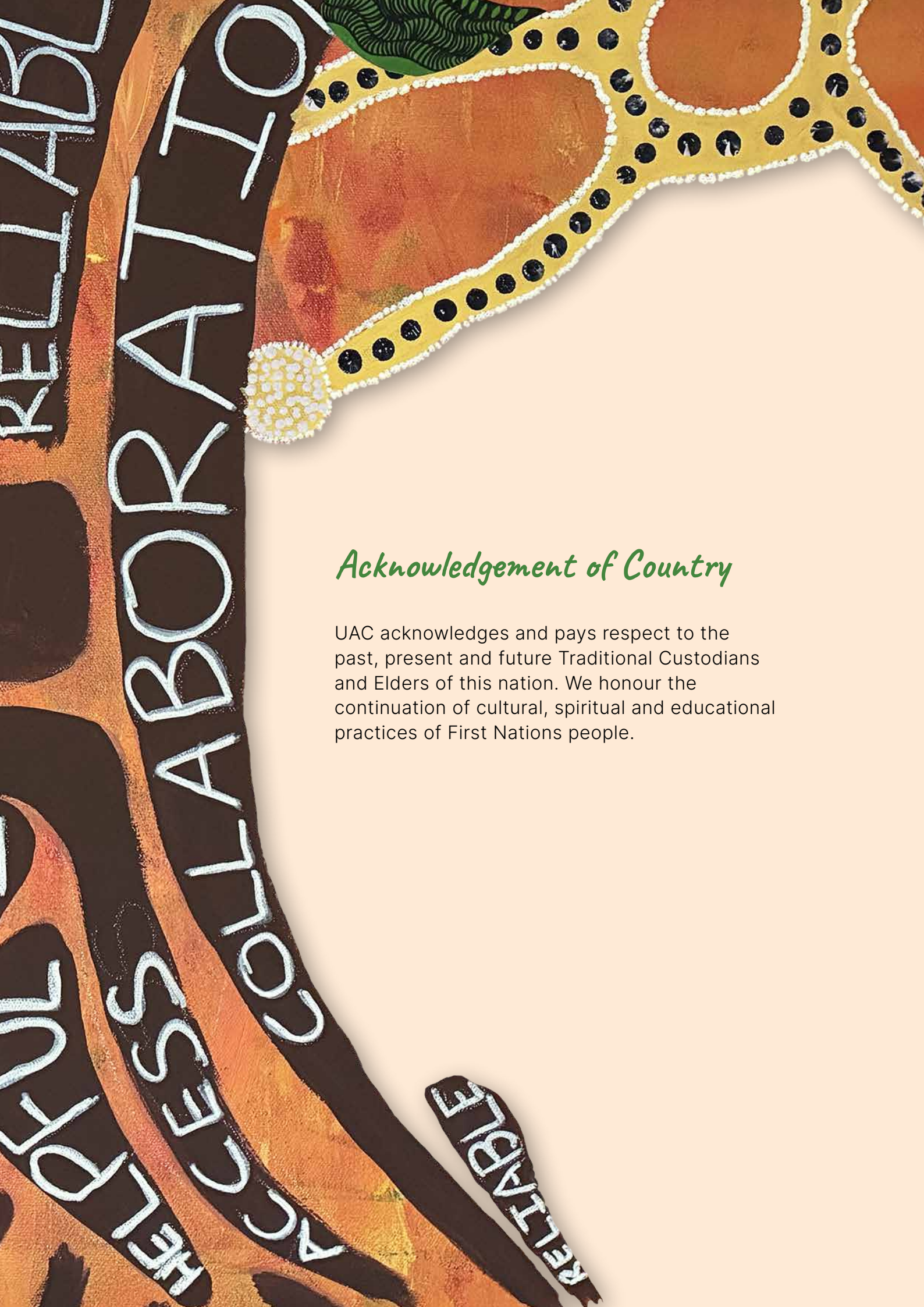
FATIGUE

TRUSTED

INCLUSION

WHILE

DIVERSITY



Acknowledgement of Country

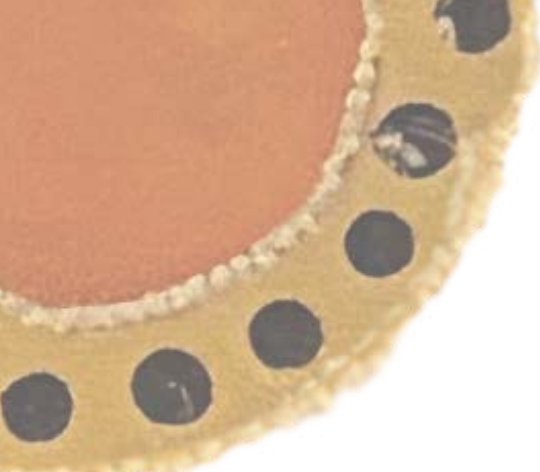
UAC acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation. We honour the continuation of cultural, spiritual and educational practices of First Nations people.





Contents

A statement from Adam Hennessy	1
A statement from CEO of Reconciliation Australia	2
About the Artwork.....	4
About the Artist.....	4
Our business.....	5
Our RAP.....	5
Our partnerships and current activities.....	6
Relationships	7
Respect.....	8
Opportunities.....	9
Governance	10



A statement from Adam Hennessy

At the Universities Admissions Centre (UAC), our purpose is to provide admissions services for member universities in New South Wales and the Australian Capital Territory. Aligned with our charitable purpose, we seek to reduce barriers to higher education and broaden access for all students.

Every year, thousands of people trust UAC with one of the most important decisions of their lives: taking the next step towards tertiary education. We work at the intersection of students, schools, universities, and government, helping applicants navigate pathways into higher education while supporting institutions to make fair, transparent, and defensible admissions decisions.

Access to education has the power to change lives. It creates opportunities for individuals, strengthens communities, and contributes to a more equitable society. Yet for many Aboriginal and Torres Strait Islander peoples, access to education has been shaped by historical exclusion, systemic disadvantage, and barriers that continue to affect participation and outcomes today.

While UAC cannot change the past, we can contribute to a better future. We recognise that reconciliation is not separate from our work. It is connected to our purpose, our values, and our commitment to reducing barriers to higher education.

This Reflect Reconciliation Action Plan is UAC's first formal step on that journey.

It provides an opportunity for us to listen, learn, and build stronger relationships with Aboriginal and Torres Strait Islander peoples and organisations. It will help us better understand how our services, systems, and workplace culture can contribute to more equitable and culturally safe pathways into higher education.

Over the life of this RAP, we will focus on building the foundations for meaningful and lasting reconciliation by:

- Increasing cultural awareness and understanding across our organisation.
- Strengthening relationships with Aboriginal and Torres Strait Islander stakeholders and communities.
- Exploring opportunities to ensure our admissions services are accessible, equitable, and responsive to the needs of First Nations applicants.
- Embedding reconciliation into the way we work, make decisions, and engage with others.

This work will be guided by UAC's values of Excellence in service, Passion, Integrity, Collaboration, and Respect. These values shape how we serve our members, support applicants, and work with one another. They also provide a strong foundation for reconciliation.

This RAP does not represent an end point. It represents a beginning.

It is a commitment to learn, to act thoughtfully, and to take responsibility for the role we can play in supporting better outcomes for Aboriginal and Torres Strait Islander peoples. Most importantly, it is an invitation to our staff, member institutions, and partners to join us as we continue this journey together.

By taking this first step, we reaffirm our belief that higher education should be accessible to all, and that reconciliation is a shared responsibility that benefits our organisation, our sector, and our communities.



Adam Hennessy
Access Manager
Universities Admission Centre (UAC)

A statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Universities Admissions Centre (UAC) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

UAC 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 over 5.5 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.

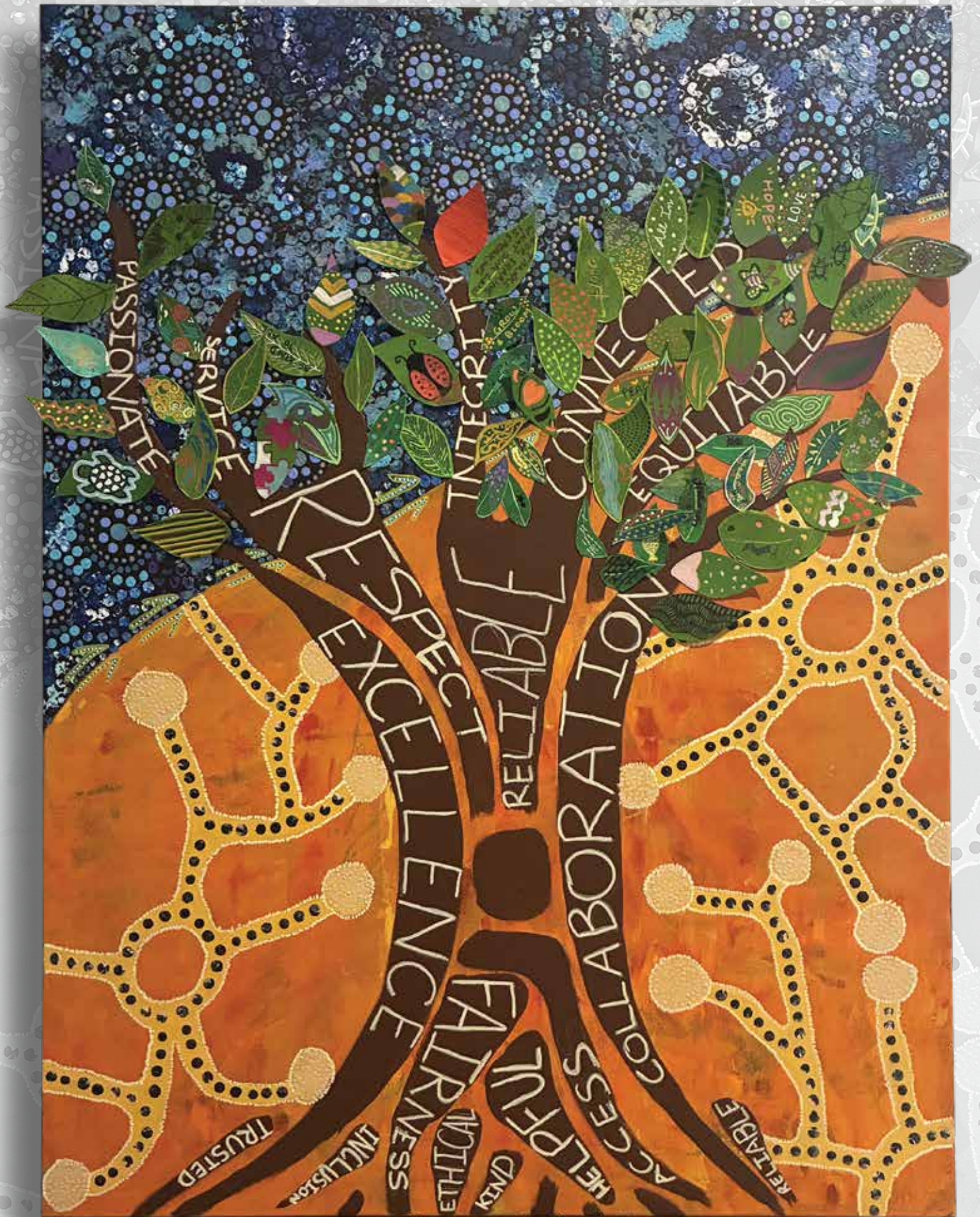
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.



This Reflect RAP enables UAC 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 UAC, 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



About the Artwork

This artwork was created collaboratively by UAC staff as a visual expression of our commitment to reconciliation. It reflects who we are as an organisation, the values that guide our work, and our shared aspiration to create more equitable pathways into higher education.

At its centre is a stylised tree representing UAC as a living system built on relationships, growth and shared responsibility. The roots, trunk and branches are formed from words that describe our values and purpose, recognising that equitable access to education is shaped by the systems, decisions and people that support students throughout their journey.

Ants and underground tunnels symbolise collaboration and the often-unseen work that creates meaningful change. Ceremony circles represent listening, learning and respect for Aboriginal and Torres Strait Islander knowledges, while kangaroo tracks reflect progress, resilience and the ongoing journey of reconciliation.



Every leaf was individually painted by a member of UAC staff. Together they form a shared canopy, demonstrating that reconciliation is strengthened by many voices, perspectives and experiences working towards a common purpose.

Like reconciliation itself, this artwork represents the beginning of an ongoing journey. It reflects UAC's commitment to building stronger relationships, creating fair and culturally responsive admissions pathways, and continuing to learn alongside Aboriginal and Torres Strait Islander peoples.

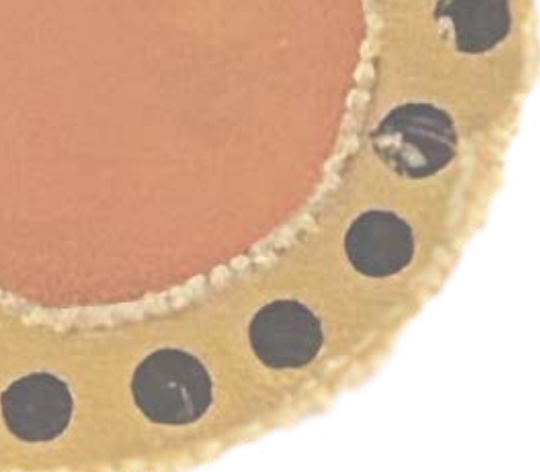
About the Artist

Adam Hennessy is the Access Manager at UAC and a proud Wiradjuri man. He designed the concept for this artwork as a visual representation of UAC's reconciliation journey, drawing on Aboriginal storytelling traditions alongside the organisation's purpose and values.

The artwork was developed collaboratively with UAC staff, who each contributed an individually painted leaf to the final piece. Their participation reflects the belief that reconciliation is a shared responsibility and that every person has a role to play in creating an inclusive and culturally responsive organisation.

Together, the artwork represents both individual contribution and collective commitment, recognising that meaningful reconciliation grows through relationships, listening and shared action over time.





Our business

The Universities Admissions Centre (UAC) is Australia's largest tertiary admissions centre, providing trusted and centralised admissions services for member universities across New South Wales (NSW) and the Australian Capital Territory (ACT). For more than 50 years, UAC has supported students, universities and governments by delivering fair, transparent and equitable admissions processes that help applicants access higher education.

UAC's core business includes processing undergraduate and postgraduate applications, assessing domestic and international qualifications, calculating the Australian Tertiary Admission Rank (ATAR), and administering a range of equity and admissions programs including the Educational Access Scheme (EAS), Equity Scholarships (ES) and the Schools Recommendation Scheme (SRS). Through these services, UAC plays an important role in supporting participation in higher education and reducing barriers to university entry.

UAC employs approximately 160 staff and operates primarily from its head office in Rhodes, New South Wales. While our physical presence is centred in NSW, our work supports universities, schools and applicants across Australia through partnerships, shared admissions services and sector collaboration. UAC currently has one employee who identifies as an Aboriginal person.

As a registered charity with the purpose of advancing education, UAC's commitment to improving equitable access to higher education is central to our organisational purpose and informs our approach to reconciliation.

Our RAP

As the organisation that connects students, schools, universities and government through centralised admissions services, UAC occupies a unique position within Australia's higher education system.

This position enables us to contribute to more equitable pathways into higher education while working collaboratively with our member institutions and Aboriginal and Torres Strait Islander stakeholders. UAC's admissions expertise and data also provide opportunities to better understand participation patterns and support evidence-informed improvements to equitable access. We recognise that reconciliation is closely connected to our purpose of reducing barriers to education and improving equitable access for all students.

We acknowledge the historical and ongoing impacts that exclusion, discrimination and systemic disadvantage have had on Aboriginal and Torres Strait Islander peoples' participation in higher education, and we recognise our responsibility to continually improve the services we provide within our sphere of influence.

Unlike individual universities, UAC does not deliver teaching, research or student support services. Our contribution to reconciliation lies in the admissions systems we design and administer, the partnerships we build, and the expertise and data we use to help improve equitable access to higher education. By working collaboratively with universities, schools and Aboriginal and Torres Strait Islander organisations, we can help ensure that pathways into higher education are fair, transparent and culturally responsive.

This Reflect Reconciliation Action Plan is UAC's first formal commitment to reconciliation. It provides a structured framework for listening, learning and building stronger relationships with Aboriginal and Torres Strait Islander peoples and organisations while strengthening cultural capability across our workforce. Through this work, UAC will continue to build on its strengths in admissions, digital services, partnerships and data to better understand barriers to higher education and identify opportunities to improve equitable access for Aboriginal and Torres Strait Islander applicants.

Implementation of this RAP will be guided by a RAP Working Group, supported by the Managing Director as RAP Champion, with oversight provided through UAC's governance arrangements. Progress against actions and deliverables will be monitored throughout the life of the RAP and will inform future reconciliation commitments.

Although this is UAC's first RAP, we are building on work already underway through our admissions services, equity programs and partnerships with universities and Aboriginal and Torres Strait Islander organisations. This Reflect RAP establishes the foundations on which future RAPs can build.

Our partnerships and current activities

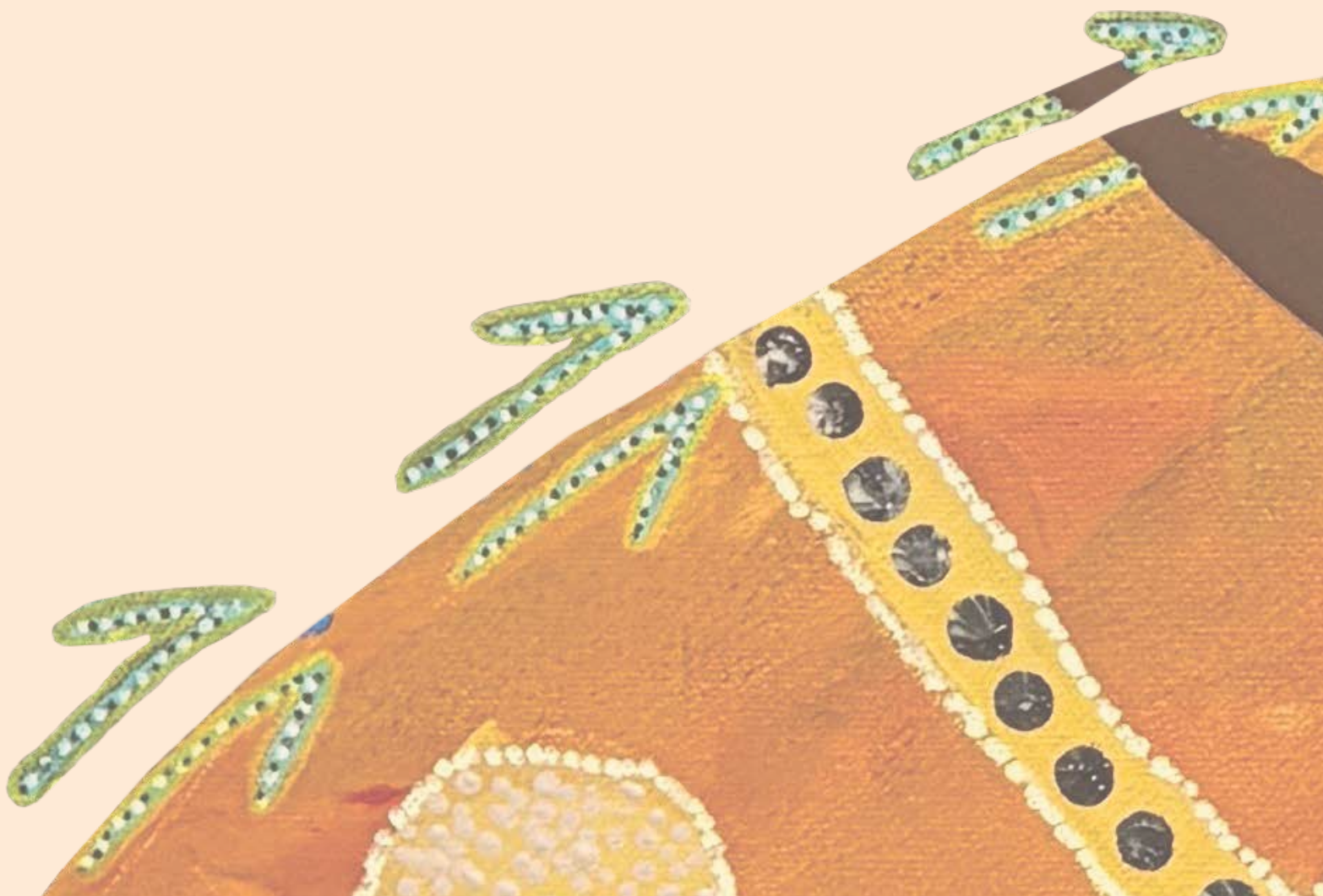
Although this Reflect RAP represents UAC's first formal commitment to reconciliation, we are not starting from zero. Over several years UAC has developed partnerships, admissions services and equity initiatives that support Aboriginal and Torres Strait Islander students in accessing higher education.

UAC currently supports and administers admissions processes for the University of Sydney's Gadigal Program and UNSW's Gateway Program, supporting universities to deliver admissions pathways for Aboriginal and Torres Strait Islander applicants. UAC also administers the Educational Access Scheme (EAS), Equity Scholarships (ES) and the Schools Recommendation Scheme (SRS), which assist many Aboriginal and Torres Strait Islander applicants experiencing educational disadvantage.

In 2024, UAC introduced a Cumulative Disadvantage Model, which recognises when applicants experience multiple forms of educational disadvantage through existing admissions processes. Through this RAP, UAC will continue to build its understanding of how these services support Aboriginal and Torres Strait Islander applicants and identify opportunities for future improvement.

UAC also works collaboratively with university First Nations centres and student support teams to help ensure admissions processes align with broader student support services. More recently, UAC has established an emerging partnership with CareerTrackers to support communications promoting internships, scholarships and opportunities for Aboriginal and Torres Strait Islander students.

Together, these partnerships and activities provide a practical foundation for UAC's reconciliation journey and will help inform future engagement with Aboriginal and Torres Strait Islander communities and organisations.





Relationships



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 UAC's sphere of influence.	January 2027	Access Manager
	■ Research best practice and principles for partnerships with Aboriginal and Torres Strait Islander stakeholders.	December 2026	Access Manager
2. Build relationships through celebrating National Reconciliation Week.	■ Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to staff.	May 2027	People and Culture Coordinator
	■ RAPWG members to participate in at least one external National Reconciliation Week event.	27 May - 3 June (annually)	RAPWG staff (lead by Access Manager)
	■ Encourage and support staff and senior leaders to participate in at least one National Reconciliation Week event.	27 May - 3 June (annually)	Access Manager
3. Promote reconciliation through our sphere of influence.	■ Communicate UAC's reconciliation commitment to all staff.	December 2026	Communications Coordinator
	■ Identify external stakeholders UAC can engage with in reconciliation.	July 2027	Strategy & Engagement Manager
	■ Identify RAP organisations and like-minded partners for collaboration.	July 2027	Strategy & Engagement Manager and Access Manager
4. Promote positive race relations through anti-discrimination strategies.	■ Research best practice and policies in race relations and anti-discrimination	March 2027	Access Manager
	■ Review UAC's HR policies to identify anti-discrimination provisions and gaps	March 2027	People and Culture Advisor and Access Manager

Respect



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights within our organisation through external training delivered in house.	January 2027	People and Culture Advisor and Access Manager
	Conduct a review of cultural learning needs at UAC.	February 2027	People and Culture Coordinator
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop understanding of local Traditional Owners/Custodians of UAC's operational area.	June 2027	Access Manager
	Increase staff understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country.	June 2027	Access Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information about NAIDOC Week with staff.	June 2027	People and Culture Advisor and Access Manager
	Promote external NAIDOC Week events in local areas.	July 2027	People and Culture Advisor and Access Manager
	RAPWG members to participate in an external NAIDOC Week event.	July 2027	RAPWG staff (lead by Access Manager)



Opportunities



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 internship and employment at UAC.	January 2027	People and Culture Coordinator and Access Manager
	■ Build understanding of current Aboriginal and Torres Strait Islander staffing to inform employment and professional development opportunities.	February 2027	People and Culture Manager
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 businesses.	March 2027	Administrative/ Finance Assistant and People and Culture Coordinator
	■ Investigate Supply Nation membership.	March 2027	Administrative/ Finance Assistant and People and Culture Coordinator
10. Improve equitable admission processes to higher education for First Nations students	■ Consult with First Nations stakeholders in the development of culturally responsive systems and policies.	June 2027	Strategy & Engagement Manager and Access Manager
	■ Continue to partner with universities (e.g. Gadigal and Gateway) to improve equity models of admission for First Nations students.	Ongoing – reassess April 2027	Access Manager
	■ Improve cultural literacy within UAC's digital platforms by exploring inclusive language practices, responsible use of data and culturally informed data collection.	April 2027	Manager, IT Operations and Access Manager

Governance



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.	■ Form a RAPWG to govern RAP implementation.	January 2027	People and Culture Coordinator and Access Manager
	■ Draft Terms of Reference for RAPWG.	January 2027	People and Culture Coordinator and Access Manager
	■ Establish Aboriginal and Torres Strait Islander representation on RAPWG.	February 2027	People and Culture Coordinator and Access Manager
12. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	■ Define resource needs for RAP delivery.	February 2027	Chief Strategy and Engagement Officer
	■ Engage senior leaders in RAP delivery.	December 2026	Access Manager
	■ Maintain a senior leader as RAP Champion.	December 2026	Managing Director
	■ Define systems to track and report on RAP progress.	March 2027	Access Manager
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	■ Ensure RAP contact details with Reconciliation Australia are up to date.	June annually	Access Manager
	■ Complete and submit annual RAP Impact Survey.	September 2027	Access Manager
	■ Communicate RAP progress to staff, Board, and external stakeholders.	March / June / September / December 2027, March / June 2028	Managing Director and Chief Strategy and Engagement Officer
14. Continue reconciliation journey.	■ Register via Reconciliation Australia's website to develop next RAP.	March 2028	Access Manager



For public enquiries about our RAP please contact:

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