

Endeavour Group Reflect Reconciliation Action Plan

June 2022–December 2023



Acknowledgement of Country

We acknowledge the Traditional Custodians of Country throughout Australia and recognise their continuing connection to land, waters and community. We pay our respects to Elders past, present and emerging and commit to continued listening to and learning from First Nations' voices.



‘Celebration Place’

by Riki Salam (Mualgal, Kaurareg, Kuku Yalanji), We are 27 Creative.

This concept represents water and knowledge flowing throughout the country.

From desert country to stone country, rainforest country. From freshwater to saltwater all water carries knowledge from upstream to downstream.

This knowledge is passed down from generation to generation to keep Culture strong.

Dry cracked earth slowly disappears with monsoonal moods.

Jabiru leap wings raised high in the morning light, turtle lay dormant in dry creek bed.

The desert heat rises, red rock emerges from deep within.

This ancient land formed many years from now.

Life springs forth from trickle to flow.

Tribes are guided by its pathways as it wends through country.

Streams become tributaries transforming to rivers.

This land is alive in abundance, people come together to exchange knowledge of country and culture.

Clap sticks sounds and drum beats a Celebration of Place and togetherness as one brings happiness and laughter to all.



About our artwork 'Celebration Place'

The artwork *Celebration Place* symbolises both occasion and belonging, time and space, and the process of coming together, as well as the outcome of being one through shared experiences and knowledge.

Riki explored how our purpose of 'creating a more sociable future together', and our values, align with Aboriginal and Torres Strait Islander cultures, values, practices and messaging through the lens of bringing people together in celebration. In the spirit of blending these beliefs, Riki looked to create a piece of artwork from both traditional and contemporary perspectives, and Indigenous and non-indigenous ways of being and seeing, to truly capture the message of reconciliation for the Endeavour Group.

Endeavour's visual language is the imprint - the circular imprint a bottle leaves on a table. In our language, this mark symbolises the positive impression we as a business leave on society. Riki has brought our imprint to life through visual symbols of the Dreaming. The use of the circular motifs, (which, since time immemorial have symbolised significant gatherings) in this artwork is a visual nod to our purpose of 'creating a more sociable future together'.

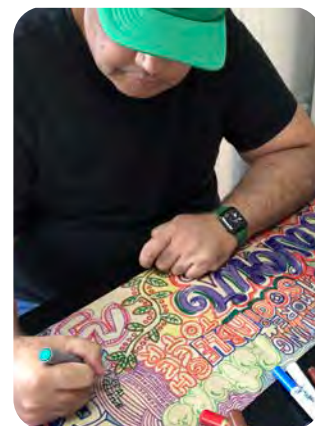
Our values, translated into three motifs, form the focal point of the artwork - we're real, we're inclusive, we're responsible. Visually, these align to the three Reconciliation Action Plan (RAP) pillars of Respect, Relationships and Opportunities.

The 'U' shapes used in the art of the First Australians depict people sitting down to gather together, a reference to the 'imprint' people leave on the earth. The focus is on the connection of people and communities, representing the diversity of Aboriginal and Torres Strait Islander peoples, and symbolises the diversity that is our business and the communities we operate in. The social occasions we enable are anchored in the values we hold most dear.



About the Artist – Riki Salam

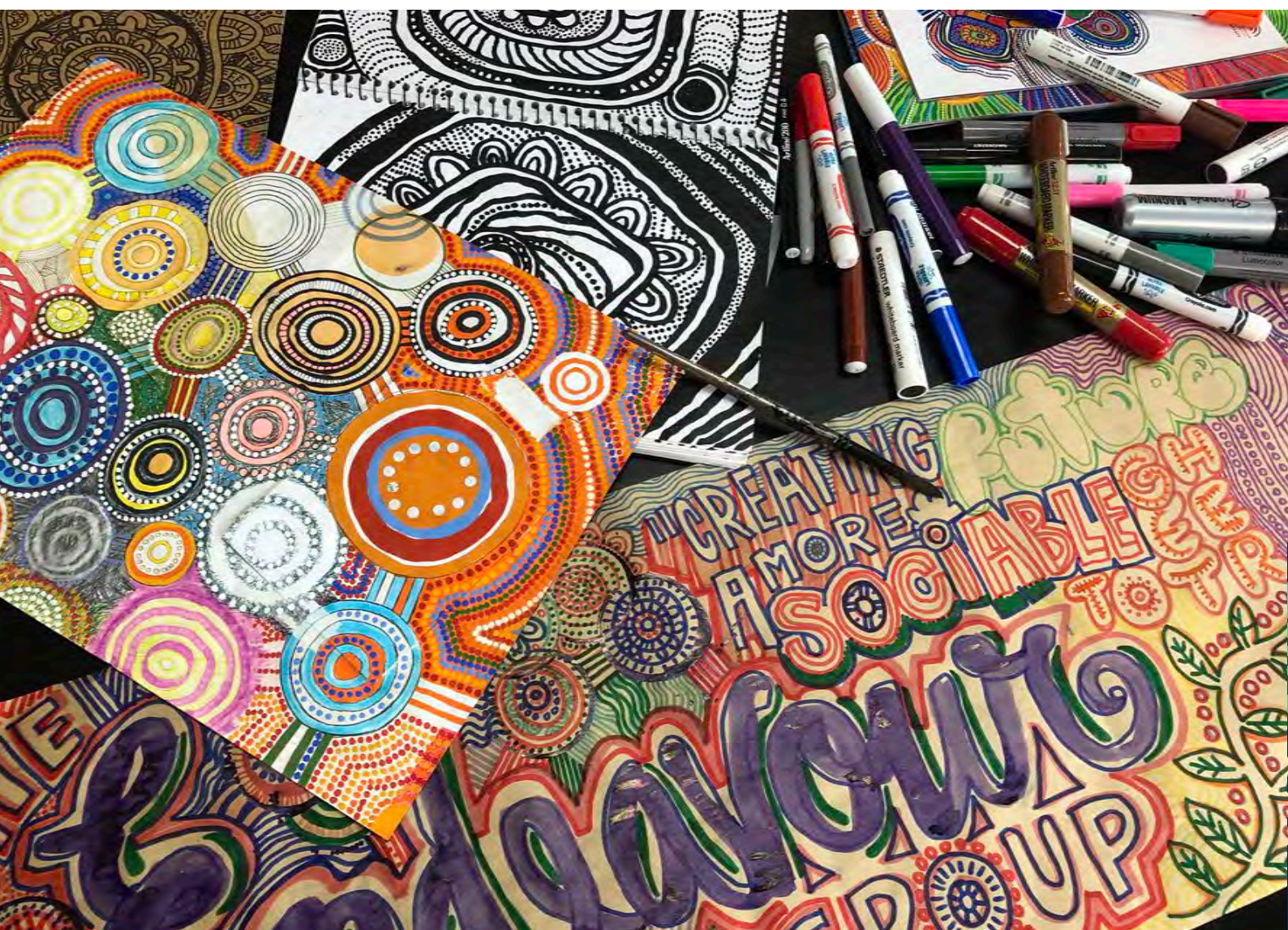
We are deeply privileged to have Riki tell a story that is uniquely Endeavour, through a dynamic visual language and the timelessness and omniscience of the Dreaming.



Born and raised in Cairns on Yidindji land, Riki has connections to Muralag, Kala Lagaw Ya, Meriam Mer, Kuku Yalanji peoples on his father's side, and the Ngai Tahu people in the South Island of New Zealand on his mother's side.

Riki is an accomplished artist and graphic designer with over 20 years' experience, specialising in contemporary Indigenous art, design and communications.

Educated in Cairns and Brisbane, Riki has worked on high profile projects across corporate, government, and not-for-profit sectors in Australia and internationally. Prior to founding We Are 27 Creative, Riki worked as Creative Director in two of Australia's leading Indigenous design agencies.



Message from Endeavour Group Chair and CEO

At Endeavour, we're all about creating a more sociable future, together. It's what drives and inspires us. All 28,000 of us, across the country.

People are at the heart of what we do: our people and those whose social occasions we help bring to life. From local pubs to bottle shops, we're part of the fabric of the community. And with that comes a deep responsibility. A responsibility that we all feel, to leave a positive imprint on the world around us.

Because of that we know the value of being inclusive. There simply isn't a more sociable future without it. Building meaningful progress towards reconciliation is therefore something we're deeply committed to. We're only just getting started.

Since separation from Woolworths Group in June 2021, we have taken the time to listen to a diverse group of stakeholders to not only understand the expectations of a business such as ours, but to also identify the issues that are important to the communities we are part of. In October 2021 we launched our sustainability strategy and shared our ambition 'To leave a positive imprint on the communities we are a part of, the people we connect with and the world we all share'.



This Reconciliation Action Plan (RAP) is a key part of our ambition to leave a positive imprint and what it means for us to be inclusive. It's the first step on our path of reconciliation.

As we begin our Reflect RAP, our culture of listening and always endeavouring for better will see us work collaboratively with First Nations communities to develop and strengthen our relationships with First Nations peoples beyond this first step. We recognise that embedding our Reflect RAP will take a lot of work and require changes throughout the organisation. We're committed to leading those changes and to improving our cultural knowledge across our diverse business, with the aim of building trust, respect and relationships with Indigenous communities, organisations and other stakeholders, and supporting them by taking action that matters.

So while there is a lot to do to deliver on this plan, and beyond, we are all committed to the journey and to making meaningful progress towards reconciliation.

Thank you for walking on the reconciliation path with us as we work to create a more sociable future and to leave a lasting, positive imprint on the communities we serve - we look forward to sharing our progress as we listen, learn and evolve on this journey.

Peter Hearl, Chairman
Steve Donohue, Managing Director and CEO



Message from Reconciliation Australia

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

Endeavour Group joins a network of more than 2,200 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 Endeavour Group 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 Endeavour Group, 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 Endeavour Group



Endeavour Group is Australia's leading retail drinks and hospitality business and our footprint spans every state and territory.

Our purpose of *'Creating a more sociable future together'*, and our values of being *'real, inclusive and responsible'* underpin all that we do. Our brand symbol – the imprint of the base of a bottle – is a constant reminder of the positive impact we aspire to leave on each other and the communities we serve. We exist to bring people together in better, more enjoyable, and more meaningful ways. We believe that social, thriving communities are built through great experiences and positive, memorable moments. We work as one team to contribute to the communities we serve and collaborate with our partners to help build a better industry.

We are a team of approximately 28,000 people across Australia in stores, hotels, winemaking facilities, warehouses and offices. We operate Australia's largest retail drinks network, through Dan Murphy's and BWS stores, the nation's largest portfolio of licensed hospitality venues in ALH Hotels and a portfolio of premium wine making facilities in Australia's and New Zealand's premier wine producing regions. Endeavour team members are part of metropolitan and regional communities in all Australian states and territories.

Our team is critical to our success.

Opportunities to create great experiences for our customers can only be unlocked through a culture in which team members are strong advocates for Endeavour Group and are empowered to bring to life the Endeavour Group purpose of *'Creating a more sociable future together'*.

As a responsible leader in the retail drinks, hospitality and winemaking sectors, we ensure there is a focus across the business on the safety, social, ethical, economic and environmental impacts of our operations. In particular, we aim to be the industry leader in the responsible service of alcohol and gambling. We recognise that our social licence to operate relies on our leadership in these areas, which is enabled through connections with local communities and support for providers who have a primary focus on harm minimisation and prevention.



Our Sustainability Strategy

At Endeavour Group, our sustainability ambition is to leave a positive imprint on the communities we serve.

As a leading retail drinks, hospitality and winemaking business, we recognise the importance of leadership in the responsible service of alcohol and gambling, which has informed the development of Endeavour's Sustainability Strategy. We commit to extending our responsibility beyond our own actions to unite with others for positive change in the years ahead. We plan to continue to lead in the responsible service of alcohol and gambling and will expand our efforts to influence improved consumption outcomes. We will collaborate with experts, our industry partners and governments to support improved community outcomes. We will maintain a safe and inclusive workplace for all of our team and throughout our supply chains. And we will reduce our impact on the environment to contribute to a better world for all. These strategies are key to creating a more sociable future together.

As we walk together on the path forward, we will adapt and expand our commitments to meet the challenges and opportunities we face along the way.



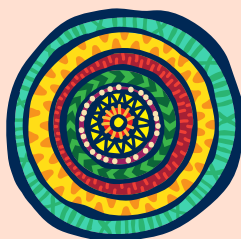
knowledge

we're real



together

we're inclusive



culture

we're responsible



About our Reflect RAP

Reconciliation is an opportunity to live our purpose of creating a more sociable future, together.

Our commitment to individual, human and personal rights is fundamental to our first Reconciliation Action Plan. We are at the beginning of our reconciliation journey, and therefore we are committed to first listening to and learning from those with lived experience. This process will enable us to channel our energy and support into meaningful, clear and measurable reconciliation goals and actions.

Through partnerships and investment, we will continue to connect with local communities and support providers to develop collaborative projects and plans that contribute to thought leadership in harm minimisation and prevention, and embed this knowledge and expertise within our businesses.

Committing to a Reflect RAP will guide Endeavour in developing trusted relationships with First Nations peoples over time. This important step in our reconciliation journey will help inform our vision for reconciliation and develop long-term goals and commitments as we learn and grow along the way. We believe First Nations peoples' voices are critical to inspiring and guiding Australia, our business and the communities we're in.

We support the Uluru Statement from the Heart and support the Government putting forward a proposal to enshrine a First Nations voice in the Constitution. We support a Makarrata Commission to supervise a process of agreement-making between governments and First Nations and truth-telling about Australia's history. We are committed to bringing our people together in ongoing conversation and reflection about reconciliation, and how this can create a better future for all Australians.



Our Journey

It is an exciting time for Endeavour Group as a recently listed entity on the ASX. Our team has united behind a common purpose of 'creating a more sociable future together', which will guide us as we strive to leave a positive imprint on the communities in which we live and work.

Our values and ways of working express how we will achieve this purpose. They bring to life the beliefs that make us uniquely who we are at Endeavour. One of our values is that 'We're Responsible', which grounds us to do the right thing and always endeavour for better as a team, with an aim to lead the industry in this space.

A cornerstone of our long-term sustainability goals remains our commitment to maintaining our culture of industry leadership in the responsible service of alcohol and gambling.

Our national presence provides an opportunity to build strong community engagement, support local employment opportunities and foster respect for all people and cultures.

Endeavour's separation from Woolworths Group has afforded the business the opportunity to pause, consider and reflect on our previous actions and listen to key stakeholders - including First Nations peoples - to help shape the direction of our business. We will continue to listen and learn to ensure that our actions are supporting the communities we serve.

This reflection not only shaped the development of Endeavour Group's first Sustainability Strategy, but it has also helped to initiate the development of a Community Advisory Committee based in Darwin. The Committee will advise the Endeavour Group Executive Team on how a business such as ours can support improved outcomes in Northern Territory communities, where First Nations peoples account for approximately 30 percent of the population, and at the same time strive to play a positive role in a region we have served for many decades.

Further, Endeavour's Sustainability Strategy will consider what role we can play in supporting robust research on harm, that can assist industry, governments and other stakeholders in introducing workable solutions to local issues. In parallel, Endeavour will also look to work with partners on campaigns that promote and build on our existing commitment to responsible consumption, in an effort to enable improved community outcomes.

We recognise that partnering with First Nations peoples is critical to achieving meaningful outcomes against any of these initiatives, and we look forward to partnering with First Nations leaders in the months and years to come.



Timeline

JANUARY 2010

Endeavour (under Woolworths Group) enters partnership with Jawun.

MAY 2013

First Endeavour team member goes on Jawun secondment in Jawun's Inner Sydney Region.

9 JUNE 2021

Independent Panel Review into the Proposed Dan Murphy's Development in Darwin report published. CEO-elect Steve Donohue and Chairman-elect Peter Hearl commit to strengthening and improving engagement with Aboriginal and Torres Strait Islander peoples, and to develop our own reconciliation goals.

24 JUNE 2021

Endeavour Group lists on the Australian Stock Exchange and separates from Woolworths Group.

AUGUST 2021

Discussions commence with Reconciliation Australia on our RAP journey.

DECEMBER 2021

Listening sessions with First Nations team members and allies conducted.

JANUARY-JUNE 2022

RAP development underway.

APRIL 2022

Engaged and commissioned Riki Salam to produce artwork for our first RAP, reflecting our purpose to create a more sociable future, together.

MAY 2022

The 30th Endeavour team member goes on Jawun secondment in Jawun's Goulburn Murray Region.

MAY 2022

RAP Working Group confirmed.

27 MAY-3 JUNE

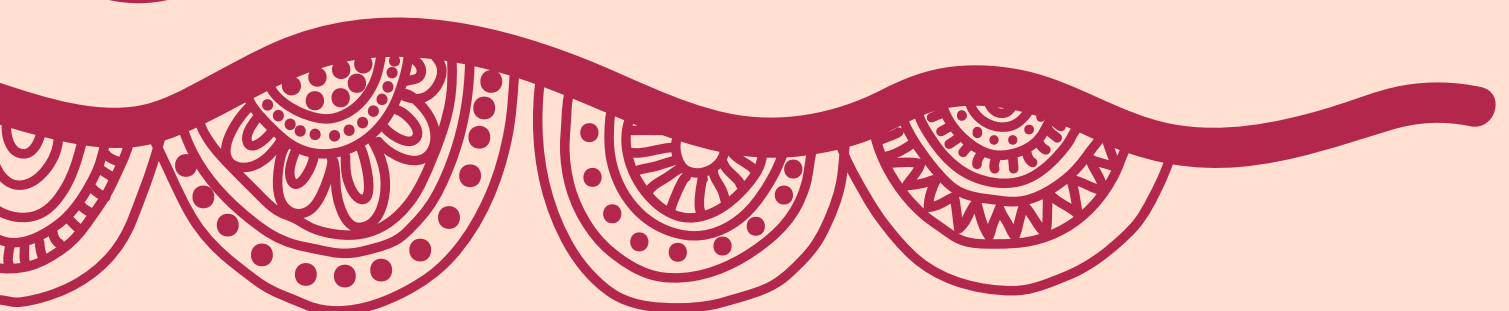
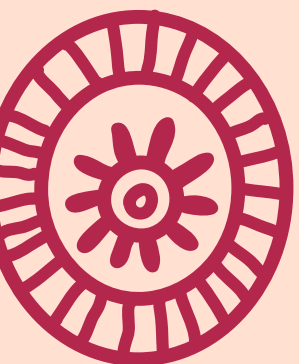
National Reconciliation Week activities and communication across the Group.

JUNE 2022

RAP Working Group first implementation workshop and cultural immersion conducted in Gadigal country in Redfern NSW, working with Tribal Warrior.

OCTOBER 2022

Launch of our first RAP nationally, with a virtual smoking ceremony and Welcome to Country.



Our RAP Working Group

RAP CO-CHAIRS

Alison Merner, Chief People Officer

Jo Rose, Chief Marketing Officer

RAP WORKING GROUP

FIRST NATIONS TEAM MEMBERS

Mitch Russell, BWS Store Manager, South Cronulla, NSW

Cherie Deweske, BWS Store Manager, Jerrabomberra, NSW

Ryan McIntosh, Assistant Venue Manager, Camp Hill Hotel, QLD

Melinda Muckan, BWS Store Manager, Noosa Reef Hotel, QLD

STORES AND VENUES

Gary Johnson, National Executive Chef, ALH

Marissa McKernan, Dan Murphy's Store Manager, Bondi Junction, NSW

Jennifer Cullen, BWS Store Manager, Carnarvon, WA

SUPPORT OFFICE

Dan Holland, Director, Corporate Affairs & Sustainability

Stuart Totham, Senior Adviser, Community & Sustainability

Lisa Smith, Head of Internal Communication

Jennifer Foo, Senior Sustainability Manager

Merlin Chandra, Senior Manager, Inclusion & Team Experience

David Howat, Head of Procurement

Kristy Larkin, Head of Talent

Adam Jenkins, Head of Spirits, Premix & Complementary Categories

Brenda Morphet, Head of Capability, Inclusion & Team Experience

Grant McKechnie, Chief Information Security Officer

Nicki Small, National Format Operations Manager (BWS)



The RAP Working Group at their workshop in Gadigal country (Redfern, NSW)

Partnerships and current activities

Our businesses (*when still part of the Woolworths Group*) initiated a partnership with Jawun in 2013. We are pleased that this partnership has continued post separation and will be deepened as we embark on Jawun's 'Transform' level partnership from 2022.

Jawun is a not-for-profit organisation that connects the talents of our passionate team members with secondment opportunities in Indigenous organisations to help deliver business and community programs of work. A secondment with Jawun presents a once in a lifetime experience that benefits our team members professionally and personally, and contributes to building the cultural understanding of our people. It enables Indigenous organisations to drive reform agendas that achieve positive outcomes for their organisations and the community in which they live. Since starting our partnership with Jawun, Endeavour has sent around 30 team members on secondment, equating

to 161 weeks in community, supporting 19 Indigenous organisations in four of the regions Jawun operates in. All of our secondees have said they developed a better understanding of First Nations communities as a result of their time in those communities. And the Indigenous organisations they have worked with have all reported that secondments have helped improve outcomes over time.

Our partnership with Jawun is an important part of our first Reconciliation Action Plan and represents the positive community imprint that we believe our RAP can leave.

We also recognise the work of our dedicated team members right across our organisation. We have more than 500 team members who identify as an Aboriginal and/or Torres Strait Islander person. And there are many community-based activities that First Nations team members, and their allies, currently lead and encourage broader participation in at a local level.



Case studies Learning to be an ally

Ann-Marie's story



A six-week Jawun secondment has Ann-Marie Ditchburn feeling more equipped to be an ally for First Nations peoples, with a significantly deeper understanding and appreciation of the challenges Indigenous communities are trying to overcome.

"I wanted to be an advocate and ally for our First Nation peoples but didn't know how or even where to start," said Ann-Marie, who is a Performance & Reward Partner at Endeavour. "My secondment has taught me that acknowledging and accepting our dark history of colonisation and the treatment of our First Nations peoples at that time,

and the impact this has had on generations, is critical for all Australians to help repair the damage and address the wrongs of the past."

Ann-Marie partnered with Wyanga Aged Care Services, an Aboriginal community-controlled aged care provider, in Redfern, NSW, where she provided HR support, training and skills transfer. "It was amazing to learn about the support

that Wyanga provides its community. The history and dedication of the entire team was inspiring and meeting some of Wyanga's character-filled clients and hearing first hand the invaluable support Wyanga provides was definitely a highlight."

Another highlight was hearing the messages and personal stories from First Nations leaders. "So many amazingly passionate and incredibly smart leaders gave up their time to spend with us and the work that they are doing to empower their communities and educate people like me is inspiring. When I reflect on the trip we had on Tribal Warrior's Mari Nawi ('Big Canoe') around Sydney Harbour and Terry Olsen sharing his stories and knowledge of a history I've either never been told or ignorantly ignored as a kid, I have since spent more time researching and learning."



Case studies NAIDOC Week

Growing pride and confidence: Carmen Hill's story

NAIDOC Week is the time of year that Carmen Hill feels the strongest pride for her culture.

"I tell my daughters to stand tall, be proud of who you are and where you come from as you come from a long line of proud Noongar People who worked hard to pave the way for us to be where we are today," Carmen says.

To have her store and fellow team members at Carnarvon BWS support NAIDOC Week is overwhelming - in a good way. "Having an awesome team who are so supportive working beside me and who accept me and my culture means so much to me."

Carmen never thought she'd be where she is today, being a busy Mum of 5 daughters, she applied for her first ever job with BWS in September 2020. "My store manager Jennifer Cullen helped me and supported me from the very first time we met, pushed me to believe in myself. Just getting my RSA was a huge accomplishment for me - it was one of the first times I felt truly proud of myself. I was very shy and as time went by I got more confident and the job has played a big part in improving my mental health as I was an anxious and depressed person once upon a time. I was finding myself wanting to do and learn more and more each time at work. I have become extremely confident now at my job."

Carmen lights up when she talks about her customers. "Talking to my customers and helping them is what I thoroughly enjoy doing. Each day is something new and a lesson learned. One of my favourite highlights is being recognised by my fellow First Nations people and having

them tell me how great it is to see one of their own behind the counter."

The support of her manager Jennifer and her team has made all the difference. "She listens, and tries to help me in so many ways like showing how things are done, listens to me sharing my story or, if I'm struggling, she is always there to help no matter what it is, big or small. My team members are a pleasure to work with as we all help one another and we have a sense of togetherness and support."

Carmen's advice to other managers of First Nations team members is to be understanding, not judgemental, and to listen, be open and approachable. "This will help others feel less anxious about asking questions about work or talking about home life. They can feel shame if they ask for any help. As a First Nations woman I have been lucky to have a manager who has knowledge and understanding of my fellow Country men and women."



Carmen Hill & BWS Carnarvon celebrate NAIDOC Week

Around Endeavour Group, other teams have supported NAIDOC Week to show their appreciation for and to celebrate First Nations cultures.

Endeavour's RAP Working Group used NAIDOC Week as a platform for early awareness and education about our first RAP, hosting virtual discovery sessions that were attended by over 150 leaders across the business.



Sam Apsinall, Jacqui Ferrante, and Kaz Henry from Batemans Bay Dan Murphy's.

The team at Bateman's Bay Dan Murphy's were thrilled to be given T-shirts from a local First Nations customer to wear for NAIDOC Week. "We were so excited when they arrived and one team member didn't take hers off for her next two shifts!" says Kaz Henry, Store Manager Batemans Bay. "Our customer and I had a good discussion about how we are one community and I asked if it was ok for us to buy some Indigenous designed shirts and wear them at work, because we did not want to disrespect anyone. He said it was fine and that more white fellas are wearing them these days, which is great."

In Darwin, Endeavour was a bronze sponsor for all NAIDOC Week activities held in Darwin over the week of celebrations. This included the NAIDOC Flag raising ceremony, NAIDOC March and NAIDOC Ball.



Stuart Totham, Community & Sustainability team, at the Darwin NAIDOC march with Jerome Cubillo, Larrakia Nation.

Case studies

Our RAP will aim to create a culturally safe space for First Nations team members to actively participate in and guide our reconciliation work, so that the RAP is created with them and not just for them.

To support this culture of inclusion, a key deliverable will also be to set the foundations for improving cultural competency across our diverse Group over time.

Reconnecting to community: Cherie's story



Cherie Deweske grew up with no knowledge of her Aboriginal identity. The Store Manager at Jerrabomberra NSW, finally reconnected to her mob in her mid-20s, facing an impossible task in retracing her family history.

This was because she believes her grandfather was taken away from his family as part of the Stolen Generation. "There are missing pieces in my family history that I just don't have any answers to. All we know is that my Poppy was born in the early 1900s and that his surname was changed. It made me horribly sad to see that he was frightened to tell people

he was Aboriginal. If he didn't feel shame and fear all his life, then maybe today I would have those missing pieces."

Cherie has worked at BWS for 6 years, and is passionate about the opportunities to learn and grow her career. She is also a member of Endeavour's first RAP Working Group. "As an Aboriginal person, I can work for BWS and there are opportunities for my people here. I love working for BWS and I want there to be no barriers to what my people can and can't achieve through a genuine focus on reconciliation as a company."

Her own experience of missing out on community connection growing up has inspired Cherie to raise her children with a close connection to her mob, of Ngunnawal Country. "The kids have grown up under the guidance of Auntie Eve, Auntie Al and Auntie Kate, and do dance and cultural activities through their school, which makes me so proud and makes me feel a very close connection to this place and this land."

Her goal through this work is to remove barriers to inclusion for Aboriginal people. "I want to change perceptions of what it means to be an Aboriginal person and perceptions of our place in the Australian community, and what we can and can't do. I don't think anyone should have to feel ashamed of where they come from, who they are or the colour of their skin. I don't want it to be something that is hidden or shameful. I would like to see change. I would like to see not just acceptance of culture but also to strengthen the relationship between non-indigenous Australians and Aboriginal Australians."

Impact through respect and understanding: Mitch's story



As a proud Worimi man, Mitch Russell thinks the smallest steps can make the biggest difference. As store manager at Sutherland BWS, he and his team openly recognise that they live and work on Dharawal Land.

"Celebration and recognition of First Nations peoples and their connection to the land where you are is the right thing to do," Mitch says. "Acknowledgement of Country through spoken words and signs in our stores are simple things. The more you do these simple things, the more people get comfortable with Australia's true history. It's not a nice history but we can make it a positive future."

Mitch started his career with BWS 11 years ago as a casual, which was a flexible work option that enabled him to juggle full-time work and pursue a degree in construction and property management, as well as further study in sound

design and engineering. Music is his true passion, but when COVID hit and career opportunities in that industry dwindled, BWS offered him a full-time role running the store he is now at. He is also a member of Endeavour's first RAP Working Group. "I'm always open to new opportunities to grow here," Mitch says.

He was always taught to be proud of his Aboriginal heritage, which wasn't always easy for the generations before him. "My parents' generation weren't taught to call out racism against Aboriginal people. The work we have to do today is about making cultural recognition the norm. We have an uncomfortable history that can be addressed by first showing respect. We have a responsibility to Acknowledge Country and we have a responsibility to help change the conversation about Australia Day - these are visible symbols that help make First Nations people feel included and safe to be themselves."

Endeavour Group Reflect Reconciliation Action Plan

June 2022–December 2023



Relationships

ACTION	DELIVERABLE	TIMELINE ¹	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.	Jun 2023	Director, Corporate Affairs & Sustainability
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Jun 2023	Director, Corporate Affairs & Sustainability
Increase our understanding of the issues relating to harmful alcohol consumption in Aboriginal and Torres Strait Islander communities.	Work with Aboriginal and Torres Strait Islander stakeholders and organisations to support programs and initiatives in local communities.	Jun 2023	Director, Corporate Affairs & Sustainability
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team.	27 May - 3 Jun 2023	Head of Internal Communications and Senior Manager, Inclusion & Team Experience
	RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 2023	Senior Manager, Inclusion & Team Experience
	Encourage and support team and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun 2023	Senior Manager, Inclusion & Team Experience
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all team.	Sept 2022	Head of Internal Communications
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Jun 2023	Director, Corporate Affairs & Sustainability
	Identify other RAP examples and like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Jun 2023	Director, Corporate Affairs & Sustainability

¹This indicates when the action is reviewed or completed.

Relationships

ACTION	DELIVERABLE	TIMELINE ¹	RESPONSIBILITY
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Dec 2022	Senior Manager, Inclusion & Team Experience
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Feb 2023	Senior Manager, Inclusion & Team Experience



¹This indicates when the action is reviewed or completed.

Respect

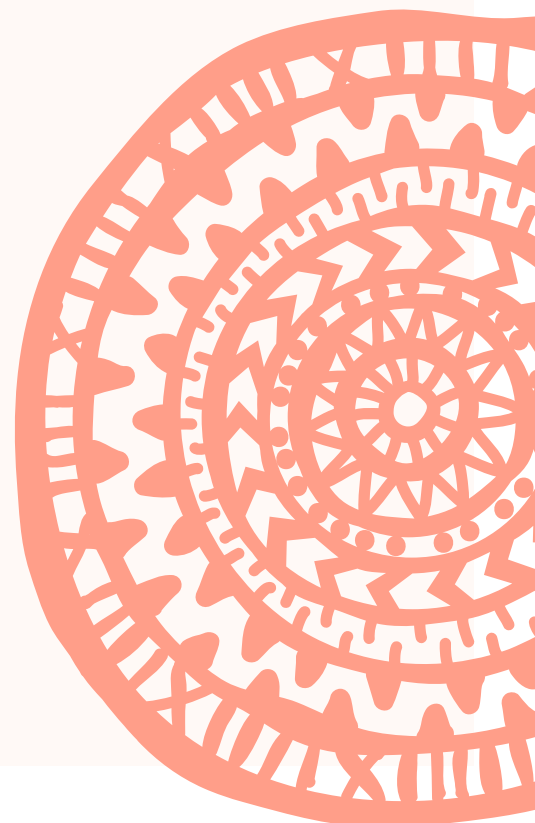
ACTION	DELIVERABLE	TIMELINE ¹	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Feb 2023	Senior Manager, Inclusion & Team Experience
	Conduct a review of cultural learning needs within our organisation.	Feb 2023	Head of Capability, Inclusion & Team Experience
	Identify, embed and promote Aboriginal and Torres Strait Islander cultural learning opportunities into our organisational learning framework.	Jun 2023	Head of Capability, Inclusion & Team Experience
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.	Jun 2023	Senior Manager, Inclusion & Team Experience
	Increase team members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jun 2023	Senior Manager, Inclusion & Team Experience
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our team members about the meaning of NAIDOC Week.	Jul 2023	Senior Manager, Inclusion & Team Experience
	Introduce our team members to NAIDOC Week by promoting external events in our local area.	2-8 Jul 2023	Head of Internal Communications
	RAP Working Group to participate in an external NAIDOC Week event.	2-8 Jul 2023	Senior Manager, Inclusion & Team Experience

¹This indicates when the action is reviewed or completed.

Opportunities

ACTION	DELIVERABLE	TIMELINE ¹	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Explore partnerships to implement Aboriginal and Torres Strait Islander employment within our organisation on an ongoing basis.	Jun 2023	Senior Manager, Inclusion & Team Experience
	Build understanding of current Aboriginal and Torres Strait Islander team members to inform future employment and professional development opportunities.	Dec 2022	Head of Talent and Head of Capability, Inclusion & Team Experience
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.	Jun 2023	Head of Procurement and Head of Spirits, Premix & Complementary Categories
	Investigate Supply Nation membership.	Feb 2023	Head of Procurement

¹This indicates when the action is reviewed or completed.



Governance

ACTION	DELIVERABLE	TIMELINE ¹	RESPONSIBILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	Jun 2023	Director, Corporate Affairs & Sustainability
	Draft a Terms of Reference for the RWG.	Sep 2022	Director, Corporate Affairs & Sustainability
	Establish Aboriginal and Torres Strait Islander representation on the RWG	Sep 2022	Director, Corporate Affairs & Sustainability
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Feb 2023	Director, Corporate Affairs & Sustainability and Chief People Officer
	Engage senior leaders in the delivery of RAP commitments.	Jun 2023	Director, Corporate Affairs & Sustainability and Chief People Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Oct 2022	Senior Sustainability Manager
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep 2023	Senior Sustainability Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP	30 Oct 2023	Senior Sustainability Manager

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