



Reconciliation Action Plan

July 2019 - July 2021



RECONCILIATION
ACTION PLAN

INNOVATE

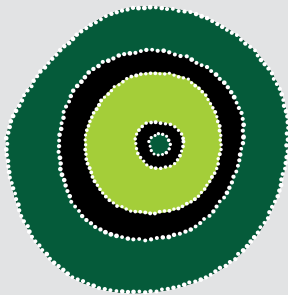
WOOLWORTHS GROUP





About our cover artwork

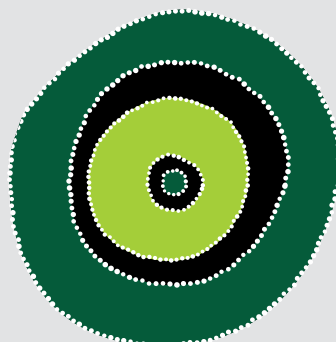
Our RAP cover shows one of a series of artworks produced by Trevor Eastwood and Jason Douglas, two Diversity Dimensions mentors in the Resourcing the Future Aboriginal and Torres Strait Islander employment program. Trevor and Jason invited team members at Norwest Support Office to co-create this artwork during National Reconciliation Week 2018. At the heart of the painting is a central meeting place surrounded by people gathering together to share ideas. This represents Woolworths Group's purpose of creating better experiences together. The large curved lines represent our values (I care deeply; I listen and learn; I always do the right thing) running throughout our businesses and stores network across Australia. The multitude of smaller colourful dots permeating the canvas are a representation of the diversity of Australia and its communities, which our network of stores plays an important role in connecting with locally.



Woolworths Group acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to them and their cultures; and to Elders both past and present.

Aboriginal and Torres Strait Islander peoples should be aware that this publication may contain names and images of people who have since passed away.

All references to Indigenous people in this publication are intended to include Aboriginal and/or Torres Strait Islander people.



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Introduction



Chief Executive Officer's Message

I am pleased to introduce Woolworths Group's 2019-2021 Reconciliation Action Plan.

This, our second RAP, is an Innovate level RAP, reflecting the progress we are hopefully making - learning from and working with - our Aboriginal and Torres Strait Islander stakeholders.

Our commitment to being an inclusive organisation is at the heart of our RAP journey. Being inclusive means putting our teams first, who then get our customers to put us first. It enables us to deliver on our purpose to create better experiences together.

We care deeply about our team, our customers and the communities within which we operate. We have more than 200,000 hard working team members and included in this number are more than 3800 team members who identify as Aboriginal and/or Torres Strait Islander peoples. This diversity brings a rich culture, personality and vibrancy to our business.

As Australia's largest employer we know that we have an important role to play in creating opportunities for prosperity for all Australians. We are proud of the work we have been doing over a number of years to offer sustainable work to Aboriginal and Torres Strait Islander peoples. This is hopefully making a difference in their lives, their families lives and their communities.

Our RAP outlines our commitments over the next two years to continue our work and also shares the stories of where we are making a difference already.

We have a deep respect for our Aboriginal and Torres Strait Islander team members, customers and all of those who live in the communities we serve. We firmly believe they should have a voice in decisions that affect them. That's why we support the Uluru Statement from the Heart, and the recommendations of the Referendum Council.

A First Nations voice to Parliament enshrined in our Constitution and a Makarrata Commission to oversee agreement making and truth telling are critical steps toward reconciliation. They allow First Nations people to claim their rightful place in our nation and enable us to move forward together.

We acknowledge that we still have more work to do. Our key opportunities continue to lie in employment, community engagement via our network of stores, and building relationships with Aboriginal and/or Torres Strait Islander suppliers. We are excited about the opportunities we can create, the relationships we can build and the respect we can generate as we work together to deliver on our RAP commitments.

Brad Banducci

Chief Executive Officer



Message from Reconciliation Australia



On behalf of Reconciliation Australia, I am delighted to see the Woolworths Group continue its reconciliation journey and to formally endorse its Innovate RAP.

Through the development of an Innovate RAP, the Woolworths Group continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides the Woolworths Group

with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, the Woolworths Group will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish the Woolworths Group well as it embeds and expands its own unique approach to reconciliation. We encourage the Woolworths Group to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report: "Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."

On behalf of Reconciliation Australia, I commend the Woolworths Group on its second RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

About the artists



Trevor Eastwood

Trevor hails from the Ngamba people on the Barwon River, part of Kamiloroi country, on the outskirts of Brewarrina, NSW. He has lived most of his life in western Sydney and works closely with schools across Sydney teaching about Aboriginal culture. Since 2014, Trevor has been a mentor with Diversity Dimensions working on their Resourcing the Future program, a partnership with Woolworths Group and Diversity Dimensions.

He is passionate about the positive, multi-generational impact and sense of belonging that sustainable employment with Woolworths Group brings to Aboriginal and Torres Strait Islander men and women and their families.

Through his work as a mentor he has seen firsthand how Woolworths Group's employment program helps non-Indigenous Australians better connect with and understand Aboriginal and Torres Strait Islander matters.

Trevor has been a firefighter with NSW Fire and Rescue for the past 24 years and has been station commander at Penrith Fire Station. He has a strong role model in his father, artist Danny Eastwood, who taught him the importance of walking in two worlds—a quality Trevor brings to the work he does in helping his culture thrive.

Jason Douglas

Jason is a Murri Man, whose people belong to the tribal lands of the Kabi Kabi of south-eastern Queensland, including Noosa. Jason has been a respected mentor with Diversity Dimensions working on their Resourcing the Future program.

In this role he helps Aboriginal and Torres Strait Islander men and women across Australia build their careers at Woolworths Group. He has also dedicated 12 years of service as a firefighter with NSW Fire and Rescue at Penrith. Jason enjoys participating in education programs in schools and communities teaching about Aboriginal culture, art, history and the Dreaming.

His other passion is sport—he has represented NSW and Australia in touch football, having captained both teams and played in two World Cups. He is the proud son of Queensland Elder Michael Douglas, and lives in Penrith, NSW, with his wife and three children.



Trevor Eastwood

Jason Douglas

Woolworths Group is committed to playing an active role in strengthening the relationship between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, for the benefit of all Australians. We are committed to creating an inclusive workplace that reflects the diverse communities we serve across our country.

Our vision for reconciliation is a better tomorrow where all Australians have an equitable voice and access to opportunities for prosperity. We see our role in contributing to reconciliation as:

1. Advocating for and actively supporting the **Uluru Statement from the Heart** by encouraging constitutional change and structural reform to empower First Nations people with recognition and voice.
2. Listening to and learning from the knowledge and experience of Aboriginal and Torres Strait Islander peoples past and present especially in matters affecting Country.
3. Building strong and lasting **relationships** with Aboriginal and Torres Strait Islander peoples, based on principles of equal partnership, social justice and respect for past history in order to make a positive impact where it is needed most.
4. Building recognition and **respect** for the value of Aboriginal and Torres Strait Islander cultures, histories and achievements.
5. A renewed focus on building business **opportunities** with Aboriginal and Torres Strait Islander suppliers, while ensuring access to sustainable jobs and opportunities for individuals that have the potential to create multi-generational benefits for families and communities.

We encourage all our team members, suppliers and customers to support us in delivering our RAP commitments and/or ask questions on what actions you can take to contribute to reconciliation.

Our vision for reconciliation

Our business

Woolworths Group looks after some of Australia's most trusted and celebrated brands, including a supermarket chain of more than approx 1,000 stores. Wherever we operate, we endeavour to create a world-class experience for each of our 28 million customers nationwide. Our operations cover supermarkets, liquor, discount department stores, and hotels. The Group consists of three core businesses:

Australian Food

- Woolworths Supermarkets - Operating 995 stores across Australia.

New Zealand Food

- Countdown Supermarkets - Countdown serves more than 2.5 million customers every week.

Endeavour Drinks Groups

- Dan Murphy's - The widest range of liquor at Australia's best prices.
- BWS - A convenient standalone liquor outlet offering consumers a wide range of products.
- Cellarmasters - Established in 1982, and now Australia's largest provider of home-delivered wines.
- Langtons - A fine wine auction and exchange company that's been operating since 1988.

Our portfolio businesses

- BIG W - Home to a huge range of Australia's favourite brands and committed to giving Australians the lowest prices every day.
- ALH Group - ALH operates many hospitality venues and outlets across Australia.

Our stores and distribution centres are based in all states and territories across Australia, and we have support offices in Norwest, Surry Hills, Yennora and Mascot, NSW; Mulgrave, Victoria; Gepps Cross, South Australia; Eight Mile Plains, Queensland; Kewdale, Western Australia; and East Rosny, Tasmania. We care deeply about our customers, our team and our communities. We have more than 200,000 team members who reflect our communities, bringing a rich culture, personality and a vibrant energy to our business. More than 3,800 of our team members identify as Aboriginal and/or Torres Strait Islander peoples. This is the total of team members currently employed who have joined Woolworths Group via our Resourcing the Future employment program as well as mainstream recruitment (actual numbers may be higher as self-identification is optional).



Our RAP

The development of our second RAP continues our commitment to create positive outcomes for Aboriginal and Torres Strait Islander Australians.

We are proud of the work we have been doing under the Government's Employment Parity Initiative, in partnership with Diversity Dimensions. More than 1,900 Aboriginal and Torres Strait Islander job seekers have been offered employment with the Woolworths Group since the program began three years ago. In developing our new RAP, we are committed to building on this solid foundation and to making our commitments in new focus areas that align with our day-to-day business.

Our last RAP was launched in 2011. Since then, Woolworths Group has been through a period of rapid business and leadership change. This has seen us develop a clearer, shared purpose as a Group and a deep commitment to work better together. We have learnt that the key to making a sustainable impact is to commit to actions that are aligned to our core business operations. While not all targets from the previous RAP were measurable, we made significant progress in relation to Aboriginal and Torres Strait Islander employment.

Over the last few years, our focus has been on embedding our employment program into the way we run our business. This has helped us better reflect the Aboriginal and Torres Strait Islander communities we serve across Australia. A focus on greater diversity has increased cultural competency in our stores and helped us break down barriers around understanding reconciliation. This key action has helped us build a more inclusive workplace for our Aboriginal and Torres Strait Islander team members.

One visible sign of the broader shift in awareness—brought on by our employment program—is the growing number of our stores and support offices actively participating in National Reconciliation Week and NAIDOC Week with customers and the community each year. Our employment program, **Resourcing the Future**, is named after our push towards sustainable and meaningful employment where it is needed most. The success of the program has come from building it into workforce plans and ensuring we create a supportive environment through training and mentoring for both our new team members and the stores they join. See Case Study #3 on page 16 for more on our training program and Case Study #5 on page 20 for team member profiles.

We have a strong network of team members who are involved in and passionate about Aboriginal and Torres Strait Islander matters. Our RAP SteerCo of senior executives, from key areas of our business, sets the principles of the RAP, steers its strategic direction and approves the final plan for CEO and Board sign-off. Our RAP SteerCo is chaired by the General Manager Store Support who has operational responsibility for our approx 1,000 supermarket store network. It is championed by our Chief People Officer and CEO.

Our RAP Working Group is responsible for the drafting process and monitoring the delivery of commitments over the duration of the RAP. This Working Group is comprised of 12 members from key Group functions and operational business areas across the Group. The Working Group Chair and one of our four RAP leads are proudly Aboriginal. We have also established an external Indigenous Advisory Panel of four high profile leaders in fields of expertise that we are focusing on in our RAP. During development of our RAP we offered team members an opportunity to provide input via a survey during NAIDOC Week 2018, and we have conducted listening sessions with Aboriginal and Torres Strait Islander team members at a number of our stores nationally.



Members of our RAP Working Group and External Indigenous Advisory Panel (from left): Clint Johnson, Renae Smee, Adam Goodes, Courtney Palmer, Kristal Kinsela & David Williams

Key milestones in our RAP Journey

2009

Partnership with Gandangara Council focused on local employment initiatives in western Sydney, Tamworth and Armidale.

2010

Conducted Indigenous employment program in partnership with the Consortium in South Australia.

Partnered with Salvation Army Employment Plus (TSAEP) and The Salvation Army (TSA) to implement the Queensland Indigenous Employment Program.

2011

Entered partnership with Diversity Dimensions to provide employment opportunities for Aboriginal and Torres Strait Islander Australians.

First RAP launched.

First contract signed with Message Stick Communication.

Joined Supply Nation.

RAP Steering Committee

Rob Moffat, General Manager, Store Support, Supermarkets, and RAP Steering Committee Chair

Caryn Katsikogianis, Chief People Officer

Andrew Hicks, Director, Marketing

Andrew King, General Manager, Change, Culture & Talent

Shane Tremble, General Manager, Corporate Services, Endeavour Drinks Group

Alison Merner, General Manager, Culture & People, Endeavour Drinks Group

David MacGregor, General Manager, Group Internal Communication

Clint Johnson, Assistant State Manager, SA, NT & WA, Supermarkets and RAP Working Group Chair

RAP Working Group

Clint Johnson, Assistant State Manager, SA, NT & WA, Supermarkets and RAP Working Group Chair

Courtney Palmer, Operations Manager, NSW/ACT Supermarkets

Reneae Smee, Head of Diversity & Inclusion

Merlin Chandra, Head of Internal Communication, Endeavour Drinks Group

Peter O'Sullivan, Head of Corporate Communication, PR & Community

Sarah Corey, Head of IT, Enterprise Services

Nathan Jobst, Group Internal Communication Manager

Caroline Perkins, Head of Change

Fiona Walmsley, Senior Manager, Group Sustainability

Laura Tumbers, Culture & People Partner, NSW

William Herron, General Manager, Strategy, Supermarkets

James Scott-Mackenzie, Business Development Manager, Endeavour Drinks Groups

Tony D'Souza, State Culture & People Manager, SA, NT, WA

External Indigenous Advisory Panel

Adam Goodes, CEO of Indigenous Defence & Infrastructure Consortium, Co-Founder of GO Foundation, and S.T.A.N.D Ambassador

Kristal Kinsela, Director, Indigenous Professional Services

Shane Phillips, CEO Tribal Warrior

David Williams, Director & Co-Founder, Gilimbaa

External Indigenous Advisory Panel (from left): David Williams, Adam Goodes & Kristal Kinsela

2011-2013

Technology in the Territory partnership to boost school attendance in Central Australia.

2013

Endeavour Drinks Group business enters partnership with Jawun.

2015

Joined Federal Government's Employment Parity Initiative in partnership with Diversity Dimensions.

2017

200th cultural training session delivered for stores.

Introduction of Corporate Responsibility 2020 commitments regarding Indigenous employment.

2018

Endeavour Drinks Group extends partnership with Jawun for another five years.

2,000 Aboriginal and Torres Strait Islander team members employed by Woolworths Group under the Resourcing the Future program.

First Indigenous Advisory Panel established.

2019

Second RAP launched.



Relationships

We are committed to building strong and lasting relationships with Aboriginal and Torres Strait Islander peoples across the vast network of communities we serve. With store operations, supply chains and support offices that span cities, regions and remote areas across Australia, we understand we have a role to play in not just serving but also connecting communities, which is what lies at the very heart of reconciliation. One of Woolworths Group's diversity commitments is for

'our teams to reflect the communities we serve' and continuing to build relationships with Aboriginal and Torres Strait Islander communities will help us to achieve this goal. We will continue to develop our understanding of the unique needs of our Aboriginal and Torres Strait Islander stakeholders and work together to strengthen partnership opportunities that make a positive impact where it is needed most.

Action	Deliverable	Timeline	Responsibility
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	<ol style="list-style-type: none"> RWG oversees the development, endorsement and launch of the RAP Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG Meet quarterly to monitor and report on RAP implementation Establish Terms of Reference for the RWG 	<ol style="list-style-type: none"> July 2019 Ongoing, to be reviewed July 2019, July 2020 & July 2021 Oct 2019, Jan 2020, April, 2020, July 2020, Oct 2020, Jan 2021, April 2021, then monthly until July 2021 July 2019 	Head of Diversity & Inclusion/ RAP Working Group Chair — All deliverables
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	<ol style="list-style-type: none"> Continue to organise at least one internal event for NRW each year Register all NRW events in our main support offices via Reconciliation Australia's NRW website Encourage stores to support an external NRW event in their local community Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW Download Reconciliation Australia's NRW resources and circulate to staff Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories Collect stories of stores participating in NRW events in the community and share internally via Google + and externally via LinkedIn 	<ol style="list-style-type: none"> 27 May - 3 June 2020 & 2021 May 2020, 2021 May 2020, 2021 May 2020, 2021 May 2020 & May 2021 April 2020 & April 2021 June 2020 & June 2021 	<ol style="list-style-type: none"> RAP Working Group Chair Head of Diversity & Inclusion Director of Culture & People, Australian Supermarkets Head of Diversity & Inclusion/ RAP Working Group Chair Head of Diversity & Inclusion/ GM Group Internal Communication Head of Diversity & Inclusion/ RAP Working Group Chair Head of Diversity & Inclusion
Promote National Reconciliation Week in stores and support offices	<ol style="list-style-type: none"> Carry out announcements in stores acknowledging National Reconciliation Week Use publicly visible promotional screens in our main support office to promote National Reconciliation Week 	<ol style="list-style-type: none"> May 2020, 2021 May 2020, 2021 	<ol style="list-style-type: none"> GM In-store marketing Head of Diversity & Inclusion and GM Internal Communication
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	<ol style="list-style-type: none"> Expand our partnership with Jawun to strengthen our existing relationship with Aboriginal and Torres Strait Islander stakeholders by engaging in capability-building and knowledge and skills transfer Clarify the guidelines and resources available that make it simple and easy for our key Resourcing the Future stores to build relationships with their local Aboriginal and Torres Strait Islander communities Identify the Group's key Aboriginal and Torres Strait Islander stakeholders Meet with our key Aboriginal and Torres Strait Islander stakeholder organisations to develop guiding principles for future engagement Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders Continue to work with local Aboriginal land councils ahead of implementing our Resourcing the Future employment program in local communities 	<ol style="list-style-type: none"> July 2020 Oct 2019 Nov 2019 Feb 2020 May 2020 Ongoing, to be reviewed at quarterly RAP meetings: July 2019, Oct 2019, Jan 2020, April 2020, July 2020, Oct 2020, Jan 2021, April 2021, then monthly until July 2021 	<ol style="list-style-type: none"> Chief People Officer/ Business unit GM Culture & People GM Store Support/ Director of Culture & People, Australian Supermarkets Head of Diversity & Inclusion / RAP Working Group/ Diversity Dimensions Head of Diversity & Inclusion / RAP Working Group Head of Diversity & Inclusion / RAP Working Group Head of Diversity & Inclusion

Focus area

Our key focus areas will include continuing to share skills and knowledge via innovative programs of change in Aboriginal and Torres Strait Islander communities, and driving closer community engagement via our network of stores.

Action	Deliverable	Timeline	Responsibility
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	<ol style="list-style-type: none"> Develop and implement a strategy to communicate our RAP to all internal and external stakeholders Communicate with and engage our team members in stores and support offices on progress on the RAP commitments Promote reconciliation through ongoing active engagement with all stakeholders Engage with the Business Council of Australia's Indigenous Engagement Taskforce to share information and learnings about how we are supporting Aboriginal and Torres Strait Islander Australians 	<ol style="list-style-type: none"> July 2019 & July 2021 Sept 2019 & Sept 2020 Ongoing, to be reviewed at quarterly RAP meetings: July 2019, Oct 2019, Jan 2020, April 2020, July 2020, Oct 2020, Jan 2021, April 2021, then monthly until July 2021 July 2019, July 2020 & July 2021 	<ol style="list-style-type: none"> Head of Diversity & Inclusion/ GM Group Internal Communication/Head of Corporate Communications, PR & Community Head of Diversity & Inclusion Head of Diversity & Inclusion Head of Diversity & Inclusion/ Head of Government Relations & Industry
Support the aims of the Uluru Statement from the Heart	<ol style="list-style-type: none"> Consult with Aboriginal and Torres Strait Islander external stakeholders and Team Members, the Diversity Council of Australia and the Business Council of Australia about the Uluru Statement from the Heart to determine how Woolworths can best support its aims Actively engage with and educate our supplier partners to influence change, build on the lessons we have learned and encourage support of the Uluru Statement of the Heart 	<ol style="list-style-type: none"> Ongoing to be reviewed at quarterly RAP meetings: July 2019, Oct 2019, Jan 2020, April 2020, July 2020, Oct 2020, Jan 2021, April 2021, then monthly until July 2021. Also to be reviewed annually at RAP Steer Co in Oct 2019 & 2020 Ongoing to be reviewed at quarterly RAP meetings: July 2019, Oct 2019, Jan 2020, April 2020, July 2020, Oct 2020, Jan 2021, April 2021, then monthly until July 2021. Also to be reviewed annually at RAP Steer Co in Oct 2019 & 2020 	<ol style="list-style-type: none"> Head of Diversity & Inclusion/ Head of Government Relations & Industry Head of Category Management; Head of Group Procurement; GM Strategy, Supermarkets; Head of Corporate Communications, PR and Community
Actively build positive race relations through understanding and respect	<ol style="list-style-type: none"> Include an anti-discriminatory lens when reviewing and updating existing policies and procedures Reinforce a specific reference to unlawful discrimination in our Code of Conduct and Respectful Workplace policy and reinforce messages and intent in regular training, including an annual refresher Educate Senior Leaders and management on the effects of racism Review racism complaints to determine trends and opportunities to provide intervention and support Engage with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander external bodies on relevant policy and education 	<ol style="list-style-type: none"> Ongoing, effectiveness to be reviewed by RAP Steer Co annually in October 2019, 2020 Completion rates of annual Code of Conduct refresher training to be reviewed by RAP Steer Co in January 2020, 2021 Ongoing to be reviewed at quarterly RAP meetings: July 2019, October 2019, January 2020, April 2020, July 2020, October 2020, January 2021, April 2021, then monthly until July 2021 Ongoing to be reviewed by RAP Steer Co annually in October, 2019, 2020 Ongoing to be reviewed at quarterly RAP meetings: July 2019, Oct 2019, Jan 2020, April 2020, July 2020, Oct 2020, Jan 2020, April 2021 	<ol style="list-style-type: none"> Head of Industrial Relations Head of Industrial Relations Head of Diversity & Inclusion Head of Diversity & Inclusion/ RAP Working Group Head of Diversity & Inclusion/ RAP Working Group

Case studies



#1 Secondees supporting innovative programs of change

Steve Davies, Online Fulfilment Manager, Dan Murphy's

Steve Davies is the first to admit he had a lot to learn about Aboriginal cultures and perspectives before taking part in a Jawun secondment. "I put my hand up to go on secondment to become more confident in my ability to take up new challenges but I also wanted to confront my ignorance of Indigenous affairs," Steve says.

Steve is one of many team members in the Endeavour Drinks Group (EDG) to have taken part in a secondment under EDG's partnership with Jawun, which has been in place since 2013. Secondees are placed into 6-week programs across Australia to share their skills and experience with Indigenous organisations and help local community projects. "I gained a more thorough understanding of Australian history and the challenges confronting Indigenous Australians and gained a greater appreciation of their diversity."

Steve was seconded to the Lirriwi Yolngu Tourism Aboriginal Corporation in the North East Arnhem Land Region. The projects he worked on needed dedication and focus. "I questioned my ability to execute my brief a few times but a quick chat with my Indigenous partner would always reassure me and get me back on track."

Learning to treat the area as a foreign country was defining in dealing with some of the more confronting aspects of the secondment. "Going on secondment really does help you to be a better Australian and get you engaged in the conversation around Indigenous matters."

Steve Davies (third from left) and representatives from Lirriwi Yolngu Tourism Aboriginal Corporation



Eleanor Brooks, Loyalty Marketing Manager, BWS

Ellie Brooks learnt a lot during her six week secondment to Nhulunbuy, NT, as part of the Jawun program. Not only that the best sunsets are in the NT, but that material things are only valuable if you use them. Perhaps the most important was around cultural values. "Trust and respect are at the absolute core of both Yolgnu and Balanda (non-Indigenous) cultures—we're really not that different," she says.

Ellie's task was to help the Laynhapuy Homelands Aboriginal Corporation by creating and collating content for a new website. "I quickly learnt about the sheer scale of the project, the challenges of gathering the information, the importance of building relationships fast across multiple organisations, managing priorities and being agile when plans changed."

"Before we knew it we were in week three, four then five and worrying we were not going to be able to fulfil our actual brief. But with focus and determination, we did. I'm proud to be part of a secondment intake that really gave 110%. I also learnt a lot from my fellow secondees as we shared this experience together."

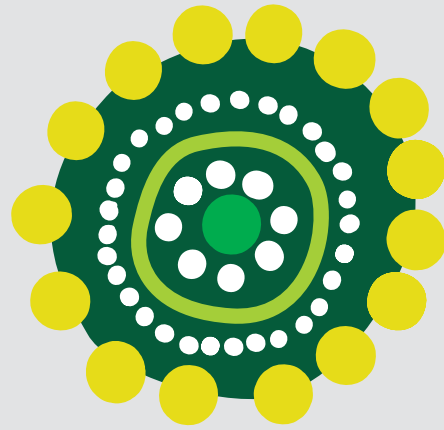
Ellie thinks that anybody interested in taking a secondment should go for it. The time will never be right, the conditions will never be perfect but the experience will be worth it.

The support she received made all the difference: from pre-departure briefings and 4WD training, to cultural awareness talks and advice about adjusting to life after the secondment experience. "My manager and Head of Business at the time couldn't have been more supportive. One of the most enlightening parts of the experience was realising that the world would not end if I wasn't in the office for six weeks."

Eleanor Brooks, Senior Direct Marketing Manager, BWS (far right with fellow Jawun Secondees and Dhimurru Rangers)



#2 Building community relationships via our stores



Courtney Palmer, Operations Manager

In Northern NSW, Woolworths Supermarkets from Kempsey through to Grafton and west to Moree have established personal connections and genuine partnerships with local Aboriginal community organisations and schools to encourage kids to make healthy food, lifestyle, and nutrition choices. Courtney Palmer, Operations Manager who oversees the operations of Woolworths Supermarkets in this vast area, has been a driving force behind the effort.

For the last five years, Courtney and her team have joined forces with NSW Health, primary schools, and local Aboriginal homework groups. The strong relationship with the Bularri Muurlay Nyanggan Aboriginal Corporation, which runs cultural and education programs for local Aboriginal youth, has seen the two work together to support Young Goori kids with both cultural identity and educational success.

As well as supporting local events during National Reconciliation Week and NAIDOC Week, Courtney's

stores contribute to the Naru Surf Competition, NSW Health's Big Veggie Crunch and other local school and community events. This includes weekly fruit and vegetable donations, and one-off donations for community events, all coordinated by the team across northern NSW.

"As a Worimi woman, I'm very proud of my family heritage and as a mother, I have a personal passion to improve the future for young Aboriginal people, closing the gap in health, education, employment, and equality".

"I am fortunate to be in a position where with the help of my team, I can support those in our community who are working tirelessly for a better future for Aboriginal people through the preservation and celebration of history and culture"

"My personal passion is shared by my team, and they now take the initiative to find new ways to get involved in the community."

She says there's great potential for more Woolworths stores that serve Aboriginal communities to connect with young people via local schools and community kindergartens.

"We've found that a great place to start is to talk to careers advisers in high schools, student support groups through P&Cs or primary school principals, community kindergartens and even job network agencies, to see how Woolworths can help them teach kids about nutrition," she says.

"Our team is also a great way to connect because many of our children attend the local schools. Our stores can start by sponsoring a primary school or kindergarten with fruit donations—the earlier we teach children about nutrition, the better their chances of making healthy choices. It's a wonderful opportunity for our team members to connect with and appreciate the local culture and history of the Traditional Custodians of the land on which we operate".

(From left): colleague
Troy Pinder, Clark
Webb from the
Bularri Muurlay
Nyanggan Aboriginal
Corporation, and
Courtney Palmer



Respect

At Woolworths Group, we believe building a culture of respect is essential to embracing diversity in its many forms. We extend this respect to Aboriginal and Torres Strait Islander peoples and recognise and value their cultures, histories and achievements. Through our dedicated employment program, we have invested

in learning opportunities that have fostered a deeper understanding of the perspectives and experiences of our Aboriginal and Torres Strait Islander team members and customers. This richness of learning continues to enhance the respectful relationships we are building with our Aboriginal and Torres Strait Islander stakeholders.

Action	Deliverable	Timeline	Responsibility
Engage team members in continuous cultural learning and/or awareness opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	<ol style="list-style-type: none"> Continue to develop and implement an Aboriginal and Torres Strait Islander cultural awareness program that defines the cultural learning needs of team members in key areas of our business, and considers various ways cultural learning can be provided (online, face-to-face workshops or cultural immersion): <ol style="list-style-type: none"> Continue to provide Resourcing the Future stores and leadership teams supporting these stores with face-to-face cultural awareness training that is developed and delivered by Aboriginal and Torres Strait Islander trainers Provide cultural mentoring for stores (and their leaders) where our Resourcing the Future employment program takes place Provide cultural immersion opportunities via our Jawun partnership to emerging and senior leaders Ensure that induction for all new team members promotes: 1) awareness of our commitment to creating a diverse and vibrant workforce; 2) our commitment to employing Aboriginal and Torres Strait Islander Australians; and 3) our network for all team members to connect and learn about Aboriginal and Torres Strait Islander cultures and communities Provide face-to-face and/or online training options for RAP Working Group members, RAP Steering Committee, RAP Champions, Culture & People partners and other key team members working with Aboriginal and Torres Strait Islander organisations Incorporate information about the Uluru Statement from the Heart into training sessions (online, face to face workshops and cultural immersion) to educate Woolworths Team Members about its aims Promote Reconciliation Australia's Share our Pride online tool to team members Promote and grow the Woolworths Group Indigenous Community on Google+ to enable all team members with a passion, interest or connection to Aboriginal and Torres Strait Islander cultures and communities to connect, share and learn Promote the Reconciliation Film Club to team members to help develop a deeper understanding of Aboriginal and Torres Strait Islander people's perspectives 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Ongoing, to be reviewed at quarterly Indigenous Employment Steering Committee meetings, Aug 2019, Nov 2019, Feb 2020, May 2020, Aug 2020, Nov 2020, Feb 2021, May 2021 Ongoing, to be reviewed at quarterly Indigenous Employment Steering Committee meetings, Aug 2019, Nov 2019, Feb 2020, May 2020, Aug 2020, Nov 2020, Feb 2021, May 2021 July 2021 Nov 2019 Ongoing to be reviewed at quarterly RAP meetings: July 2019, Oct 2019, Jan 2020, April, 2020, July 2020, Oct 2020, Jan 2021, April 2021, July 2021 Ongoing to be reviewed at quarterly RAP meetings: July 2019, October 2019, January 2020, April 2020, July 2020, October 2020, January 2021, April 2021, July 2021 July 2019, July 2020 & July 2021 Ongoing, to be reviewed at quarterly RAP meetings: July 2019, Oct 2019, Jan 2020, April 2020, July 2020, Oct 2020, Jan 2021, April 2021, then monthly until July 2021 July 2019, July 2020 & July 2021 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Head of, Diversity & Inclusion Head of Diversity & Inclusion Head of Senior Leadership Development & Culture/ Head of Diversity & Inclusion Head of Diversity & Inclusion/Head of Food Academy Head of Diversity & Inclusion Head of Diversity & Inclusion Head of Diversity & Inclusion RAP Working Group RAP Working Group Chair RAP Working Group, RAP Working Group Chair
Engage team members in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	<ol style="list-style-type: none"> Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country Develop a list of countries/nations for Woolworths sites Develop and maintain a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships Include an Acknowledgement of Country or Welcome to Country at important internal events and meetings 	<ol style="list-style-type: none"> July 2019 July 2020 July 2019, and ongoing to be reviewed at quarterly RAP meetings: July 2019, Oct 2019, Jan 2020, April 2020, July 2020, Oct 2020, Jan 2021, April 2021, then monthly until July 2021 Ongoing to be reviewed at quarterly RAP meetings: July 2019, Oct 2019, Jan 2020, April 2020, July 2020, Oct 2020, Jan 2021, April 2021, then monthly until July 2021 	<ol style="list-style-type: none"> Head of Diversity & Inclusion/GM Group Internal Communication Head of Diversity & Inclusion Head of Diversity & Inclusion/GM Group Internal Communication GM, Group Internal Communication

Focus area

In our aim to build an inclusive workforce that reflects our customers, our actions are focused on continuing to celebrate, and build respect, awareness and understanding of Aboriginal and Torres Strait Islander cultures, peoples and heritage.



Action	Deliverable	Timeline	Responsibility
Engage team members in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning (continued)	<ol style="list-style-type: none"> 5. Include an Acknowledgement of Country or Welcome to Country at the commencement of important external meetings, including supplier Trade Show 6. Invite a Traditional Owner to provide a Welcome to Country at significant events, including our Annual General Meeting 7. Organise and display an Acknowledgment of Country plaque in our main support offices 8. Display Aboriginal and Torres Strait Islander flags in our main support offices 9. Install Acknowledgement of Country plaques in all refurbished supermarket stores for the duration of this Reconciliation Action Plan 10. Educate new store managers on Acknowledgement of Country information through our First Appointed Store Managers events 	<ol style="list-style-type: none"> 5. Oct 2019 & Oct 2020 6. Nov 2019 & Nov 2020 7. July 2019 8. July 2019 9. July 2021 10. July 2020 	<ol style="list-style-type: none"> 5. Director of Long-Life, Space & Insights/ Director of Fresh, Group Replenishment & Buying Support 6. Head of Investor Relations 7. Head of Workplace Support 8. Head of Workplace Support 9. Head of Renewal and Local Marketing, Supermarkets/Head of Design, Standards and Engineering, Supermarkets 10. Head of Culture & People, Stores/Head of Diversity & Inclusion/ GM Group Internal Communication
Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week and promoting NAIDOC Week to all team members	<ol style="list-style-type: none"> 1. Review HR policies and procedures to ensure there are no barriers to team members participating in NAIDOC Week 2. Actively encourage Aboriginal and Torres Strait Islander team members to participate with their cultures and communities during NAIDOC Week 3. Promote NAIDOC Week activities to all other team members 4. Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event at our main support office 5. Encourage our Resourcing the Future stores to support and be present at an external NAIDOC Week community event 6. Encourage team members to contact their local NAIDOC Week Committee to discover events in our communities 	<ol style="list-style-type: none"> 1. July 2019, July 2020 & July 2021 2. July 2020 & July 2021 3. June 2020 & June 2021 4. May-July 2020 & May-July 2021 5. July 2019, July 2020 & July 2021 6. July 2019, July 2020 & July 2021 	<ol style="list-style-type: none"> 1. Head of Diversity & Inclusion 2. Director of Culture & People, Australian Supermarkets 3. Head of Diversity & Inclusion/GM Group Internal Communication 4. Head of Diversity & Inclusion 5. Director of Culture & People, Australian Supermarkets 6. Director of Culture & People, Australian Supermarkets
Promote NAIDOC Week in stores and support offices	<ol style="list-style-type: none"> 1. Carry out announcements in stores acknowledging and celebrating NAIDOC Week 2. Explore other ways to market and promote NAIDOC Week in stores including partnering with the Department of Prime Minister & Cabinet to distribute NAIDOC Week posters to customers in our stores 3. Use publicly visible promotional screens in our main support office to promote NAIDOC Week 	<ol style="list-style-type: none"> 1. July 2019, 2020 & 2021 2. July 2019, 2020 & 2021 3. July 2019, 2020 & 2021 	<ol style="list-style-type: none"> 1. GM In-store marketing 2. Head of Diversity & Inclusion/GM In-store marketing 3. Head of Diversity & Inclusion and GM Internal Communication
Investigate opportunities to understand and improve cultural safety in our stores and support offices	<ol style="list-style-type: none"> 1. Use survey data to understand the needs and experiences of Aboriginal and Torres Strait Islander team members and to inform changes 2. Continue to grow and leverage our Aboriginal and Torres Strait Islander online community to raise issues, develop solutions, generate support and increase consultation 3. Review feedback mechanisms for team members to express cultural concerns and adjust as required. Communicate the mechanisms to express cultural concerns. 	<ol style="list-style-type: none"> 1. Ongoing to be reviewed in April 2020, April 2021 2. Ongoing with a minimum of monthly posts starting reviewed in quarterly RAP meetings Oct 2019, Jan 2020, April 2020, July 2020, Oct 2020, Jan 2021, April 2021, July 2021 3. Dec 2019, Dec 2020 	<ol style="list-style-type: none"> 1. Head of Diversity & Inclusion/ RAP Working Group 2. Head of Diversity & Inclusion/ RAP Working Group 3. Head of Diversity & Inclusion

#3 Our cultural learning program for stores



Our dedicated cultural learning program is critical to the success of our Indigenous employment program, *Resourcing the Future*. It's tailored to the needs of our store leaders, as well as the new Aboriginal and Torres Strait Islander team members joining Woolworths Group.

The store-based, face-to-face cultural training is called *Working in Two Worlds* and is designed by our employment partners Diversity Dimensions. The training is designed and delivered by Aboriginal and Torres Strait Islander trainers and helps our store teams better understand the factors that may impact the lives of Aboriginal and Torres Strait Islander peoples. These could include cultural, historical and socio-economic factors, and may limit access to opportunities such as sustainable employment.

For Aboriginal and Torres Strait Islander team members joining Woolworths for the first time, the training is called *Walking in Two Worlds*. It is designed to remove barriers to employment by focusing on face-to-face training, tailored work experience and job-based pre-employment screening, rather than conventional application forms and interviews. If the candidate and Woolworths store manager are happy to proceed, a formal job offer of a permanent part-time role is made. A mentor then works with the new team member and store manager for six months to help support the transition and improve the chances of retaining newly hired Aboriginal and Torres Strait Islander team members.

The supported program has helped achieve a retention rate of around 74% at six months of employment. For some team members who move on, the Woolworths work experience can make it easier to progress to other employment opportunities, often helping to break through the cycle of long-term unemployment.



Anthony Dewis, Diversity Dimensions Resourcing the Future Trainer

Anthony Dewis, has been one of the trainers in our employment program. He is a descendant of the Aboriginal Wanyar Majay (Yidinjdji Nation) and Dhurambal peoples on his father's side, and Torres Strait Islander Malu Kiwai and Kauraraeg peoples on his mother side.

A Cairns local, he is a prominent figure in his community, and well-respected for the leadership work he does. "I am passionate about my culture, Aboriginal and Torres Strait Islander health, social and criminal justice, and building capacity and capability for countrymen/women to live a better quality of life through education and economic participation," Anthony says.

He has worked with Diversity Dimensions and Woolworths Group as a trainer for over a year on the *Resourcing the Future* program.

"Training helps individuals get an understanding of the culture, family vibe and language of Woolworths. The most important element that I believe helps the mob is to inspire and motivate them to be the best person they can be within their workplace and embrace the opportunity that they've been given to start a wonderful career with Woolworths. To see and hear how grateful they are for the opportunity is a testament to their commitment towards the program", Anthony says. "For store managers the training provides a valuable understanding of what it may feel like being a new Aboriginal or Torres Strait Islander team member."

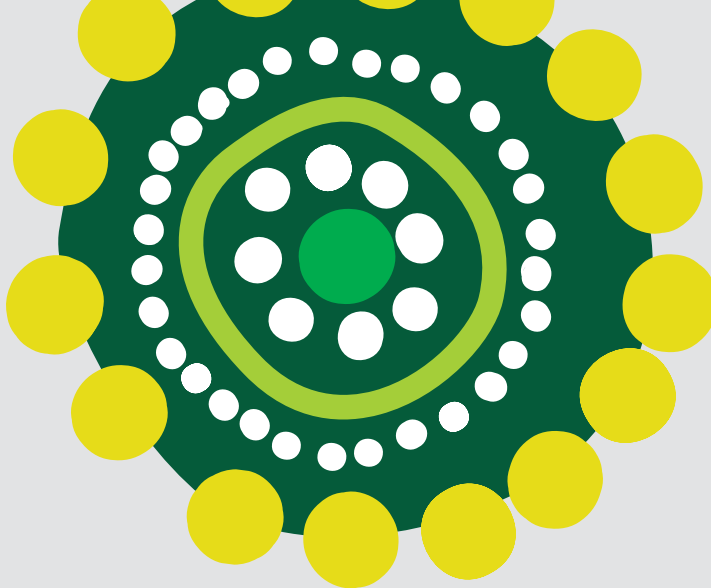
His career has taken him all over Australia in areas such as youth, criminal and social justice as well as health and education, his role as trainer enabled him to educate and inspire others.

"I enjoy helping people," he says. "My lifelong passion has always been about doing my part in empowering and inspiring Aboriginal and Torres Strait Islander people to reach their dreams.

"The program at Woolworths works well because the community is reflected in the diversity of the store team—mob seeing mob working and knowing that the store managers have an understanding of how to effectively lead teams with Aboriginal or Torres Strait Islander team members."

Anthony Dewis, Diversity Dimensions
Resourcing the Future Trainer

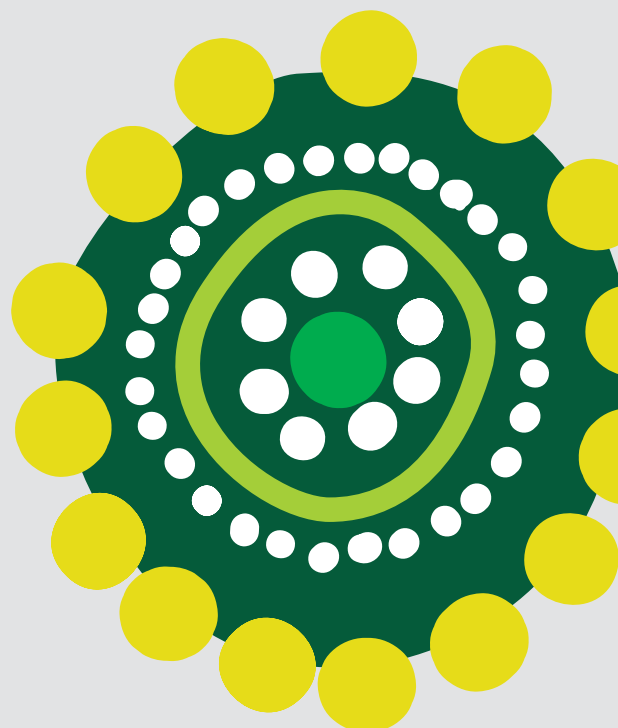
#4 Sustainable technology partnership



A key focus in our RAP is the opportunity to diversify our supplier relationships by doing business with more Aboriginal and Torres Strait Islander suppliers. Our long-standing relationship with Message Stick Communications paves the path for us to continue in building sustainable supplier relationships with Aboriginal and Torres Strait Islander-owned businesses.

Since 2011, Message Stick Communications has been one of Woolworths Group's leading technology partners. Message Stick provides us with automated self-service conferencing, as well as managed event conferencing for larger events. The partnership was recently extended to 2021.

Message Stick was established in 2003 as an example of Aboriginal Australians owning and managing a successful services business that engages with large corporations and Government agencies. The company has also played a pivotal role in the building of Supply Nation, of which Woolworths Group is a member.



(From left): John Hunt, Woolworths CIO, Michael McLeod, CEO, Message Stick Communication, and Brad Banducci, CEO, Woolworths

Opportunities

Under our continuing commitment to provide meaningful employment to Aboriginal and Torres Strait Islander peoples, we have focused efforts over the last few years on achieving employment parity via partnership with Diversity Dimensions and their Resourcing the Future program. Since the program began, we have offered employment to 2,000 Aboriginal and/or Torres Strait Islander job seekers, with 54% of these roles offered in regional or remote areas of Australia. The total retention rate currently stands at around 74%.

We developed the program model to address and overcome the barriers to employment opportunities in our recruitment processes for Aboriginal and Torres Strait Islander Australians. We believe access to sustainable jobs for individuals contributes to positive outcomes and multi-generational benefits for families and communities. This approach, along with a renewed focus on building business opportunities with Aboriginal and Torres Strait Islander suppliers, are key to creating opportunities for prosperity and growth.

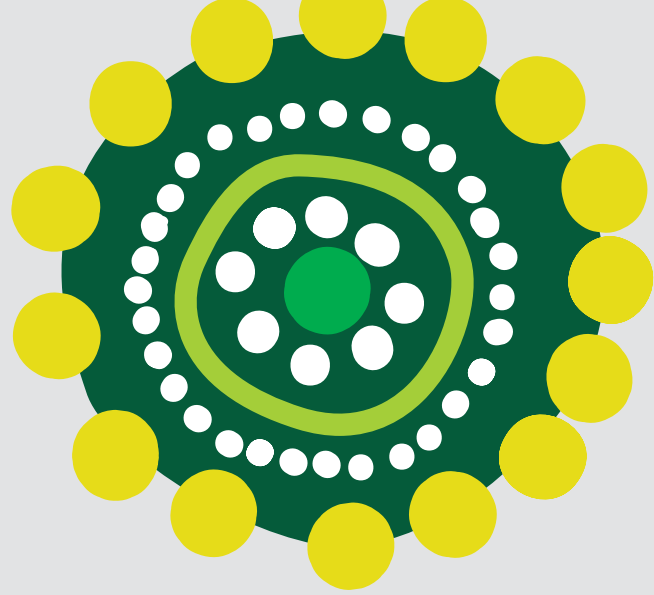
Action	Deliverable	Timeline	Responsibility
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	1. Continue to embed our Resourcing the Future employment program which is designed to remove barriers to employment for Aboriginal and Torres Strait Islander peoples	1. Ongoing, to be reviewed at quarterly Indigenous Employment Steering Committee meetings, Aug 2019, Nov 2019, Feb 2020, May 2020, Aug 2020, Nov 2020, Feb 2021, May 2021	1. Head of Diversity & Inclusion/ Director of Culture & People, Australian Supermarkets
	2. Continue to provide sustainable employment opportunities to Aboriginal and Torres Strait Islander peoples		2. Head of Diversity & Inclusion
	3. Use our Store Leadership Pathways program to define career development opportunities for our Aboriginal and Torres Strait Islander store team members with leadership aspirations	2. June 2020	3. Director of Culture & People, Australian Supermarkets/ Culture & People State Managers
	4. Continue to employ a dedicated Talent Acquisition manager for mainstream Aboriginal and Torres Strait Islander recruitment	3. July 2021	4. Talent Acquisition Operations Manager
	5. Provide ongoing cultural training for our Talent Acquisition team	4. Ongoing, to be reviewed at quarterly Indigenous Employment Steering Committee meetings, Aug 2019, Nov 2019, Feb 2020, May 2020, Aug 2020, Nov 2020, Feb 2021, May 2021	5. Talent Acquisition Operations Manager
	6. Boost the online presence of our mainstream Aboriginal and Torres Strait Islander recruitment program	5. Ongoing, to be reviewed at quarterly Indigenous Employment Steering Committee meetings, Aug 2019, Nov 2019, Feb 2020, May 2020, Aug 2020, Nov 2020, Feb 2021, May 2021	6. Talent Acquisition Operations Manager
	7. Continuously review exit data and mentor feedback from the Resourcing the Future employment program, along with employee survey feedback, to better understand current employment barriers and determine future support for Aboriginal and Torres Strait Islander team members and their managers	6. July 2021	7. Head of Diversity & Inclusion/ Diversity Dimensions/ Director of Culture & People, Australian Supermarkets
	8. Engage with Aboriginal and Torres Strait Islander team members to consult on employment strategies, including professional development	7. Ongoing, to be reviewed at quarterly Indigenous Employment Steering Committee meetings, Aug 2019, Nov 2019, Feb 2020, May 2020, Aug 2020, Nov 2020, Feb 2021, May 2021	8. Talent Acquisition Operations Manager/ Head of Diversity & Inclusion
	9. Review HR and recruitment procedures and policies and actively engage with our stores to ensure there are no barriers to Aboriginal and Torres Strait Islander team members and future applicants participating in our workplace	8. Ongoing, to be reviewed at quarterly Indigenous Employment Steering Committee meetings, Aug 2019, Nov 2019, Feb 2020, May 2020, Aug 2020, Nov 2020, Feb 2021, May 2021	9. Talent Acquisition Operations Manager/ Culture & People State Manager SANTWA
	10. Focus on providing career development opportunities for Aboriginal and/or Torres Strait Islander team members: a) via trade skills and apprenticeship opportunities b) via internships and work experience opportunities c) via graduate opportunities d) who are undertaking other tertiary study	9. July 2020 10. July 2021	10. Director of Culture & People, Australian Supermarkets
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	1. Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses	1. July 2020	1. Head of Category Management, Group Procurement
	2. Develop an Aboriginal and Torres Strait Islander procurement policy and strategy	2. July 2020	2. Head of Category Management, Group Procurement/ GM Strategy, Supermarkets
	3. Audit our database of non-trade Aboriginal and Torres Strait Islander suppliers and map them to the needs of our different business areas	3. July 2020	3. Head of Category Management, Group Procurement
	4. Develop and communicate to our different business areas a list of Aboriginal and Torres Strait Islander suppliers that can be used to procure goods and services for our non-trade business	4. July 2020	4. Head of Category Management, Group Procurement

Focus area

Our actions will focus on continuing to provide sustainable employment, and exploring opportunities to do more business with Aboriginal and Torres Strait Islander organisations — in particular by addressing gaps in supplier capability.

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation (continued)	<ol style="list-style-type: none"> Review our database of trade suppliers and identify Aboriginal and Torres Strait Islander suppliers Strengthen relationships with Aboriginal and Torres Strait Islander suppliers by investigating opportunities to offer mentoring, coaching and knowledge sharing about how best to create and maintain successful commercial relationships with Woolworths Group Investigate a locally ranged sourcing model for procuring goods from Aboriginal and Torres Strait Islander businesses, to help remove potential barriers to doing business with us Implement improved processes to track Aboriginal and Torres Strait Islander supplier spend Continue our membership with Supply Nation Engage Aboriginal and Torres Strait Islander suppliers for Acknowledgement of Country plaques in renewal stores 	<ol style="list-style-type: none"> July 2020 July 2021 July 2021 July 2020 July 2020 & 2021 July 2021 	<ol style="list-style-type: none"> GM Strategy, Supermarkets/ Head of Category Management, Group Procurement Head of Category Management, Group Procurement/GM Strategy, Supermarkets National Produce Operations Manager, Supermarkets Head of Category Management, Group Procurement/GM Strategy, Supermarkets Head of Category Management, Group Procurement Head of Renewal & Local Marketing, Supermarkets/ Head of Design, Standards & Engineering, Supermarkets
Support Aboriginal and Torres Strait Islander peoples and communities throughout our national community programs	<ol style="list-style-type: none"> Continue to support Aboriginal and Torres Strait Islander communities through our national community programs focused on hunger relief, food rescue, and education and wellbeing Measure and report on the impact of our community programs by monitoring their performance in our key Resourcing the Future stores nationally Measure and report on the difference that our hunger relief and food rescue programs are making to Aboriginal and Torres Strait Islander communities and families 	<ol style="list-style-type: none"> Ongoing, to be reviewed at quarterly RAP meetings: July 2019, Oct 2019, Jan 2020, April 2020, July 2020, Oct 2020, Jan 2021, April 2021, then monthly until July 2021 Sept 2019 & Sept 2020 Sept 2019 & Sept 2020 	<ol style="list-style-type: none"> Head of Corporate Communications, PR & Community Marketing Program owners Head of Corporate Communications, PR & Community
Provide sponsorship for and/or share resources with Aboriginal and/or Torres Strait Islander stakeholders	<ol style="list-style-type: none"> Investigate opportunities to support scholarships for Aboriginal and Torres Strait Islander students Investigate opportunities to increase pro bono activities in areas such as: providing events spaces; capability building sessions for suppliers; mentoring opportunities; hosting external National Reconciliation Week and NAIDOC Week events 	<ol style="list-style-type: none"> July 2020 July 2020 	<ol style="list-style-type: none"> Head of Diversity & Inclusion/ Group Organisational Development Manager Head of Diversity & Inclusion

#5 How the Resourcing the Future employment program is transforming lives



Grace Welsh, Medowie, NSW

Before Grace Welsh began her career with Woolworths she was a full-time carer to her four children. Four years later and she has grown her family to include the many new team members she now mentors.

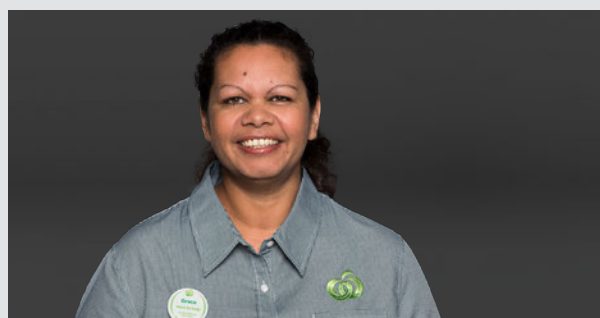
Grace, a Bahtabah woman from Lake Macquarie and mentor with Diversity Dimensions, works with our participants in their Resourcing the Future program in the Hunter region. She herself started in the program at the Maitland store. After two weeks of work experience she was offered a permanent role at Aberglasslyn. Three months later, Grace became supervisor for the customer service department. By November 2016, she was asked to be a mentor to help others.

"My role is to help them get over any hurdles and to facilitate conversations with their store leadership teams," Grace says. "Seeing them strive and learn new skills is very fulfilling. I see it as my duty to my community to be a role model for others."

One of the team members Grace has mentored, Nathan Hall, has now taken a leadership role at the Medowie store. Seeing her mentees achieve success and receive compliments or accolades makes her very proud. "Sharing my experiences and journey to coach and guide others to help give them the best opportunity they can get is such a privilege."

Her career highlights include attending the Prime Minister's Closing The Gap Ceremony at Parliament House, Canberra in February 2016 and the formal launch of the Resourcing the Future program in April 2016. Grace is also a familiar face across Woolworths, having featured in a TV ad campaign about our employment program and has led the Acknowledgement of Country at key leadership events.

"This program has changed my life. I tell the candidates I mentor to believe in yourself, never give up and always have respect. Walk towards your fear and build your confidence."



Margaret Gala, Wynnum Central store, Queensland

When Margaret Gala used to shop in her local Woolworths store, she never imagined she'd be working there one day. "I was looking for work for a couple of years," she said. "I used to walk around the Woolies store and think to myself, 'I'd never be able to get a job in here.'"

Margaret, a Butchulla woman, had worked at a nursing home for eight years when she found herself suddenly unemployed. She secured herself a role at Woolworths as part of the Diversity Dimensions Resourcing the Future program, after registering with her local Job Network and taking part in pre-employment work experience at the Wynnum Central store in Queensland.

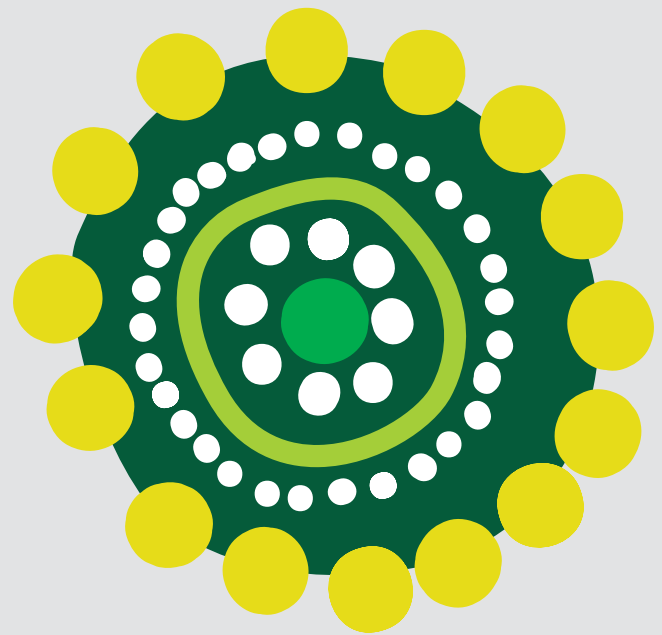
Over two and half years later, she's happy at work in the store's Produce department. "When I did the program I didn't think I'd get selected. I've proved myself and I give 100% to my job. I'm very glad they picked me for the role."

Margaret is a proud grandmother of 14 grandchildren, and currently cares for two of her granddaughters. "This job has given me the financial freedom to do more with my granddaughters. I am really happy taking on extra shifts and help where I can."

Her approach to work is to do her best to get along with everyone. "I love the team members here," she says. "I'm getting along with everyone and I've learned so much about fresh produce. I've recently started in checkouts and getting to know more customers."

"The best advice I can give to anyone else who's been given an opportunity like this is to get in there, do your best to prove yourself and show them you're a hard worker."





Steph McGrady, Willows store, Queensland

Seeing her mum in her Woolworths uniform has Steph McGrady's daughter planning a future career in retail.

"She's talking about working at Woolies too!" says Steph, who works in the Deli department at the Willows store in Townsville, Queensland. "I just want my kids to know that it is possible. What I love about my work is being productive and getting out there and being a role model for my three children. I want them to know there is work out there and things they can do with their lives."

Steph's family has been her greatest motivation over the past year as she has worked hard building up her experience and skills at the store where she got her first break in years as part of the Resourcing the Future program delivered in partnership with Diversity Dimensions.

"Before Woolworths, life wasn't going anywhere. I was out of work since 2012. I was putting in for all kinds of jobs—I was sick of struggling. It was such a relief to me when I got this job."

When she started, she didn't think she could do it because she didn't have the experience of working in stores. "My fellow team members helped me and showed me what to do and now I show others who are starting in the program. I've learnt to be there for myself, believe in myself and I've made a personal commitment to succeed."

What she loves about her role is getting to know customers and building a connection with them every day.

"It's such a great feeling. If I can do it, anyone can do it. I chose to do this, I'm achieving success and it has changed my life around. I'm really proud of myself and how far I've come."



Jerome Avsar, Harrisdale, Western Australia

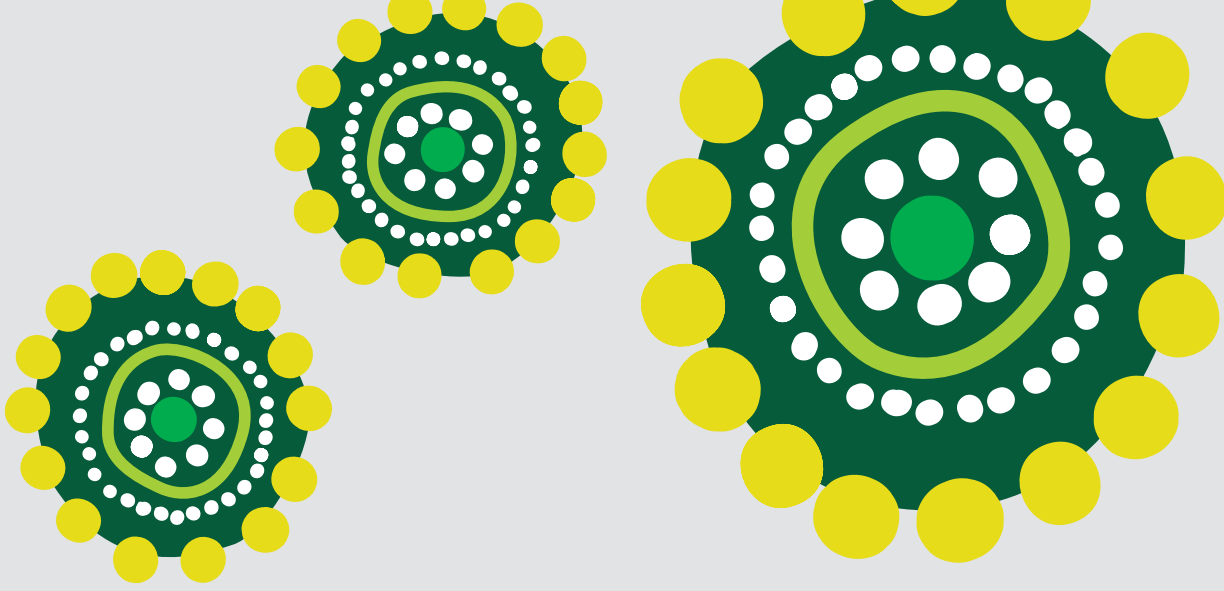
Jerome Avsar is a Noongar man who has worked for Woolworths for three years and has his sights set on running his own store one day.

"I've learned a lot about engaging customers and the huge amount of work it takes to keep a store organised and running behind the scenes," he says. "I'd like to make my way up to being a Grocery manager first and then a Store Manager. I like the idea of having a great team and running a good store."

That kind of supportive environment has really helped him grow at Harrisdale store where he started out in nightfill, and is now an Inventory Manager.

As a dad to two kids, becoming a parent has been a great source of motivation. "I am really focused on providing for them and hope to own my own home one day."





Marteeka Nean, Wetherill Park, NSW

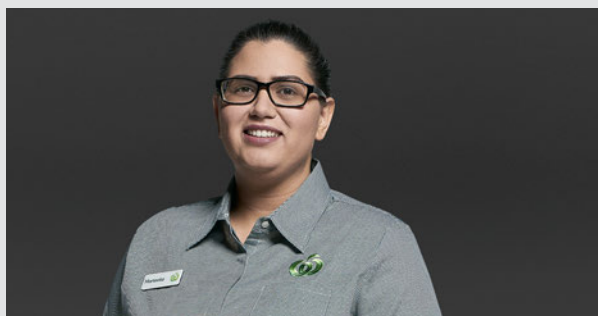
An opportunity to learn new skills in the Bakery department over two years ago has proven worthwhile for Marteeka Nean, who is now studying baking at TAFE. Marteeka joined the Wetherill Park store under the Resourcing the Future program delivered in partnership with Diversity Dimensions. She had some retail experience, but working at Woolworths was a whole new world.

“When I first started I realised it was a lot of hard work,” she says. “Each department is set up in a specific way and requires special knowledge of how everything operates.”

“But my assistant store manager told me early that there’s no such thing as a stupid question, and that’s how I gained the confidence to speak up, ask the questions I had on my mind and learn new skills.”

What she loves most about her work is that it’s appreciated by others. “Since I started making cakes I’ve always been fascinated by the fact that people are buying something I’ve made—it’s such a satisfying feeling.”

Marteeka is the primary carer for her younger teenage brother. The teachers at his school have come to appreciate her cake making skills. “They know me as the cake lady!” she says. “I need to show my brother that if you are passionate about something you need to pursue it. It’s important to me that he sees me working hard and making a living for myself.”



Renee Paxton, Store Manager, Lakes Entrance, Victoria

Store managers like Renee Paxton (below right) are key to the success of the Resourcing the Future employment program. Renee has run two programs in her store already which have resulted in all participants being offered permanent part-time roles. “The program really emphasises the important role that store managers play in helping candidates have the best chance they can for success,” she says. “I made it a priority to get to know each candidate, their strengths and development areas, and work with line managers in each department to onboard, train and support each team member.”

By taking the time to get involved, Renee learnt to appreciate the challenges each candidate had faced. “What they really needed was for someone to give them a chance to show what they could do. It was up to us to make that opportunity work too.”

She believes the success of the first program led to the success of the second. “Word gets around that Woolworths is doing the program and the local Aboriginal community can see themselves reflected in the people that serve them in store,” Renee says. “This program has really helped us improve our relationship with the local Aboriginal people because it could be their Aunty or Uncle working in the store.”

One team member in the store’s first program has a daughter who successfully participated in the second. “You just know that our team members go home and talk about working at Woolies around the dinner table, and that’s a great feeling.”

And she’s proud of their personal successes too. Shane Munro (below left), who works in the Produce department recently received a Victorian Aboriginal Education Association Wurreker Award for outstanding performance in his role.



Governance, tracking progress and reporting

Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia	<ol style="list-style-type: none"> 1. Investigate participating in the RAP Barometer 2. Collect data for the RAP Impact Measurement questionnaire 3. Seek internal approval to submit the RAP Impact Measurement questionnaire to Reconciliation Australia 4. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually 	<ol style="list-style-type: none"> 1. May 2020 2. July 2019 & July 2020 3. Aug 2019 & Aug 2020 4. 30 Sept, 2019 & 2020 	Head of Diversity & Inclusion/RAP Working Group Chair — All deliverables
Report RAP achievements, challenges and learnings internally and externally	<ol style="list-style-type: none"> 1. Publicly report our RAP achievements, challenges and learnings via our external website, our annual Sustainability report 2. Report it internally to our Board Sustainability Committee and to team members via meetings and internal communication channels 	<ol style="list-style-type: none"> 1. Sept 2019 & Sept 2020 2. Board Sustainability Committee Meetings — Aug 2019, Oct 2019, Mar 2020, May 2020, Aug 2020, Oct 2020, Mar 2021 	Head of Diversity & Inclusion — All deliverables
Review, refresh and update RAP	<ol style="list-style-type: none"> 1. Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements 2. Send draft RAP to Reconciliation Australia for review and feedback 3. Submit draft RAP to Reconciliation Australia for formal endorsement 	<ol style="list-style-type: none"> 1. Jan 2021 2. Feb 2021 3. June 2021 	Head of Diversity & Inclusion — All deliverables





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