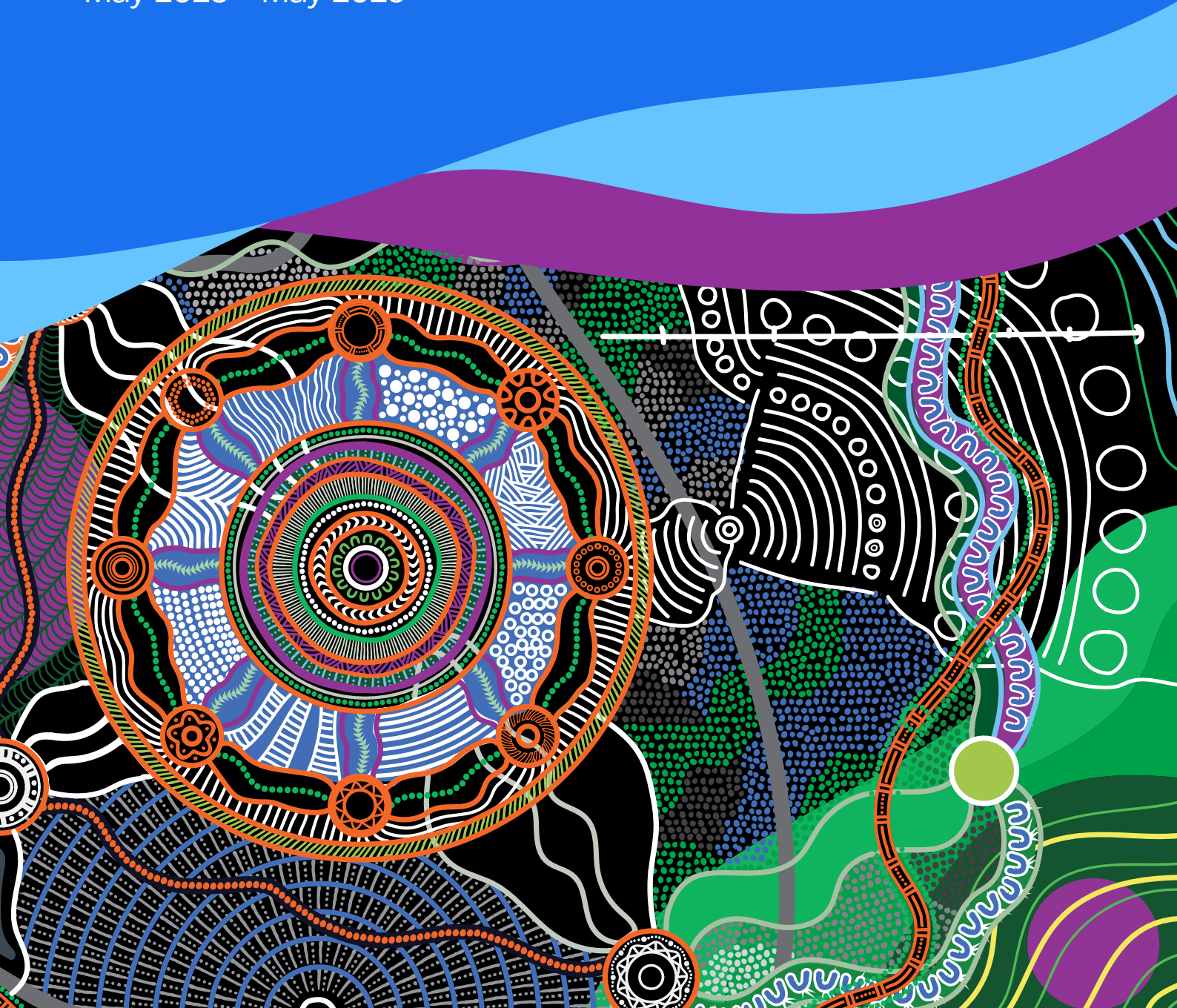


Reconciliation Action Plan

May 2023—May 2025





Acknowledgement of Country

Woolworths Group acknowledges the many Traditional Owners of the lands on which we operate, and pay our respects to their Elders past and present.

We recognise their strengths and enduring connection to lands, waters and skies as the Custodians of the oldest continuing cultures on the planet.

We remain committed to actively contributing to Australia's reconciliation journey through listening and learning, empowering more diverse voices and working together for a better tomorrow.

Woolworths Group reaffirms our support for the Uluru Statement from the Heart, and its call for a First Nations Voice to Parliament enshrined in the Constitution.

Notice

First Nations peoples are advised that this document may contain the images of those who are deceased.

Terms used

For this Reconciliation Action Plan (RAP), Woolworths Group has selected the terms First Nations, Indigenous and Aboriginal and Torres Strait Islander. These terms may be used interchangeably, and this is done with the utmost respect for the many Aboriginal and Torres Strait Islander Nations, clans, identities, communities and histories.

Reading this document

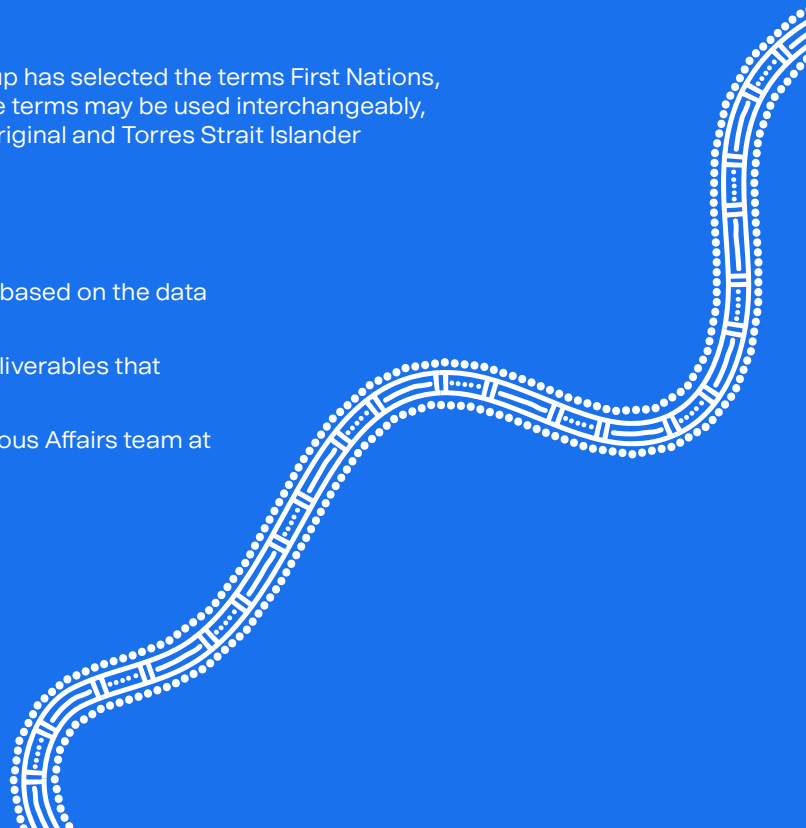
The figures in this document about Woolworths Group are based on the data available to us as at March 2023.

This Reconciliation Action Plan sets out the actions and deliverables that Woolworths Group is fully committed to working towards.

For any questions or feedback, please contact our Indigenous Affairs team at indigenousaffairs@woolworths.com.au



Scan the QR code to watch an animation about our RAP artwork



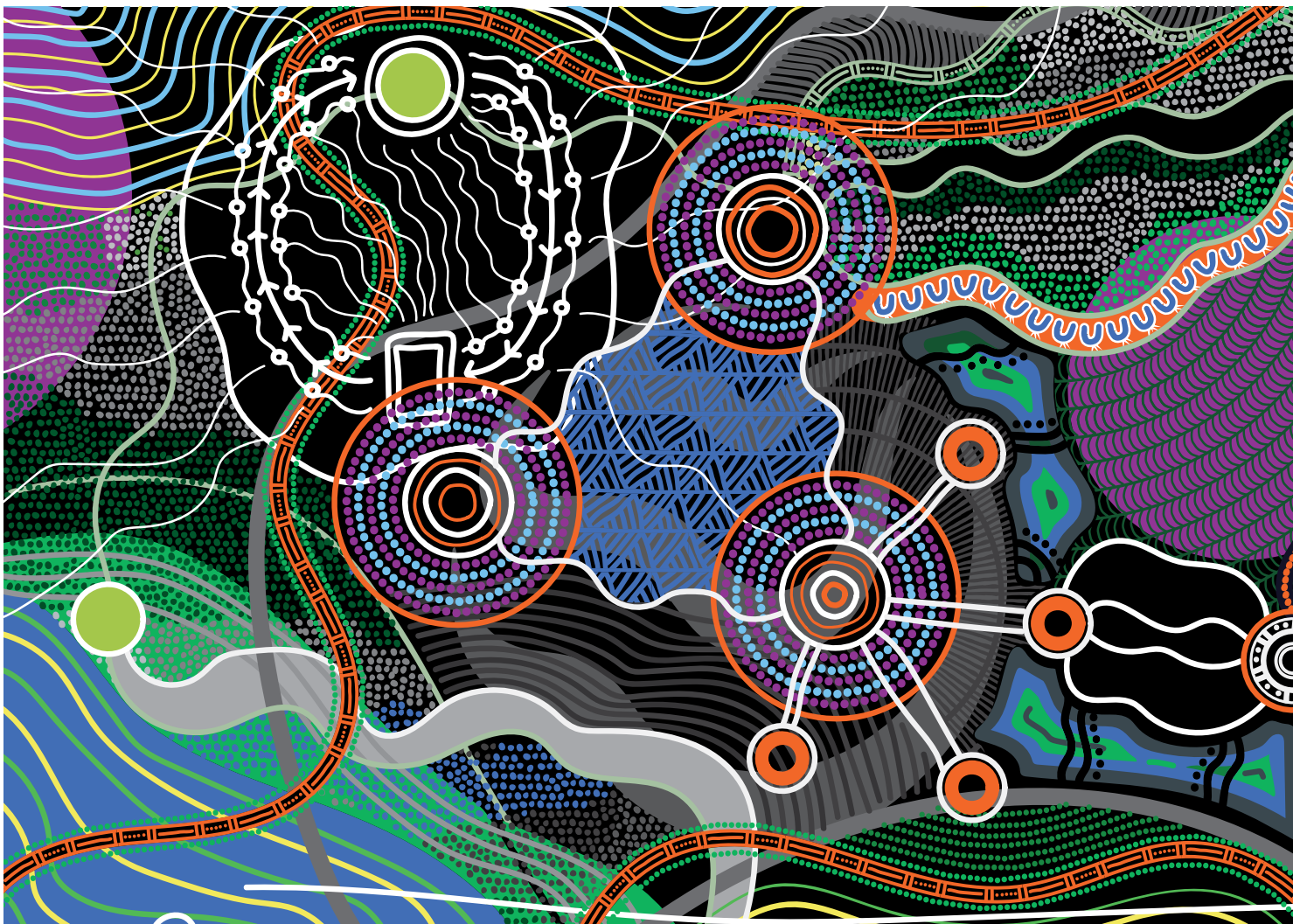
Woolworths Group artwork

Introduction to Gilimbaa

Gilimbaa, which means “today” in the language of the Wakka Wakka people of Central Queensland, is a full-service creative agency specialising in strategic and connected communication.

As a business built on the fundamental understanding that innovation comes from collaboration, Gilimbaa is driven by the power and process of storytelling and the role it plays in education and the celebration of culture and community.

Woolworths Group is proud to partner with Gilimbaa, who have worked closely with us to create our RAP’s artwork, which tells the story of our reconciliation journey.



Introduction to the artist, David Williams

As a proud Wakka Wakka man and the Executive Director of Gilimbaa, David brings a lifetime of culture and connections to Gilimbaa. David was influenced by his immediate family and his Elders who encouraged him to use his creative skills as a tool to connect his culture to the wider community. With almost 20 years as a cultural performer working locally, nationally and internationally, David uses creative expression as an effective tool to facilitate 21st century cultural communication. David's unique capability to walk in two worlds enables him to influence nationally and internationally with the same ease with which he connects with community.

David is also a former board member of the Queensland Museum Network, former chairperson of the Queensland Museum Aboriginal and Torres Strait Islander Consultative Committee, a member of the Microsoft Reconciliation Action Plan Advisory Group, and Indigenous Advisory Group Member for the Queensland Art Gallery and Gallery of Modern Art.

The artwork

This artwork 'A brave heart for a better tomorrow', tells the story of Woolworths Group's reconciliation journey. It's a journey that began many years ago; a journey with many steps left to take; a journey that aims to leave no part of Australia untouched. At the artwork's heart is a place where everyone belongs, a place where people unite and slow down to listen. It is a place of courage and inspiration. Woolworths Group's values – 'we care deeply', 'we listen and learn', and 'we do the right thing' – are important elements of this story, connected to its heart. Our strategic pillars are vital to moving the story forward. The footprints of ancient trading routes are threaded throughout.

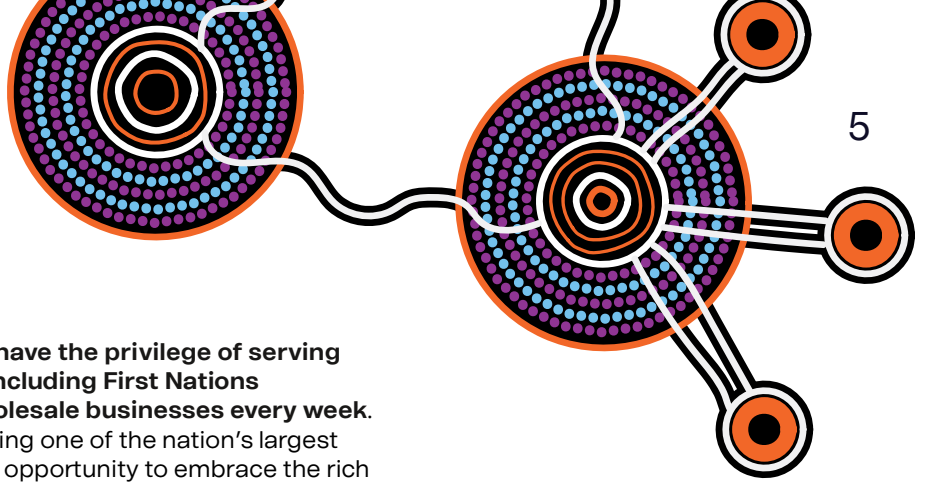
Connections with First Nations communities will continue to grow as Woolworths Group moves from safe actions to brave actions, building momentum that evokes camaraderie and creates ripples of change felt in diverse communities all over Australia. And as this story unfolds, the brave steps Woolworths Group takes will help lead us towards a more reconciled nation and – ultimately – a better tomorrow for everyone.



CEO message

It is with increasing confidence and conviction that I am able to reaffirm Woolworths Group's ongoing commitment to reconciliation through the launch of our latest Innovate Reconciliation Action Plan.





As one of the nation's largest retailers, **we have the privilege of serving virtually every community in Australia, including First Nations communities, through our retail and wholesale businesses every week.**

We also have the tremendous benefit of being one of the nation's largest employers of First Nations peoples and the opportunity to embrace the rich culture and experience that these team members bring to our organisation.

During the past two years, all Australians have been challenged by the impacts of the COVID-19 pandemic, global supply chain disruptions, and natural disasters, including devastating floods and bushfires. I am incredibly proud and inspired by the way our team continues to go above and beyond in these challenging times, often in the background, to ensure Australians have access to essential food and everyday needs. In these moments, we see the best of Woolworths Group as we seek to live our purpose of ***creating better experiences together for a better tomorrow.***

Although we work hard every day to live our purpose, we recognise there are times we have fallen short of our own expectations and those placed upon us. The most obvious example of this involves our former plans (abandoned in 2021) to build a new Dan Murphy's liquor retail outlet in Darwin, NT, through our former drinks business, Endeavour Group. Given the proximity of the proposed development to a number of dry Indigenous communities, and the objections from key stakeholders, including Indigenous leaders, we made the decision to commission an Independent Panel to review (IPR) and publicly report on this matter.

Following the public release of the IPR Report in June 2021, we acknowledged we failed to adequately consult with and listen to key stakeholders who objected to our proposal. Subsequently, we committed to reflecting upon, engaging with, and doing a much better job of considering First Nations perspectives (voices) for our decision-making actions going forward.

Despite the fact that Woolworths Group has now demerged from Endeavour Group (which includes Dan Murphy's), **we remain committed to embedding the learnings from the IPR into our business processes and decisions.**

You will see many of these reflected in this RAP as we commit to reimagining the type of relationships we seek to build with Indigenous Australia.

Importantly, we also recognise the invaluable contributions of First Nations team members and our First Nations Advisory Board as they each help to inform and provide advice on a vast variety of matters. Their collective impact across our business has shown us first hand what is possible when First Nations voices are empowered and elevated to inform topics and policies that affect First Nations communities.

As we look forward, **Woolworths Group remains committed to supporting the Uluru Statement from the Heart, as it has since 2019**, and the calls to enshrine an Indigenous Voice to Parliament within Australia's Constitution. We remain committed to actively contributing to Australia's reconciliation journey through listening and learning, empowering more diverse voices within our Group and working *better together for a better tomorrow.*

Lastly, I want to thank our customers, our team members, our partners, and the communities we serve for walking alongside us on our journey.

Brad Banducci
Chief Executive Officer

Reconciliation Australia CEO message



Reconciliation Australia commends Woolworths Group on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Woolworths Group continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types— Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the Woolworths Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the Woolworths Group using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for the Woolworths Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, the Woolworths Group will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the Woolworths Group's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Woolworths Group on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Group

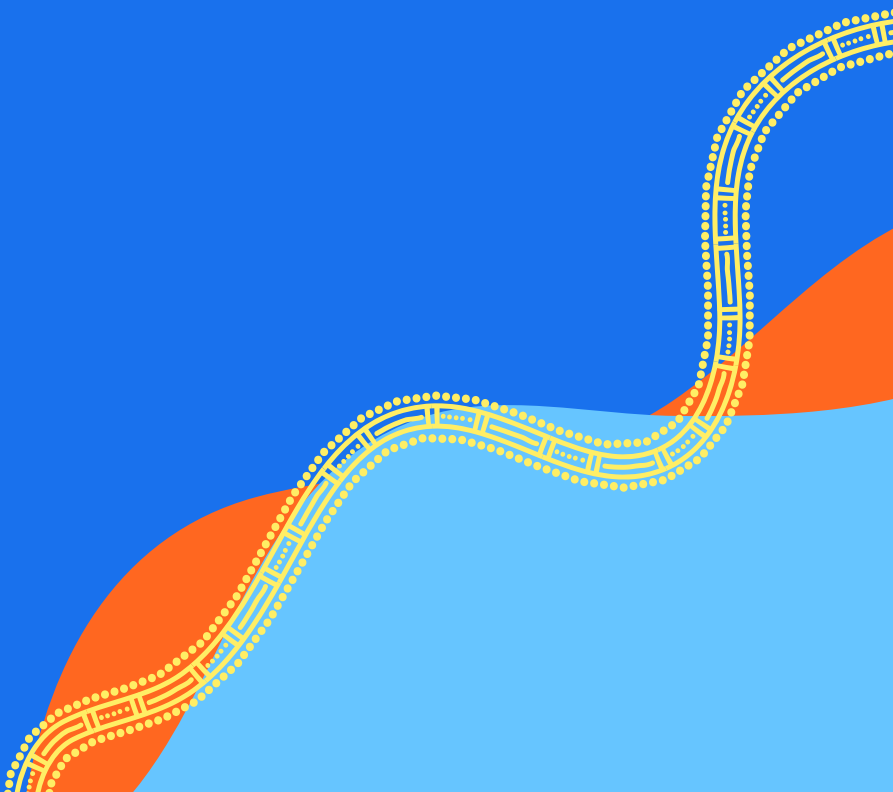
Woolworths Group is a food and everyday needs business that includes some of Australia and New Zealand's most trusted retail brands, including Woolworths Supermarkets and Big W. Our Group consists of our cornerstone Retail food businesses; market leading eCommerce businesses, digital and data capabilities; and complementary platforms and partnerships that enhance our customer's overall experience.

Our national footprint reaches far and wide, with stores located across all Australian states and territories. Our 1,261 retail locations include 1,085 food stores and 176 BIG W stores.

Our workforce in Australia includes over 185,000 directly employed team members, including more than 4,500 First Nations team members, who work in our stores, distribution centres, logistics and support offices. We are a diverse group of people with a wide range of experiences. Our people are at the heart of our business. Together, we are committed to making Woolworths Group a great place to work.

Unified by our purpose of creating better experiences together for a better tomorrow, we know the actions we take today – together with our partners – are opportunities to have a positive impact on future generations. Wherever we operate, we aim to create better experiences for each of the millions of customers we serve each week. We depend on our store, distribution and support teams across Australia to do so.

Woolworths Group's sphere of influence is broad and complex. It includes the millions of customers we interact with every day; our team members; our suppliers; our partners; and broader society. Through our actions, we aim to contribute towards reconciliation by driving positive race relations, institutional integrity, unity, equality and equity.



Our Purpose and vision for Reconciliation

Led by our values of 'we care deeply', 'we listen and learn', and 'we do the right thing', our RAP stays true to Woolworths Group's purpose of *creating better experiences together for a better tomorrow*. By moving from safe to brave, and leveraging our collective strengths, we look to address the targets outlined in the National Agreement on Closing the Gap, referencing the Closing the Gap 2020 Report.

Our vision for reconciliation is an Australia where First Nations peoples have equitable access to the essential products, services and opportunities they need to truly thrive for a better tomorrow.

As one of the nation's largest food and everyday needs businesses, Woolworths Group has a unique opportunity to make positive and tangible changes to the lives of all Australians, including First Nations peoples.

One of our focus areas is to play our part in addressing the accessibility and affordability of nutritious foods and essential goods in Australia's most remote communities. We aim to achieve this by securing key partnerships with regional fulfillment providers and other retailers to offer affordable wholesale products at scale.

We also recognise the value and potential of Australia's Indigenous business sector. We're committed to investing in Indigenous suppliers, aiming for 3 percent of our influenceable spend to be with Supply Nation registered and certified suppliers by 2025.

Woolworths Group is committed to investing in First Nations peoples' education and professional development. Targeting key skills and disciplines that propel opportunity pathways forward, we will establish collaborative partnerships with educational organisations and institutions that will open up enhanced possibilities for First Nations peoples.

We're proud to be one of Australia's largest employers of First Nations peoples who represent approximately 2.6 percent of our Australian workforce¹. As part of our RAP, we're aiming to increase First Nations team member representation to at least 3.2 percent by 2025. We aim to do this by driving targeted Indigenous employment strategies across our ecosystem while continuing to support team members' professional development and leadership pathways in a workplace that's inclusive and where everyone belongs.

For everyone to thrive for a better tomorrow, we must come to terms with our past while continuing to build towards a more inclusive and better tomorrow. Since 2019, Woolworths Group has publicly supported the aims of the Uluru Statement from the Heart, and its proposal of key reforms. One of those key reforms is to introduce a Voice to Parliament – to provide advice on issues which affect First Nations peoples. We will continue to raise awareness of the Uluru Statement's aims and reform proposals, and are committed to actively engaging and educating our team members.

¹All data on this page is as of March 2023



Investing in a better tomorrow

In consultation with Reconciliation Australia, our journey towards a new RAP recommenced in July 2022.

Our RAP Working Group (RWG) consists of 24 members from across 14 business areas including Woolworths Supermarkets, BIG W, Finance, Culture & People and Marketing. Since the working group's formation in August 2022, the team has worked to cross-functionally develop the RAP and will continue in their roles to coordinate and support the delivery of our commitments throughout the RAP's duration.

Our RWG's First Nations member representation is 15 percent, with Woolworths Group's General Manager for Indigenous Affairs and Strategy as RAP Champion and Woolworths Group's Indigenous Employment and Team Experience Lead as Co-Chair. The RWG comprises 52 percent women, and 40 percent senior leadership, who collectively act as the RWG's Key Decision Makers and point of support to remove roadblocks and address challenges.

The RAP's implementation and governance is managed by Woolworths Group's dedicated RAP Delivery Lead who reports into the General Manager of Indigenous Affairs and Strategy. Led by our RAP Delivery Lead, our RWG comes together at least four times per year to review progress while planning for implementation of actions and deliverables.

Woolworths Group continues to be supported by our First Nations Advisory Board, formed in August 2021. The eight-member board has 75 percent First Nations representation, comprised of a combination of Woolworths Group team members, both Indigenous and non-Indigenous, and external Indigenous business leaders, who provide guidance on our actions towards reconciliation. Together, members provide advice on matters related to Indigenous Affairs within our organisation and with Indigenous communities. The First Nations Advisory Board engages directly with management, including members of the RWG, and has direct communication with the Woolworths Group Board.

Our RAP working group

24
members from across
14 business areas

15%
First Nations member
representation

52%
women



Our First Nations Advisory Board is composed of the following members:

- 1. Adam Bray:** a proud Iman man appointed to the role of Woolworths Group's General Manager of Indigenous Affairs and Strategy in November 2021, Adam has significant experience in Indigenous Affairs roles at Shell, Telstra, the Australian Human Rights Commission and Royal Australian Navy.
- 2. Adam Goodes:** a proud Adnyamathanha and Narungga man and co-founder of the Indigenous scholarship program GO Foundation, Adam is the CEO of Indigenous Defence and Infrastructure Consortium and Director of the Australian Literacy and Numeracy Fund.
- 3. Alex Holt:** as Woolworths Group's inaugural Chief Sustainability Officer, a role created in 2020. Alex leads teams dedicated to improving social and environmental sustainability for people, planet and products.
- 4. David Walker:** David was appointed Chief Risk Officer for the Woolworths Group in November 2020. Prior to this appointment, David was the Managing Director of BIG W from November 2016 and served as CEO of Masters Home Improvement for 10 months to November 2016. David joined Woolworths Group in 1998 and has worked extensively in finance and business transformation, including Dick Smith Electronics and Woolworths Logistics.
- 5. Courtney Palmer:** a proud Worimi woman and BIG W State Manager for QLD and NT, Courtney leads a team of more than 4000 people across 48 stores. She is a passionate advocate for First Nations team members and the role of broader society in Closing the Gap.
- 6. Kristal Kinsela:** a proud Jawoyn and Wiradjuri woman, Kristal is a Director of Many Rivers and Uniting, and a supplier diversity expert who works closely with corporate and government leaders to influence procurement, organisational culture, and engagement with Indigenous businesses.
- 7. Lauren Smith:** a proud Kamilaroi woman and store manager at BIG W, Lauren has been a valued member of the Woolworths Group for 15 years and leads Indigenous cultural awareness activities in BIG W.
- 8. Sean Gordon:** a proud Wangkumarra/Barkindji man and Managing Director of Indigenous business consultancy Gidgee Group, Sean has advised the corporate sector on Indigenous affairs for more than 10 years and is the Independent Chair of the Barkly Regional Deal in the Northern Territory. He is also a Council Member of the University of Newcastle.



First Nations Advisory Board Members L-R: Sean Gordon, Courtney Palmer, Lauren Smith, Adam Bray, David Walker, Alex Holt, Kristal Kinsela, Adam Goodes

Learning from our past mistakes

To create better experiences for a better tomorrow, we must first acknowledge the past.

The Independent Panel Review (IPR) provided Woolworths Group with recommendations addressing the approach we'd taken on the proposed Darwin Dan Murphy's development, together with more expansive governance considerations. This provided us with guidance concerning key issues of reconciliation including corporate social value and legitimacy; culturally appropriate approaches engaging Indigenous communities and establishing trust; building cultural competencies leadership engagement and incorporating First Nations perspectives into our decision making processes.

Following the IPR, we paused our work on the development of another RAP to reflect on the findings of the IPR, and to proactively listen and learn from First Nations team members and communities. Woolworths Group considered

each of the recommendations and learnings across its broader business, and in the development of this RAP, to continue to advance the considered counsel of the IPR.

In the months following the IPR, we reviewed the National Agreement on Closing the Gap and identified targets towards which we could positively contribute. Once we determined our focus areas, we held a series of listening sessions with First Nations team members and various First Nations communities to validate our assumptions and guide us in our thought process.

From this collective work, we developed our Reconciliation Strategy, presented to the Woolworths Group Board by management and members of the First Nations Advisory Board, and endorsed in 2021.

The activation of our Reconciliation Strategy lays the groundwork for us to

deliver the actions and commitments now described in our RAP.

To effectively drive reconciliation forward, we've invested in building our First Nations capability with the appointment of Woolworths Group's General Manager for Indigenous Strategy and Affairs, National Indigenous Engagement Manager, and Indigenous Employment and Team Experience Lead. These key roles have enabled us to activate our strategies and regularly hold Yarning Circles that aim to foster community while providing a direct line of feedback to our senior leadership and First Nations Advisory Board.

Our reconciliation journey has many steps left to take, but it's a journey we are ready to continue so that we may continue playing our part in Australia's future as a truly reconciled nation.

Our Reconciliation Strategy consists of three pillars and four focus areas that together provide the framework to effectively drive the strategy forward:

1.

Listen and Learn: the choices and decisions we make are predicated on the voices and communities of those impacted. Our strategy starts with listening to, and learning from, First Nations voices. We do this by investing in local connections, communities and our team-member networks.

2.

Four Focus Areas: we are focused on driving positive change by contributing towards the targets outlined in the National Agreement on Closing the Gap. These areas are employment, health, education and sourcing.

3.

Governance and Ways of Working: we are enabled and steered by an operating framework that governs our approach and holds us to account on our commitments.

Case Study 1:

Learning for Reconciliation

Woolworths Group's approach to a continuous learning culture



Carla Rogers and Aunty Munya, Evolve Communities

In our previous RAP, we committed to implementing an Indigenous cultural awareness program that caters to different learning styles through blended learning, immersion, face-to-face and online training. We faced the challenge of how to reach all our team members effectively and efficiently.

During our research for the program, we connected with Evolve Communities, who have since become our partners in providing clear and practical cultural learning that establishes a baseline understanding and common language around reconciliation for our organisation.

Aunty Munya, Evolve's Co-Director, tells us: "As the oldest living culture in the world, we know that we have a lot to learn from First Nations wisdom and peoples. This wisdom has informed the way that we train and our core values. Not only do we see the Woolworths Group as our partners – we are kin – and as part of this kinship network, let's grow together. Remember, there is no such thing as a silly question, ask me anything; change will only happen through understanding".

Carla Rogers, Evolve's Co-Director, tells us: "We all have a role to play in reconciliation. Aunty Munya and I developed the 7 Step learning program to help non-Indigenous people like me to increase confidence to play my role. We are so thrilled to partner with Woolworths Group and to be on this Reconciliation and Allyship journey together to inspire Allyship for a kinder and more inclusive Australia."

Our partnership provides us with access to Evolve's succinct online and easily accessible Learning for Reconciliation modules, which outline the 7 steps to Reconciliation and Allyship™. We have also worked with Evolve Communities to create a series of webinars to bring our online modules to life.

BIG W's Team Experience Partner, Danielle Bailey, has been a key activator in driving online learning and immersion across BIG W stores and leadership teams.

Danielle tells us: "BIG W is committed to reconciliation. Our partnership with Evolve Communities is part of our stores' cultural readiness program that supports the success of First Nations students from Clontarf Foundation working in store and has also been recently extended as part of our Renewals Strategy.

As part of cultural readiness, BIG W store leaders connect with Evolve Communities to conduct virtual Yarning Circles to deepen knowledge and confidence surrounding reconciliation.

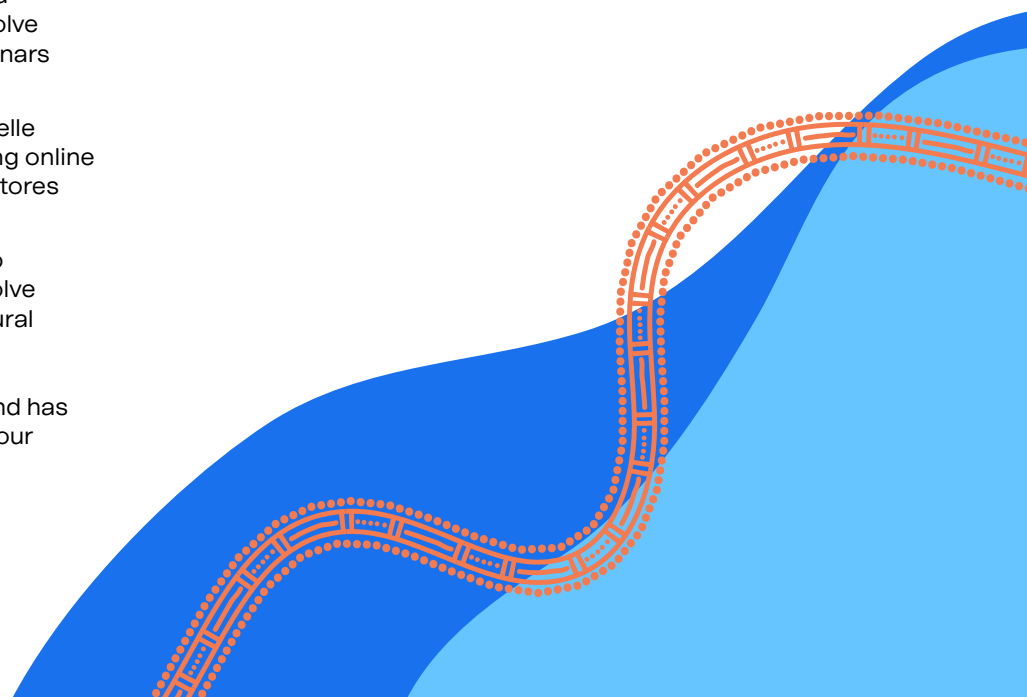
"Additionally, as part of our Renewal Strategy, we also empower our store leaders to work in consultation with their local communities before installing Acknowledgement of Country plaques at the front of store.

"The feedback received has been overwhelmingly positive in terms of equipping teams with a higher level of knowledge and confidence in matters related to reconciliation and cultural awareness.

"BIG W is proud to have led the way with this initiative in partnership with Evolve Communities and look forward to working with Woolworths Group in launching our Cultural Readiness Plan over the course of our RAP."

By conclusion of our RAP, our aim is that at least 90 percent of Woolworths Group's non-store team members and 100 percent of our senior leaders and RAP Working Group will have completed reconciliation training.

For more information on Evolve Communities, visit their website [evolves.com.au](https://www.evolvecommunities.com.au).



Our Reconciliation journey so far

2011

Woolworths Group enters partnership with Diversity Dimensions to provide employment opportunities for First Nations Australians. First RAP launched. First contract signed with Message Stick Communication. Joined Supply Nation.

2011–
2013

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

2015

Woolworths Group joins the federal government's Employment Parity Initiative in partnership with Diversity Dimensions.

2017

Woolworths Group delivers 200th cultural training session for stores. Introduces Corporate Responsibility 2020 commitments regarding Indigenous employment.

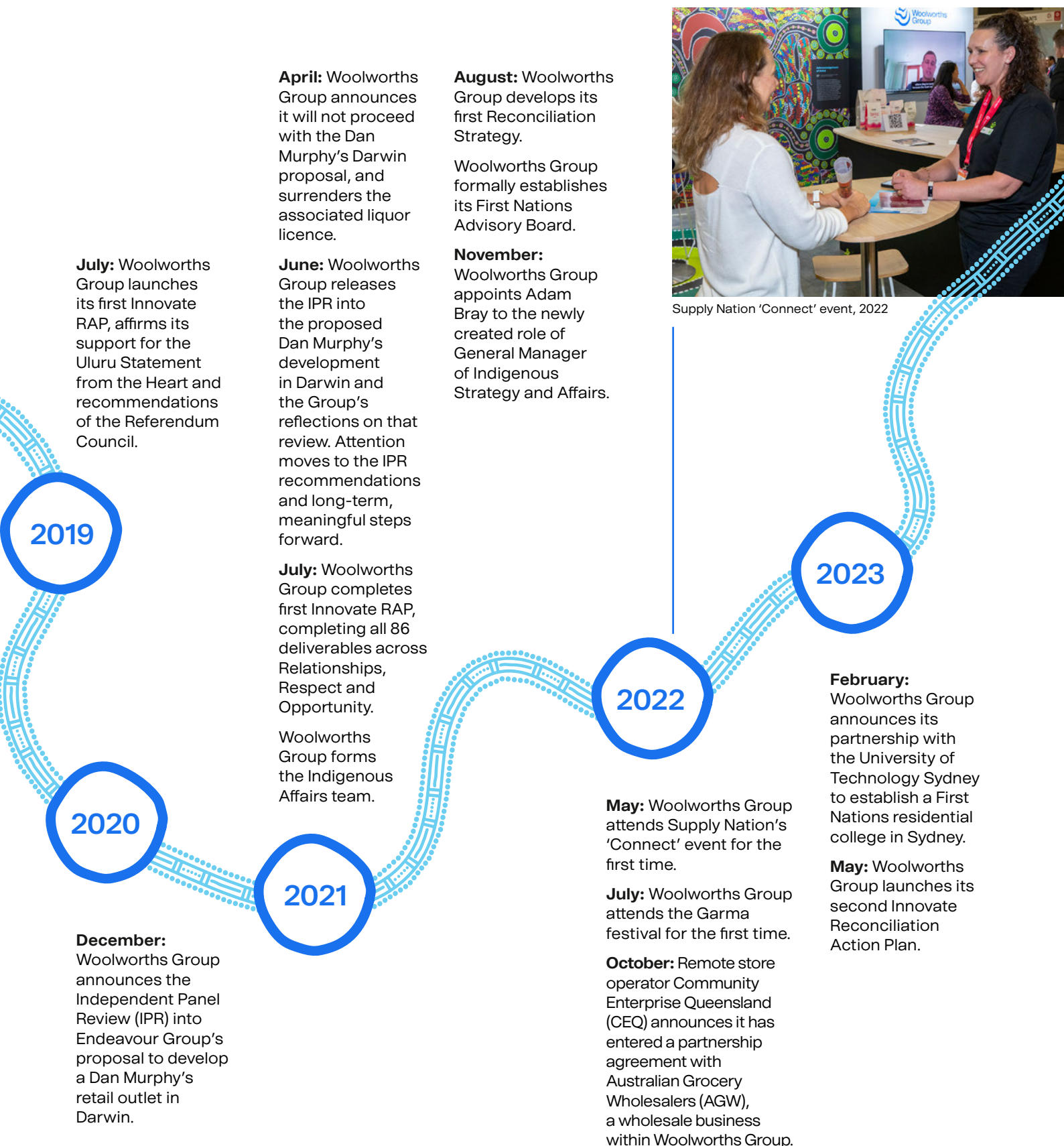
Woolworths Group establishes its first Indigenous Advisory Panel.

2018

Woolworths Group prints and distributes NAIDOC posters for in-store collection in partnership with the National Indigenous Australians Agency (NIAA). Woolworths Group actively promoted NAIDOC poster distribution and provided instructions for collection.



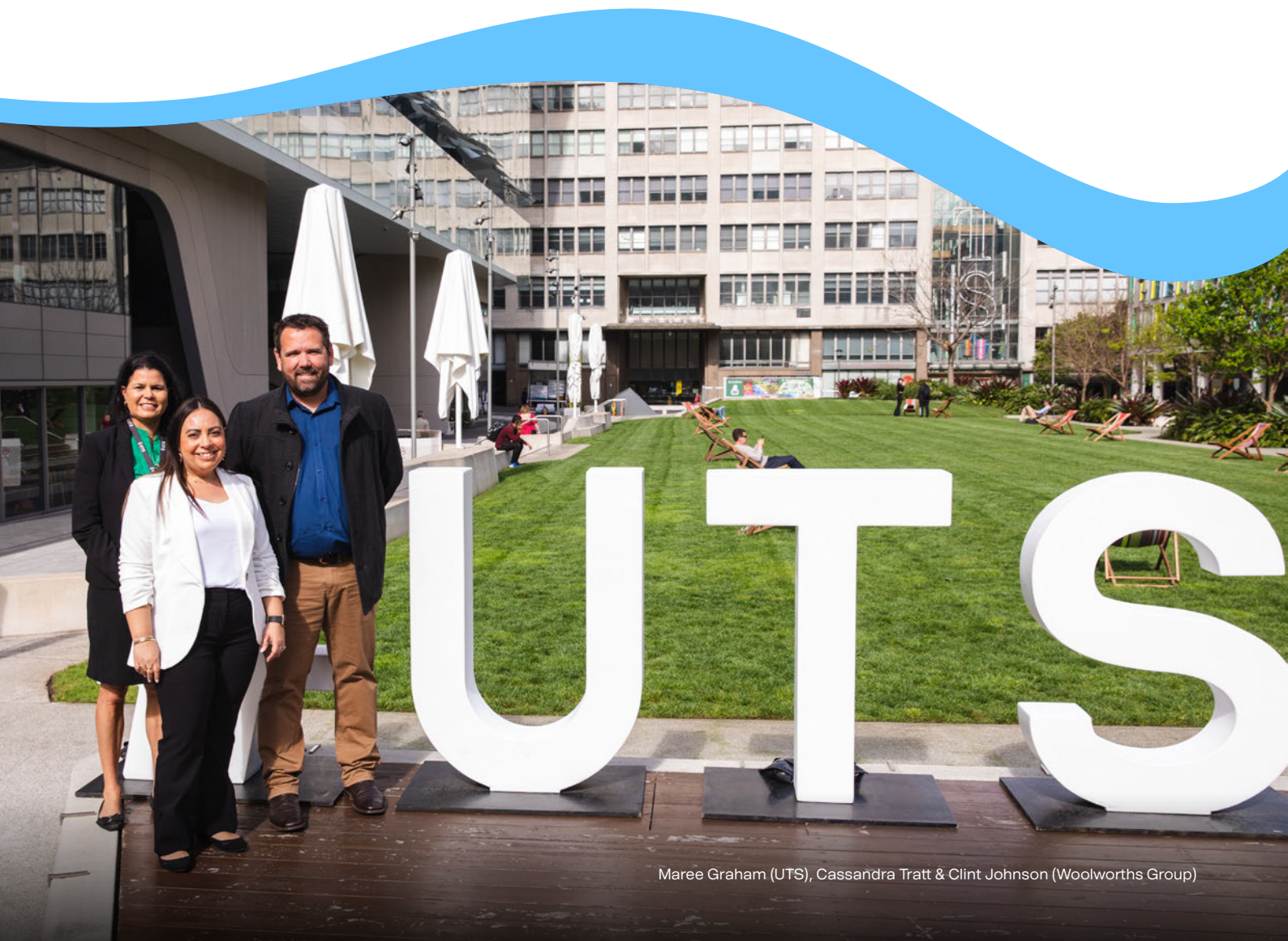
Team member, Lisa Hohoi



Case Study 2:

First Nations futures

Woolworths Group's partnership
with University of Technology
Sydney to establish a national
Indigenous Residential College



In January 2023, Woolworths Group announced its partnership with the University of Technology Sydney to establish a Indigenous Residential College in Sydney.

With the backing of more than 50 Indigenous leaders, the College will be designed and led by First Nations peoples, and will feature world-class residential facilities, a library, a family history research facility, and an Indigenous arts centre open to the public. The College will offer its student members enrichment programs aligned to the College's ethos of pride in Indigenous identity and culture, academic excellence, leadership, service and global citizenship, and will offer a range of public programming aligned to these themes. The College will enable First Nations peoples to choose an institution that, at its heart, celebrates the many First Nations peoples cultures and traditions.

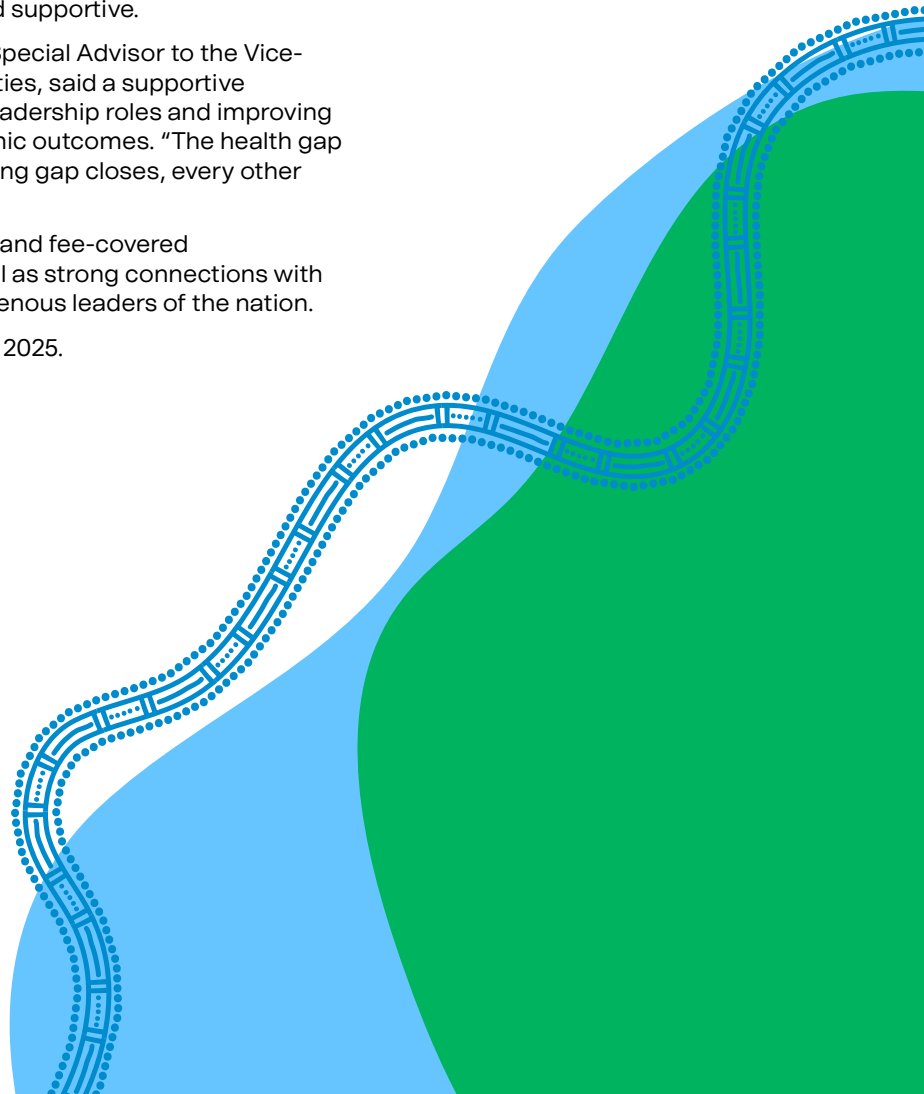
Catherine Hunter, Woolworths Group's General Manager of Inclusion, is one of the key leaders driving the partnership with UTS. Catherine tells us: "The partnership is part of our commitment to drive positive change and to build a more inclusive nation, embodying Woolworths Group's purpose of creating better experiences together for a better tomorrow."

According to the Closing the Gap Report 2020, there is virtually no gap in employment rates between higher-educated Indigenous Australians and higher-educated non-Indigenous Australians. This indicates the potential and importance of providing tertiary education for First Nations peoples in an environment that is culturally appropriate and supportive.

Professor Michael McDaniel AO, AO FRSN, UTS Special Advisor to the Vice-Chancellor for Major Indigenous Strategic Priorities, said a supportive university education is critical in preparing for leadership roles and improving life opportunities, health, education and economic outcomes. "The health gap closes, the life expectancy gap closes, the housing gap closes, every other gap closes. Education is the key to that."

Once built, the College will provide scholarships and fee-covered accommodation for Indigenous students, as well as strong connections with schools and employers, and nurture future Indigenous leaders of the nation.

Building works for the College will commence in 2025.



Case Study 3:

An opportunity to succeed

Woolworths Group and Clontarf Foundation partnership



Clontarf Foundation students with Woolworths Group team members

Woolworths Group is proud to partner with the Clontarf Foundation with the aim of developing mutual connections across our stores and sites that builds relationships, helps our teams listen and learn about reconciliation, and creates outcomes for young Indigenous men around education and job opportunities. Woolworths Group is also committed to providing food and financial donations to support Clontarf's ongoing operations.

James McNamee, Clontarf Foundation's General Manager of Partnerships and Communications, tells us of the partnership: "In a short time, Woolworths Group have become integral partners, providing input and support across the country. Currently, more than 200 Clontarf students and more than 50 Clontarf alumni have joined the Woolworths team, which further builds connections, experiences and opportunities for us all. We look forward to continuing to grow and deepen our partnership with Woolworths Group."

Woolworths Group encourages stores and sites to establish local, one-to-one relationships with Clontarf, which currently has connections with over 148 schools across Western Australia, South Australia, Victoria, Northern Territory and New South Wales.

David Atkinson is Woolworths Supermarket's Assistant Store Manager at the Leanyer store in Darwin, Northern Territory. The Leanyer store works closely with the Clontarf Foundation to drive positive outcomes and employment prospects for young Indigenous men.

David tells us: "I came to the Northern Territory in 1984 to play football with the Darwin Football Club. Being born in England, I stood out in a club of predominantly First Nations people due to my blindingly white legs.

"Football had – and continues to have – a special place in the community. It was like a family, a place where people came together and were equal on the field for more than 100 years".

David says that despite the sporting field being largely a place of equality, he never received any history lessons that included First Nations peoples, cultures or achievements during his eight years of schooling here.

"Equal opportunity comes only with reconciliation. Reconciliation comes only with learning about Australia's true history, listening to all voices and offering to be an ally through actions aimed at equal opportunity. First Nations peoples have offered their hand in reconciliation for too long. They can do no more. It's up to the rest of us to rise to the challenge.

David says it's important for everyone to understand how far behind the starting line many young Indigenous people begin, which is evident by the company often needing to provide phones, shoes, computer access or time in store to do inductions.

"I am proud of the company I work for. Woolworths Group has come a long way with their Reconciliation Action Plan to act as an ally to First Nations peoples.

"It takes time and patience to provide the best possible first day onboarding for these young men. We have had some successes and losses. We currently have five Clontarf alumni working in our store and hope to continue to provide these opportunities.

"I have seen that a job can change a life; it can even change families' lives."

Woolworths Group is also undertaking research to identify a similar partnership that empowers Indigenous girls and young women to finish school and move on to further education and/or meaningful employment.

For more information on the Clontarf Foundation, visit their site here, clontarf.org.au.



Case Study 4:

Australian Grocery Wholesalers (AGW) supporting remote First Nations communities



AGW and Community Enterprise Queensland team members

Here at Woolworths Group, we recognise the role we can play in working with First Nations communities to address the food insecurity and affordability challenges experienced in remote areas.

Australian Grocery Wholesalers (AGW) is a Woolworths Group wholesale business established in 2019. In 2020, AGW entered into a partnership with Community Enterprise Queensland (CEQ), a not-for-profit organisation committed to providing essential goods and services to remote communities in the Torres Strait and Northern Peninsula Area (NPA), and remote Indigenous communities.

As part of the partnership, AGW assists CEQ's remote store teams with retail training via coaching and mentoring, as well as online support from Woolworths Food Academy.

Shaun Burton, General Manager, Woolworths Group Wholesale, said: "At AGW, we are focused on delivering convenient, end-to-end, tailored wholesale solutions to our partners across all sectors."

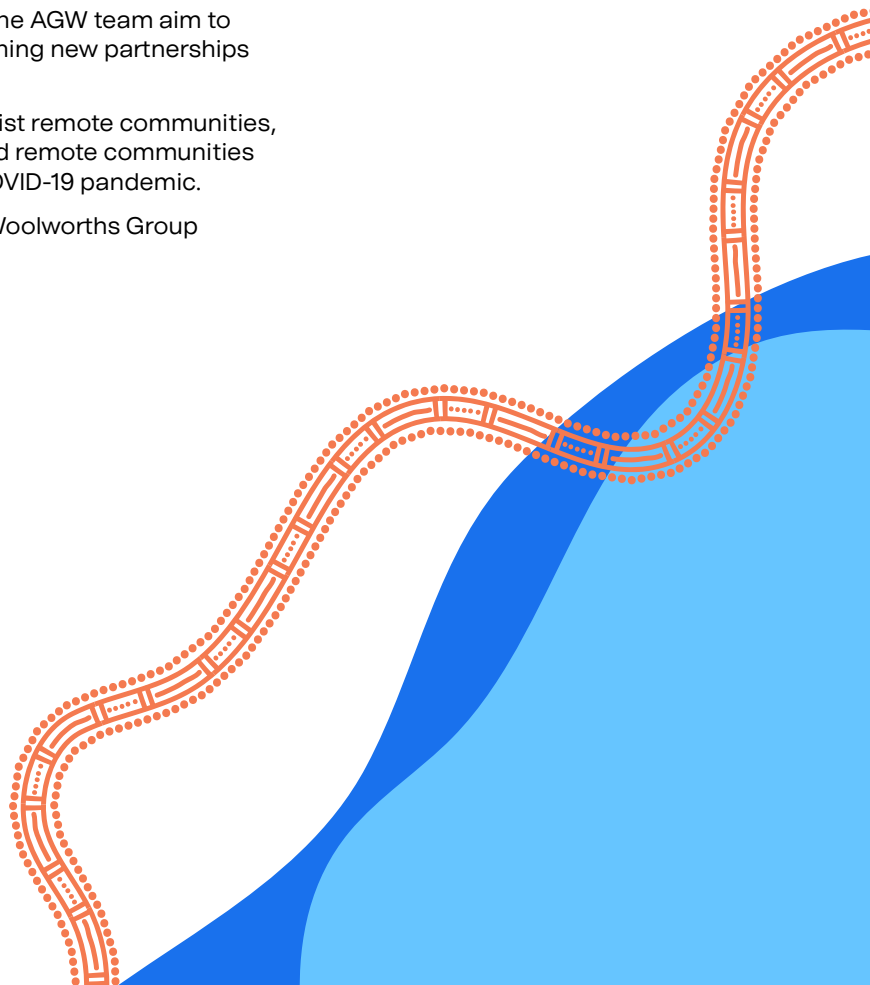
"CEQ is a leader in delivering quality retail and essential services within Indigenous communities, and AGW is all about sourcing and merchandising Australia's very best fresh food and groceries for customers."

"Drawing on our respective strengths, we're confident our partnership will help deliver a better food and grocery shopping experience for Far North Queensland and Torres Strait Island communities. In doing so we also hope to have a positive impact on health outcomes and contribute to closing the relevant gaps in this space."

Over the course of our RAP, Woolworths Group and the AGW team aim to continue growing the CEQ partnership while establishing new partnerships supporting remote and vulnerable communities.

While this is our first commercial arrangement to assist remote communities, we have supported supply and food relief to impacted remote communities during severe weather events and throughout the COVID-19 pandemic.

In addition to servicing CEQ, AGW supports several Woolworths Group partners, including Foodbank, OzHarvest and Ampol.



Case Study 5:

Partnerships for a better tomorrow

Woolworths Group's Indigenous Procurement Strategy

Terri Janke and team
(image by Jamie James)



We are committed to investing in the growth and sustainability of the Indigenous business sector. **We aim to provide support to Indigenous businesses seeking opportunities across the Woolworths Group ecosystem.** In 2022, we updated our Group's Procurement Policy, clarifying the definition of an Indigenous supplier while providing greater flexibility in procurement processes to support spend with Indigenous suppliers. In the same year, we launched our internal Indigenous Business Directory and participated in Supply Nation's Connect event as an exhibitor, meeting Indigenous businesses and industry leaders to build relationships and connections.

The Group's ambition is to build and work with our supplier base in a way that sustainably grows Indigenous businesses, with the initial goal of Woolworths Group's influenceable spend to be with Supply Nation certified and registered Indigenous suppliers. We're supported in our efforts through our partnership with the Business Council of Australia (BCA) and commitment to their Raising the Bar program in partnership with Supply Nation.

Raising the Bar is a landmark initiative launched in 2019 with the aim of participating organisations achieving \$3 billion in cumulative influenceable spend with Indigenous businesses by 2025. The program was designed and is supported by the Business Council of Australia and open to all BCA members.

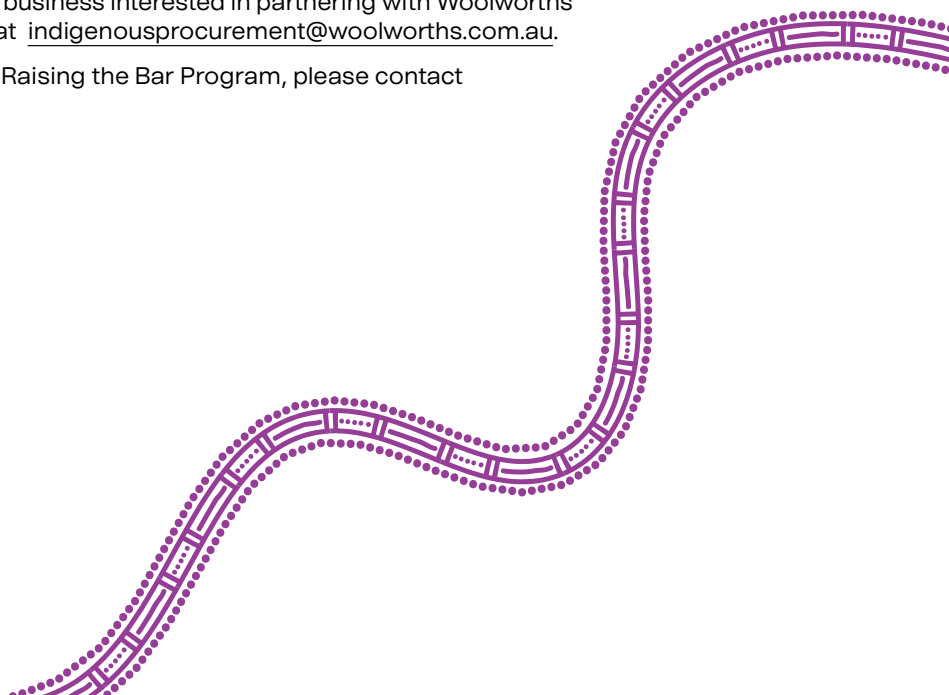
Jennifer Westacott, Chief Executive of the BCA, tells us: "The Raising the Bar program aims to build relationships between Indigenous and non-Indigenous businesses to further unlock the sector's economic potential."

To drive this strategy forward, Woolworths Group has established a centralised team that works with our brands and businesses to develop targeted strategies while fostering mutually beneficial and sustainable partnerships.

Supply Nation is Australia's largest and most respected database of Indigenous businesses. As Woolworths Group continues to learn more about investing in the Indigenous business sector, we remain invested in our membership and committed to supporting the Supply Nation Connect event held each year, allowing us and other like-minded organisations to build new relationships and opportunities.

If you're a Supply Nation registered or certified business interested in partnering with Woolworths Group, we'd love to hear from you. Contact us at indigenousprocurement@woolworths.com.au.

If you're interested in learning more about the Raising the Bar Program, please contact Amelia Bitsis at Amelia.Bitsis@bca.com.au.



Case Study 6:

Woolworths Group's First Nations employment roadmap

Australia's 2021 census data revealed that more First Nations people are in work than ever before, with the Indigenous employment rate up 5.6 percent from the previous census results. Though the data is encouraging, Indigenous peoples remain underrepresented in the workforce.

As one of Australia's largest private employers, we at Woolworths Group recognise our responsibility to provide employment and career prospects for First Nations peoples.

Commencing in 2015, we participated in the Resourcing the Future program. A first of its kind for Woolworths Group, the program highlighted the value of engaging with employment providers while setting a strong foundation for future growth. We concluded the program in 2022, forming a new roadmap the same year with a heightened focus on First Nations team members' retention and career growth. Our strategy sets specific employment targets with the aim of incrementally increasing and retaining First Nations representation across the Group to at least 3.2 percent by 2025.

To drive our new employment approach forward, Cassandra Tratt, a proud Ugarapul woman, joined Woolworths Group in May 2022 as Indigenous Employment and Team Experience Lead.

Cassandra tells us: "As the largest private employer in Australia, we are in a unique position to attract diverse talent and develop future retail leaders. Education and employment are powerful tools and, with many Australians starting their careers at Woolworths, we want to grow our team and support Mob to access the countless opportunities that exist across the business."

In 2021, we participated in the inaugural Australian Employment Index research project. Commissioned, conceptualised and led by the Minderoo Foundation's Generation One initiative, the project aimed to produce Australia's first comprehensive snapshot of Indigenous workplace representation, practices, and employee experiences.

Forty-two of Australia's largest employers participated, representing approximately 5 percent of the total Australian workforce and 6 per cent of the Indigenous workforce, and were assessed on five domains of Indigenous employment:

1. Commitment and Accountability
2. Workplace Culture and Inclusion
3. Attraction and Recruitment
4. Engagement and Development
5. Partnerships and Community

Of the 42 participating employers, only 5 percent attained the highest performing category, 'Advocacy', whereas 55 percent fell into the 'Growth' category. Woolworths Group was a member of the 'Growth' category. The data shows that, while efforts are being made to achieve parity, there is still a long way to go.

Shelley Cable is a Wilman-Nyoongar woman from Perth, Western Australia, and the leader of Minderoo Foundation's Generation One initiative.

Shelley tells us: "The Woort Koorliny: Australian Indigenous Employment Index 2022 was the first comprehensive snapshot of Indigenous employment amongst large Australian employers, and it found that one-off measures to create Indigenous employment parity must give way to a more comprehensive and systemic approach. Authentic commitments, comprehensive strategies, and a broader definition of Indigenous employment success are critical to achieving Indigenous employment outcomes.

"I thank Woolworths Group for their participation in Generation One's inaugural Indigenous Employment Index 2022, and acknowledge the trust, courage and humility they have demonstrated in sharing their successes, challenges, and progress towards Indigenous employment parity.

As Australia's largest private employer, Woolworths Group plays a critical role for Australia in creating safe and inclusive workplaces, providing meaningful careers, delivering respectful service, influencing partners and contributing to Australia's Closing the Gap commitments.

"I congratulate Woolworths Group on the launch of their second Innovate level RAP and look forward to continuing our partnership towards sustainable and meaningful employment parity."

In mid-2022, Woolworths Group formed its revised employment approach with three work streams focused on the end-to-end experience of First Nations job-seekers and team members: growth, retention, and succession.

Through deep partnerships and an investment in community relationships, our aim is to create inclusive, accessible and diverse workplaces that are reflective of the communities in which we operate.



Grant Drennan (Store Manager) and Cassandra Tratt
(Indigenous Employment and Team Experience Lead)

Aligning to this commitment, Woolworths Group will form an inaugural First Nations Team Value Proposition, with a foundational focus on cultural learning and respect that underpins our efforts to understand, value and recognise First Nations peoples cultures, histories, and knowledge.

Over the next two years, Cassandra and our team will drive the employment approach and partner across our businesses based on their unique needs and ways of working.

If you're a First Nations job-seeker keen to learn more about Woolworths Group's employment opportunities, we'd love to hear from you. You can visit our careers page at [wowcareers.com.au](https://www.woolworths.com.au/careers).

The road ahead



We truly hope our latest RAP reflects the voices of First Nations peoples and communities that we have spent time listening to and learning from following the implementation of our last Innovate RAP in 2021.

In doing so, we feel we have deepened relationships with Indigenous communities while identifying challenges in areas including food security and access to meaningful employment opportunities.

As we look into the future, we at Woolworths Group see genuine opportunities to drive tangible and sustainable changes in these areas and more. However, we are also aware of the struggles ahead, including ongoing inflationary pressures, cost of living, the ever present threat of natural disaster and supply-chain disruptions. Like the rest of Australia, we are not immune to these headwinds.

Over the next two years, we have decided to deliberately focus on building a new foundation that lays the platform for us to play to our inherent organisational strengths in the belief that our actions will make a meaningful contribution toward reconciliation and Closing the Gap within Australia.

As we move from safe to brave, we remain fully committed in working towards the actions and deliverables we have laid out on this journey of reconciliation.

A brave heart for a better tomorrow.

Adam Bray
General Manager Indigenous Affairs & Strategy





Jason Douglas (Dalmarri) and
Naomh Nelligan (Woolworths Group)

Relationships



Having served millions of customers for almost a century across the many Nations we now call Australia, our relationship with community reflects who we are as an organisation. We know strong relationships and partnerships are founded on trust and respect, and rely on innovation and deep care for people. We live these values each day through our purpose.

Woolworths Group's unique influence and reach enables us to have a positive impact. We are able to leverage our national platform to raise awareness and create space for team members to learn and be curious about what reconciliation means to them. By building trust with First Nations peoples and communities, we can grow mutually beneficial relationships that create a better tomorrow for everyone.

Understanding the lived experiences and challenges of First Nations peoples is vital to identify the ways we can help address some of the biggest issues faced by Aboriginal and Torres Strait Islander peoples and communities.

We know many Australians share our purpose, but racism and prejudice remain prevalent in Australia. The impact of this is felt strongly by many minority groups, including First Nations peoples.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Review June 2023, 2024	RAP Program Manager
	Review and update Woolworths Group's Indigenous Engagement Strategy, leveraging the existing Connecting with Community Guide.	August 2023, review May 2024	National Indigenous Engagement Manager
	Implement engagement plans from Woolworths Group's overarching strategy to work with Aboriginal and Torres Strait Islander stakeholders, organisations and communities.	September 2023, review May 2024	National Indigenous Engagement Manager
	Establish and maintain at least five mutually beneficial partnerships with Aboriginal and Torres Strait Islander organisations across the Woolworths Group ecosystem.	Review February 2024, February 2025	General Manager Indigenous Affairs
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to team members.	May 2023, May 2024, May 2025	Communications Specialist
	Develop and implement a centralised plan that provides Woolworths Group businesses with the tools and resources to celebrate NRW with team members, customers and communities.	May 2023, May 2024, May 2025	Head of Group Brand Activation & Communications Specialist
	Encourage Woolworths Group stores and sites to support external NRW events in their local communities.	27 May—03 June, 2023, 2024, 2025	Communications Specialist
	RAP Working Group participates in at least one external NRW event.	27 May—03 June, 2023, 2024, 2025	RAP Program Manager
	Encourage and support team members and all leaders to participate in at least one external event to recognise and celebrate NRW.	27 May—03 June, 2023, 2024, 2025	Communications Specialist

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Organise at least three NRW events across the Woolworths Group ecosystem.	27 May—03 June, 2023, 2024, 2025	Communications Specialist
	Register all of our NRW events on Reconciliation Australia's NRW website.	May 2023, May 2024, May 2025	RAP Program Manager
	Promote NRW across our Supermarket, Metro and BIG W front-of-store digital screens to drive awareness of NRW at scale across the country.	27 May—03 June, 2023, 2024, 2025	Head of Cartology Partnership & Sales
	Extend invitations to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences and stories with our team members.	May 2023, May 2024, May 2025	RAP Program Manager
	Carry out announcements via Supermarket, Metro and BIG W in-store radio acknowledging NRW.	27 May—03 June, 2023, 2024, 2025	Head of Group Brand Activation
	Develop and implement a team member focused engagement strategy to raise awareness of reconciliation across our workforce.	May 2023, review May 2024	Communications Specialist
	Publicly communicate our commitment to reconciliation.	May 2023, May 2024	Head of Group Brand Activation
	Explore opportunities to positively influence our external stakeholders, government, suppliers and partners to drive reconciliation outcomes.	June 2023, review June 2024	Head of Group Brand Activation
	Invite key suppliers to attend webinars, led by Woolworths Group's Indigenous Affairs team, on ways Australia's business sector can support reconciliation.	October 2023, 2024	General Manager Indigenous Affairs
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Review July 2023, June 2024	General Manager Indigenous Affairs
Support the aims of the Uluru Statement from the Heart.	Continue consulting with Aboriginal and Torres Strait Islander subject matter experts on the Uluru Statement from the Heart to determine how Woolworths Group can best support its aims.	Review May 2023	General Manager Indigenous Affairs
	Continue to implement an internal communications strategy educating Woolworths Group team members about the Uluru Statement from the Heart and the national referendum.	Review May 2023	Head of Group Brand Activation
	Engage Woolworths Group's partners on the aims of the Uluru Statement from the Heart, while demonstrating the business's support and sharing the lessons learned.	October 2023	Head of Group Brand Activation
Promote positive race relations through anti-discrimination strategies.	Conduct a review of the People Team's policies and procedures to identify existing anti-discrimination provisions, and future needs.	Review September 2023, September 2024	Partner Policies and Guidelines
	Conduct an internal complaints analysis identifying and addressing claims of racism.	June 2023, June 2024	General Manager Inclusion
	Communicate to team members Woolworths Group's anti-discrimination policy and other policies concerning racism and human rights.	March 2024	Communications Specialist
	Engage with Aboriginal and Torres Strait Islander team members and Woolworths Group's First Nations Advisory Board to review and consult on our policies concerning racism and human rights.	September 2023	General Manager Inclusion
	Educate team members (including Woolworths Group's senior leadership team) on the effects of racism.	August 2023, review August 2024	People Capability Lead



Respect



Demonstrating respect for First Nations peoples and communities builds trust and esteem, creating pathways for new and mutually beneficial relationships, opportunities and partnerships.

Woolworths Group acknowledges that the first steps towards achieving and maintaining respect are to build our own cultural awareness and capability. We recognise that we have made mistakes, and will learn from those mistakes to prevent future errors. As part of our RAP, we're focusing on increasing team members' cultural awareness by delivering an accessible learning strategy to our entire organisation.

Creating space for every team member to acknowledge, learn about and celebrate First Nations cultures, histories and successes is essential in building a safe workplace that everyone can be proud of. This includes celebrating the achievements of First Nations peoples and acknowledging days of significance, while also acknowledging the uncomfortable truths that still affect First Nations peoples and Australia today.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct annual review of cultural learning needs within Woolworths Group.	Review July 2023, July 2024	People Capability Lead
	Consult Aboriginal and Torres Strait Islander team members and First Nations Advisory Board each year to gain feedback on Woolworths Group's cultural learning strategy.	August 2023, August 2024	People Capability Lead, General Manager Inclusion
	Update, implement and share our cultural learning strategy with team members.	October 2023, October 2024	People Capability Lead
	At least 90 percent of Woolworths Group's non-store team members complete e-learning reconciliation training modules.	May 2025	People Capability Lead
	e-learning reconciliation training modules are included within onboarding processes for all non-store hires.	December 2023	People Capability Lead
	100 percent of the RAP Working Group and senior leaders complete e-learning reconciliation training.	December 2023	RAP Program Manager
	Design cultural capability training for in-store team members and test the training in selected Woolworths Supermarket and BIG W stores.	September 2023, review June 2024	People Capability Lead
	Provide opportunities for the RAP Working Group to participate in cultural learning and immersion experiences.	December 2023, review June 2024	General Manager Inclusion and General Manager Indigenous Affairs
	Make cultural tools and learning materials accessible to team members so they can take accountability for their own learning and reconciliation journey.	June 2023, June 2024	People Capability Lead
	Keep the conversation about reconciliation active and relevant for team members by internally sharing at least two internal social posts per month on a reconciliation topic.	June 2023, June 2024	Communications Specialist
	Work with specialists in the field of Indigenous Cultural Intellectual Property to develop Indigenous Culture Intellectual Property (ICIP) training for targeted Woolworths Group team members on competencies concerning protections of Aboriginal and Torres Strait Islander arts and culture.	Review November 2023, November 2024	General Manager Indigenous Affairs

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase team members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2023, review October 2024	Communications Specialist
	Revise and communicate cultural protocols document to team members, including protocols for Acknowledgement of Country and Welcome to Country.	June 2023, June 2024	RAP Program Manager & Communications Specialist
	Encourage teams to build ongoing relationships and connections with local Aboriginal and Torres Strait communities that inform and support meaningful Acknowledgement of Country and Welcome to Country.	August 2023, review May 2024	National Indigenous Engagement Manager
	Continue to invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including Woolworths Group's Annual General Meeting and Trade Shows.	May 2023, review May 2024	RAP Program Manager
	Continue to include Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2023, review May 2024	RAP Program Manager
	Display Aboriginal and Torres Strait Islander flags outside stores, sites and support offices where practicable.	Review January 2024, January 2025	Manager, Format & Network Development
	Partner with local Aboriginal and Torres Strait Islander artists to create Indigenous artworks displayed in at least three store and site locations across Australia.	Review May 2023, May 2024	RAP Program Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group and participate in at least one external NAIDOC Week event.	3 July–10 July 2023, 3 July–10 July 2024	RAP Program Manager
	Revise People policies and procedures to remove barriers to teams participating in NAIDOC Week.	Review June 2023, June 2024	Partner Policies and Guidelines
	Develop a framework providing Woolworths Group's businesses with the tools and resources to celebrate NAIDOC Week with their team members, customers and communities.	July 2023, July 2024	RAP Program Manager
	Actively encourage Aboriginal and Torres Strait Islander team members to participate with their communities and cultures during NAIDOC Week.	July 2023, July 2024	RAP Program Manager
	Promote and encourage team members' participation in external NAIDOC events.	July 2023, July 2024	Communications Specialist
	Organise at least three NAIDOC events each year across the Woolworths Group ecosystem.	July 2023, July 2024	RAP Program Manager & Communications Specialist
	Implement external NAIDOC communication strategies each year.	July 2023, July 2024	RAP Program Manager
	Promote NAIDOC Week across Supermarket, Metro and BIG W's front-of-store digital screens to drive awareness of NAIDOC at scale across the country.	July 2023, July 2024	Head of Cartology Partnership & Sales
	Carry out announcements acknowledging NAIDOC Week via Supermarket, Metro and BIG W in-store radio.	July 2023, July 2024	Head of Cartology Partnership & Sales
Establish relationships with Aboriginal and Torres Strait Islander communities through installation of Acknowledgement of Country plaques in stores and sites.	Develop a Cultural Readiness Plan in consultation with Aboriginal and Torres Strait Islander team members and First Nations Advisory Board to equip store and site managers with cultural awareness and protocols prior to installing Acknowledgement of Country plaques.	June 2023	RAP program Manager
	Implement an internal communications plan informing stores and sites of the cultural readiness plan.	July 2023	Communications Specialist
	Continue installing Acknowledgement of Country plaques in all refurbished Supermarket, Metro and BIG W stores and sites.	Review October 2023, October 2024	General Manager Woolworths 360



Opportunities



As a leading Australian retailer, Woolworths Group is in a unique position to create and foster mutually beneficial opportunities for First Nations peoples and businesses.

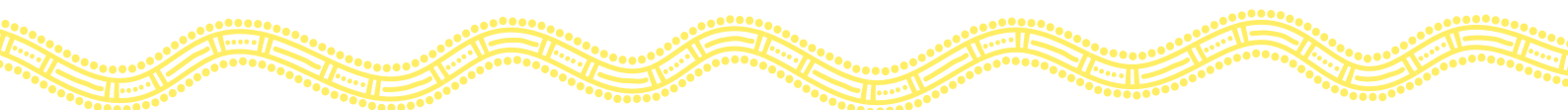
Playing to our strengths, we are committed to investing in the growth and sustainability of the Indigenous business sector by increasing our influenceable spend with First Nations suppliers to 3 percent by 2025.

As reported in the ABS 2021 Census results concerning Australia's population, Aboriginal and Torres Strait Islander peoples represent 3.2 percent of the nation's population. In order to represent the communities and customers we serve each day, we are focused on increasing our First Nations team member representation to 3.2 percent by 2025. In doing so, our vision is to be a First Nations employer of choice, which we'll strive to achieve through growth, retention, and succession of our First Nations team member community.

Australia's food security crisis disproportionately affects First Nations peoples and communities living in remote areas across Australia, especially in the Northern Territory (NT) and Far North Queensland (FNQ) regions. With over 1000 retail stores in metro, rural and remote areas, supported by our national distribution and logistics network, we will explore partnerships and utilise our wholesale business and national network to support ongoing supply and food security into the NT and FNQ regions.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Strengthen our understanding of current Aboriginal and Torres Strait Islander team members to inform future employment and professional development opportunities.	Review June 2023, June 2024	Indigenous Employment and Team Experience Lead
	Regularly engage and consult with Aboriginal and Torres Strait Islander team members and First Nations Advisory Board on Woolworths Group's recruitment, retention and professional development strategic direction.	Review June 2023, June 2024	Indigenous Employment and Team Experience Lead
	Work with Aboriginal and Torres Strait Islander team members to develop and implement Woolworths Group's First Nations Team Value Proposition (TVP).	June 2024	Indigenous Employment and Team Experience Lead and Talent Acquisition Lead
	Revise Woolworths Group's Aboriginal and Torres Strait Islander recruitment, retention and professional succession strategy.	September 2024	Indigenous Employment and Team Experience Lead and Talent Acquisition Lead
	Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander people, communities and stakeholders.	Review June 2023, June 2024	Indigenous Employment and Team Experience Lead and Talent Acquisition Lead
	Review people and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review December 2023, December 2024	Indigenous Employment and Team Experience Lead
	Continue to employ a dedicated Indigenous Employment and Team Experience Lead.	June 2023, June 2024, June 2025	General Manager Inclusion
	Set meaningful recruitment goals to increase Woolworths Group's Aboriginal and Torres Strait Islander team member representation to at least 3.2 percent.	June 2025	Indigenous Employment and Team Experience Lead

Action	Deliverable	Timeline	Responsibility
	Develop a First Nations leadership program within Woolworths Group.	Review May 2024, May 2025	Indigenous Employment and Team Experience Lead
	Continue partnering with academic foundations to improve school completion, provide options for continuing education, and improve employment prospects for Aboriginal and Torres Strait Islander students and young people.	Review May 2024, May 2025	General Manager Inclusion
Increase Aboriginal and Torres Strait Islander suppliers to support improved economic and social outcomes.	Continue to implement and revise Woolworths Group's Aboriginal and Torres Strait Islander procurement strategy.	Review May 2023, May 2024, May 2025	Procurement Specialist
	Continue our annual membership with Supply Nation throughout the duration of the RAP.	Renew August 2023, August 2024	Procurement Specialist
	Develop and communicate to Woolworths Group's team members the opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	Review May 2023, May 2024, May 2025	Procurement Specialist & Communications Specialist
	Review and update procurement policies and practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Review June 2023, June 2024	Procurement Specialist
	Sponsor Supply Nation's annual 'Connect' event and be in attendance to establish and maintain relationships with Aboriginal and Torres Strait Islander businesses.	May 2023, May 2024	General Manager Indigenous Affairs
	Invest in the growth and sustainability of Aboriginal and Torres Strait Islander businesses by increasing our influenceable spend to 3 percent with Supply Nation registered and certified suppliers.	May 2025	General Manager Procurement
Investigate new partnerships with businesses and institutions to strengthen community investments relating to Indigenous equity, food security and environmental protections.	Continue developing commercial relationships with Aboriginal and Torres Strait Islander businesses.	Review May 2023, March 2024, March 2025	Commercial Director Everyday Needs
	Investigate opportunities to work with organisations who improve environmental outcomes through Indigenous land management practices (e.g. carbon credit generation, forest management services).	May 2024	Environment Manager – Sustainable & Regenerative Agriculture
	Explore opportunities with suppliers to apply Indigenous land management techniques to supply chains while pursuing cultural, environmental and economic benefits for First Nations communities.	May 2024	Environment Manager – Sustainable & Regenerative Agriculture
	Build strategic partnerships with remote retailers serving vulnerable Aboriginal and Torres Strait Islander communities, increasing the penetration of affordable and healthy customer options.	Review May 2023, May 2025	Head of Sales and Commercial Wholesale
	Continue developing food security solutions with retailers and suppliers to ensure the supply of core essential food items to remote communities in the event of supply disruption either via economic, weather or other events.	Review June 2023, June 2024	Head of Sales and Commercial Wholesale
	Explore joint reporting and use of data with partnering retailers and suppliers to highlight areas of tracking and reporting the outcomes of healthier products supplied into communities via Woolworths wholesale supply.	Review June 2023, June 2024	Head of Sales and Commercial Wholesale
	Partner with Indigenous health organisations to develop a framework that will enable Woolworths Group's newly developed health resources and tools to include a meaningful First Nations lens.	Review May 2024, May 2025	Head of Health and Nutrition
	Continue to explore new opportunities through Woolworth Group's partnership with UTS to establish Australia's first Indigenous Residential College.	Review May 2024, May 2025	General Manager Inclusion
	Deepen and explore additional partnerships that build the capabilities of First Nations peoples through equitable employment and education pathways.	Review May 2024, May 2025	General Manager Inclusion
	Engage with governments to create a resilient and fit-for-purpose supply network to mitigate food insecurity in remote Indigenous communities.	Review October 2023, October 2024	Director of Government Relations and Industry Affairs



Governance

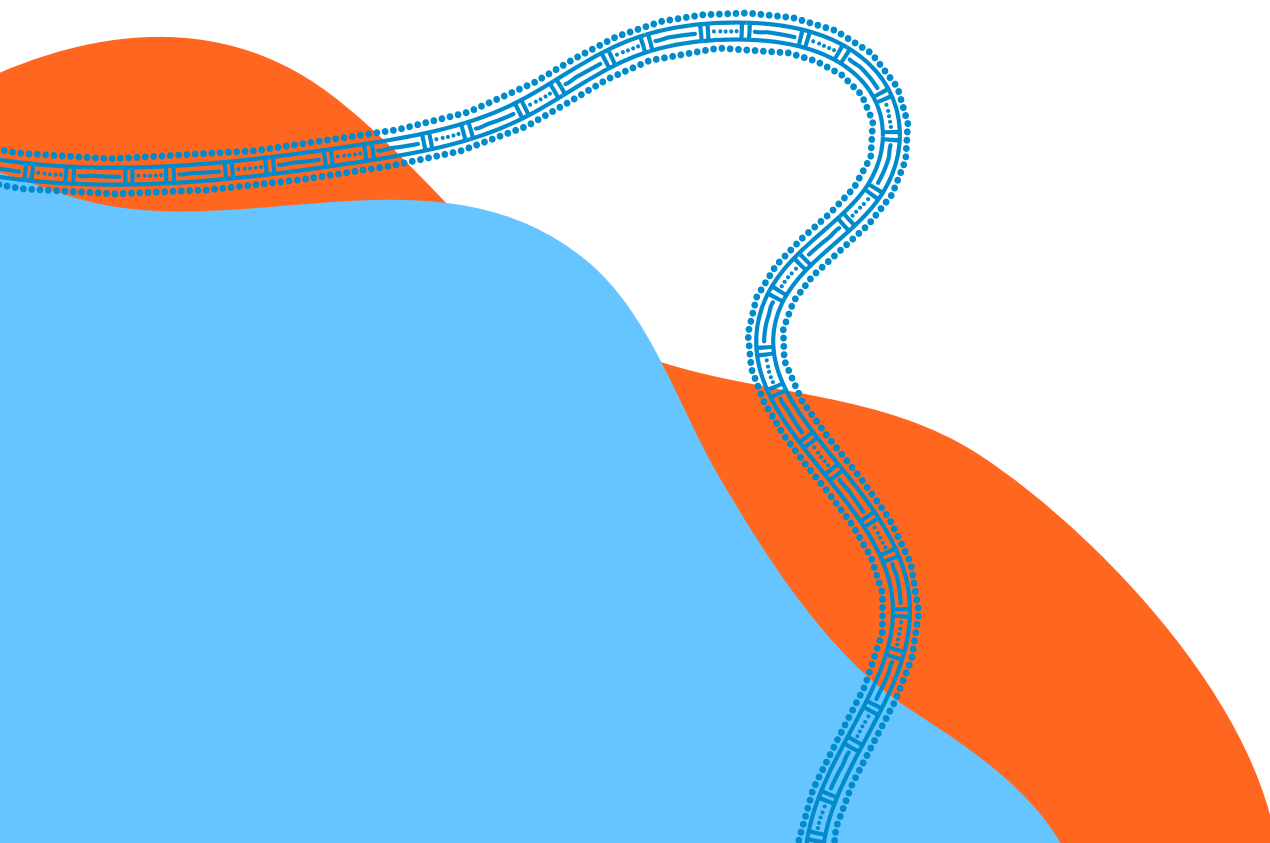


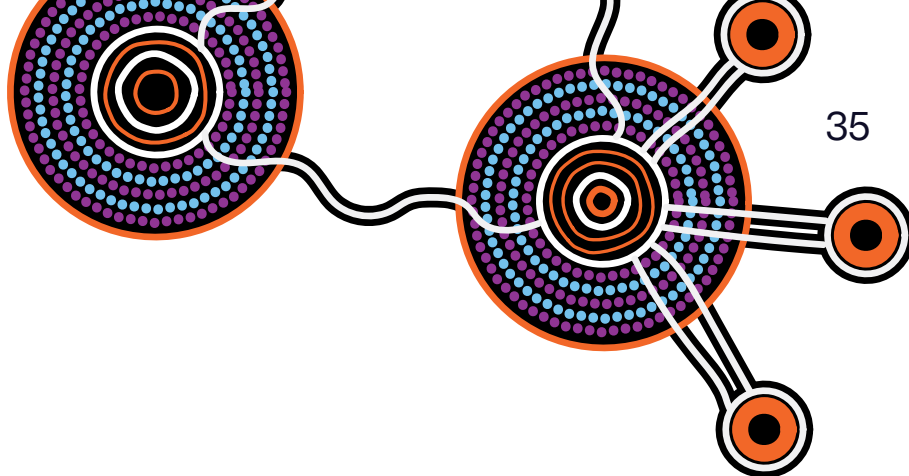
Combining our learnings and growing from our past missteps, we have developed a robust governance framework that is systematic while remaining considerate of First Nations voices.

We acknowledge the invaluable importance of First Nations peoples' counsel and consultation in assisting us to make informed and culturally appropriate decisions. The architecture of our governance is layered, capturing different perspectives and lived experiences from our in-store team members, external thought leaders and senior leadership.

We're supported by our RAP Working Group (RWG), consisting of 25 members spanning 14 areas of Woolworths Group. Our group comprises team members from all levels, role types and areas of subject matter expertise. The members of our RWG are empowered to co-own the RAP by leading the implementation of key deliverables, challenging the status quo and holding others to account.

To track our advancement, we will report on our RAP's progression in Woolworths Group's annual Sustainability Report, whilst also taking part in Reconciliation Australia's annual RAP Impact Survey.





Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the Reconciliation Action Plan.	Maintain Aboriginal and Torres Strait Islander representation in the RWG.	May, August, November 2023, May, August, November 2024, May, August, November 2025	General Manager Indigenous Affairs
	Establish and apply a Terms of Reference for the RWG.	May 2023	RAP Program Manager
	RWG to meet at least four times per year to develop, launch, drive and monitor RAP implementation.	At least each May, July, September, November in 2023, 2024 and 2025, or until RAP's conclusion	RAP Program Manager
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2023, review May 2024	General Manager Indigenous Affairs
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2023, review May 2024	RAP Program Manager
	Appoint and maintain an internal RAP Champion from senior management.	May 2023, review May 2024	General Manager Indigenous Affairs
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that Woolworths Group's primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	May 2023, review May 2024	RAP Program Manager
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	August 2023, 2024	RAP Program Manager
	Complete the annual RAP Impact Measurement Questionnaire and submit it to Reconciliation Australia.	September 2023, 2024	RAP Program Manager
	Report RAP progress to all team members and senior leaders quarterly.	July, October, January, May, August and October in 2023, 2024 and 2025, or until RAP's conclusion	RAP Program Manager
	Publicly report our RAP achievements, challenges and learnings as part of Woolworths Group's annual sustainable reporting cycle.	September 2023, September 2024	General Manager Indigenous Affairs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	General Manager Indigenous Affairs
	Submit a "traffic light report" to Reconciliation Australia at the conclusion of this RAP.	May 2025	RAP Program Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2024	RAP Program Manager

Contact details

Woolworths Group Indigenous Affairs Team

Email: indigenoussaffairs@woolworths.com.au



Local elders and Woolworths Group team members
at our Gubuda – Gordonvale store opening.

