

WESFARMERS ELEVATE RECONCILIATION ACTION PLAN

March 2022 – March 2025



LORRKON/LARRAKITJ – HOLLOW LOG POLES IN THE WESFARMERS COLLECTION

**JAMES IYUNA, JOHN MAWURNDJUL, IVAN NAMIRRKI,
SAMUEL NAMUNDJA AND DEBRA WURKIDJ**

Maningrida, NT
Kuninjku language group

**NONGGIRRNGA MARAWILI, NAPUWARRI MARAWILI
AND NAMINAPU MAYMURA-WHITE**

Yirrkala, NT
Yolngu language group

Ochre on Stringybark variable dimensions
The Wesfarmers Collection, Perth

Foremost among the works of Aboriginal and Torres Strait Islander art in The Wesfarmers Collection is a selection of hollow log poles by artists of the Maningrida and Yirrkala communities of Arnhem Land in the Northern Territory. Hollow log poles are traditionally known as Lorrkon in the community of Maningrida and Larrakitj in the community of Yirrkala.

Today, Lorrkon/Larrakitj are made as works of art, but their original purpose is founded in the mortuary traditions of Arnhem Land culture. The Lorrkon/Larrakitj coffin ceremony was the final ceremony in a sequence of mortuary rituals celebrated by the people of Arnhem Land. This ceremony involves the placing of the deceased's bones into a hollow log decorated with painted clan designs and ceremonially inserted into the ground where it remains until it slowly decays over many years. The log is made from a termite-hollowed Stringybark tree (*Eucalyptus Tetradonta*) and decorated with totemic emblems.

© The artists, Maningrida Arts and Culture, Maningrida and Buku-Larrngay Mulka Art Centre, Yirrkala





OUR BUSINESS

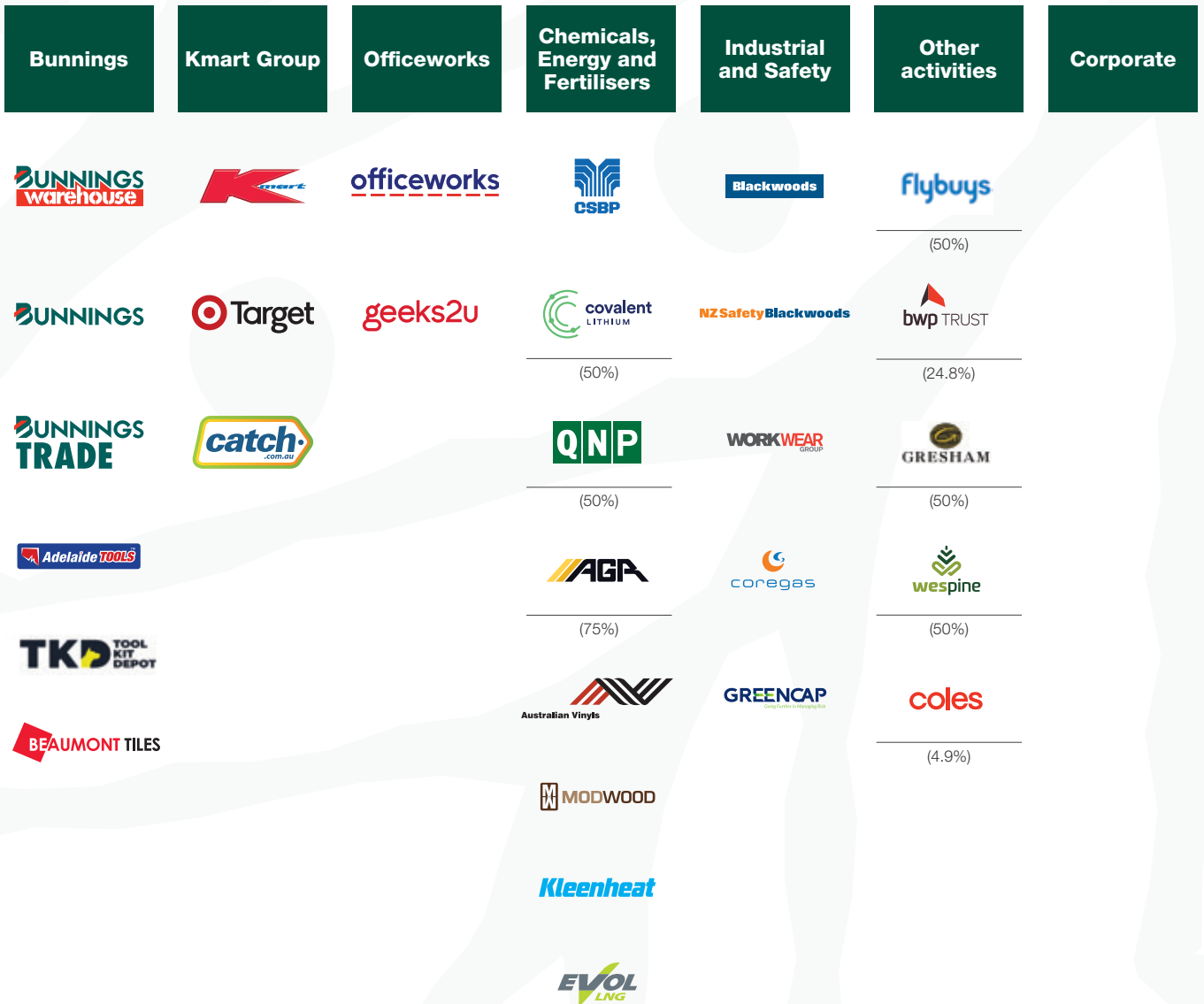
From its origins in 1914 as a Western Australian farmers' cooperative, Wesfarmers has grown into one of Australia's largest listed companies. With headquarters on Whadjuk Nyoongar Country on the banks of the Derbarl Yerrigan (Swan River) in Perth, and more than 1,000 stores and offices nationwide, Wesfarmers' diverse businesses cover: home improvement, outdoor living and building materials; general merchandise and apparel; office and technology products; manufacturing and distribution of chemicals and fertilisers; industrial and safety product distribution and services; and gas processing and distribution. Wesfarmers is also an investor in Coles Group Limited, flybuys, BWP Trust, Gresham Partners and Wespine.

Wesfarmers is one of Australia's largest private sector employers with approximately 115,000 team members based predominantly in Australia and New Zealand. As at December 2021, around 3,800 or 3.4 per cent of our Australian workforce identified as Aboriginal and Torres Strait Islander people. Wesfarmers is owned by more than 487,000 shareholders.

We take seriously our responsibilities to our team members, customers, suppliers and the communities across Australia and New Zealand where we operate and our responsibility for the environment, knowing this will help us deliver a satisfactory return to shareholders over the long term. Our company values are integrity, openness, accountability and entrepreneurial spirit.



Wesfarmers





MANAGING DIRECTOR'S MESSAGE

At Wesfarmers, we are focused on ensuring Aboriginal and Torres Strait Islander people feel welcome in our businesses as team members, customers, suppliers and visitors. The dedication and enthusiasm of our team members to engage with our local communities makes a meaningful difference.

Today, across all Wesfarmers businesses, more than three per cent of our workforce identifies as Aboriginal and Torres Strait Islander people and we are committed to driving reconciliation through further employment and training opportunities. In some regions we have materially higher representation of Aboriginal and Torres Strait Islander people, to ensure our workplaces reflect the communities we serve.

“Wesfarmers will have played its part in helping build a more reconciled Australia when our workplaces fully reflect the diversity of the communities we serve, and when more of our suppliers are Aboriginal and Torres Strait Islander businesses, supporting their local communities.”

Wesfarmers' Aboriginal and Torres Strait Islander strategy, which is reflected in this Elevate Reconciliation Action Plan (RAP), is focused on the following five core areas.

1. SUSTAINABLE EMPLOYMENT

As one of Australia's largest employers, Wesfarmers is continuing to provide sustainable employment for Aboriginal and Torres Strait Islander people. As at 31 December 2021, around 3,800 Aboriginal and Torres Strait Islander team members worked in our businesses. This equated to 3.4 per cent of our Australian workforce. In 2021, Wesfarmers was pleased to regain employment parity since the demerger of Coles Group in 2018. Our youth employment RAP Leadership Project will see Wesfarmers employ more than 1,200 young Aboriginal and Torres Strait Islander people over the life of this RAP and is central to maintaining our goal of employment parity.

2. CAREER PROGRESSION

Wesfarmers is committed to providing opportunities to Aboriginal and Torres Strait Islander people to expand their careers. Aboriginal and Torres Strait Islander team members with leadership aspirations are identified and developed through talent management processes joining bespoke and general training programs. We will continue to develop our partnership with CareerTrackers and other organisations to provide pathways for young Aboriginal and Torres Strait Islander professionals to join our businesses.

3. ABORIGINAL AND TORRES STRAIT ISLANDER PROCUREMENT

Supporting Aboriginal and Torres Strait Islander businesses is an important contributor to the economic empowerment of Aboriginal and Torres Strait Islander people with important flow-on effects to families and communities. In the 2021 financial year, Wesfarmers paid almost \$37 million to Aboriginal and Torres Strait Islander suppliers. We are committed to increasing the diversity of our supplier base to make a real difference to the economic prosperity of Aboriginal and Torres Strait Islander people and communities, while also enhancing our own businesses. Our BOAB (Building Outstanding Aboriginal and Torres Strait Islander Businesses) Fund RAP Leadership Project sees Wesfarmers providing funding and business support to Aboriginal and Torres Strait Islander businesses who supply to the Group, to support them to develop and scale. The BOAB Fund is central to achieving our goal of increasing supplier diversity.

4. COMMUNITY PARTNERSHIPS

Wesfarmers continues to invest in community partnerships that are focused on Aboriginal and Torres Strait Islander affairs and that add value to our partner organisations, the community and our businesses. For instance, we have partnered with the Clontarf Foundation since it was established in 2000, and we work with the Foundation to provide opportunities for many young Aboriginal and Torres Strait Islander men in our businesses.

Within the Wesfarmers Corporate Office community partnership program, more than 20 per cent of the organisations we support are focused on Aboriginal and Torres Strait Islander affairs but only a small number are led by Aboriginal and Torres Strait Islander people, an area we can improve on.

5. CELEBRATING ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES

As a nation, we benefit enormously from the opportunity to understand more about the richness and diversity of Aboriginal and Torres Strait Islander cultures through the work of Aboriginal and Torres Strait Islander artists. Wesfarmers has collaborated with Aboriginal and Torres Strait Islander cultural organisations, artists and communities for over four decades – collecting, commissioning and documenting the work of Aboriginal and Torres Strait Islander artists through The Wesfarmers Collection of Australian Art, and through our long-term partnerships with the National Gallery of Australia (NGA) and premier Aboriginal and Torres Strait Islander arts companies like the Nyoongar-led Yirra Yaakin Theatre Company.

We are especially proud to have partnered with the NGA since 2010, on the national mentoring initiative, the Wesfarmers Arts Indigenous Leadership Program. Together with the NGA, we are presenting the international touring exhibition, Ever Present: The Art of Australia's First Peoples, showcasing more than 130 years of Aboriginal and Torres Strait Islander art from 1887 to the present. Drawn from The Wesfarmers Collection and National Gallery of Australia, the exhibition opened at the Art Gallery of Western Australia in 2021 and will begin its international tour at the National Gallery of Singapore in mid-2022. This RAP Leadership Project is Aboriginal and Torres Strait Islander led and developed, providing an opportunity for alumni of the Wesfarmers Arts Indigenous Arts Leadership Program to work on the international stage.

“Wesfarmers is honoured to be invited to produce an Elevate RAP and join a cohort of Australian companies deeply committed to reconciliation. We look forward to continuing to work with Reconciliation Australia, other RAP organisations and local communities in order to build a more reconciled Australia.”



Rob Scott,
Managing Director



A MESSAGE FROM RECONCILIATION AUSTRALIA

On behalf of Reconciliation Australia, I congratulate Wesfarmers on its formal commitment to reconciliation, as it implements its eighth Reconciliation Action Plan (RAP), its first Elevate RAP.

Formed around the pillars of relationships, respect, and opportunities, the RAP program assists organisations to realise the critical role they can play in driving reconciliation. With over 2.3 million people either working or studying in a RAP organisation, the program's potential for impact is greater than ever.

As one of Australia's largest employers, with over 1,000 locations across the country, Wesfarmers touches the lives of millions of people every day. Occupying such a position, Wesfarmers is uniquely placed to push for real change at scale. Its reconciliation journey so far has been characterised by its ability to foster resilient, long-term community partnerships. This includes Wesfarmers' decades-long projects with the Clontarf Foundation, as well as the National Gallery of Australia's (NGA) Wesfarmers Arts Indigenous Leadership Program. In taking the time to build relationships with Aboriginal and Torres Strait Islander organisations and communities, Wesfarmers has ensured its future activities are led from a space of mutual respect, trust and understanding.

This Elevate RAP sees Wesfarmers embedding and expanding its reconciliation commitments with three key leadership projects. This includes Wesfarmers' ambitious aim to employ 1,200 Aboriginal and Torres Strait Islander young people by December 2022. This program will not only increase economic opportunities and agency for First Nations youth, but so too will it have transformational benefits for the Aboriginal and Torres Strait Islander communities they contribute to. Additionally, Wesfarmers has committed to collaborating on this issue with other large employers, to further close the gap on youth employment.

Wesfarmers' second leadership project, the Building Outstanding Aboriginal and Torres Strait Islander Businesses (BOAB) Fund, will supply \$10 million worth of grants and prepayments to First Nations' businesses and offer ongoing mentoring. This program will build capability and skills in Indigenous-led businesses, as well as support Aboriginal and Torres Strait Islander leadership and self-determination. The BOAB Fund will likewise assist Wesfarmers in diversifying its considerable supply chain, and in turn serve as a positive example to other corporations.

Lastly, Wesfarmers is supporting NGA's Ever Present tour, which constitutes one of the largest international tours of Aboriginal and Torres Strait Islander art. In doing so, Wesfarmers is helping to promote First Nations peoples' cultures, arts, and stories as an indivisible and essential part of Australia's identity – on a global scale. Combined, these initiatives show Wesfarmers leveraging its significant position and sphere of influence to push for substantive change for Aboriginal and Torres Strait Islander peoples.

On behalf of Reconciliation Australia, I commend Wesfarmers on this ambitious Elevate RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR RAP

This is Wesfarmers' eighth Reconciliation Action Plan, and our first Elevate RAP. Our Aboriginal and Torres Strait Islander Affairs strategy is based around our five core areas of focus; increasing the number of Aboriginal and Torres Strait Islander team members working in our business; ensuring Aboriginal and Torres Strait Islander team members access career development and progression to increase representation at all levels of our business; increasing our procurement from, and support for, Aboriginal and Torres Strait Islander businesses; investing in partnerships with organisations that are focused on improving the lives of Aboriginal and Torres Strait Islander people; and celebrating Aboriginal and Torres Strait Islander peoples' cultures.

Our RAP builds upon our strategy to publicly commit us to specific, measurable and timebound actions, which drive our businesses towards our vision for reconciliation, an Australia that affords equal and equitable opportunities for all.

This RAP has been developed in consultation with our Board, Managing Director, RAP Steering Committee (RAPSC), the Wesfarmers Indigenous Network, and countless team members across the Wesfarmers Group who believe in making sustainable change.

In recognition of those working hard to close the employment gap between Aboriginal and Torres Strait Islander and non-Indigenous Australians, we introduced a RAP Employment Champion Award in 2016, and expanded this to include a Supplier Award in 2019. These prestigious awards are supported by our RAP Steering Committee and presented annually by the Wesfarmers Leadership Team and Board.

We started our RAP journey in 2009, and have learnt many lessons since then, including:

Community partnerships - We have recognised the value of sharing our knowledge and continually exploring ways of collaborating with and learning from national and local community partners. For example, Wesfarmers was a founding partner of the Clontarf Foundation, and we are proud of the engagement between our businesses and the many Clontarf academies across Australia. We are looking for more opportunities to support Aboriginal and Torres Strait Islander-led organisations.

Employment - When we demerged Coles in 2018, it employed around 4,000 Aboriginal and Torres Strait Islander team members, making it the leading employer of Aboriginal and Torres Strait Islander people in Australia. We are immensely proud of this achievement and are building on the employment success at Coles in our current employment programs.

Wesfarmers recognises that providing meaningful, sustainable employment opportunities will empower individuals and communities to assist in 'closing the gap' on disparity in employment between Aboriginal and Torres Strait Islander and non-Indigenous Australians. As a supporter of the Commonwealth Government's Employment Parity Initiative, Wesfarmers' goal was to achieve three per cent Aboriginal and Torres Strait Islander employment by 2022. This important milestone was attained in 2021. As we drive our RAP actions towards this vision, we seek to increase rates of retention, career progression and sustainable employment opportunities to ensure all our team members have equal access to opportunities for development and career progression.

The employment program is unique because Wesfarmers is providing jobs at scale, from entry level roles to management roles in different industries and geographies. We have agreed targets for different employment groups, including school students and people with significant barriers to employment and included targets in senior management's performance agreements. Given the relatively young profile of Wesfarmers team members, we have developed an innovative new initiative focused on Aboriginal and Torres Strait Islander youth.

Supplier diversity - While we are proud of our cumulative supplier spend in recent years, we recognise there are opportunities for greater support of Aboriginal and Torres Strait Islander suppliers. We have developed the Wesfarmers BOAB Fund to help increase supplier diversity across the Group.

In the development of this RAP, Wesfarmers remains determined to reflect the commitments that best align to our portfolio of businesses, their operations and the communities in which we operate. We will regularly communicate externally verified information to Reconciliation Australia and our stakeholders on how we are performing against this RAP over the coming three years.



HOW ABORIGINAL AND TORRES STRAIT ISLANDER AFFAIRS IS MANAGED AND GOVERNED AT WESFARMERS

Wesfarmers has the responsibility for overseeing the development of this RAP and liaising with Reconciliation Australia. Wesfarmers and its divisions are responsible for implementing the actions, under the governance of the Wesfarmers RAP Steering Committee.

Our RAP is developed and managed in consultation with two key governance and engagement forums, the:

- **Reconciliation Action Plan Steering Committee (RAPSC)** – comprised of Wesfarmers divisional managing directors of all our divisions, the Executive General Manager Corporate Affairs, the Chief Human Resources Officer, the Head of First Nations Affairs and Enterprise; two Aboriginal and Torres Strait Islander team members, and two external Aboriginal and Torres Strait Islander advisors representing industry and community. Each member of the RAPSC is a RAP Champion. As key leaders in the Group, the RAPSC commits to resourcing the strategy, commensurate with our ambitions.
- **Wesfarmers Indigenous Network (WIN)** – comprised of managers responsible for Aboriginal and Torres Strait Islander affairs in each division of Wesfarmers. The WIN is a forum for best practice knowledge sharing and exploring opportunities for Group collaboration. The Head of First Nations Affairs and Enterprise sits on the RAPSC and the WIN, and provides the conduit between both forums. In addition, each WIN member reports independently to their RAPSC member.

Wesfarmers Board

- Receives regular reporting on Aboriginal and Torres Strait Islander affairs across the Group from management
- Supports the overarching RAP strategy
- Approves relevant Wesfarmers policies

Wesfarmers Managing Director and Executive General Manager, Corporate Affairs

- Sets Group-wide targets to set minimum standards expected of our divisions
- Conducts quarterly forums to share best practice
- Conducts at least monthly reviews of emerging opportunities and leads stakeholder engagement
- Manages the three RAP Leadership Projects

Reconciliation Action Plan Steering Committee (RAPSC)

- This committee provides governance and strategy oversight and support
- Receives monthly reporting on Aboriginal and Torres Strait Islander employment and current issues from the Head of First Nations Affairs and Enterprise
- Provides governance over this RAP
- Sets the Aboriginal and Torres Strait Islander engagement strategies for the Group

Wesfarmers Indigenous Network

This team is tasked with identifying opportunities and implementing programs in line with this RAP

- Identifies impacts and opportunities
- Meets regularly in person and online to discuss best practice
- Implements policies in place to support employment, supplier diversity and community engagement
- Builds relationships with community partners
- Shares resources across divisions

Senior management

These leaders across the Wesfarmers Group undertake strategic planning

- Manages Aboriginal and Torres Strait Islander Affairs teams and ensure they are adequately resourced
- Sets the Aboriginal and Torres Strait Islander engagement strategies for the divisions
- Reports back to the RAPSC

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is an Australia that affords equal and equitable opportunities to all. Wesfarmers is focused on having a workforce and supplier base that reflects the communities in which we operate, and so is committed to increasing the number of Aboriginal and Torres Strait Islander people in our workforce and building the capability of our Aboriginal and Torres Strait Islander suppliers so they can innovate and scale. Wesfarmers continues to focus on ensuring Aboriginal and Torres Strait Islander people feel welcome in our businesses as team members, customers, suppliers and visitors.

Wesfarmers is a successful company and one that creates value for all its stakeholders. As a result, we have a significant, positive impact on the Australian community and economy. As one of Australia's largest employers with a presence in many communities across Australia and serving millions of customers in our stores and businesses every week, we play a key role in driving reconciliation in the wider community and promoting positive attitudes and behaviours among non-Aboriginal and Torres Strait Islander people.

Achieving a reconciled Australia, with equality and equity for all, will drive change in Wesfarmers. We know that, in the long term, these outcomes will also add strength and resilience to our businesses, helping deliver long-term satisfactory returns to shareholders. All of our team members will be critical to supporting cultural competency in our organisation, and as advocates in the community at large. This is not just the responsibility of our Aboriginal and Torres Strait Islander team members, it must be achieved by building capability amongst all team members in all parts of our country. The opportunity for impact is significant, recognising our scale – both the 115,000 team members (making us Australia's third largest private employer), and the circa 10 million customers a week who enter our store network.

During the life of this Elevate RAP, Wesfarmers will undertake the following leadership projects:

- The **Wesfarmers Group Youth Employment Program** will see us employ at least 1,200 more young¹ Aboriginal and Torres Strait Islander people over three years, to help close the gap on youth employment.
- The **Wesfarmers BOAB Fund** which provides funding in grants and prepayments to help Aboriginal and Torres Strait Islander businesses to innovate and scale.
- The **Wesfarmers Arts partnership with the National Gallery of Australia to mount Ever Present**, one of the largest tours of Australian Aboriginal and Torres Strait Islander art. This Aboriginal and Torres Strait Islander-led initiative will promote Aboriginal and Torres Strait Islander heritage and cultures; Australia's greatest cultural contribution to the world.

¹ Under the age of 18 or within three months of leaving high school.

Wesfarmers' work in Aboriginal and Torres Strait Islander affairs, but in particular our RAP Leadership Projects accord with the dimensions of reconciliation identified by Reconciliation Australia and the strategic goals built upon them:

Dimension of reconciliation

RACE RELATIONS

Wesfarmers Group contribution

Workplaces at Wesfarmers are generally strong, effective communities, centred around relationships built on trust, respect and inclusion. When they are diverse and equal, they strengthen our community and improve race relations.

Wesfarmers uses National Reconciliation Week and NAIDOC Week and many other year-round events to engage our team members and customers with information and learning. This helps everyone we interact with to better understand and value Aboriginal and Torres Strait Islander peoples' cultures, rights and experiences.

EQUALITY AND EQUITY

Wesfarmers acknowledges and respects the fundamental human right of self-determination when forming and maintaining relationships with Aboriginal and Torres Strait Islander stakeholders. As an employer and a customer, Wesfarmers is committed to seeing Aboriginal and Torres Strait Islander people participate equally across all life opportunities, including safe and fulfilling work in our businesses and as business owners supplying to the Wesfarmers Group.

We know that by ensuring that the unique rights of Aboriginal and Torres Strait Islander people are recognised and upheld, customers, team members, suppliers and visitors will feel welcome in our offices, sites and stores. By increasing the diversity of our supplier base through the BOAB Fund, membership of Supply Nation and other strategic initiatives, Wesfarmers is making a real difference to the economic prosperity of Aboriginal and Torres Strait Islander people and communities.

UNITY

Wesfarmers believes that recognising Aboriginal and Torres Strait Islander heritage and cultures builds a proudly shared identity, which is beneficial for our customers, team members, suppliers and other stakeholders. Through our collection of Australian art and partnerships with leading arts organisations, we are proud to promote Aboriginal and Torres Strait Islander heritage and cultures; Australia's greatest cultural contribution to the world.

INSTITUTIONAL INTEGRITY

We are a well-recognised Australian public company that touches the lives of millions of people, and we actively show our support for reconciliation in political, business and community structures. As a leading Australian corporate, we leverage our business and government relationships to promote systemic positive change.

HISTORICAL ACCEPTANCE

Wesfarmers believes it is important for all Australians to understand and respectfully acknowledge the wrongs of the past and the significant impact of such wrongs on Aboriginal and Torres Strait Islander people today. We promote historical acceptance through cultural awareness training of our team members; customer and employee communications throughout the year, including during National Reconciliation Week and NAIDOC Week; Acknowledgement of Country signage; and many other cultural events that are designed to help Australians understand the wrongs of the past and to ensure these wrongs are never repeated.

OUR ABORIGINAL AND TORRES STRAIT ISLANDER STRATEGY

The Wesfarmers Aboriginal and Torres Strait Islander Strategy was initially developed several years ago, following consultation with our executives, team members and Aboriginal and Torres Strait Islander stakeholders.

The strategic pillars have remained in place since inception, but the partnerships and measures of success are reviewed annually to ensure they are appropriate.

OUR STRATEGIES

PARTNERSHIPS

SUCCESS MEASUREMENT

SUSTAINABLE EMPLOYMENT

- Early talent identification
- Recruitment strategies
- Team member retention
- Data and reporting

National Indigenous Australians Agency, CareerTrackers, the Clontarf Foundation and relevant community organisations, particularly those focused on young people

Maintain Aboriginal and Torres Strait Islander workforce above population parity (3 per cent)

Turnover of Aboriginal and Torres Strait Islander team members in line with turnover of non-Indigenous team members

CAREER DEVELOPMENT

- Business specific or Group-wide initiatives
- Business specific training
- Group-wide leadership training
- Data and reporting

Governments, NGOs and relevant community organisations

Aboriginal and Torres Strait Islander team members in leadership positions

Access to leadership development training

COMMUNITY PARTNERSHIPS

- Community partnerships with organisations focused on closing the gap on disparity
- Focus on Aboriginal and Torres Strait Islander-led organisations

The Clontarf Foundation, a variety of organisations focused on medical research and wellbeing, education and the arts

In-kind and financial support

Number of community events conducted by partners

Number of team members engaged by community partners

Number of partnerships with Aboriginal and Torres Strait Islander-led organisations in addition to our existing partnerships

SUPPLIER ENGAGEMENT

- Support to source from Aboriginal and Torres Strait Islander suppliers
- Wesfarmers BOAB Fund to support emerging Aboriginal and Torres Strait Islander businesses

Supply Nation, the Wesfarmers BOAB Fund

Increased year-on-year spend with Aboriginal and Torres Strait Islander suppliers

BOAB Fund grants awarded

CELEBRATING ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES' CULTURES

- Wesfarmers Arts partnership program
- Ever Present: The Art of Australia's First Peoples

National Gallery of Australia, Yirra Yaakin Theatre Company, Wesfarmers Collection of Australian Art

Acknowledgement of Country signage

Team member engagement with arts partners

Cultural awareness participation

The international touring exhibition of Ever Present: The Art of Australia's First Peoples



OUR RAP STEERING COMMITTEE MEMBERS



IAN BAILEY

Managing Director, Kmart Group

Ian was appointed Managing Director, Kmart in February 2016, and assumed the responsibility for leading the Kmart Group (formerly the Department Stores division) in November 2018. Prior to February 2016, Ian was Kmart's Chief Operating Officer where he was instrumental in Kmart's turnaround in important areas such as establishing an international ethical sourcing model, repositioning Kmart in the eyes of its customers, through marketing and customer engagement, and working closely with Kmart's merchandise team.

Ian's experience, both national and international, covers a number of industries, including retail, professional services, consulting, technology and healthcare in positions that include general management, sales, business development and project management. Ian holds a Bachelor of Science degree in Civil Engineering and has completed the Advanced Management Program at Harvard Business School.

JENNY BRYANT

Chief Human Resources Officer

Jenny was appointed Chief Human Resources Officer in October 2016, and leads the Wesfarmers Advanced Analytics team in addition to her human resources responsibilities. She joined Wesfarmers in 2011 as the Human Resources Director, Coles, and held this role until 2015 when she took on the role of Business Development Director, Coles.

Jenny started her career at Mars Inc, where she spent 10 years in a variety of roles across Europe and the USA, working in manufacturing, sales and marketing, and human resources. She then moved to Vodafone where she held a number of international human resources roles, spanning 20 companies across Europe, Africa, India and Australasia. After 10 years with Vodafone, Jenny joined EMI Music as Global President, Human Resources.

Jenny holds a Masters of Arts (MA) with honours from Cambridge University, and has lived in France, Germany, Italy and the USA.





TIM BULT

Managing Director, Wesfarmers Industrial & Safety

Tim was appointed Managing Director of Wesfarmers Industrial & Safety in April 2020. Having joined Wesfarmers in 1999, Tim worked in commercial and business development roles within the Wesfarmers Energy division, before his appointment as General Manager of Wesfarmers Kleenheat Gas in 2005. He became the Managing Director of Wesfarmers Energy in September 2006, and was Executive General Manager, Business Development from July 2009 to August 2015. Tim was appointed Director, Associate Businesses and International Development in August 2015, and in 2018 was appointed Project Director for the demerger of Coles. In 2019, he was appointed Director, Associate Businesses and Corporate Projects at Wesfarmers.

Tim has a Bachelor of Engineering (Mech, Hons) and a Master of Business Administration from The University of Western Australia, and has completed the Advanced Management Program at Harvard Business School.

ADAM CASLEY

Lead Reconciliation and Employment Parity

Adam is a Budina man whose country is located in the southern Pilbara region of Western Australia.

Adam joined Wesfarmers in November 2019 in the role of Project Manager, Employment Parity Initiative before taking on the role of Aboriginal and Torres Strait Islander Affairs Manager in mid-2020. Prior to this, Adam worked at BHP for seven years holding roles in Indigenous Employment and Human Resources in Perth and the Pilbara.

Adam has worked in Indigenous employment-related roles for the past 11 years. In addition to his experience in mining, Adam has also held Indigenous employment roles in the oil and gas sector and tertiary education. Prior to this, Adam worked in policy roles in state and local government.

Adam holds a Bachelor of Laws from The University of Western Australia. Adam is also a Director of the Budina Aboriginal Corporation.





NAOMI FLUTTER (CHAIRPERSON)

Executive General Manager, Corporate Affairs

Naomi joined Wesfarmers as Executive General Manager, Corporate Affairs in August 2018. Before Wesfarmers, Naomi worked for Deutsche Bank for 20 years in public sector mergers and acquisitions, equity capital markets and business management. In 2013, she was appointed the Bank's head of Global Transaction Banking for Australia and New Zealand, responsible for the delivery of commercial banking services to local clients. In 2016, Naomi assumed additional responsibilities, leading the Bank's Trust and Agency business across seven Asian markets.

Naomi holds honours degrees in Economic History and Law from the Australian National University and a Masters of Public Policy from Harvard University's John F Kennedy School of Government. In early 2018, she was recognised by The Asset as the Australian Custodian Banker of the Year.

Naomi serves on the Council of the Australian National University where she is the Pro-Chancellor.

IAN HANSEN

**Managing Director, Wesfarmers Chemicals,
Energy and Fertilisers**

Ian was appointed Managing Director of Wesfarmers Chemicals, Energy & Fertilisers (WesCEF) in July 2017. Prior to this, Ian was Chief Operating Officer of that business. From October 2007 to July 2010 he was the Managing Director of the Chemicals and Fertilisers division.

During Ian's more than 30 years with Wesfarmers, he has held a wide range of operational and commercial management roles. He has held executive roles in the chemicals and fertilisers area of Wesfarmers, having responsibility for the activities of ammonia, ammonium nitrate, sodium cyanide and industrial chemicals businesses, as well as fertiliser sales, distribution, supply chain and manufacturing.

Ian is a director of a number of Wesfarmers Group subsidiaries and joint ventures, and is a board member of the Chemistry Australia and the International Fertilizer Association. He is also a past president of the Kwinana Industries Council and a former director of the Australian Institute of Management WA.

Ian has a Bachelor of Science (double chemistry major) and has undertaken post graduate business studies. He is a graduate of the INSEAD Advanced Management Programme.



SARAH HUNTER

Managing Director, Officeworks

Sarah was appointed Managing Director, Officeworks in January 2019. Prior to this, Sarah was Demerger Program Director, overseeing the successful implementation of the demerger of the Coles business from Wesfarmers in 2018. Sarah joined Coles in 2010, and held various senior positions, including General Manager Workplace Strategy; State General Manager Victoria; Financial Controller and General Manager of Finance for Coles Express, Coles Liquor and Coles Supermarket Operations. Before joining Coles, Sarah worked in the United Kingdom for more than 10 years, holding a number of senior commercial positions in banking and airports, including Strategy and Finance Director for Gatwick Airport from 2004 to 2006.

Sarah holds a Bachelor of Commerce from Bond University, a Graduate Diploma in Applied Finance and Investment from the Financial Services Institute of Australasia and a Master of Commerce from the University of NSW. In addition, she is a Fellow of the Association of Chartered Certified Accountants, a Fellow of the Financial Services Institute of Australia and a member of the Australian Institute of Company Directors.



NOELENE MANTELLATO

Aboriginal Development Consultant, Wesfarmers Chemicals, Energy & Fertilisers

Noelene is a descendant of the Yamatji and Noongar people. Born in Pinjarra, Western Australia, she is an active member of the Noongar community. Noelene joined WesCEF in 2014. Prior to joining WesCEF, Noelene gained more than 20 years' experience working in the Vocational Education Training (VET) sector with a focus on Aboriginal workforce and community development.

Noelene is passionate in the pursuit of excellence in education and employment because it affords her the privilege of contributing to the empowerment of the Indigenous community and individuals. Noelene was recognised for her work with the Sustainability Award for the development of the Pathways to Better Health Program. The Program was considered among presentations to the national judging panel for the 2012 Australian Training Provider of the Year.

Noelene holds a Graduate Certificate in Public Sector Management from Flinders University.





JASON MIFSUD

Head of First Nations Affairs and Enterprise

Jason Mifsud is a proud and active member of the Kirrae, Peek and Tjab Whurrong people of the Gunditjmara nation in south west Victoria. He is currently the Head of First Nations Affairs and Enterprise at Wesfarmers.

Jason is an experienced non-executive, a forward thinker and visionary, having led significant cultural and organisational change through a number of high-profile positions over the past twenty years.

Prior to starting his own business, Jason was the Executive Director for Aboriginal Victoria, where he led the whole-of government Aboriginal Affairs reform agenda between the Victorian Government and Victorian Aboriginal community.

A former Australian Football League (AFL) player and coach, Jason was the first senior Advisor on Indigenous and Multicultural Affairs for the AFL and was pivotal in establishing the Sir Doug Nicholls Round and AFL Indigenous Advisory Council.

Jason's career has been underpinned by fearless leadership and tireless advocacy and negotiation of social justice outcomes, Indigenous rights, and reconciliation.

MICHAEL SCHNEIDER

Managing Director, Bunnings Group

Michael was appointed Managing Director, Bunnings Group in May 2017, following his appointment as Managing Director, Bunnings Australia and New Zealand in March 2016. Prior to this, he led the store operations teams across Bunnings Australia and New Zealand, after joining Bunnings in 2005.

Before joining Bunnings, Michael held a range of senior operational, commercial and human resource roles across regional and national markets, in retail and financial services businesses.

Michael holds a Bachelor of Arts degree from the University of NSW and has completed the Advanced Management Programme at INSEAD, and the Advanced Strategic Management Program at IMD.





ANGELA RYDER

Co-Founder, Langford Aboriginal Association

Angela is a Wilmen Goreng Noongar woman of the Wagyl Kaip region located in the great southern region of WA and currently lives on Wadjuk Noongar Boodja in Boorloo (Perth). Angela holds a Bachelor of Commerce through Curtin University, is a Board member of Langford Aboriginal Association (LAA), the Western Australian Aboriginal Leadership Institute (WAALI) and Miya Kaadadjiny Community Centre.

Angela is the Senior Manager Aboriginal Services with Relationships Australia WA.

Angela's contributions to her community were recognised in 2013, at the Perth NAIDOC Awards Ceremony when she was named Community Person of the Year. Angela was also one of the inaugural 100 women inducted into the Western Australian Women's Hall of Fame in 2011, in a ceremony to mark the 100th anniversary of International Women's Day. Angela was listed in the 100 most inspirational Western Australian women, recognised for her work to ensure equitable access to services for all Aboriginal people. In October 2017, Angela was awarded the Curtin University John Curtin Medal for her longstanding leadership in the community. Angela is currently striving to establish an Aboriginal Elder Care Community Hub on Boorloo Boodja in addition to other important projects to support and benefit Aboriginal communities.

SCOTT YOUNG

Founder and Managing Director, Young Guns Container Crew

Scott is a Koa man from the Winton area in Central West Queensland. He is the co-founder and Managing Director of a national specialised labour company, Young Guns Container Crew. Scott is a role model for emerging leaders and start-ups and a sounding board for strategic business advice.

He has won multiple awards for his commitment to leadership and in 2019, Young Guns received the Kmart Supplier Award for Safety. In 2015, Scott won the Young Business Person of the Year at the Brisbane Lord Mayor's Business Awards.

Scott is a director of First Grade Group and All Things Containers. He is a member of the Supply Chain and Logistics Association of Australia and The Executive Connection, and is a certified supplier to Supply Nation.

Scott holds a Bachelor of Civil Engineering from the University of Southern Queensland and is a graduate of the MURRA Indigenous Business Master Class Program at the University of Melbourne.



OUR RAP LEADERSHIP PROJECTS

As a well-recognised Australian public company that touches the lives of millions of people, Wesfarmers is actively and genuinely dedicated to advancing reconciliation around the country. This is evidenced by our leadership projects through our support for closing the gap in youth employment, our commitment to supporting and developing Aboriginal and Torres Strait Islander businesses, and through our commitment to the preservation and promotion of Aboriginal and Torres Strait Islander arts, languages and cultures through our partnership with the National Gallery of Australia (NGA) and Ever Present: The Art of Australia's First Peoples.



In a creative partnership with Kununurra based art centre Waringarri Arts, Jaru artist Kittey Malarvie's beautiful Ngappa designs feature on a limited-edition Wesfarmers Arts gift commission of hand-thrown and hand-glazed stoneware beakers produced by ceramic artists of JamFactory, Adelaide. Malarvie depicts Ngappa - the waters of Sturt Creek at Malarvie's Country, north of the Great Sandy Desert.

LEADERSHIP IN YOUTH EMPLOYMENT – CLOSING THE GAP ON THE EMPLOYMENT OF YOUNG ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

Background to the leadership project

In 2007, the commonwealth, state and territory governments made a commitment to work together to close the gap in Aboriginal and Torres Strait Islander disadvantage.

The first Closing the Gap framework outlined targets to reduce inequality in Aboriginal and Torres Strait Islander peoples' life expectancy, children's mortality, education and employment.

According to the 2020 Closing the Gap Report, despite making some progress on other targets, the national Aboriginal and Torres Strait Islander employment rate has remained stable for a decade with little or no progress against the target to halve the gap in employment outcomes between Aboriginal and Torres Strait Islander people and other Australians. This is despite the efforts of governments, corporates and others. It is clear that a step change is needed in approach, if we are to make progress with respect to this target.

Wesfarmers is committed to driving change in an area where we have a particular opportunity and responsibility – as one of the three largest employers in Australia, with around 115,000 team members across the Group.

We have determined to provide leadership, aimed at closing the gap in employment for young Aboriginal and Torres Strait Islander people, relative to other young Australians. We want to ensure that every Aboriginal and Torres Strait Islander person who wants to work in one of our businesses is afforded an opportunity to do so. This ambition accords with our vision for reconciliation – an Australia that affords equal and equitable opportunities to all.

The new leadership project aligns well with longstanding commitments within Wesfarmers to drive Aboriginal and Torres Strait Islander employment. In 2010, Wesfarmers first committed to increase Aboriginal and Torres Strait Islander employment in our businesses. Knowing this would be hard, we chose to focus our efforts in the Coles business, our then largest employer. With a steadfast focus on increasing Aboriginal and Torres Strait Islander employment, we reached 4,000 Aboriginal and Torres Strait Islander people in the Coles workforce.

When Wesfarmers demerged Coles in 2018, after a decade of concerted effort, we were Australia's largest employer of Aboriginal and Torres Strait Islander people, with around 6,000 employees, or three per cent of Australian team members, identifying as Aboriginal and Torres Strait Islander. It is likely that, at that time, we were also the largest employer of Aboriginal and Torres Strait Islander youth in the country, although data to support that assumption is limited.

We were extremely proud to demerge Coles with this important Wesfarmers legacy and recognise Coles' continued leadership in Aboriginal and Torres Strait Islander employment.

Our ambition to provide leadership in Aboriginal and Torres Strait Islander employment is led by the Wesfarmers Board and Wesfarmers Leadership Team, in particular by our Managing Director, Rob Scott, Executive General Manager for Corporate Affairs, Naomi Flutter, and the five managing directors of our five divisions, who have oversight of our strategy. Recognising the strategic importance of our commitments, our divisional managing directors all have annual performance targets relating to Aboriginal and Torres Strait Islander employment, linked through to their individual remuneration.

Operationally, our Aboriginal and Torres Strait Islander employment programs, including the Youth Employment Leadership Project, are led by a working group consisting of the divisional heads of human resources, diversity and inclusion and Aboriginal and Torres Strait Islander Affairs Managers in Bunnings and Kmart Group, and senior executives from the Wesfarmers corporate office.

Wesfarmers' primary objective is to provide a satisfactory return to shareholders over the long term. While we recognise the moral imperative to close the gap in youth and Aboriginal and Torres Strait Islander employment as a commitment to reconciliation, we also know that taking action will help contribute to stronger communities which in turn provides better opportunities for our business to succeed.

What are we doing? Our leadership ambition

In 2018, after we demerged Coles, Wesfarmers employed around 1,500 Aboriginal and Torres Strait Islander team members, or about 1.5 per cent of our workforce. In the last 18 months, we have made significant progress and today, around 3.4 per cent of the Wesfarmers workforce identify as Aboriginal and Torres Strait Islander people.

Our youth employment program sits within our broader Aboriginal and Torres Strait Islander employment strategy and leverages a decade of experience and success – in the Coles business and more generally. It is focused on two key areas:

- 1. Delivering jobs at scale** – Adding 1,200 additional positions across Australia, including part-time and full-time roles, for Aboriginal and Torres Strait Islander people who are school age or recent school graduates. We have set ourselves a target of delivering these positions over two years; and
- 2. Career progression** – Ensuring Aboriginal and Torres Strait Islander team members progress through the organisation at a rate commensurate with other team members. Related to career progression, we are gathering and tracking data to ensure there is no pay gap (i.e. Aboriginal and Torres Strait Islander team members are paid in line with all team members) and no training gap (i.e. Aboriginal and Torres Strait Islander team members receive training and development opportunities in line with all team members). Today, a pay gap is considered unlikely given the majority of team members are employed under an award. Tracking the rates at which Aboriginal and Torres Strait Islander team members are promoted and access training and development opportunities is more complex and a key area of focus as part of this leadership project. In addition, as part of the leadership project, Wesfarmers will support high potential Aboriginal and Torres Strait Islander team members with dedicated leadership training, to address the specific needs of high potential and developing Aboriginal and Torres Strait Islander leaders.

Wesfarmers is a large employer of young people, with 16 per cent of our female workforce and 12 per cent of our male workforce under the age of 20. Approximately 5.7 per cent of our team members under the age of 20 are Aboriginal and/or Torres Strait Islander people. This is broadly aligned with Aboriginal and Torres Strait Islander youth in Australia.

Today, nationwide 18,000 Aboriginal and Torres Strait Islander youth need to be employed to close the gap. Over two years, we will provide part-time employment to at least 1,200 Aboriginal and Torres Strait Islander youth in years nine-to-twelve of their schooling. Some turnover in this age demographic is natural, and we therefore expect some of these team members will leave our employment during or at the end of their schooling, ideally for another great job. As we replace those who choose to leave for other opportunities, we will provide employment to many more than the initial 1,200 young Aboriginal and Torres Strait Islander people – possibly up to 20 to 25 per cent of the 18,000 who need employment to close the gap.

It is clear that other organisations – particularly other large employers of young people – will need to be engaged, if we are to fully close the gap in Aboriginal and Torres Strait Islander youth employment in Australia. To drive further progress, we will work with other large employers of young people in order, to scale up the program and employment outcomes. We expect that this will include other large retail businesses, for example Coles and Woolworths, and large quick service restaurant chains. In the second half of this RAP, we hope to share our experience with these organisations and to help bring them together to share best practice, networks and resources. Together, we will form a consortium of employers, committed to closing the gap in youth employment.

A leadership project informed and guided by Aboriginal and Torres Strait Islander voices and perspectives

From idea through design to delivery, the Wesfarmers youth employment program has been guided by Aboriginal and Torres Strait Islander voices and perspectives.

The program was initially co-developed by our RAP Steering Committee and the Wesfarmers Indigenous Network (WIN). This work began in 2018, as the Group prepared for the demerger of Coles – actively drawing on almost ten years of experience in that business. A key learning – relayed to Wesfarmers through Coles representatives on the WIN – was the importance of resourcing the ambition, with dedicated teams. With this advice, we decided early to resource the project in each division.

Together, the RAP Steering Committee and WIN determined to focus efforts on youth employment – knowing the lasting, life-long benefits that come from part-time employment during school years. Consultation with the divisional managing directors endorsed this focus as our businesses have significant scope to provide part-time employment at scale to school aged Aboriginal and Torres Strait Islander youth. In determining the nature of the part time employment, we consulted with our divisions and existing school-aged team members (including Aboriginal and Torres Strait Islander team members) and certain community partners including Aboriginal and Torres Strait Islander-led organisations. Based on feedback, we agreed both an appropriate number of hours of work per week, so as not to impact schooling, and a flexible structure to enable hours to be reduced during exam and peak school times, and to be increased in holidays.

Today, across the Group, our Aboriginal and Torres Strait Islander employment strategies are led by dedicated, divisional Aboriginal and Torres Strait Islander Employment Advisors – all of whom identify as Aboriginal or Torres Strait Islander people. These advisors work across the country, in most capitals, connected to their local communities – including Traditional Owner groups and local Aboriginal and Torres Strait Islander organisations. They also work closely with the Wesfarmers corporate office, which plays an important coordinating role.

In delivering the project, we regularly partner with Aboriginal and Torres Strait Islander organisations who have experience in supporting the recruitment, development and retention of Aboriginal and Torres Strait Islander people.

How the project embeds principles of self-determination

Wesfarmers supports the rights of all people to pursue their economic, social and cultural development. Our youth employment program supports economic independence for young Aboriginal and Torres Strait Islander people and their families.

By earning an income, and achieving a degree of economic independence, the participants, and their families, have greater autonomy and choice about how they live their lives and pursue their goals. By working, people also learn valuable skills and become role models for others.

The program is bold and ambitious. It provides significant, distinct benefits to those team members who are employed with us, and also to their families and wider communities, enabling them to participate more fully and equitably in our society.

Much academic and empirical evidence exists to confirm that employment early in life is important, and can help to ensure a pathway into long-term employment and economic independence, in part because it has been shown to contribute to smoother, more successful transitions from school to post-school study and employment.

The project is led by a senior group of Aboriginal and Torres Strait Islander team members, each employed as Aboriginal and Torres Strait Islander Employment Advisors. These individuals are responsible for delivering the project on the ground, in each division and in five states across Australia. They are connected across the Group through fortnightly working group meetings and with their divisions, through existing reporting lines. In all forums, the advice and feedback of this team determines how we deliver our program.

Over the course of the last year, as a result of their direction, we have implemented a range of improvements to the project including:

- To expand our cultural awareness training and to include a strong focus on cultural awareness in staff inductions;
- To develop our leadership group's capacity with an on-Country event included as part of our general manager induction program. General managers are the senior-most leaders within the Wesfarmers Group;
- To launch and grow Kmart's 'Deadly Stores' program, which is a tailored program that includes:
 - Additional cultural awareness training for all team in these stores;
 - An even greater focus on Aboriginal and Torres Strait Islander employment through the local community and our partners;
 - Additional local community engagement; and
 - A range of other initiatives focused on cultural safety, engagement and education.

The project is contributing to awareness and acceptance, enhancing (and addressing the gap) in the reconciliation movement

Research suggests that around ten per cent of Aboriginal and Torres Strait Islander school students have part-time employment, versus around 50 per cent of school students at large. The gap is therefore 40 per cent, which equates to around 18,000 Aboriginal and Torres Strait Islander school students.

This analysis aligns with unemployment data reported in the 2020 *Closing the Gap Report* which also makes it clear that nationally, the gap in unemployment for Aboriginal and Torres Strait Islander people aged 15 to 24 years is largest. As shown below, among youth aged 15 to 24 years, 27 per cent of Aboriginal and Torres Strait Islander youth are unemployed compared with 14 per cent for non-Indigenous youth.

Persons unemployed by age by Indigenous status, Australia, 2016



Source: <https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/census-population-and-housing-characteristics-aboriginal-and-torres-strait-islander-Australians/latest-release#employment>

Wesfarmers is uniquely placed to deliver the project

For three main reasons, Wesfarmers is uniquely placed to deliver the project:

- **Wesfarmers is the third largest private sector employer in Australia** – with around 115,000 team members. This scale creates opportunities to meaningfully impact the 18,000 gap;
- **Wesfarmers employs a disproportionately young workforce** – which means that we are uniquely placed to deliver employment outcomes for youth; and
- **Wesfarmers has a national footprint** – with more than 1,000 places of business across Australia. This national footprint means we can drive impact in every state and territory — and from large cities to small regional towns.

There are not many other employers in Australia that could deliver similar impact on Aboriginal and Torres Strait Islander youth employment – whether because they are smaller employers, employers with a focus on professional team members or employers with a concentration in certain geographic locations (e.g. single sites or CBDs).

Given our scale, employment profile and footprint, we know already that the Wesfarmers youth employment program can make a meaningful difference to the imbalance in Aboriginal and Torres Strait Islander youth employment. We will make an even greater difference by engaging our peers and competitors on the same journey.

Importantly, a first job, like a retail job at Kmart, is often a stepping stone to better and bigger opportunities. We also know that early work experience is important, and individuals who do not get such an opportunity miss out on building valuable workplace experience and networks. Getting that first part-time job can be so important to gaining and staying in employment later in life.

Wesfarmers' continued investment in community partnerships is helping us achieve our goal:

- **We were a founding supporter of the Clontarf Foundation** – in 2000. With the Clontarf Foundation, we support young Aboriginal and Torres Strait Islander men by employing around 400 Clontarf Foundation students in FY21. All our divisions have bespoke recruitment programs to recruit and retain Clontarf Foundation students and other students;
- **We historically worked with Role Models and Leaders Australia's Girls Academy** – to support young Aboriginal and Torres Strait Islander women, and we look forward to forming strong relationships with new Girls Academy providers in the future;
- **We partner with CareerTrackers** – to provide pathways into our business for Aboriginal and Torres Strait Islander university students; and
- **We work with not-for-profit organisations, like Matchworks, Job Prospects and Yarpa Hub** – to provide support to new Aboriginal and Torres Strait Islander team members, as they embark upon their Wesfarmers employment journey.

The project differs from what others are doing in the reconciliation space

To our knowledge, Wesfarmers is the only employer in the country deliberately focusing on providing employment opportunities to such a significant number of young Aboriginal and Torres Strait Islander people.

In addition, the program is data and evidence driven, supported by detailed analysis, mapping the footprint of our business over 1,000 stores and sites around Australia against census data for Aboriginal and Torres Strait Islander people. This process has helped us identify where we have the greatest gap in employment and where there are the largest opportunities for recruitment, so we can bring particular focus to our efforts in those areas where the need is greatest. This includes regional towns in Queensland and Western Australia as well as large parts of Western Sydney and the NSW Central Coast.

Importantly, our investment in improved data has been telling and helped to refine the project. We report monthly on:

- The number of Aboriginal and Torres Strait Islander team members, at Group and divisional level;
- The percentage of Aboriginal and Torres Strait Islander team members, at Group and divisional level;
- The number of Aboriginal and Torres Strait Islander new starters, at Group and divisional levels;
- The percentage of Aboriginal and Torres Strait Islander new starters, as a proportion of all new starters. This is a key statistic, as it shows the rate of over-indexation in Aboriginal and Torres Strait Islander employment, or that we are hiring Aboriginal and Torres Strait Islander people at a higher proportionate rate. Over-indexation is essential if we are to close the gap within two years;
- Aboriginal and Torres Strait Islander youth employment; and
- Progress against our targets, with a focus on the retention of Aboriginal and Torres Strait Islander team members beyond 26 weeks.

In addition, we are tracking more in-depth data, such as any evidence of Aboriginal and Torres Strait Islander pay gap, access to training and development, career progression and representation at all levels of the organisation. We also track our financial investment in Aboriginal and Torres Strait Islander employment to ensure the work is sufficiently resourced.

This data provides insight, which is deployed rapidly into the program. For instance:

- During the early days of the COVID pandemic, we observed a decline in the number of Aboriginal and Torres Strait Islander team members at work. When our team investigated why this was occurring, they found that many of our Aboriginal and Torres Strait Islander employees either:
 - Chose to self-isolate at home due to being in a vulnerable group or living in multigenerational households with vulnerable family members; or
 - Returned to home communities to isolate with family.

By having near real-time insight into these trends, we were able to support our Aboriginal and Torres Strait Islander team members to decline shifts, take accrued paid leave or take advantage of two weeks of paid pandemic leave, which was extended to six weeks later in the pandemic.

Our businesses also used their discretion to continue supporting these team members once entitlements were exhausted. In one example, an Aboriginal team member working at one of our businesses in the Western Australian Goldfields was required by his family and Elders to return to his home community, located in remote WA, preventing him from attending work each day. The business used their discretion to continue to employ and pay the team member during their isolation.

Like most businesses, we also moved to remote working where possible so our team members could continue to work from home. Unfortunately, many Aboriginal communities in regional and remote areas do not have good, reliable internet. However, in one instance, one of our businesses enabled a Torres Strait Islander team member who returned home, to continue to work from her home community.

- More recently, we hit a peak of employing more than 3,700 Aboriginal and Torres Strait Islander team members in December 2021. However, our total employment numbers are generally quite seasonal, with a Christmas/summer peak that often falls by more than five per cent in the first half of the calendar year. In this context we observed a reduction in Aboriginal and Torres Strait Islander team members through our monthly reporting.

We used this real-time data to ensure that our divisions were particularly focused on retention of Aboriginal and Torres Strait Islander team members during the first half of the year, and to ensure that there remained significant focus on recruitment.

While we interact with many other leading RAP organisations and employers, we are yet to find another which tracks and uses data in this way, to support employment ambitions.

With time, opportunities are arising – and will likely continue to arise – to share our reporting packages with other large employers that are also committed to closing the gap on Aboriginal and Torres Strait Islander employment.

The project is driving systemic change

The project is driving systemic change in three key ways.

First – given the scale, youth employment and national footprint, through our own actions, Wesfarmers will meaningfully impact the gap on Aboriginal and Torres Strait Islander youth employment.

Second – by engaging these other businesses, sharing our learnings, and bringing them on our journey, we will help to build their capability in Aboriginal and Torres Strait Islander employment, and align around a shared purpose – together, to create 18,000 jobs for young Aboriginal and Torres Strait Islander Australians.

Third – we see scope for significant additional benefits in the Australian community. As we (and other organisations) achieve and exceed our Aboriginal and Torres Strait Islander employment targets, our customers and other stakeholders will see better Aboriginal and Torres Strait Islander representation in Wesfarmers (and other) businesses. Each week, around 10 million Australians visit Wesfarmers stores – and improved Aboriginal and Torres Strait Islander representation in our businesses has the potential to accelerate awareness and acceptance in the community.



27% unemployment for Aboriginal and Torres Strait Islander people aged 15-24 vs 15% for non-Indigenous people

Approximately 18,000 young Aboriginal and Torres Strait Islander people need jobs to close the gap

Aboriginal and Torres Strait Islander people make up 3.4% of the workforce

Employers work in silos, no cross-corporate program aimed at addressing the gap in employment

2000 jobs
= Wesfarmers
employment
parity

1200 jobs
= our contribution
in any given year
to youth parity

18,000 jobs
nationally
= youth parity

The unemployment rate for young Aboriginal and Torres Strait Islander people is the same as, or better than, the rate for non-Indigenous Australians

An additional 18,000 young Aboriginal and Torres Strait Islander people receive employment over the life of this RAP

Reliance on government payments by Aboriginal and Torres Strait Islander people is reduced

Aboriginal and Torres Strait Islander people make up more than 3% of Wesfarmers workforce

A cross-corporate program has large employers working together to close the youth employment gap

Alignment to the opportunities and challenges in the 2021 State of Reconciliation in Australia Report

The 2021 State of Reconciliation in Australia Report (the Report) identifies a range of opportunities and challenges for the corporate sector.

The Report acknowledges that while there has been progress on employment, a significant gap remains and more must be done, including by the government, corporate and others. All organisations have a role to play. We certainly know that Wesfarmers can continue to increase its work in this space, and that our scale and agility might make a bigger difference, quicker than government.

The Report also highlights a role for the corporate sector, and others, in supporting the equal participation of Aboriginal and Torres Strait Islander peoples in a range of life opportunities. Through our employment programs we, in concert with other large employers, will support many young Aboriginal and Torres Strait Islander people to gain employment, providing valuable work experience and income, and enable them to participate more fully in a range of life opportunities.

How are we advancing the five dimensions of reconciliation? (Equality and Equity; Institutional Integrity; Race Relations; Unity and Historical Acceptance)

1. EQUALITY AND EQUITY

Our program starts with equality and equity at its core. It was initiated because there was evidence of inequality and unfairness.

By regularly, and widely, disseminating our Aboriginal and Torres Strait Islander employment data, we quickly identify and act where there are instances of inequality in our business.

Our divisional managing directors have performance targets, tied to their remuneration, which hold them accountable for achieving equality in their workforce.

In addition, employment delivers greater economic empowerment, enabling Aboriginal and Torres Strait Islander people to participate more equally in the opportunities enjoyed by other Australians. This benefits our team members, their families and wider communities.

2. INSTITUTIONAL INTEGRITY

We are embedding our Aboriginal and Torres Strait Islander employment program within the Group and its systems. Our team of Aboriginal and Torres Strait Islander Employment Advisors comprises 14 individuals across our organisation, which is helping to ensure that Aboriginal and Torres Strait Islander employment is increasing 'business as usual' – embedded within our broader processes and supported by systems and settings that help it succeed and drive impact.

Together, visible and active Aboriginal and Torres Strait Islander leadership and greater investment in cultural awareness training are materially accelerating the cultural competency of our organisation and our Australian team members.

In addition, we are bringing other organisations on the journey with us, embedding capability and culture across corporates to close the gap on youth employment.

Key milestones and timelines

In year one of this RAP, we will embed the program across our divisions and start to engage other employers.

During year two, when we expect to achieve employment parity, we will work with other large employers to develop collaboration strategies, with the intention of having a live inter-business program for 2023. This collaboration would have the goal of reducing then eliminating the gap in Aboriginal and Torres Strait Islander youth employment.

2022

- Embed systems and practices to increase recruitment of Aboriginal and Torres Strait Islander youth
- Begin to engage with other large employers of youth, and relevant peak bodies on a national Aboriginal and Torres Strait Islander youth employment program

2023

- Significant increase in employment of Aboriginal and Torres Strait Islander youth across the Wesfarmers Group
- Working closely with key employers of youth to establish collaboration strategies

2024

- Build on 2022 baseline so that more than 1,900 of our team members are Aboriginal and Torres Strait Islander youth
- More than three per cent of team members are Aboriginal and Torres Strait Islander people, with higher representation at senior levels
- Establishing a collaborative program with other key employers of Aboriginal and Torres Strait Islander youth

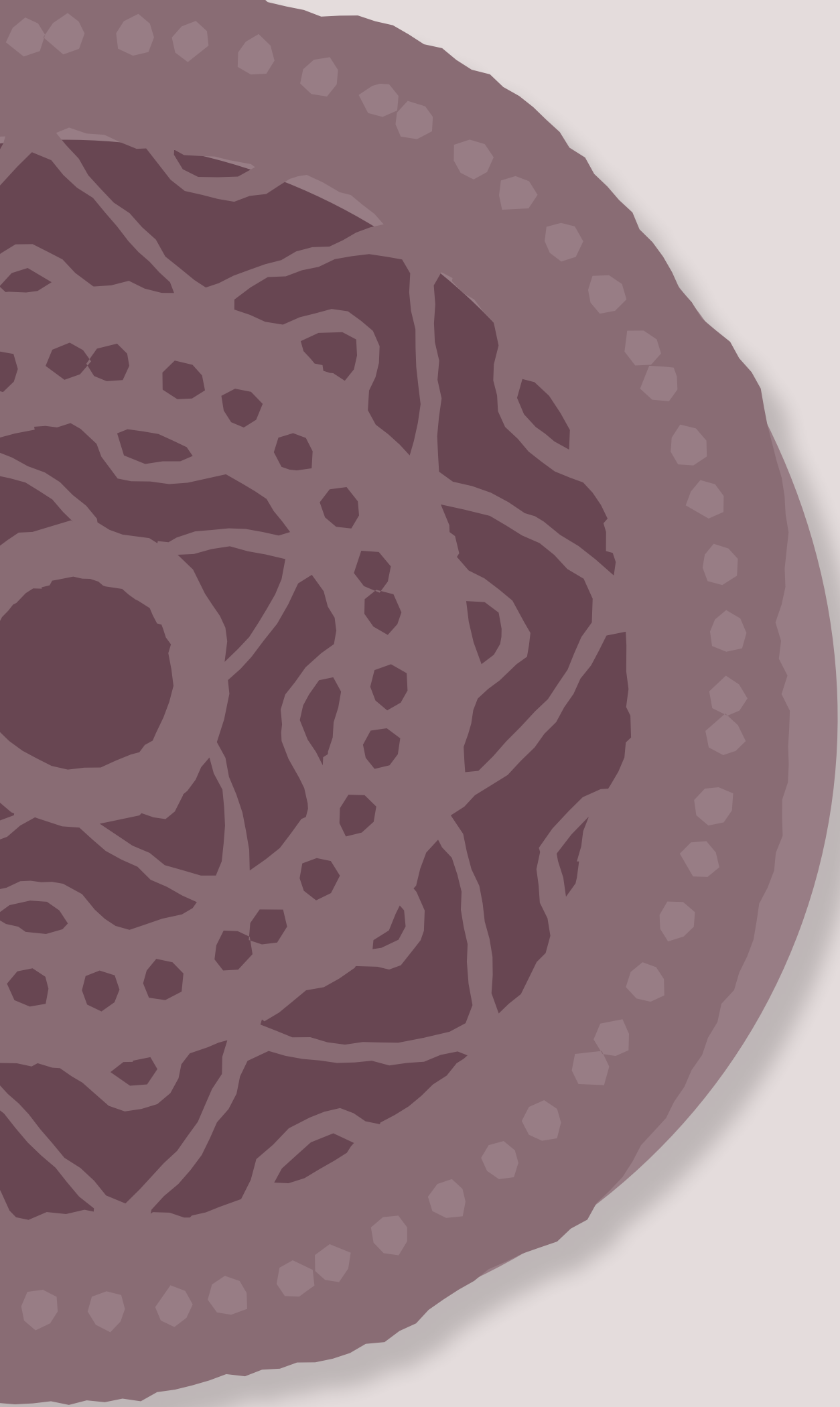
Short-term objective: To employ at least 1,200 additional young Aboriginal and Torres Strait Islander people by December 2022

Long-term objective: Close the gap on employment of young Aboriginal and Torres Strait Islander people

Impact measurement

We will know we have been successful when:

- Wesfarmers employs more than 1,200 Aboriginal and Torres Strait Islander youth who are in school or recent school graduates in part-time or full-time roles.
- Retention rates for Aboriginal and Torres Strait Islander youth are commensurate with, or better than, those for non-Indigenous youth.
- We have established a live, functioning inter-business Aboriginal and Torres Strait Islander youth employment program, alongside other like-minded large employers in Australia.
- We have significantly reduced the Aboriginal and Torres Strait Islander youth unemployment rate, so that it is commensurate with the overall youth unemployment rate.



LEADERSHIP IN SUPPORTING ABORIGINAL AND TORRES STRAIT ISLANDER BUSINESS – THE BUILDING OUTSTANDING ABORIGINAL AND TORRES STRAIT ISLANDER BUSINESS FUND

Background to the leadership project

Since the Commonwealth introduced the Aboriginal and Torres Strait Islander Procurement Policy in 2015, the Aboriginal and Torres Strait Islander business sector has grown and matured significantly.

In 2018, the Australian Government placed the size of the sector at somewhere between 12,000 and 16,000 businesses. More recent research published by Supply Nation estimates that the number of businesses is 11,635. These differences reflect the lack of exact data and application of different definitions of what is (and is not) an Aboriginal and Torres Strait Islander business.

If there are 12,000 Aboriginal and Torres Strait Islander businesses, this means Aboriginal and Torres Strait Islander businesses only represent approximately 0.5 per cent of all small to medium-sized businesses in Australia, at a time when Aboriginal and Torres Strait Islander people account for 3.3 per cent of the Australia population.

This under-representation suggests structural, social and economic barriers (such as societal prejudice and the continued impact of historical policies that resulted in limited economic participation) have restricted the proportion of Aboriginal and Torres Strait Islander people choosing to establish their own businesses.

While there remains a long way to go to achieve 'parity' (based on 2019 data, business ownership parity would translate to approximately 78,000 Aboriginal and Torres Strait Islander businesses), the future looks bright. Aboriginal and Torres Strait Islander small to medium-sized enterprises (SMEs) are typically smaller than non-Aboriginal and Torres Strait Islander SMEs, with an average revenue for an Aboriginal and Torres Strait Islander SME of \$0.8 million compared to \$1.5 million for the entire SME sector.

However, to assume that all Aboriginal and Torres Strait Islander businesses are small in scale is a mistake. There are also a large number of Aboriginal and Torres Strait Islander-owned businesses employing many hundreds of people and generating revenue many multiples of this average. For example, Fortescue's Billion Opportunities program has awarded \$2.7 billion of contracts and sub-contracts, largely to six Aboriginal and Torres Strait Islander businesses over the past 10 years.

Notwithstanding the size of the Aboriginal and Torres Strait Islander business sector, it makes a significant economic contribution. Supply Nation recently valued the contribution at approximately \$8.8 billion. The Aboriginal and Torres Strait Islander business sector is also a significant – and disproportionate – employer of Aboriginal and Torres Strait Islander people. At least 30 per cent of the workforce of Aboriginal and Torres Strait Islander businesses is made of up Aboriginal and Torres Strait Islander people, compared to 2 per cent in the broader economy.

Recent research has shown that if the Aboriginal and Torres Strait Islander share of procurement spend could be lifted to just one per cent across the key sectors nationally, it would result in a 90 per cent increase in the revenue generated by the Aboriginal and Torres Strait Islander business sector, lifting it to approximately \$16.4 billion, and creating around 52,000 additional jobs within Aboriginal and Torres Strait Islander businesses, of which 19,000 would be for Aboriginal and Torres Strait Islander people.

With our large and deep supply chain, Wesfarmers recognises that increasing the diversity of our supplier base is an area where we can make a real difference to the economic prosperity of Aboriginal and Torres Strait Islander people and communities, supporting Aboriginal and Torres Strait Islander entrepreneurs and helping to deliver a cycle of economic empowerment, with all the benefits this delivers.

Wesfarmers knows that Aboriginal and Torres Strait Islander businesses create vast benefits for Aboriginal and Torres Strait Islander people and communities. They empower Aboriginal and Torres Strait Islander communities to generate and grow their economic prosperity, in turn benefiting local economies and the wider Australian economy.

Assisting Aboriginal and Torres Strait Islander businesses to innovate and scale is central to our vision of reconciliation, that is an Australia that affords equal and equitable opportunities to all. By providing financial and business support to Aboriginal and Torres Strait Islander enterprise, coupled with a contract to supply to a Wesfarmers business, we are enabling economic activity and prosperity which has flow on impacts to individuals and communities.

What are we doing — our leadership ambition

Despite the significant growth of Aboriginal and Torres Strait Islander businesses and opportunities, Wesfarmers understands that there are barriers to entry that impact not only the number of Aboriginal and Torres Strait Islander people who become business owners, but also the types of businesses they establish, and the scalability of these businesses.

In 2020, Supply Nation reported that the industry distribution of its registered suppliers was:

- Construction – 17 per cent;
- Professional, scientific and technical services – 14 per cent;
- Health care and social assistance – 10 per cent;
- Administrative and support services – 7 per cent;
- Rental, hiring and real estate services – 5 per cent; and
- Education and training – 5 per cent.

In addition, 58 per cent of Aboriginal and Torres Strait Islander businesses are located outside of major cities – with 32 per cent regional and 26 per cent in remote locations. This compares with the non-Aboriginal and Torres Strait Islander sector where 74 per cent of businesses are in major cities.

With our national footprint of 1,000 stores across Australia, including many in rural and remote locations, Wesfarmers has opportunities to work and partner with diverse Aboriginal and Torres Strait Islander businesses.

As well as making a commitment a decade ago that Wesfarmers will ensure that our businesses are places where Aboriginal and Torres Strait Islander people feel welcome as employees, customers, suppliers and citizens, looking for opportunities to ‘close the gap’ remains at the heart of everything we do in First Nations Affairs and Enterprise. Increasing supplier diversity is an important area where we can make a real difference to the economic prosperity of Aboriginal and Torres Strait Islander people and communities, while also enhancing our own businesses.

In line with this commitment, Wesfarmers has launched an exciting new initiative, the Wesfarmers Building Outstanding Aboriginal and Torres Strait Islander Businesses Fund (BOAB Fund), which will support existing small to medium-sized Aboriginal and Torres Strait Islander businesses to innovate and grow.

The \$10 million BOAB Fund provides grants and pre-payments (which are very similar to interest-free loans) to Aboriginal and Torres Strait Islander businesses that are either existing or potential new suppliers or partners to one or more of the diverse range of businesses within the Wesfarmers Group. The supplier-relationship to the Wesfarmers Group is important because we believe that our engagement (as a potential customer or counterparty to the Aboriginal and Torres Strait Islander business) will support capacity building within the business. This, in turn, is recognised as critical to long-term success and achieving enduring economic benefits. For the term of the loan or grant, the Aboriginal and Torres Strait Islander businesses will also be appointed a dedicated business mentor from within the Wesfarmers Group, to provide support and coaching, and personal sponsorship from the managing director of the relevant Wesfarmers business.

The BOAB Fund has a broad, flexible mandate, and will support existing small to medium-sized Aboriginal and Torres Strait Islander businesses that want to improve their services or products or create new systems or processes. We recognise that timely financial support, coupled with the opportunity to partner with a Wesfarmers business, can be a critical difference which will enable Aboriginal and Torres Strait Islander businesses to commercially execute great ideas.

To be eligible to receive support from the BOAB Fund, applicants must:

- Be an Aboriginal and Torres Strait Islander business;
- Have turnover that is less than \$50 million per annum;
- Employ less than 50 full-time employees (excluding casual seasonal labour);
- Have a registered Australian Business Number; and
- Be either an existing, or potential new, supplier or partner to one or more of the businesses within the Wesfarmers Group.

To help ensure that each BOAB applicant is successful, Wesfarmers works with the Aboriginal and Torres Strait Islander business through a rigorous, but not stringent due diligence process that address a range of details, including, but not limited to:

- Purpose of the funding – including how it will be used and why the applicant is seeking funding;
- The nature of the funding sought – including whether the applicant is seeking a grant or pre-payment or both, the amount of funding sought and timing or funding profile including key milestones (noting that up to 20 per cent of grants may be withheld until the completion);
- Key suppliers and dependencies – including what assets or services need to be purchased, which entities will supply them, how they will be used and the status of discussions with these suppliers. Applicants will also need to detail any regulatory or other approvals which have been obtained or may be required, and what additional funding is being sought (e.g. other loans). We are interested to know if the proposal is market ready and, if not, what more is required;
- Key governance and management systems – including evidence of management (and Board) approval for the funding and a timeline for implementation;
- Financial information – including a detailed budget and an explanation of how any loan portion will be repaid;
- Certification – details of whether the business is certified by Supply Nation and/or any other relevant Aboriginal and Torres Strait Islander certification body;
- Employee profile – including details on any other Aboriginal and Torres Strait Islander employment agreements held;
- Native Title holder engagement – what, if any, Native Title holder engagement is maintained; and
- The Wesfarmers nexus – including the business' status as an existing or potential new supplier to a Wesfarmers business and the form of business mentoring and/or support from the Wesfarmers Group that would be of value.

In addition, applicants provide information about their business and its financial history including:

- Details about their legal form, evidence of incorporation and ownership structure;
- Annual reports and/or audited financial statements for the last two financial years;
- An organisation chart including brief résumés for directors and key personnel; and
- A declaration from an external accountant confirming the applicant's solvency and their ability to fund their share of proposal costs.

Each Aboriginal and Torres Strait Islander business that is considered for BOAB funding is supported from end-to-end by dedicated Wesfarmers Business Development and Corporate Solicitor's Office team members, who work with them to undertake this financial and commercial due diligence. This helps to ensure that each applicant has every opportunity to succeed.

Applicants that have already secured support (whether loans, grants or co-investments) for their projects from other entities (including government) are eligible to apply for grants and loans under the BOAB Fund and recipients of BOAB funding are eligible to re-apply for further BOAB funding in a later year.

However, BOAB funding cannot be used as security to obtain, or comply with, any form of loan, credit, payment or other interest or for the preparation of, or in the course of, any litigation.

Wesfarmers has not set a minimum or maximum amount which may be dispersed in any year or a minimum or maximum amount available to any applicant and all applications supported by our businesses will be shortlisted, and then reviewed by an executive evaluation panel, assisted by independent industry advice where required.

A leadership project informed and guided by Aboriginal and Torres Strait Islander voices and perspectives

The establishment of the Wesfarmers BOAB Fund has been fully guided and informed by Aboriginal and Torres Strait Islander voices and perspectives.

Over many years, Wesfarmers businesses have built successful partnerships with Aboriginal and Torres Strait Islander businesses, and this experience has informed our approach to the development of the BOAB Fund.

An example of this is family-owned, Aboriginal business, Young Guns Container Crew which provides a holistic solution to manage the inbound and outbound shipping container packing process. Sixteen years ago, brothers Scott and Trent Young started Young Guns when they responded to a call to help unpack shipping containers one weekend. Fourteen years ago, Kmart in Queensland provided Young Guns with a significant new customer opportunity. Today with the support of Kmart, Bunnings and Officeworks (and Coles, which was previously Wesfarmers owned), the company now manages 350,000 containers per year, and employs 950 people (with around 40 per cent Aboriginal and Torres Strait Islander people) across four countries.

Young Guns' Co-founder and Managing Director, Scott Young, who is also a valued member of the Wesfarmers RAP Steering Committee, provided highly valuable advice in the development of the BOAB Fund. Scott says a collaborative approach has been key to their success. *"Young Guns wouldn't be where it is today if it wasn't for the opportunities provided by Kmart, Bunnings and Officeworks. It's also great to be part of Wesfarmers' journey and their continued commitment to the growth of the Aboriginal and Torres Strait Islander business sector. Their transparent, open and supportive approach gives us the best chance to understand how we can deliver value, and the ongoing capacity and capability we need to build to grow our business".*

Wesfarmers has been a member of Supply Nation since its inception (formerly the Australian Indigenous Minority Supply Council) and is continuing to build strong relationships with the state and territory Aboriginal Chambers of Commerce. These relationships provide outstanding insights into the regional issues and opportunities for Aboriginal and Torres Strait Islander businesses. This has and will continue to inform our approach to minimising the barriers to Aboriginal and Torres Strait Islander procurement.

How the project embeds principles of self-determination

The Australian Business Guide to Implementing the UN Declaration on the Rights of Aboriginal and Torres Strait Islander Peoples (the Guide) underscores the rights for Aboriginal and Torres Strait Islander peoples to live in dignity, to continue to support their own institutions, cultural values and heritage and to remain focused on self-determination while staying true to their own needs and aspirations.

This reinforces the new partnership approach to Closing the Gap announced by the Commonwealth, and the inclusion of economic measures is a positive step in the right direction.

Research found that challenges, such as the lack of financial capital to scale up, misleading and deceptive conduct by buyer professionals, inconsistency in the way in which corporate and government buyers treat Aboriginal and Torres Strait Islander businesses and racism, are contradictory to at least five of the Declaration's articles. Yet these are commercial realities for many Aboriginal and Torres Strait Islander businesses today, often caused by an uneven distribution of power, mistrust and a problematic approach by buyers to culturally safe behaviours. These factors have, in many cases, undermined the realisation of strong and effective collaboration and meaningful business relationships for Aboriginal and Torres Strait Islander Australians.

Despite this, in recent years Aboriginal and Torres Strait Islander businesses have emerged as powerful platforms towards self-determination for Aboriginal and Torres Strait Islander peoples, largely because one of the many things that have survived colonisation are Aboriginal and Torres Strait Islander cultural values.

These cultural values are now playing out through Aboriginal and Torres Strait Islander businesses. Values such as reciprocity, communality, familial obligations and growing social capital within Aboriginal and Torres Strait Islander communities and the Aboriginal and Torres Strait Islander business sector are interrelated and sometimes inseparable from potential commercial partnerships. To accommodate Aboriginal and Torres Strait Islander cultural values in potential commercial relationships and grow the Aboriginal and Torres Strait Islander business sector, it is important that institutional and governance structures change and adapt. This change requires a rights-based approach which has the potential to decolonise institutional environments and shift the focus and governance of institutions towards protecting the rights of Aboriginal and Torres Strait Islander people to economic self-sufficiency.

Aligned with this, the BOAB Fund embeds the principles of self-determination by supporting the right of Aboriginal and Torres Strait Islander people to pursue their own economic development.

The BOAB Fund is built around the premise of empowering Aboriginal and Torres Strait Islander businesses to achieve their own goals and aspirations. Wesfarmers provides support, be it financial, in kind, or through continued business, but the Aboriginal and Torres Strait Islander businesses have full control of decision making regarding their business.

In adopting and adapting the principles and practices as set out in the Guide, the BOAB Fund supports and enhances this rights-based approach with the principle of free, prior and informed consent as the cornerstone. This ensures that BOAB Fund recipients are free to make their own business decisions, with no obligation on them to deal specifically with Wesfarmers businesses, although business with Wesfarmers is guaranteed.

Wesfarmers is committed to adhering to the principles and practices of the Guide to ensure that a respectful and commercially viable relationship is built for both Aboriginal and Torres Strait Islander suppliers and Wesfarmers.

The project is contributing to awareness and acceptance, enhancing (and addressing a gap in) the reconciliation movement

Aboriginal and Torres Strait Islander businesses only represent approximately 0.5 per cent of small to medium-sized businesses in Australia at a time when Aboriginal and Torres Strait Islander people account for 3.3 per cent of the Australia population.

As noted above, Supply Nation suggests however that bringing Aboriginal and Torres Strait Islander procurement levels to 1 per cent of spend in sectors that have had less traction to date, represents an \$8 billion opportunity for the Aboriginal and Torres Strait Islander business sector, translating into a 90 per cent increase in Aboriginal and Torres Strait Islander business revenue.

Given that Aboriginal and Torres Strait Islander businesses tend to employ a higher proportion of Aboriginal and Torres Strait Islander workers (around 30 per cent among Supply Nation businesses but estimated to be as high as 50 per cent), this business growth translates into an extra 19,000 jobs for Aboriginal and Torres Strait Islander Australians.

The establishment of the BOAB Fund is a transformational industry initiative to grow the Aboriginal and Torres Strait Islander business sector. It establishes a ground-breaking approach bound by joint investment, two-way mentoring and mutual commercial objectives. Through 'skin in the game' it establishes a new benchmark for industry best practice and role modelling and moves from a corporate social responsibility approach, to a shared value approach.

For Wesfarmers, the BOAB Fund delivers a diversification of suppliers and the types of goods and services we procure through the introduction of more Aboriginal and Torres Strait Islander businesses. They will range from new and emerging enterprises, and in new and emerging industries as well as more established and traditional goods and services Aboriginal and Torres Strait Islander businesses.

In addition to the significant economic impact this will have directly in the Aboriginal and Torres Strait Islander business community; by openly disclosing and reporting on the BOAB Fund, Wesfarmers will demonstrate to corporate Australia that with the right settings, and support, Aboriginal and Torres Strait Islander business can become a meaningful and diverse supplier. This will be a transformational and scalable change - not exclusively, but particularly in the retail industry.



Wesfarmers is uniquely placed to deliver the project

Wesfarmers understands that 58 per cent of Aboriginal and Torres Strait Islander businesses are located outside major cities (32 per cent are regional and 26 per cent are in remote locations). This compares with the non-Aboriginal and Torres Strait Islander sector with 74 per cent of businesses based in the major cities.

This under-representation suggests that structural, social, economic, and geographical barriers (including societal prejudice and the continued impact of historical policies that resulted in limited economic participation) restrict the proportion of Aboriginal and Torres Strait Islander people choosing to establish their own businesses.

With a national footprint, Wesfarmers is uniquely placed to deliver the project with more than 1,000 places of business across Australia. This footprint means we have the opportunity to deliver impact in every state and territory, and from large cities to small regional towns. Coupled with the diversity of businesses in the Wesfarmers Group, this geographic footprint means that there are few other corporates in Australia that could drive similar impact on Aboriginal and Torres Strait Islander procurement.

There is, however, a capacity gap in the market with many Aboriginal and Torres Strait Islander suppliers being too small or geographically constrained to support our large national businesses, and others of a similar nature.

With BOAB Fund support and sponsorship, existing small to medium-sized Aboriginal and Torres Strait Islander businesses will be better placed to innovate and grow, and to reach their goals and potential, as real success stories, creating wealth and opportunities for them and generations to come.

And the BOAB Fund is unique, to our knowledge, as we have not seen any other Australian companies offer a program which includes financial support (in the form of grants and pre-payments), and a contract to become a new or bigger supplier, coupled with mentorship and sponsorship, all with a focus on delivering long-term economic success for Aboriginal and Torres Strait Islander businesses.

The project is driving systemic change

The project is driving systemic change in four key ways.

First – the BOAB Fund is a ground-breaking industry initiative to grow the Aboriginal and Torres Strait Islander business sector. It establishes a new industry benchmark for best practice based on the principles of self determination and shared value.

Second – the BOAB Fund will support existing small to medium-sized Aboriginal and Torres Strait Islander businesses that want to invest in their businesses to improve their services or products or create new systems or processes. We recognise that timely financial support, coupled with the opportunity to become a new or bigger supplier to a Wesfarmers business, will create a systemic and structural change in the relationship between supplier and procurer, ensuring the success is bound by mutual objective and outcome.

Third – for the term of the loan or grant, the Aboriginal and Torres Strait Islander businesses will also be appointed a dedicated business mentor from within the Wesfarmers Group, to provide support and coaching. Coupled with sponsorship from the managing director of the Wesfarmers business, this is recognised as critical to long-term success and achieving enduring economic benefits and once again, creates a systemic and structural change in the relationship between supplier and procurer, through the form of the grant or pre-payment, end-to-end mentoring and sponsorship of the managing director of the Wesfarmers business. This transformational approach is only afforded to Aboriginal and Torres Strait Islander businesses onboarded or scaled through the BOAB Fund.

Fourth – the commercial diversity of Wesfarmers businesses (from retailing through chemicals) and our geographic footprint, means that there are opportunities to activate BOAB funding support for Aboriginal and Torres Strait Islander businesses in all parts of the economy and all parts of Australia, in every state and territory, and from large cities to small regional towns. This is quite unique and we believe, transforms the relationship with Aboriginal and Torres Strait Islander businesses.

Alignment to the opportunities and challenges in the 2021 State of Reconciliation in Australia Report

The 2021 State of Reconciliation in Australia Report (the Report) identifies that all of Australia's political, social, cultural, educational and business institutions have been historically complicit in the denial of rights to First Nations peoples.

The Report also identifies opportunities and challenges for the corporate sector and while there has been progress on supplier diversity and Aboriginal and Torres Strait Islander business growth and procurement, a significant gap remains and more must be done.

Wesfarmers is facing into the more difficult, and substantive change that will propel us towards a more equal, and reconciled country. Through the BOAB Fund, and associated components, Wesfarmers is demonstrating a commitment to increase support, build and scale the Aboriginal and Torres Strait Islander business sector and with our scale and agility, might make a bigger difference, quicker than government. It demonstrates that Wesfarmers is committed to increasing its work to support, build and scale the Aboriginal and Torres Strait Islander business sector and that our scale and agility might make a bigger difference, quicker than government.

As the Council for Aboriginal Reconciliation concluded in 2000, *"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."*

How are we advancing the five dimensions of reconciliation?

EQUALITY AND EQUITY

The BOAB Fund starts with equality and equity at its core. Due to the lived experience and research, it was found that a lack of access to financial capital is a significant barrier for Aboriginal and Torres Strait Islander businesses. However, critically, by investing in the success of commercial relationships between our businesses and Aboriginal and Torres Strait Islander businesses, we know that we are delivering long-term value – for both the supplier and Wesfarmers. In our experience, this alignment – where win/win relationships are established – supports longevity in partnerships which, in turn, drives progress towards deeper economic equality and equity.

INSTITUTIONAL INTEGRITY

Through the BOAB Fund, Wesfarmers is embedding a culture and commitment to grow the number of Aboriginal and Torres Strait Islander businesses in our supply chains.

By removing a significant barrier for many – if not most – Aboriginal and Torres Strait Islander businesses, through co-investment, and business mentoring, we are diversifying our supplier base, and ensuring that Aboriginal and Torres Strait Islander businesses are given every chance to succeed, in a long-term, practical and sustainable way. This is not only good for the Aboriginal and Torres Strait Islander business sector, but also Wesfarmers.

In addition, we believe that we are setting a new standard for the institutional and transformational role of embedding investment, capability, and culture across corporates to close the gap on supplier diversity and Aboriginal and Torres Strait Islander procurement, and hope that other corporates will also embark on this journey.

Key milestones and timelines

2022

- Award at least one additional BOAB grant during the year
- Increase spend with BOAB Fund recipients by 10 per cent

2023

- Award at least one additional BOAB grant during the year
- Increase spend with BOAB Fund recipients by 15 per cent

2024

- Award at least two additional BOAB grants during the year
- Ensure spend across BOAB Fund recipients has increased by at least 20 per cent

Short-term objective: To fund at least four Aboriginal and Torres Strait Islander businesses through the BOAB Fund by the end of this RAP

Long-term objective: To transform some of the Aboriginal and Torres Strait Islander businesses we work with, so they are successful in achieving their goals

Impact measurement

We will know we have been successful when:

- Wesfarmers increases not only the number, but diversity of Aboriginal and Torres Strait Islander businesses as a direct result of the BOAB Fund throughout our procurement programs.
- Aboriginal and Torres Strait Islander businesses onboarded, or scaled, through the BOAB Fund become long term and large suppliers to a Wesfarmers business.
- As a result of the BOAB Fund, Wesfarmers continues to increase our spend with Aboriginal and Torres Strait Islander businesses (regardless if they are a BOAB recipient or not) – currently at \$36.7 million in FY21, up from \$28.3 million in FY20, an increase of \$8.4 million or 29.7 per cent.
- Through the BOAB Fund, we have contributed to closing the capacity gap in the market and Aboriginal and Torres Strait Islander suppliers are not too small or geographically constrained to grow and scale.
- Key learnings are shared with the Australian corporate community, delivering broader, more systemic benefits.

Leadership in promoting Aboriginal and Torres Strait Islander art and cultures

Ever Present: First Peoples Art of Australia

Background to the leadership project

In 2010, Wesfarmers and the National Gallery of Australia (NGA) commissioned Aden Ridgeway of Cox Inall Ridgeway to undertake an extensive Aboriginal and Torres Strait Islander community consultation program across all states and territories to develop and recommend the objectives and a model for a new initiative – the Wesfarmers Arts Indigenous Arts Leadership Program.

The recommendations of the consultation underpin the continuing development and management of this program by an all-Aboriginal and Torres Strait Islander team, principally at the NGA, working in partnership with Aboriginal and Torres Strait Islander arts leaders across the visual arts sector and partner organisations. These partner organisations include the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) and Arnhem, Northern and Kimberley Artists (ANKA).

Now in its twelfth year of operation, the Wesfarmers Arts Indigenous Arts Leadership Program is an award-winning training and mentorship program for Aboriginal and Torres Strait Islander arts professionals. The program delivers professional career development opportunities for people working in museums and galleries and helps to build a network of peer and mentor support within the arts industry. This unique professional development course aims to nurture individuals as their careers progress and is supported by an Indigenous Advisory Panel of NGA and external stakeholders.

Ever Present: First Peoples Art of Australia (Ever Present) represents the most significant milestone and a new height in the partnership between the NGA and Wesfarmers. After three years of exhibition development, and negotiating the significant complexities of an internationally touring art exhibition in the time of COVID, we are elated to present Ever Present. Ever Present would not have materialised, but for the decade long partnership between the NGA and Wesfarmers, in Aboriginal and Torres Strait Islander art.

What are we doing? A leadership project informed and guided by Aboriginal and Torres Strait Islander voices and perspectives

In October 2018, Wesfarmers announced a six-year, \$4 million partnership with the NGA that extends our commitment to Aboriginal and Torres Strait Islander art and cultural leadership. As part of this new commitment, Ever Present has been curated, to be the most significant and largest collection of Aboriginal and Torres Strait Islander art to leave Australia.

Ever Present showcases the finest work produced by Aboriginal and Torres Strait Islander artists from the late 1800s to today, exploring the vast diversity of practices and experiences across the country. The exhibition includes seminal works by many of Australia's greatest artists, curated from the combined collections of the NGA and The Wesfarmers Collection of Australian Art.

The many iconic works of art, rare artefacts and early historical drawings assembled for this unprecedented touring exhibition serve to bridge time and place, and are interconnected through story and experience. They respond to Ancestral cultural knowledge, connections to Country, culture, ceremony and family, and experiences relating to the impacts of invasion, colonialism, dispossession and resilience, trade and exchange, innovation, urbanisation and globalisation. The exhibition shows how First Nations artists have maintained deep-time traditions and developed new social and political identities while adapting to constant change. Together, the works in Ever Present underline the ever-present existence of the First Peoples of Australia.

Ever Present is a celebration of Aboriginal and Torres Strait Islander art, that directly addresses Australia's history. The works challenge stereotypes about First Nations people and what defines their art. The artists contest populist views of Australian history, using art as a tool of resistance and replacing physical weaponry with wit, satire and juxtaposition to confront viewers and to encourage conversations that are essential to dispute outdated myths and ideologies.

Ever Present includes more than 100 works by over 80 artists as it considers seven overarching and interlinked themes: *Ancestors + Creators; Country + Constellations; Community + Family; Culture + Ceremony; Trade + Influence; Resistance + Colonisation; and Innovation + Identity.*

Showcasing the breadth and diversity of Australian Indigenous artistic practice, through iconic works, the exhibition features those artists who have made a pivotal contribution to national art and identity. Pre-eminent early nineteenth century figures, whose works constitute a crucial record of time and place and of cultural practices that have disappeared or are awaiting revival, include Kwatkwat artist, Tommy McRae and Wurundjeri/Woiwurung artist, William Barak. Their drawings from the 1880s and 1890s, showing ceremonies, hunting and fishing as well as interactions between Indigenous people and colonists comprise a unique archive that documents the day-to-day impact of colonisation on traditional ways of life and important cultural ceremonies no longer practiced.

Western Arrarnta artist Albert Namatjira is one of Australia's most celebrated and recognised Aboriginal artists – and the first acknowledged as such by mainstream society. His natural talent using the introduced European watercolour technique launched an unprecedented awareness of Aboriginal art from the 1930s to the 1950s, and his painting *Quarta Tooma – Ormiston Gorge* 1939 depicts key areas in his surrounding landscape. His vision and masterly skill in watercolour influenced later generations of his family, many of whom are now accomplished artists.

Many works in Ever Present focus on the relationship of artists to Country. Kukatja/Wungkijunka artist Rover Thomas [Joolama] highlights the power of nature in his ochre painting *All that big rain coming from top side* 1991, and documents the sites of settler massacres in the Kimberley in the 1920s in *Tomato Creek and Ord River* 1984. Senior Kaiadilt artist Mirdidingkingathi Juwarnda Sally Gabori's work *Dibirdibi Country* 2012 is also a vision of her Country on Bentinck Island painted from memory, the artist having been relocated to Mornington Island in 1948. Painting her Country enabled Gabori to remain connected to her homelands and to remember her time there. Gumatj artist Ms N. Yunupingu explores the connections between Yolgnu life, seasonal cycles and the heavens, in her majestic painting *Djulpan – seven sisters story* 2010. *Arlatyeye* c 1995 and *Anaty Inger (Bush Potato Dreaming)* 1995, by senior Anmatyerre artist Emily Kame Kngwarreye, depict important foods and Dreaming stories that reinforce her connections to her father's Country Alhalkere, cultural teachings and awelye or women's business.

Alongside the work of these and many other forerunners of Indigenous art featured in the exhibition are statement pieces of scale, conceptual and technical innovation by the leaders of a contemporary generation. These include internationally renowned filmmakers, Kaytetye artist, Warwick Thornton and Tracey Moffatt.

Minang/Wardandi/Ballardong/Nyoongar artist Sandra Hill's multimedia lightbox works incorporating photographic film, collage, handmade papers and plant dyes are among works in the exhibition that examine stereotypes of indigeneity and explore the nuance of kinship systems in art that, in her words, *"responds to traumatic and life-changing experiences is often a form of healing as part of truth telling"*. The cultural designs in Reko Rennie's *Message Stick (Green)* 2011, coupled with the tower of metal spray cans in his work *Message Stick (Totem Pole)* 2011, show the dual sides of his practice: namely, his Kamilaroi/Gamilaraay/Gummaroi identity and cultural knowledge, and his links to early street art and graffiti practice. The major new commission for Ever Present is by renowned Wiradjuri/Kamilaroi artist Jonathan Jones, *untitled (walam-wunga.galang)* 2020–21, comprising several up-scaled sandstone grinding and milling stones from different sites in Wiradjuri Country that allude to the harvesting and processing of native plant species by Aboriginal people – part of an Aboriginal agricultural economy that has existed for countless generations. Accompanied by an audio track of Wiradjuri language, the installation also draws attention to the understated yet highly important work of women in Aboriginal society.

Tina Baum is the curator of Ever Present and has described the significant body of works contained in Ever Present:

"Ever Present is a celebration of Aboriginal and Torres Strait Islander art and does not shy away from Australia's complex histories. They challenge stereotypes about First Nations people and what and who defines their art. The artists contest populist views of Australian history, using art as a tool of resistance and replacing physical weaponry with wit, satire and juxtaposition to confront viewers and to encourage conversations that are essential for dispelling outdated myths and ideologies.

Just as their Ancestors forged paths for future generations to express their culture and stories confidently and creatively through their art, these artists will also leave a legacy for all. To understand the richness, diversity and depth of Aboriginal and Torres Strait Islander art and culture would take many generations, many lifetimes, but to appreciate it only takes a moment.

Together the artists and their works powerfully reinforce that they always have been and always will be Ever Present."

Ever Present launched at the Art Gallery of Western Australia (AGWA) on 9 December 2021, running to 18 April 2022 before touring to the National Gallery of Singapore from June to September 2022, followed by additional presentations across Asia. This unprecedented Asian tour is providing a new platform for First Nations artists to exhibit internationally, in many cases for the first time – presenting First Nations works of art, stories, traditions and evolving cultural and artform innovations to a wide international audience.

How the project embeds principles of self-determination

Ever Present is an Aboriginal and Torres Strait Islander-led project – across curatorial and project delivery, with strong linkages to the Wesfarmers Arts Indigenous Arts Leadership Program. Ever Present is curated by the NGA's Senior Curator Aboriginal and Torres Strait Islander Art, who lead an all-Aboriginal and Torres Strait Islander programming team. It is today being delivered by a team of additional curators and Indigenous engagement leads from the NGA and AGWA.

A major catalogue publication has been produced to complement the exhibition with focus essays by Ever Present commission artist Jonathon Jones and curator Tina Baum. Documenting the evolution of First Nations art in Australia through more than one hundred historical and contemporary works assembled for this landmark exhibition, the publication presents new Aboriginal and Torres Strait Islander writing on the work of Australia's pre-eminent artists for a worldwide audience.

Ever Present is complemented by an extensive program of artist talks, workshops and community cultural celebrations. The exhibition is a fully Aboriginal and Torres Strait Islander-led initiative, and is providing employment and mentor opportunities for established and emerging curators and artists, and internships for graduates of the NGA Wesfarmers Indigenous Arts Leadership Program to work on the international stage.

The project is contributing to awareness and acceptance, enhancing (and addressing a gap in) the reconciliation movement.

Ever Present is a ground-breaking initiative and ongoing partnership between Wesfarmers and the NGA to embed respect for Aboriginal and Torres Strait Islander cultures and values, knowledge, and voices in the working culture of both these national institutions. It signals a transformational shift, and becomes an exemplar for the role that corporate Australia can, and should play in partnering with cultural institutions and Aboriginal and Torres Strait Islander people and communities to protect, preserve and promote First Nations history, heritage, and cultures.

Ever Present is also helping to build ongoing partnerships with Aboriginal and Torres Strait Islander leaders and communities to advance reconciliation through capacity-building cultural initiatives that create employment, education, and arts funding for Aboriginal and Torres Strait Islander Australians, both in Australia and internationally. This will create a new normal by embedding a structural relationship between Aboriginal and Torres Strait Islander people and communities, and institutions.

This is the first time a national collecting institution has worked in partnership with a leading national business to develop and present an entirely Aboriginal and Torres Strait Islander-led exhibition of Aboriginal and Torres Strait Islander art, coupled with a cultural program for the international stage and we believe, will inspire, and motivate further systemic reform for other institutions.

Why Wesfarmers is uniquely placed to deliver the project

Wesfarmers has a long history of support for the arts. Today, The Wesfarmers Collection of Australian Art features a museum-quality collection of Aboriginal and Torres Strait Islander art, which we are committed to continuing to build over the long term and to sharing with the national community and international audiences through loans, exhibitions and public promotional campaigns via social media, Aboriginal and Torres Strait Islander and mainstream media as well as innovative initiatives such as public transport wraps (currently happening on buses in Perth).

Working together, as Australian leaders across business and the arts, Wesfarmers and NGA are resourcing a best practice program of Aboriginal and Torres Strait Islander-led exhibitions, arts, and culture of both national and international impact.

Ever Present sets a new benchmark for collaboration between business and the arts, to understand and embrace self-determination for Aboriginal and Torres Strait Islander artists and communities, and place respect for Aboriginal and Torres Strait Islander cultures at the heart of the way we do business.

The project differs from what others are doing in the reconciliation space

In several respects, Ever Present is a unique initiative, and the most recent culmination of a unique partnership and investment in Aboriginal and Torres Strait Islander art.

Ever Present is one of the largest collections of Aboriginal and Torres Strait Islander art to leave the country. It is certainly the most significant single collection to leave Australia. In Singapore in 2022, and then in other countries across Asia, Ever Present will enrich the understanding of Australia and Aboriginal and Torres Strait Islander art, histories, and cultures, including that this is Australia's most significant contribution to global culture.

To our knowledge no other Australian corporate has ever committed as much to promoting Aboriginal and Torres Strait Islander art and cultures on the international stage.

The project is driving systemic change

Ever Present is driving systemic change in three important ways.

First – Ever Present is a highly collaborative, multi-organisation project, led by and involving many Aboriginal and Torres Strait Islander people, and non-Indigenous people from the NGA, Wesfarmers and other organisations. The result of this has been a cross-fertilisation of ideas and skills that has built the capacity of both the individuals, and the organisations involved. The project is better for its Aboriginal and Torres Strait Islander leadership and the collaboration they have driven.

Second – through the journey of designing Ever Present, the NGA has recognised the importance of increasing Aboriginal and Torres Strait Islander employment and is integrating Aboriginal and Torres Strait Islander voices and perspectives across all areas with the appointment of new leadership roles at the NGA, including a Wesfarmers Assistant Curator, Aboriginal and Torres Strait Islander Art. This is to be captured in the NGA inaugural RAP that is in development.

The Wesfarmers Assistant Curator position was established with the assistance of Wesfarmers to provide greater opportunities for the National Gallery Indigenous Arts Leadership Program Alumni. The role's primary focus has been assisting in curating and preparing Ever Present.

Third – Ever Present is breaking new ground by building a mutually beneficial, three-way partnership between Aboriginal and Torres Strait Islander people, Wesfarmers and the NGA. It will transform and establish best practice for the role that corporate Australia has in partnering with cultural institutions and Aboriginal and Torres Strait Islander people and communities to change the perceptions and attitudes about Aboriginal and Torres Strait Islander history, heritage and culture.

Alignment to the five dimensions of reconciliation and realising opportunities and challenges in the 2021 State of Reconciliation in Australia report

The themes of recognition and understanding of Aboriginal and Torres Strait Islander cultures form the basis of a number of the actions identified in the 2021 State of Reconciliation Report particularly those that speak to Race Relations, Unity and Historical Acceptance.

Through Ever Present, we are contributing to strategies and initiatives that celebrate, promote and enhance the understanding of Aboriginal and Torres Strait Islander histories and cultures, both locally and internationally.

RACE RELATIONS

Overcoming and eliminating racism must be a priority for all Australians, and education and efforts to build awareness of Australia's distinctive, deeply valued Aboriginal and Torres Strait Islander cultures is one of the most important tools we have to overcome racism in society. Bridging the gap in knowledge and understanding of Aboriginal and Torres Strait Islander cultures and history for non-Indigenous Australians supports racial harmony and better relations between Aboriginal and Torres Strait Islander and non-Indigenous Australians.

Aboriginal and Torres Strait Islander art and cultures are a distinctly Australian gift to the world. Sharing and celebrating the significant artworks in the Ever Present collection will help to deepen understanding and pride in this unique gift among Australians, and promote awareness and understanding of Aboriginal and Torres Strait Islander histories and cultures in Australia and abroad. Through greater understanding and appreciation, ignorance is reduced, and racist beliefs and attitudes are challenged, leading to an improvement in race relations in society.

UNITY

Initiatives that celebrate, promote, and enhance public education about Aboriginal and Torres Strait Islander histories, cultures and achievements is central to supporting greater unity in Australia.

In our businesses, we know that recognising Aboriginal and Torres Strait Islander heritage and cultures helps to build a proudly shared identity, which is beneficial for our customers, team members, suppliers, and other stakeholders.

Ever Present clearly helps deliver improved unity within Australia and among Australians. It does this by bringing the artists stories, history, commentary, and criticism to the public and encouraging consideration and discussion of the themes contained in the artworks. Through Ever Present, we are enabling artists to share their stories, histories, and cultures with the Australian public, and overseas, thereby promoting greater awareness, understanding and pride in our shared national identity.

HISTORICAL ACCEPTANCE

Through Ever Present, we support truth telling, and amplify the stories of Aboriginal and Torres Strait Islander people, promoting awareness and acceptance of our shared Australian history. The exhibition is building greater recognition of Aboriginal and Torres Strait Islander histories and cultures, and the impact of our shared history on Aboriginal and Torres Strait Islander society. Very importantly, it does this through helping to sponsor trust and respect between all Australians.

Ever Present enables Australians to have a deeper understanding of pre- and post-colonial Aboriginal cultures, and the nation's journey to where we are today, through seven overarching and interlinked themes, listed above, all of which align directly with historical acceptance.

Each of these themes is communicated through the art works, artist talks, education programs and the catalogue. They encourage consideration, discussion and a greater appreciation of the issues raised in the art works, many of which address Aboriginal and Torres Strait Islander histories in Australia.

Key milestones and timelines

Conversations between Wesfarmers and the NGA about Ever Present began during 2017. After three years of planning, and in spite of COVID-related disruptions, the exhibition launched at the AGWA in December 2021 and will travel to the National Gallery of Singapore in 2022, then to select destinations in Asia in 2023.

2022

- The Ever Present exhibition continues at the Art Gallery of Western Australia until April 2022

2022

- Commence international tour with an opening at the National Gallery Singapore in May 2022

2023

- Continue to tour the exhibition through Asia, promoting Aboriginal and Torres Strait Islander art to the international audience
- Wesfarmers Arts continues to identify and invest in national and international, indigenous-led cultural projects that provide employment, skills-development and professional opportunities for Aboriginal and Torres Strait Islander artists on the world stage.

Short-term objective: To mount Ever Present, which will be one of the largest tours of Australian Aboriginal and Torres Strait Islander art to leave the country

Long-term objective: To promote Aboriginal and Torres Strait Islander heritage and cultures; Australia's greatest cultural contribution to the world culture

Impact measurement

We will know we have been successful when:

- The artists whose work is represented in the exhibition feel that their stories are being told authentically and with respect. This is measured through ongoing communication with artists and represented art centres across all aspects of the exhibition. Artists and artist representatives/artist estates are consulted for final approval on the display of works, the publication of information about works, artist statements, videos, educational programming, digital documentation and exhibition marketing.
- All works in the exhibition are fully credited with artist, community and catalogue details.
- Local Aboriginal and Torres Strait Islander communities engage with the exhibition. This will be measured through the range and diversity of Aboriginal and Torres Strait Islander community events organised in association with the exhibition, including arts and cultural workshops, yarning circles, cultural performances, school educational programs and online social media platforms.
- The exhibition is well patronised and celebrated by the public.
- The artists are exhibited on the world stage, through an opening of the exhibition in Singapore in May 2022, and Asian cities in 2023.

Wesfarmers – our approach to cultural awareness training

Wesfarmers has a fundamental commitment to build a more culturally capable and confident workforce. This will help make our environment a more inclusive, safe and welcoming workplace for Aboriginal and Torres Strait Islander people, and help our businesses become stronger, more resilient and perform better over the long term.

We also believe that we have an opportunity, and responsibility, to leverage our network to promote Aboriginal and Torres Strait Islander history, heritage and culture to the 10 million customers who visit our stores each week. This could be done with a more nuanced and targeted approach through the three key methods proposed, that will set a new benchmark for not only the volume, but approach to cultural awareness training.

Building cultural capability - our solution.

Building on our recent commitments to growing cultural capability, Wesfarmers is looking to add an additional layer to this endeavour with a more nuanced, and targeted approach through three key methods:

- **First** – Facilitated cultural awareness training that includes a blended delivery model by a trainer, whether in a classroom, or online.

This method is our preferred approach, however there remain immediate challenges around capacity to scale-up (given our 115,000 team members), speed of delivery, quality, consistency (given the extensive footprint), and the ever-present issue/challenges of COVID. Facilitated training will initially focus on senior leadership, cascading down from Group leadership, divisional leadership, general manager cohort, store leaders and store/operation-based staff.

- **Second** – A pre-recorded cultural awareness training method delivered through online modules (not facilitated).

We believe that the quality of online/digital training retains high value. It is bespoke, more relevant, engaging and allows people to do it when they have time rather than miss it. It is not to replace the facilitated training, however, can provide more scale, consistency, and mitigates against COVID and other unplanned disruptions. We know that online/digital training is very effective and for this reason, prioritise this delivery channel for other business-critical strategies, including safety and compliance.

- **Third** – We will create and take advantage of significant events such as National Reconciliation Week and NAIDOC Week, of which there will be many thousands each year, delivered through a combination of in-store promotions, guest speakers, panels and engagement with local Aboriginal and Torres Strait Islander communities. We will use store window displays to access and inform the broader community – knowing that our stores enjoy around 10 million customer visits a week.

These significant, and annual events align to broader campaigns that are growing, year on year, across the Australian community. In addition, they provide our team members with a practical, and tangible experience with Aboriginal and Torres Strait Islander history, heritage and culture. The growth of our in-store events, also engages our customers, some 10 million per week that shop across our business.

How we will measure the impact

A key measure of the impact of this training will be through our annual engagement surveys and semi-annual pulse surveys. This is an effective tool to regularly assess our team's understanding of this Group-wide priority and growing awareness and understanding.

In addition, we will undertake a bespoke bi-annual survey of our Aboriginal and Torres Strait Islander team members – to gauge their assessment of the Group's commitment and cultural competency, and to identify key opportunities for improvement. This will be an independent survey with a report back direct to the Wesfarmers RAP Steering Committee and Group Leadership Team.



RECONCILIATION ACTION PLAN KEY PILLARS

These RAP pillars align to the Wesfarmers Way and Wesfarmers' growth enablers which are outstanding people, commercial excellence, empowering culture, innovation, social responsibility and robust financial capacity.





Wesfarmers has a relentless focus on the safety of its team members and customers. All actions described in this RAP are planned to proceed provided they align with government and community efforts to prevent the spread of COVID and relevant laws and regulations.



RELATIONSHIPS

We will deepen the engagement and connection between Wesfarmers and Aboriginal and Torres Strait Islander communities, so that we better understand the needs and ambitions of our local communities and regions. We will also strengthen our internal network of people committed to celebrating Aboriginal and Torres Strait Islander cultures, and advance reconciliation in our businesses and communities. Relationships are important to us because they help our teams get to know each other better, and their local customers and key organisations, and to learn what is important to their local community.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and related community partner organisations	<ul style="list-style-type: none"> Continuously engage with Aboriginal and Torres Strait Islander stakeholders (community organisations and Traditional Owners) in areas where we operate, sharing learnings and best practice for greater engagement 	Review and report Mar 2023, Mar 2024, Mar 2025	Corporate Affairs teams Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Wesfarmers divisions continue to develop engagement plans for work with Aboriginal and Torres Strait Islander stakeholders 	Review and report Mar 2023, Mar 2024, Mar 2025	Corporate Affairs teams Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Each Wesfarmers division maintains three or more two-way partnerships with key organisations appropriate for their business 	Report Mar 2023, Mar 2024, Mar 2025	Corporate Affairs teams
	<ul style="list-style-type: none"> Each division to ensure partnerships are formed with at least two Aboriginal and Torres Strait Islander owned and led community organisations each year 	Review and report Mar 2023, Mar 2024, Mar 2025	Corporate Affairs teams Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Divisional and Group Managing Directors conduct twice annual listening sessions with Aboriginal and Torres Strait Islander team members or Aboriginal and Torres Strait Islander community members, to understand issues affecting them and their communities to inform business policies and practice. The team members and community members are selected based on the theme of the listening session 	Sep 2022, Mar 2023, Sep 2023, Mar 2024, Sep 2024, Mar 2025	Wesfarmers Indigenous Network Divisional and Group Managing Directors
2. Build relationships through National Reconciliation Week (NRW) celebrations	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to as many team members as practical using business tools available to each business 	27 May – 3 June 2022, 27 May – 3 Jun 2023 27 May – 3 Jun 2024	Corporate Affairs teams Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> RAP Steering Committee members to participate in a minimum of three NRW events each year 	27 May – 3 June 2022, 27 May – 3 Jun 2023 27 May – 3 Jun 2024	RAPSC
	<ul style="list-style-type: none"> Each managing director on the RAPSC to issue at least one company-wide communication encouraging team members to attend and participate in NRW events, annually prior to or at the beginning of NRW each year 	27 May – 3 June 2022, 27 May – 3 Jun 2023 27 May – 3 Jun 2024	RAPSC
	<ul style="list-style-type: none"> At least 30 NRW events to be held across Wesfarmers divisions and registered on Reconciliation Australia's NRW website and communicated across our businesses each year. This equates to at least five events for each division and the Corporate Office 	27 May – 3 June 2022, 27 May – 3 Jun 2023 27 May – 3 Jun 2024	Corporate Affairs teams Wesfarmers Indigenous Network team members

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence, which includes a large economic footprint and engagement with millions of Australians who are customers, visitors, suppliers or team members in our businesses	<ul style="list-style-type: none"> Implement strategies to engage key management (General Manager level and above) to drive reconciliation outcomes in line with this RAP. For example, to announce the release of this RAP, Wesfarmers and its divisions will host sessions with key management teams to talk about their role in implementation 	Review Mar 2023, Mar 2024, Mar 2025	RAPSC Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Each division to develop their own internal communication strategy to engage team members throughout the business on reconciliation. These strategies will complement this RAP. These strategies should harness technology to engage as many team members as possible who are in non-office roles to participate in, and learn about reconciliation 	Review Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Divisional engagement strategies will include at a minimum: <ul style="list-style-type: none"> - At least one division-wide electronic communication on an issue relating to reconciliation each quarter - NRW events and communications - NAIDOC week events and communications 	Review Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Each division to undertake stakeholder feedback sessions and use the results to develop strategies to engage their workforce on the Uluru Statement from the Heart 	Review Mar 2023, Mar 2024, Mar 2025	RAPSC Divisional and Group Managing Directors
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. Reach all team members through a formal statement from our Group Managing Director on Wesfarmers' website and via social media, and similar statements from divisional managing directors as appropriate 	27 May – 3 June 2022–2024	Wesfarmers Indigenous Network Divisional and Group Managing Directors
	<ul style="list-style-type: none"> Wesfarmers to participate in all RAP leadership gatherings and as many RAP network events as practical 	Review progress in Mar each year	Lead Reconciliation and Employment Parity
	<ul style="list-style-type: none"> Each division and the Corporate Office to identify and implement a strategy to positively influence its key external stakeholders to drive reconciliation outcomes 	Review Mar 2023, Mar 2024, Mar 2025	Wesfarmers Executive General Manager Corporate Affairs
	<ul style="list-style-type: none"> Bunnings, Kmart Group, Officeworks and Blackwoods to engage their customers in stores with Acknowledgement of Country signage, celebrations of culture during NRW and NAIDOC Week and commissioning local artists in some regions to produce art which is displayed in stores and branches 	Review Aug 2022, Aug 2023, Aug 2024	Wesfarmers Indigenous Network

Action	Deliverable	Timeline	Responsibility
<p>3. Promote reconciliation through our sphere of influence, which includes a large economic footprint and engagement with millions of Australians who are customers, visitors, suppliers or team members in our businesses (cont'd)</p>	<ul style="list-style-type: none"> Wesfarmers to update investors on its Aboriginal and Torres Strait Islander employment programs in its half and full-year result presentations 	Feb and Aug 2022, 2023, 2024	Wesfarmers Executive General Manager Corporate Affairs
	<ul style="list-style-type: none"> The Wesfarmers Corporate Office will use its annual investor roadshows to engage its investors on its RAP and discuss their reconciliation priorities 	Sep 2022, Sep 2023, Sep 2024	Wesfarmers Investor Relations Wesfarmers Corporate Affairs
	<ul style="list-style-type: none"> Organise annual 'lunch and learn' sessions in each division that has a BOAB Fund grant with key procurement and buying stakeholders to explore the opportunities for increasing spend with Aboriginal and Torres Strait Islander suppliers 	Jul 2022, Jul 2023, Jul 2024	Divisional Corporate Affairs teams with BOAB Fund relationships
	<ul style="list-style-type: none"> Promote our RAP, and individuals and teams going above and beyond to promote reconciliation through the RAP Awards. The winner of the RAP Awards for Supplier Diversity, Employment and Community will be awarded at a Group event with the Wesfarmers Board. The awards are promoted through the RAPSC and WIN to the entire Wesfarmers workforce and to the public via social media 	Oct 2022 Oct 2023 Oct 2024	Lead Reconciliation and Employment Parity
	<ul style="list-style-type: none"> Actively collaborate with other RAP organisations at least six times per annum. Partner with other RAP organisations on at least one joint NRW event or NAIDOC week event per year; and invite other RAP organisations to Wesfarmers NRW and NAIDOC week events, and the annual Wesfarmers RAP Awards. <p>We will also attend other RAP organisations' events and occasions throughout the year, this may include speaking at, or financially supporting such events</p>	Review and report Mar 2023, Mar 2024, Mar 2025	Head of First Nations Affairs and Enterprise Lead Reconciliation and Employment Parity Wesfarmers Indigenous Network team members
	<ul style="list-style-type: none"> Actively seek mutually beneficial projects with other RAP organisations, collaborate on at least one impactful project during the life of this RAP 	Review Mar 2025	Head of First Nations Affairs and Enterprise Lead Reconciliation and Employment Parity
	<ul style="list-style-type: none"> During times of crisis (e.g. natural disasters), we partner with other RAP organisations to pool our resources and help communities in need 	Review and report Mar 2023, Mar 2024, Mar 2025	Lead Reconciliation and Employment Parity Wesfarmers Indigenous Network team members

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Continuously review and improve Group policies and procedures concerned with equal opportunities, anti-discrimination, bullying, harassment and human rights. Ensure those tasked with implementing the policies and procedures include guidance for dealing with racism and unconscious bias in our workplaces 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Chief Human Resources Officer Divisional Human Resources Heads
	<ul style="list-style-type: none"> Effectively communicate the policies throughout the organisation 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Chief Human Resources Officer Divisional Human Resources Heads
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander team members and Aboriginal and Torres Strait Islander advisors to continuously improve our Diversity and Inclusion Policies. By engaging with Aboriginal and Torres Strait Islander team members and advisors we will continue to develop our strategies to ensure the policies are applied effectively in a culturally safe way 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Chief Human Resources Officer Divisional Human Resources Heads
	<ul style="list-style-type: none"> Ensure team members are aware of the Group-wide Whistleblower Hotline which serves as a confidential grievance mechanism to support the reporting of incidents of racism 	Review and report Mar 2023, Mar 2024, Mar 2025	Corporate Solicitors Office
	<ul style="list-style-type: none"> Ensure reports of incidents of racism are mapped and investigated 	Review and report Mar 2023, Mar 2024, Mar 2025	Corporate Solicitors Office Human Resources Heads
	<ul style="list-style-type: none"> Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism. This includes proactively supporting positive messaging or representation of Aboriginal and Torres Strait Islander cultures and social movements 	May 2022, Nov 2022, May 2023, Nov 2023 May 2024, Nov 2024	Divisional and Group Managing Directors Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Provide ongoing education (e.g. access to resources) and immersion opportunities for senior leaders and managers on the effects of racism so they are equipped to promote anti-racism within their businesses 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network

Action	Deliverable	Timeline	Responsibility
5. Build mutually beneficial relationships with other large employers of young people to fulfill the goals of the Wesfarmers Group youth employment program	<ul style="list-style-type: none"> Engage with key employers of young people, such as fast food chains and retailers on our EPI program, through regular forums to collaborate on initiatives where it is strategically beneficial for our goal of closing the gap on youth employment. Organise at least one forum every six months. Include opportunities to gather on Country 	Review and report Mar 2023, Mar 2024, Mar 2025	Lead Reconciliation and Employment Parity
	<ul style="list-style-type: none"> Engage with at least two industry organisations per year, to share our experience and build expertise across industries in employing young Aboriginal and Torres Strait Islander people 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Each Wesfarmers division to participate in at least two employment forums per year, focusing on Aboriginal and Torres Strait Islander people 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network
6. Develop and maintain strong working relationships with recipients of the BOAB Fund	<ul style="list-style-type: none"> Assign each BOAB Fund recipient a business mentor, who is a senior team member, to provide advice and mentoring on at least a quarterly basis. Advice and mentoring will differ based on the recipient, however it may include matters such as product development, customer demand and business expansion 	Jan, Mar, Jun, Sep each year	Divisional Procurement and Corporate Affairs teams with BOAB Fund relationships
	<ul style="list-style-type: none"> Ensure business with BOAB Fund recipients increases by 20 per cent by the end of this RAP 	Review and report Mar 2023, Mar 2024, Mar 2025	Divisional Procurement and Corporate Affairs teams with BOAB Fund relationships
	<ul style="list-style-type: none"> Promote BOAB recipients to Wesfarmers businesses at an annual Wesfarmers procurement forum 	Review and report Mar 2023, Mar 2024, Mar 2025	Divisional Procurement and Corporate Affairs teams with BOAB Fund relationships
	<ul style="list-style-type: none"> Review BOAB partnerships and promote BOAB recipients at an annual RAPSC meeting 	Review and report Mar 2023, Mar 2024, Mar 2025	Head of First Nations Affairs and Enterprise
	<ul style="list-style-type: none"> BOAB recipients are invited to present to the Wesfarmers Indigenous Network at least annually 	Review and report Mar 2023, Mar 2024, Mar 2025	Head of First Nations Affairs and Enterprise

Action	Deliverable	Timeline	Responsibility
7. Develop and maintain strong working relationships with the National Gallery of Australia and other arts partners	<ul style="list-style-type: none"> Continue to deepen relationships with arts partners who promote Aboriginal and Torres Strait Islander cultures, such as the National Gallery of Australia and Yirra Yaakin Theatre Company 	Review and report Mar 2023, Mar 2024, Mar 2025	Manager Wesfarmers Arts
	<ul style="list-style-type: none"> Develop at least one new major partnership with an Aboriginal and Torres Strait Islander-led arts organisation during the life of this RAP 	Review and report Jun 2023, Jun 2024, Jun 2025	Manager Wesfarmers Arts Head of First Nations Affairs and Enterprise
	<ul style="list-style-type: none"> Work with our arts partners to support the commissioning of new Aboriginal and Torres Strait Islander art, targeting at least two major commissions over the life of this RAP 	Review and report Jun 2023, Jun 2024, Jun 2025	Manager Wesfarmers Arts Head of First Nations Affairs and Enterprise
	<ul style="list-style-type: none"> Host the National Gallery of Australia and artists from the Wesfarmers Indigenous Arts Leadership Program at Wesfarmers annually 	Review and report Mar 2023, Mar 2024, Mar 2025	Manager Wesfarmers Arts





RESPECT

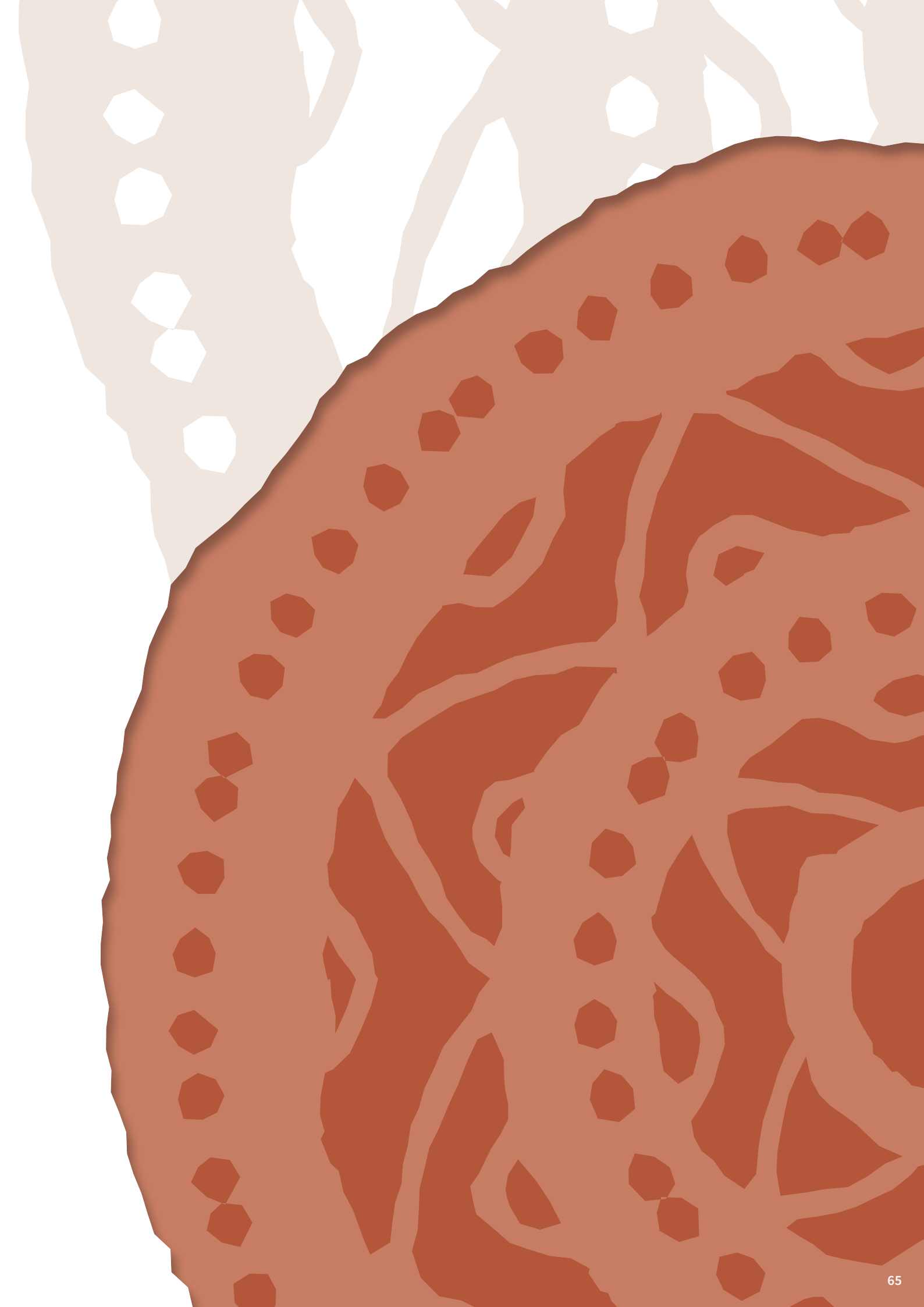
Wesfarmers will ensure Aboriginal and Torres Strait Islander people feel welcome in our businesses as team members, suppliers, customers and community members. Accordingly, we will grow our collective knowledge of Aboriginal and Torres Strait Islander histories and cultures, with a focus on our executives and operational leaders knowing that this will cascade throughout the organisation. Building respect for the diverse cultures of Aboriginal and Torres Strait Islander people is important, as it is only by developing genuine respect for culture that we can create an inclusive workplace.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and human rights through cultural awareness training	<ul style="list-style-type: none"> Conduct an annual review of cultural awareness training requirements 	Review and report Mar 2023, Mar 2024, Mar 2025	Divisional Learning and Development Teams Wesfarmers Indigenous Network team members
	<ul style="list-style-type: none"> Wesfarmers Corporate to develop specific On Country cultural learning for all new senior leaders (General Manager level and above). This is provided within 12 months of joining the business or being promoted to senior leadership 	Review and report Mar 2023, Mar 2024, Mar 2025	Divisional Learning and Development Teams Wesfarmers Indigenous Network team members
	<ul style="list-style-type: none"> Each division to implement and communicate a cultural learning strategy for its team members that outlines continuous training and development 	Review and report Mar 2023, Mar 2024, Mar 2025	Divisional Learning and Development Teams Wesfarmers Indigenous Network team members
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of the cultural learning strategy 	Review and report Mar 2023, Mar 2024, Mar 2025	Divisional Learning and Development Teams Wesfarmers Indigenous Network team members
	<ul style="list-style-type: none"> All new managers (General Manager and above), RAP Steering Committee members and HR managers to undertake formal face-to-face (virtual or in person) cultural training annually as developed by its business. New team members to undertake initial training within six months of commencement 	Review and report Mar 2023, Mar 2024, Mar 2025	Divisional Learning and Development Teams Wesfarmers Indigenous Network team members
	<ul style="list-style-type: none"> Facilitated cultural awareness training is completed by our Australian based team members as follows; 45 per cent of full-time team members, 30 per cent of part-time team members and three per cent of casual team members, or around 23,000 team members over the life of this RAP 	Review and report Mar 2023, Mar 2024, Mar 2025	Divisional Learning and Development Teams Wesfarmers Indigenous Network team members
	<ul style="list-style-type: none"> Pre-recorded online cultural awareness training is completed by our Australian-based team members as follows; 80 per cent of full-time team members, 60 per cent of part-time team members and 37 per cent of casual team members, or around 58,000 team members over the life of this RAP 	Review and report Mar 2023, Mar 2024, Mar 2025	Divisional Learning and Development Teams Wesfarmers Indigenous Network team members
	<ul style="list-style-type: none"> At least 40 per cent of team members attend and participate in significant Aboriginal and Torres Strait Islander events, during NRW, NAIDOC weeks and other opportunities, equating to around 42,000 team members over the life of this RAP 	Review and report Mar 2023, Mar 2024, Mar 2025	Divisional Learning and Development Teams Wesfarmers Indigenous Network team members

Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect for Aboriginal and Torres Strait Islander people by observing cultural protocols	<ul style="list-style-type: none"> Implement and communicate a cultural protocol document (tailored for the local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Measure increase in take up of cultural protocols by team members via biennial Workplace RAP Barometer 	Jul 2024	Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Each division to develop at least one innovative approach to increasing team member understanding of cultural protocols each year. For example, Acknowledgement of Country advice printed on security passes and in meeting rooms 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Invite an appropriate Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocols at significant events, announcements and activities each year, including at a minimum: <ul style="list-style-type: none"> Wesfarmers Annual General Meeting All NRW events All NAIDOC Week celebrations Celebration of Sustainability and Aboriginal and Torres Strait Islander Engagement event Wesfarmers Full-Year Results breakfast Other events e.g. new store openings, community partnership announcements and important meetings 	Review and report Mar 2023, Mar 2024, Mar 2025	Corporate Affairs Teams
	<ul style="list-style-type: none"> Team members and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events and formal meetings 	Review and report Mar 2023, Mar 2024, Mar 2025	RAP Steering Committee Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Display Acknowledgement of Country signage in all new and refurbished sites <ul style="list-style-type: none"> Bunnings will install Acknowledgement of Country signage in 80 per cent of existing sites by December 2022 Kmart will install Acknowledgement of Country signage in 95 per cent of existing sites by December 2022 Target will install Acknowledgement of Country signage in 50 per cent of existing sites by December 2022 Officeworks will install Acknowledgement of Country signage in 100 per cent of existing sites by December 2022 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network team members Procurement and building maintenance teams

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> WesCEF will install Acknowledgement of Country signage in 95 per cent of existing sites by December 2022 WIS will install Acknowledgement of Country signage in 95 per cent of existing sites by December 2022 		Wesfarmers Indigenous Network team members Procurement and building maintenance teams
3. Promote Aboriginal and Torres Strait Islander cultures through Wesfarmers Arts	<ul style="list-style-type: none"> Engage community partners and our divisions in these programs with invitations to our team members and community partners to at least five events Wesfarmers Arts is sponsoring during the year 	Review and report Mar 2023, Mar 2024, Mar 2025	Manager Wesfarmers Arts
	<ul style="list-style-type: none"> In partnership with the NGA run the Ever Present art exhibition at Art Gallery of WA until 30 March 2022, then at the National Gallery of Singapore for May to July 2022 	Review and report Mar 2023, Mar 2024, Mar 2025	Manager Wesfarmers Arts
4. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	<ul style="list-style-type: none"> RAP Steering Committee members to participate in a NAIDOC Week event 	Review and report Mar 2023, Mar 2024, Mar 2025	RAP Steering Committee
	<ul style="list-style-type: none"> RAP Steering Committee members to encourage all team members to participate in NAIDOC Week events through a company-wide NAIDOC Week communication 	Review and report Mar 2023, Mar 2024, Mar 2025	RAP Steering Committee
	<ul style="list-style-type: none"> Organise or participate in more than 1,000 NAIDOC Week events and activities, which may be internal or open to external parties, over the life of this RAP and ensure these are resourced appropriately 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network team members RAP Steering Committee
	<ul style="list-style-type: none"> Support all team members to participate in their local NAIDOC Week events and activities. With more than 1,000 NAIDOC Week events expected to be held over the life of this RAP (if consistent with public safety guidelines), there will be NAIDOC Week events available for all team members to attend in person or online if they wish 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network team members RAP Steering Committee
	<ul style="list-style-type: none"> Engage the public in NAIDOC Week through public announcements and signage during NAIDOC Week. This will include: <ul style="list-style-type: none"> a public message from each division on media platforms celebrating NAIDOC week each year NAIDOC week displays in stores and other public spaces 	Review and report Mar 2023, Mar 2024, Mar 2025	Corporate Affairs teams Wesfarmers Indigenous Network

Action	Deliverable	Timeline	Responsibility
<p>4. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week (cont'd)</p>	<ul style="list-style-type: none"> - hosting public NAIDOC week events in stores, featuring local Traditional Owner groups. - investigate a Group-wide Aboriginal and Torres Strait Islander media campaign 	Review and report Mar 2023, Mar 2024, Mar 2025	Corporate Affairs teams Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> • Display NAIDOC Week signage in every tea or break room of each store and office 	Review and report Mar 2023, Mar 2024, Mar 2025	Corporate Affairs teams Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> • Continuously review, improve and communicate HR policies to ensure they enable Aboriginal and Torres Strait Islander team members to participate in NAIDOC Week, and NRW community events 	Review and report Mar 2023, Mar 2024, Mar 2025	Chief Human Resources Officer Divisional heads of Human Resources
<p>5. Ensure team members recruited through the Wesfarmers Group youth employment program feel safe and welcome in our organisation</p>	<ul style="list-style-type: none"> • The Employment Parity Initiative Leads in each division will work closely with organisations that support young Aboriginal and Torres Strait Islander people, including the Clontarf Foundation and young team members, to help them settle in to the organisation 	Review and report Mar 2023, Mar 2024, Mar 2025	Employment Parity Initiative Leads
	<ul style="list-style-type: none"> • Establish an Aboriginal and Torres Strait Islander youth support network 	Review and report Mar 2023, Mar 2024, Mar 2025	Head of First Nations Affairs and Enterprise Lead Reconciliation and Employment Parity





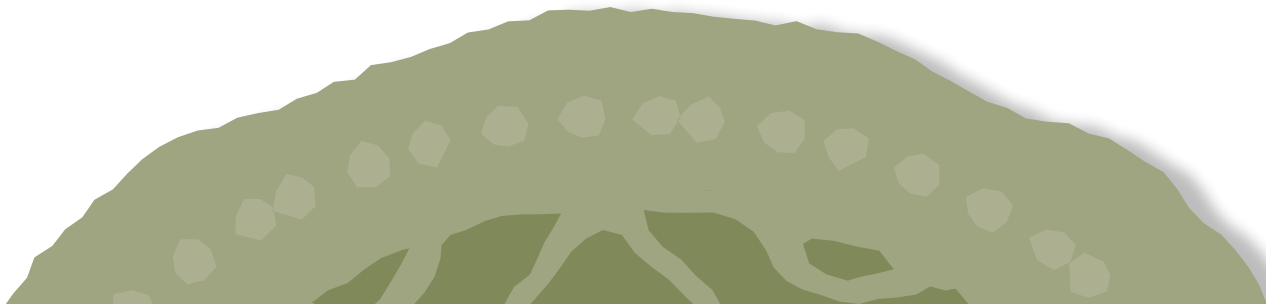
OPPORTUNITIES

As one of the largest employers and procurers of goods and services in Australia, we take seriously our objective of increasing Aboriginal and Torres Strait Islander representation in our workforce and supplier base to reflect and relate to the communities in which we operate.

We understand Aboriginal and Torres Strait Islander employment and business success will happen when our workplaces provide meaningful training, employment and supplier diversity opportunities.

Action	Deliverable	Timeline	Responsibility
1. Improve Aboriginal and Torres Strait Islander employment outcomes by targeting recruitment, retention, leadership and professional development	<ul style="list-style-type: none"> Each division to ensure appropriate resourcing and support from senior leadership to continue reviewing and developing their ambitious Aboriginal and Torres Strait Islander recruitment, retention and career development strategy 	Review and report Mar 2023, Mar 2024, Mar 2025	Divisional Managing Directors Indigenous Employment Leads in each division
	<ul style="list-style-type: none"> Each division to support its strategy with robust reporting on employment figures, including new hires of Aboriginal and Torres Strait Islander and non-Indigenous team members, Aboriginal and Torres Strait Islander team members in leadership positions, any evidence of wage disparity, and Aboriginal and Torres Strait Islander team members' access to learning and development training to track progress. These findings will inform employment strategies 	Monthly reviews	Divisional HR reporting teams
	<ul style="list-style-type: none"> Each division to execute its Aboriginal and Torres Strait Islander employment strategy, targeting employment parity (three per cent of their Australian workforce) by December 2022 	By Dec 2022 Monthly reviews	Divisional Managing Directors Indigenous Employment Leads in each division
	<ul style="list-style-type: none"> Key senior management roles have Aboriginal and Torres Strait Islander employment targets in their performance agreements, and tied to their remuneration which require them to reach and maintain population parity at a minimum in their workforce 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Managing Director Chief Human Resources Officer
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander team members to receive input on Wesfarmers recruitment, retention and professional development strategies 	Review and report Mar 2023, Mar 2024, Mar 2025	Indigenous Employment Leads in each division
	<ul style="list-style-type: none"> Advertise all job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	Review and report Mar 2023, Mar 2024, Mar 2025	Employment Parity Initiative Leads in each division Divisional HR Heads
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace 	Review and report Mar 2023, Mar 2024, Mar 2025	Chief Human Resources Officer Divisional heads of Human Resources
	<ul style="list-style-type: none"> Each division to ensure that its retention strategies include building a culturally-safe workplace that is inclusive and focuses on mental health and other aspects of wellbeing. Ensure the retention of Aboriginal and Torres Strait Islander team members is consistent with non-Aboriginal and Torres Strait Islander team members 	Review and report Mar 2023, Mar 2024, Mar 2025	Indigenous Employment Leads in each division

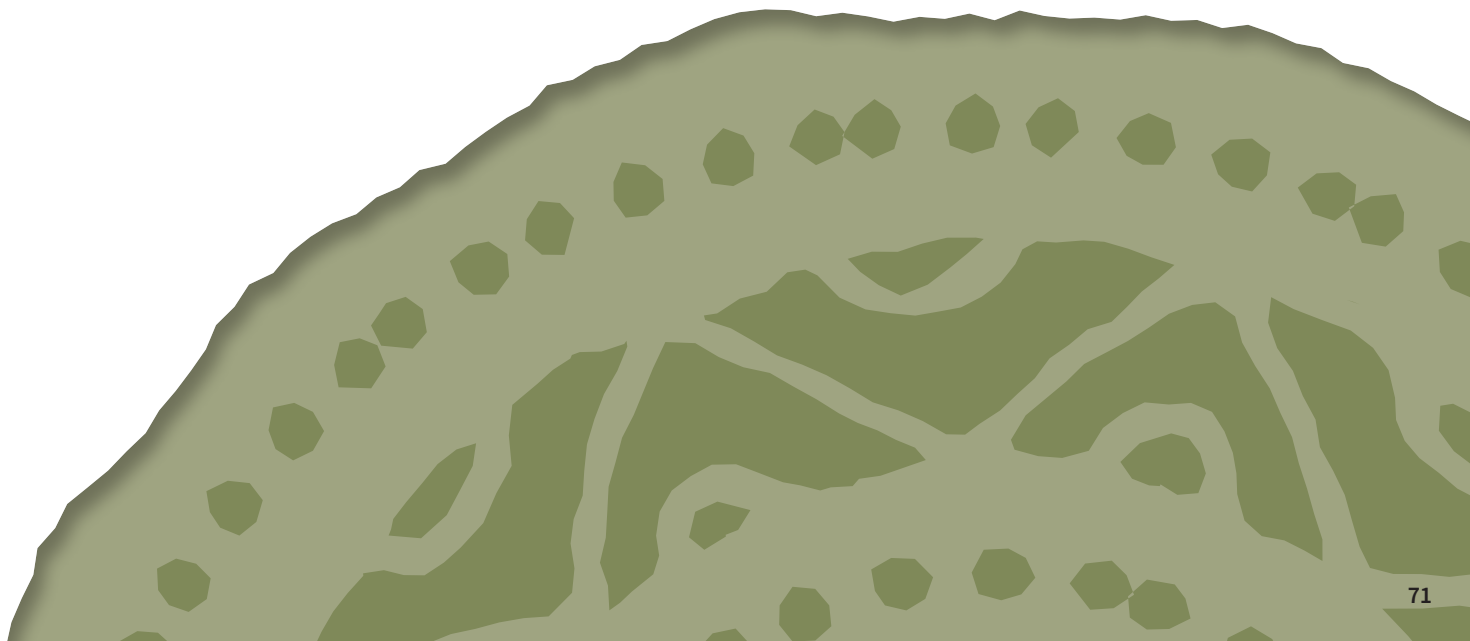
Action	Deliverable	Timeline	Responsibility
1. Improve Aboriginal and Torres Strait Islander employment outcomes by targeting recruitment, retention, leadership and professional development (cont'd)	<ul style="list-style-type: none"> Employ 400 disadvantaged Aboriginal and Torres Strait Islander job seekers (those classified as facing extreme barriers to employment) by December 2022, through working with established specialist organisations 	Review and report Mar 2023, Mar 2024, Mar 2025	Indigenous Employment Leads in each division
	<ul style="list-style-type: none"> Promote the career development of Aboriginal and Torres Strait Islander team members to build successful, fulfilling careers, progressing through the organisation on their own leadership journey. This will be done by: <ul style="list-style-type: none"> Ensuring at least three per cent of people participating in divisional leadership development programs each year are Aboriginal and Torres Strait Islander team members Ensuring at least 50 high-performing Aboriginal and Torres Strait Islander team members join a bespoke cross-divisional Leadership Program annually 	Review and report Mar 2023, Mar 2024, Mar 2025	Indigenous Employment Leads in each division Divisional heads of Human Resources
2. Improve employment opportunities for young Aboriginal and Torres Strait Islander people through the Wesfarmers Group youth employment program	<ul style="list-style-type: none"> Each division to execute its youth employment strategy targeting the employment of more than 1,200 young people through fostering strong relationships with appropriate organisations such as the Clontarf Foundation to drive employment at scale. The retention and professional development targets are the same as the broader employment program targets 	By Dec 2022	Indigenous Employment Leads in each division
	<ul style="list-style-type: none"> Share learnings from our employment programs with other RAP organisations and significant employers of young people to help scale our impact and ultimately close the gap on employment of young people. Hold at least one forum every six months and publish findings every 12 months 	May and Nov 2022, May and Nov 2023 May and Nov 2024	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise



Action	Deliverable	Timeline	Responsibility
3. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic, social and community outcomes through the Wesfarmers BOAB Fund and other supplier initiatives	<ul style="list-style-type: none"> Each division to develop and implement a plan to increase procurement from Aboriginal and Torres Strait Islander suppliers by 10 per cent based on 2021 spend baseline of \$37 million. The plan will include reviewing procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses and establishing a communication plan for promoting the procurement of goods and services from Aboriginal and Torres Strait Islander businesses 	By Feb 2024	Divisional Indigenous Business Leads
	<ul style="list-style-type: none"> Measure impact of the BOAB Fund by the following indicators: <ul style="list-style-type: none"> Wesfarmers increases not only the number, but diversity of Aboriginal and Torres Strait Islander businesses throughout our procurement programs Aboriginal and Torres Strait Islander businesses become long-term suppliers to a Wesfarmers business Wesfarmers continue increase our spend with Aboriginal and Torres Strait Islander businesses – currently at \$36.7 million in FY22, up from \$28.3 million in FY21, an increase of \$8.4 million or 29.7 per cent We have contributed to closing the capacity gap in the market and Aboriginal and Torres Strait Islander suppliers are not too small or geographically constrained to support our large national businesses, and other of a similar nature 	Review first grant in Nov 2022	Wesfarmers Corporate Affairs Team
	<ul style="list-style-type: none"> Train all relevant merchandise and procurement staff, and those with operational discretion on the selection of service providers and suppliers, in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation and similar organisations 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Procurement and Operations teams
	<ul style="list-style-type: none"> Review membership of peak bodies established to support Aboriginal and Torres Strait Islander business development annually 	Review and report Mar 2023, Mar 2024, Mar 2025	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise
	<ul style="list-style-type: none"> Each division to maintain commercial relationships with at least ten Aboriginal and Torres Strait Islander suppliers 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Procurement and Operations teams
	<ul style="list-style-type: none"> Sponsor an award at the annual Supply Nation Connect Conference 	Review May 2022, May 2023, May 2024	Lead Reconciliation and Employment Parity

Action	Deliverable	Timeline	Responsibility
3. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic, social and community outcomes through the Wesfarmers BOAB Fund and other supplier initiatives (cont'd)	<ul style="list-style-type: none"> Encourage the attendance by team members directly responsible for sourcing and procurement at the Supply Nation Connect Conference and other procurement fairs 	Review May 2022, May 2023, May 2024	Lead Reconciliation and Employment Parity Wesfarmers Procurement Council
	<ul style="list-style-type: none"> Promote Aboriginal and Torres Strait Islander suppliers Indigenous Business month, using Wesfarmers communication channels 	Review and report Mar 2023, Mar 2024, Mar 2025	Head of First Nations Affairs and Enterprise
4. Improve social outcomes through Wesfarmers community engagement programs	<ul style="list-style-type: none"> Continue to develop our community partnerships to improve health, education, community and culture outcomes for Aboriginal and Torres Strait Islander peoples and communities. <p>To enable this we will:</p> <ul style="list-style-type: none"> - meet with each community partner to review activity and opportunities quarterly; - include our community partners in all important events and enable them to host events on our premises; - seek opportunities to connect partners to each other, where there would be benefit for Aboriginal and Torres Strait Islander peoples; - in addition, connect community partners with our corporate peers where appropriate 	Review and report Mar 2023, Mar 2024, Mar 2025	Corporate Affairs teams
	<ul style="list-style-type: none"> Target five new partnerships with Aboriginal and Torres Strait Islander-led organisations over the life of this RAP 	Review and report Mar 2023, Mar 2024, Mar 2025	Corporate Affairs teams

Action	Deliverable	Timeline	Responsibility
5. Continue to support the National Gallery of Australia (NGA) with financial and in-kind support	<ul style="list-style-type: none"> Continue to support the National Gallery of Australia with financial and in-kind support to run the Wesfarmers Indigenous Arts Leadership Program, a training and mentorship program for Aboriginal and Torres Strait Islander arts professionals to deepen their understanding of museums and galleries and build their network of peer and mentor support 	Review and report Mar 2023, Mar 2024, Mar 2025	Manager Wesfarmers Arts
	<ul style="list-style-type: none"> Complement the NGA's ground-breaking tour with the following activities during the tour, which will be delivered by established and emerging Aboriginal and Torres Strait Islander curators, artists and graduates of the NGA Wesfarmers Indigenous Arts Leadership Program: <ol style="list-style-type: none"> Artist talks Workshops Community cultural celebrations <p>These will be delivered by established and emerging curators and artists and graduates of the NGA Wesfarmers Indigenous Arts Leadership Program</p> 	Review and report Mar 2023, Mar 2024, Mar 2025	Manager Wesfarmers Arts
6. Implement innovative place-based reconciliation projects	<ul style="list-style-type: none"> Each division and the Corporate Office to implement a place-based reconciliation strategy 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network
	<ul style="list-style-type: none"> Each division and the Corporate Office to hold at least one major event per year 	Review and report Mar 2023, Mar 2024, Mar 2025	Wesfarmers Indigenous Network





GOVERNANCE

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Steering Committee (RAPSC) to drive governance of the RAP	<ul style="list-style-type: none"> Ensure the RAPSC Terms of Reference are fit for purpose 	Review and report Mar 2023, Mar 2024, Mar 2025	RAPSC Chair
	<ul style="list-style-type: none"> Maintain internal and external Aboriginal and Torres Strait Islander representation on the RAPSC where each member is a RAP Champion 	Review and report Mar 2023, Mar 2024, Mar 2025	RAPSC Chair
	<ul style="list-style-type: none"> Meet at least six times per year to drive and monitor RAP implementation, inviting Reconciliation Australia to attend at least one RAPSC each year. Performance against this RAP is a standing agenda item 	Review and report Mar 2023, Mar 2024, Mar 2025	RAPSC Chair
2. Provide appropriate support for effective implementation of RAP commitments	<ul style="list-style-type: none"> Embed appropriate systems and capability to track, measure and report on RAP commitments 	Review and report Mar 2023, Mar 2024, Mar 2025	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise
	<ul style="list-style-type: none"> Invite external RAPSC members to attend at least one Wesfarmers Indigenous Network meeting per year 	Review and report Mar 2023, Mar 2024, Mar 2025	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise
	<ul style="list-style-type: none"> Embed resource needs for RAP implementation in the Corporate Office and divisions 	Review and report Mar 2023, Mar 2024, Mar 2025	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise Chief Human Resources Officer
	<ul style="list-style-type: none"> Embed key RAP actions in performance expectations of senior management 	Review and report Mar 2023, Mar 2024, Mar 2025	RAPSC Chair
	<ul style="list-style-type: none"> Require RAPSC members, who are our RAP champions, to set personal RAP commitments 	May 2023	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia 	30 Sep 2022, 30 Sep 2023, 30 Sep 2024	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise
	<ul style="list-style-type: none"> Publicly report against our RAP commitments annually in Wesfarmers externally assured publications, outlining achievements, challenges and learnings 	30 Sep 2022, 30 Sep 2023, 30 Sep 2024	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise

Action	Deliverable	Timeline	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally (cont'd)	<ul style="list-style-type: none"> Undertake limited assurance against the RAP commitments at the conclusion of the RAP 	Mar 2025	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise
	<ul style="list-style-type: none"> Communicate RAP progress to team members and share learnings with Reconciliation Australia and other RAP organisations at least three times per year 	Aug 2022, Aug 2023, Aug 2024 Nov 2023, Nov 2024, Nov 2024 Feb 2022, Feb 2023	RAPSC Chair
	<ul style="list-style-type: none"> Annually review and report the social and cultural impacts of our RAP on community engagement 	30 Sep 2022, 30 Sep 2023, 30 Sep 2024	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise
	<ul style="list-style-type: none"> Annually review results and amend this RAP (in consultation with Reconciliation Australia) in the event of a significant demerger or acquisition to the Wesfarmers Group. In the event of an acquisition into the Wesfarmers Group, build understanding of this RAP and Wesfarmers' expectations 	Review and report Mar 2023, Mar 2024, Mar 2025	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise
	<ul style="list-style-type: none"> Participate in Reconciliation Australia's biennial Workplace RAP Barometer each (running) year targeting 5 per cent participation 	Apr 2022, Apr 2024	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise
	<ul style="list-style-type: none"> Celebrate achievements publicly to share learnings with other organisations (including RAP organisations, potential RAP organisations, team members, shareholders) 	Review and report Mar 2023, Mar 2024, Mar 2025	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise
4. Continue our reconciliation journey by developing our next RAP	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP, in consultation with stakeholders 	Jun 2024	Lead Reconciliation and Employment Parity Head of First Nations Affairs and Enterprise







Contact details for public enquiries about the Wesfarmers Elevate RAP

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