



**Unilever Australia**  
**Innovate Reconciliation Action Plan**  
October 2022 – October 2024



This is the Reconciliation Action Plan of Unilever Australia Group Proprietary Limited (Pty Ltd) and its subsidiaries - Unilever Australia (Holdings) Pty Ltd, Unilever Australia Ltd, Unilever Australia Supply Services Ltd, Ben & Jerry's Franchising Australia Ltd, Unilever Australia Trading Ltd.

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## Acknowledgement of Country

Unilever Australia acknowledges the Traditional Owners of Country throughout Australia, and we pay our respects to Elders past and present. We acknowledge the Traditional Owners of the lands on which our offices and factories are located – the Gadigal people of the Eora Nation (Sydney CBD office), the Dharug people (North Rocks office and factory), the Dharawal people (Minto factory) and the people of the Yorta Yorta Nation (Tatura factory).



# About the Artist

Bitja (Dixon Patten) is a proud Gonnai, Gunditjmarra, Dhudhuroa and Yorta Yorta man with blood connection to Wiradjuri, Barapa Barapa, Yuin, Wemba Wemba, Gweagal, Wadi Wadi, Monero/Ngarigu and Djab Wurrung.

He is an artist, designer, mentor, influencer and a strong community advocate.

Bitja's artistic practice is informed through a strong cultural value that his family and community have imprinted into his mind, heart, and spirit and the narratives often delve deep into familial history, often in celebration but also in search of healing.

Bitja's exploration of culture and connection and his willingness to share and learn are informed by the art of Deep Listening, or in his native Yorta Yorta language 'Gulpa Ngawul'.

This practice has guided many of Bitja's expressions by uncovering the layers, exploring trauma, exploring grief, reclaiming culture, bridging gaps, being accountable, learning to understand and also challenge systems, influencing spaces and learning to celebrate self.

He takes his role as a storyteller seriously and feels humbled to continue this strong aspect of Aboriginal culture.



## About the artwork

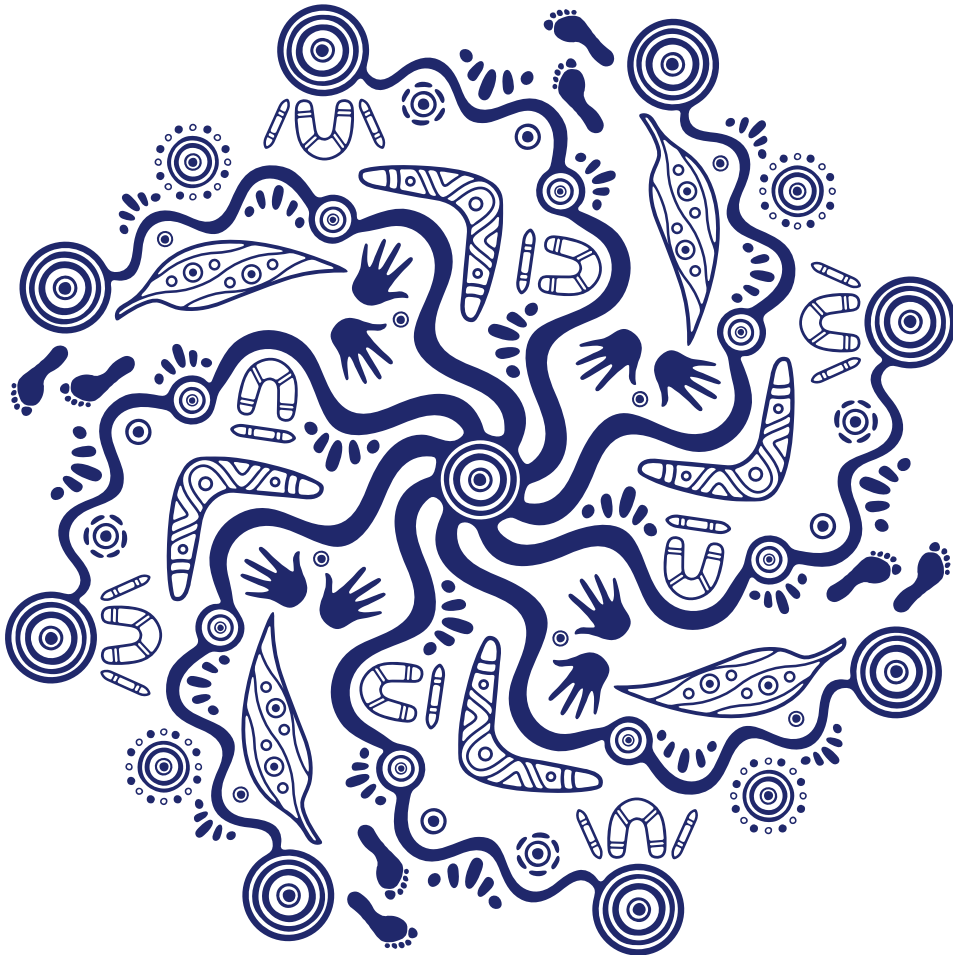
This central motif depicts connection, acknowledging our collective communities; as we come from diverse places with many experiences of histories, cultures, religions, but all come back to the middle and understand that we are united as one big human family. This also represents Unilever at the core and branching off are the subsidiary companies, each with their own goals, visions and spaces in which they impact.

The footprints honour our elders and ancestors and acknowledge we walk on Aboriginal and Torres Strait Islander Country. The art recognises the abundance of knowledge that is deep-rooted within the landscapes and the wisdoms that have been passed down for millennia. It pays respect to the oldest continuous histories and cultures in the world and recognises there is great learning opportunity from First Nations people who are still upholding those traditions.

The 'U' shape symbols represent people sitting on and connecting to Country through ceremony, learning, sharing and reflecting. The message sticks beside them represent permission; these were a traditional passport that enabled you to communicate to neighbouring mobs that you wish to respectfully travel on Country; and whilst visiting you are accountable to the lore of that Country.

The boomerangs represent returning to Aboriginal and Torres Strait Islander cultural principles for guidance.

We use the gum leaves in 'Welcome to Country' and cleansing ceremony, welcoming all peoples who call Australia home and cleansing our minds and hearts back into balance, healing ourselves, each other and our Mother Earth. The hands express our accountability and our role in creating positive outcomes with our influence.





# A message from our Head of Country

On behalf of Unilever Australia, I'd like to acknowledge the Traditional Owners of Country throughout Australia and pay my respects to Elders, past and present.

It gives me great pride to present Unilever Australia's Innovate Reconciliation Action Plan (RAP). Since launching our inaugural Reflect RAP in March 2021, I'm proud of the progress we've made. At the start of our Reflect journey, we realised there can be no reconciliation without first listening to each other's stories and endeavouring to hear and see these stories through the voices and eyes of those who experienced them.

Our priority has been to reflect, listen, observe and absorb. This gave us a strong foundation to establish partnerships with organisations including Supply Nation, Two Points Co, Bayila Creative and CareerTrackers Indigenous Internship Program.

Through these partnerships we've been guided in the development and implementation of initiatives which aim to improve our employment pathways, increase supplier diversity, and ensure our advertising and products reflect the extraordinarily diverse Australian community. But there is still much to be done and now we need to go even further.

Unilever's commitment towards a reconciled Australia is inextricably linked with our purpose - to make sustainable living commonplace. We are guided by the Unilever Compass - our sustainable business strategy which is underpinned by our ambition to improve the health of the planet; to improve people's health, confidence and wellbeing; and to contribute to a fairer and more socially inclusive world.

As a global business, we have both an opportunity and a responsibility to use our scale as a force for good. One of the learnings we've gained during our Reflect RAP journey is that a fundamental barrier to equity is lack of economic and social mobility. That's why the focus for our Innovate RAP is to reimagine systems for change and by doing so, contribute to the upward economic and social mobility of Aboriginal and Torres Strait Islander People.

We'll do this in partnership with Aboriginal and Torres Strait Islander communities and our priorities will be to foster a diverse and inclusive workplace where Aboriginal and Torres Strait Islander people feel supported to bring their best selves to work; to proactively seek out opportunities to source from First Nations businesses; and to give a platform to Aboriginal and Torres Strait Islander cultures, traditions and histories through our advertising and brands.

While these actions are indeed important steps, reconciliation goes much further than this. With over 60,000 years of history, the active intelligence existing with First Nations peoples right now can help build a healthier world for all of us. Australia is a melting pot of multiculturalism and we have so much to gain from the rich histories and cultures that make our nation what it is today.

We must lean into this knowledge - as individuals, as a business and as a country - and walk side-by-side together to not only tackle the threats facing our world but more-so to enrich it. By doing so, I hope we can contribute to a stronger and more vibrant Australia and I'm excited to continue on this journey to reconciliation.



**Nick Bangs**  
**Head of Country**  
**Unilever Australia and New Zealand**



# A message from Reconciliation Australia CEO

Reconciliation Australia commends Unilever on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Unilever to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Unilever will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Unilever is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Unilever's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Unilever on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**







## Our vision for reconciliation

Our vision for reconciliation is inextricably linked with our purpose to make sustainable living commonplace. Without reconciliation, we will never achieve our purpose.

Our vision is for Aboriginal and Torres Strait Islander people to be respected as the Traditional Owners of this land by everyone – both within and beyond our organisation. We want to see an Australia which celebrates diversity and inclusivity of all Australians and embraces Aboriginal and Torres Strait Islander histories, traditions and languages in everyday life. We want to see an Australia where all Aboriginal and Torres Strait Islander People have equal and equitable opportunities. And we want to see an Australia which leans into the active intelligence of Aboriginal and Torres Strait Islander People - such as their extensive knowledge of Caring for Country and their unique approach to kinship - to improve the health of our planet and society.

In the context of our organisation, this will be achieved by fostering a diverse and inclusive workplace where Aboriginal and Torres Strait Islander people feel supported to bring their best selves to work and progress; by supporting the whole business to proactively seek out opportunities to source from First Nations businesses; by partnering with Aboriginal and Torres Strait Islander organisations to find solutions which can help improve the health of the planet and society; and by giving a platform to Aboriginal and Torres Strait Islander cultures, traditions and histories through our advertising and brands.

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







# Our business

Unilever is one of the world's leading suppliers of Beauty & Personal Care, Home Care, and Foods & Refreshment products with sales in over 190 countries. Globally, we have 148,000 employees and generated sales of €52.4 billion in 2021.

Unilever is a business founded on purpose, and our unique heritage still shapes the way we do business today. In the 1880's, our founder William Lever, wrote down his idea for Sunlight Soap – a revolutionary new product which helped popularise cleanliness and hygiene in Victorian England. Almost fifteen years later the Lever Brothers began soap production in Balmain, Sydney.

Since then, our Australian operations have expanded significantly, and we now employ over 900 people. We are not aware of employees that identify as First Nations people however to address this, we have recently put in place a voluntary disclosure system for our employees to identify as First Nations people at their own discretion.

We have offices and manufacturing facilities in the Sydney CBD, North Rocks, Tatura and Minto and we source from over 1,800 suppliers both through direct and indirect procurement to make some of Australia's favourite brands including Dove, Rexona, Lynx, Vaseline, OMO, Surf, TRESemmé, Continental, Weis, Ben & Jerry's and Streets.

We have a dynamic sphere of influence and on any given day, approximately 12 million Australians use Unilever products to feel good, look good and get more out of life. Our brands give us a unique opportunity to create positive change. We want our business to flourish, and we know that our success depends on others flourishing around us. That's why our purpose is to make sustainable living commonplace, and why sustainable, long-term growth is at the heart of our business model.

We have so much to learn from the Traditional Owners of the land and we believe First Nations' knowledge, perspectives and cultures will play a crucial role in achieving our purpose.

The Unilever Compass is our global sustainable business strategy which guides us to deliver superior performance and growth, while improving the health of the planet; improving people's health, confidence and wellbeing; and contributing to a fairer and more socially inclusive world. Under the Compass we have committed to a wide-ranging set of ambitious commitments and actions to act on the environmental and social issues facing our world – some of our global commitments include:

- Spending €2 billion annually with suppliers owned and managed by people from under-represented groups, by 2025
- Achieving an equitable and inclusive culture by eliminating any bias and discrimination in our practices and policies
- Increasing the number of diverse people involved in the production of our advertisements, both on-screen and behind the camera
- Achieving net-zero emissions from all our products from sourcing to point of sale by 2039
- Helping to protect and regenerate 1.5 million hectares of land, forests and oceans by 2030
- Ensuring 100% of our plastic packaging is fully reusable, recyclable or compostable by 2025

In Australia, through our underpinning values of Courage, Integrity, Tenacity, Curiosity, Mateship, Ownership and Fun, we're committed to driving action on these global commitments locally. We have a Diversity, Equity and Inclusion (DEI) Committee who take an end-to-end view to ensure we are continuously taking actions to create a more a diverse, equitable and inclusive business with a particular focus on four pillars - gender, people living with disabilities, Aboriginal and Torres Strait Islander Peoples and LGBTQIA+. To ensure consideration of these pillars across our business operations, these pillars are underpinned by a continued focus on:

- **Training** - ensuring we upskill our leaders and the wider organisation on different elements of DEI
- **Recruitment** - ensuring our recruitment processes are barrier free for all people
- **Factory** - ensuring we keep in mind the specific needs of a manufacturing set up
- **Marketing & Advertising** - un-stereotyping all our advertising to ensure our advertising is used as a force for good and challenges the stereotypes in our society



# The Unilever Compass



**Our Vision** is to be the global leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance, consistently delivering financial results in the top third of our industry.



## Strategic Choices and Actions

### 1. Develop our **portfolio** into high growth spaces

Hygiene

Skin care

Prestige beauty

Functional nutrition

Plant-based foods

### 2. Win with our **brands** as a force for good, powered by purpose and innovation

Improve the health of the planet

Improve people's health, confidence and wellbeing

Contribute to a fairer, more socially inclusive world

Win with differentiated science and technology

### 3. Accelerate in USA, India, China and key growth **markets**

Build further scale in USA, India and China

Leverage emerging market strength

### 4. Lead in the **channels** of the future

Accelerate pure-play and omnichannel eCommerce

Develop eB2B business platforms

Drive category leadership through shopper insight

### 5. Build a purpose-led, future-fit organisation and growth **culture**

Unlock capacity through agility and digital transformation

Be a beacon for diversity, inclusion and values-based leadership

Build capability through lifelong learning

## Operational Excellence through the 5 Growth Fundamentals

1

Purposeful Brands

2

Improved Penetration

3

Impactful Innovation

4

Design For Channel

5

Fuel For Growth

## Multi-stakeholder Model

Our People



Consumers



Customers



Suppliers & Business Partners



Society



Planet



Shareholders



## Multi-year Financial Framework



Competitive growth



Profit growth



Cash generation



Top 1/3 TSR

# Win with our brands as a force for good, powered by purpose and innovation



Improve the health of the planet			Improve people's health, confidence and wellbeing		Contribute to a fairer, more socially inclusive world		
Climate action	Protect and regenerate nature	Waste-free world	Positive nutrition	Health and wellbeing	Equity, diversity and inclusion	Raise living standards	Future of work
Net zero emissions from all our products from sourcing to point of sale by 2039	Deforestation-free supply chain in palm oil, paper and board, tea, soy and cocoa by 2023	50% virgin plastic reduction by 2025, including an absolute reduction of 100,000 tonnes	€1 billion annual sales from plant-based meat and dairy alternatives by 2025-2027	Take action through our brands to improve health and wellbeing and advance equity and inclusion, reaching 1 billion people per year by 2030.	Achieve an equitable and inclusive culture by eliminating any bias and discrimination in our practices and policies	Ensure that everyone who directly provides goods and services to Unilever will earn at least a living wage or income by 2030	Help equip 10 million young people with essential skills by 2030
Halve greenhouse gas impact of our products across the lifecycle by 2030	Help protect and regenerate 1.5 million hectares of land, forests and oceans by 2030	25% recycled plastic by 2025	Double the number of products sold that deliver positive nutrition by 2025	We will focus on: • Gender equity • Race and ethnicity equity • Body confidence and self-esteem • Mental wellbeing • Hand hygiene • Sanitation • Oral health • Skin health and healing	Accelerate diverse representation at all levels of leadership	Help 5 million small and medium-sized enterprises grow their business by 2025	Pioneer new models to provide our employees with flexible employment options by 2030
Zero emissions in our operations by 2030	100% sustainable sourcing of our key agricultural crops	Collect and process more plastic than we sell by 2025	70% of our portfolio to meet WHO-aligned nutritional standards by 2022		5% of our workforce to be made up of people with disabilities by 2025		
Replace fossil-fuel derived carbon with renewable or recycled carbon in all our cleaning and laundry product formulations by 2030	Empower farmers and smallholders to protect and regenerate farm environments	100% reusable, recyclable or compostable plastic packaging by 2025	95% of packaged ice cream to contain no more than 22g total sugar per serving by 2025		Spend €2 billion annually with diverse businesses worldwide by 2025		
Share the carbon footprint of every product we sell	Implement water stewardship programmes in 100 locations in water-stressed areas by 2030	Halve food waste in our operations by 2025	95% of packaged ice cream to contain no more than 250 kcal per serving by 2025		Increase representation of diverse groups in our advertising		Reskill or upskill our employees with future-fit skills by 2025
Supported by: €1 billion Climate & Nature Fund			85% of our Foods portfolio to help consumers reduce their salt intake to no more than 5g per day by 2022				

## Respect human rights

Respect and promote human rights and the effective implementation of the UN Guiding Principles, and ensure compliance with our Responsible Sourcing Policy

## Our responsible business fundamentals



See our Planet & Society Hub on [unilever.com](https://unilever.com) for more



# Our Reconciliation Action Plan

Unilever's commitment towards a reconciled Australia is inextricably linked with our purpose - to make sustainable living commonplace. We are guided by the Unilever Compass - our sustainable business strategy which is underpinned by our ambition to improve the health of the planet; to improve people's health, confidence and wellbeing; and to contribute to a fairer and more socially inclusive world.

We reach so many Australians every day, with our brands and communication, and through our products. We have both a responsibility and an opportunity to use our scale as a force for good and help close the reconciliation gap in Australia.

At the start of our RAP journey, we realised there can be no reconciliation without first listening to each other's stories and endeavouring to hear and see these stories through the voices and eyes of those who experienced them. So, our priority has been to reflect, listen, observe and absorb. We have learnt that the key to making a sustainable impact is to commit to actions that are aligned to our core business operations.

While not all targets from the previous RAP were measurable, we have made progress in establishing partnerships with organisations including Supply Nation, Two Points Co, Bayila Creative and CareerTrackers Indigenous Internship Program. Through these partnerships we've been guided in the development and implementation of initiatives which aim to improve our employment pathways, increase supplier diversity, and ensure our advertising and products reflect the diverse Australian community.

One visible sign of progress is the growing number of employees doing an Acknowledgement of Country at the start of meetings and actively participating in National Reconciliation Week and NAIDOC Week activities.



In 2021, we engaged Two Points Co. consultant, Jason Timor and Shiralee Lawson to run a session on cultural awareness for our RAP Steering Committee (Steer Co), as well as our Diversity, Equity and Inclusion (DEI) Committee Co-Leads and our RAP Working Group. With Two Points Co.'s support and expertise, we refined our vision for reconciliation and identified the five priority workstreams to realise this vision:

1. **Procurement:** Proactively procure services and goods from Aboriginal and Torres Strait Islander suppliers.
2. **Cultural competence and relationship building:** Strengthen cultural competence of our Australian workforce and build relationships with Aboriginal and Torres Strait Islander organisations/local communities to improve the health of our planet and society.
3. **Inclusive and diverse workplace:** Foster a diverse and inclusive workplace where Aboriginal and Torres Strait Islander people feel supported to bring their best selves to work.
4. **Employment pathways:** Support employment pathways and opportunities for Aboriginal and Torres Strait Islander people.
5. **Brand advocacy:** Give Aboriginal and Torres Strait Islander art, stories, cultures, traditions, and histories a platform through our advertising, brands and products.

The development of our RAP has had the full support of our Executive Leadership Team and input from employees across our business. In order to achieve the deliverables set out in our RAP, we've established a system of governance and assigned clear roles and responsibilities:

- Our RAP Champion, Nick Bangs, Head of Country of Unilever Australia and New Zealand is responsible for driving and championing internal engagement and awareness of our RAP.
- Our RAP Working Group is a self-nominated group of people from across our Australian business who are passionate about driving reconciliation and play a key role in actioning our RAP deliverables. The members of our RAP Working group are listed on the next page.

We have engaged Maeve Mitchell to join our RAP Working Group, as an external member. Maeve is a proud Wiradjuri woman from the Dunedoo area with strong family ties to Kamillaroi, and an Advisor at CareerTrackers.

As we continue our reconciliation journey and build a strategy for attracting and retaining First Nations employees, our priority is to ensure we have First Nations representation on our RAP Working Group. We are also exploring establishing an External Advisory Panel of First Nations leaders in fields of expertise that we are focusing on in our RAP.

- Our RAP Steering Committee is made up of senior leaders across the business, who support in unlocking barriers to achieving our RAP deliverables and championing internal engagement and awareness. The RAP Steerco meets quarterly and is led by Nick Bangs.
- Our Diversity, Equity and Inclusion (DEI) Committee is made up of employees across the business who are passionate about and responsible for driving action to improve diversity, equity and inclusion for marginalised groups including women; people living with a disability; Aboriginal and Torres Strait Islander people; and LGBTQIA+ communities.



# Our RAP Working Group

- Nick Bangs, Head of Country, Unilever Australia and New Zealand, RAP Champion
- Laurence Enting, HR Strategy & ED&I Lead, RAP Working Group Lead
- Shruti Ganeriwala, Head of HR
- Alex Garner, Sustainable Business and Communications Manager, RAP Working Group Representative
- Amanda Leicester, Quality Specialist GTM, RAP Working Group Representative
- David-Immanuel Sihombing, Procurement Manager, RAP Working Group Representative
- James Hope- Johnstone, Head of Channel and Category Development, RAP Working Group Representative
- Stephanie Curley, Ben & Jerry's Activism Manager, RAP Working Group Representative
- Annie Lucchitti, Marketing Manager, RAP Working Group Representative
- Maeve Mitchell, CareerTrackers Advisor, External RAP Working Group Representative



# Our reconciliation journey so far

## Procurement

Globally, Unilever has committed to spending €2 billion annually on partnerships with diverse businesses worldwide between 2022 and 2025. As a part of this commitment, Unilever ANZ has set the target allocation of €25 million spent with diverse suppliers by the end of 2025. As part of this strategy, we have defined a diverse owned business is one that is owned, managed, and controlled by majority members who identify as women, people with disabilities, Aboriginal and/or Torres Strait Islander people and/or LGBTQIA+ people.

We have partnered with Supply Nation to help with this procurement strategy. We currently have 5 Aboriginal or Torres Strait Islander owned partners – 1 certified vendor in Marketing Services and 4 certified vendors in other Business Services.



## Cultural competence and relationship building

### “Half Cut” ice cream to restore the Daintree

In 2021, Ben & Jerry's joined forces with HalfCut – a not for profit organisation with a sustainability focus on conservation and protection of trees and rainforests. One of HalfCut's key initiatives is to buy back the Daintree Lowland Rainforest in Cairns from private and government owners and return it to the Traditional Owners of the Land - the Eastern Kuku Yalanji people. To support this initiative, in August 2021 Ben & Jerry's sold its tasty, plant-based “Unfudge Our Future” pints at “half cut” prices and donated the proceeds as well as funding raised through scoop store activities - approximately \$13,000 - to HalfCut who used the funds to buy back 5,200m<sup>2</sup> of the Daintree and return to its rightful owners.

### Building cultural competency within our workforce

Increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning is a key focus for us. One of the ways we've been doing this is by encouraging employees to do cultural competency training and directing them to relevant resources. We've also started including an Acknowledgement of Country at the start of every all-staff meeting, as well as acknowledging important milestones including National Reconciliation Week, NAIDOC Week and National Indigenous Literacy Day. Furthermore, we recently opened a new office in the Sydney CBD, and we have named all our meeting rooms after the Traditional Custodians of the land on which our office and factory sites are based. This simple act is our way to recognise that the land we live and work on, is and always will be Aboriginal land.



## Inclusive and diverse workplace

### January 26 – a day of reflection

Unilever Australia and New Zealand has an Interchangeable Policy which allows employees to substitute a public holiday leave with an alternate date of their preference. For example, employees that do not celebrate Easter are able to take the public holiday on another day of cultural significance. In 2022, our CEO at the time and the HR Leadership Team decided the Interchangeable Policy should also apply to 26 January to acknowledge that Australia Day is not a day of celebration. In an all-staff meeting, our CEO encouraged employees to reflect that for many Aboriginal and Torres Strait Islander People, 26 January is recognised as Survival Day or Invasion Day and is a day of mourning the history that followed the arrival of Sir Arthur Phillip and the First Fleet. A number of employees took up the Interchangeable Policy and shared their decision with their networks, raising awareness about what this day means among their sphere of influence.

### Building an Indigenous engagement strategy

We want to create a holistic approach for internal and external engagement and have partnered with Two Points Co to craft an Indigenous Engagement Strategy that helps build and consider inclusive processes through attraction, recruitment, employment, and leadership. Having run a training and crafting session with our HR leadership team and broader HR team, we are building a strategy that looks at the employee lifecycle, from candidate to alumni, and are crafting actions at each stage to create a more inclusive Unilever. In recruitment we have reviewed all of our job ads, and are working through our position descriptions to broaden the audience of candidates. We are looking to create a community at Unilever where you can bring your whole self to work every day, and live out your purpose.





## Employment pathways

### Championing values led hiring

The active intelligence existing with First Nations peoples is essential to building a healthier, more sustainable world for all of us. We want to create a workplace that not only attracts this intelligence but also equips Aboriginal and Torres Strait Islander people with the future fit skills and capabilities required throughout their career.

In 2021, Ben & Jerry's partnered with Vocational Partnerships Group (VPG) and Maxima - both of which specialise in employment services for Aboriginal and Torres Strait Islander youth, particularly females, to help them progress their careers. VPG and Maxima provide training, career pathway guidance and connect jobseekers with employment opportunities. The Ben & Jerry's scoop store in Cairns worked with VPG and Maxima to hire 6 Aboriginal and Torres Strait Islander youth from the local community with the aim of giving them valuable on-the-job work experience, and a range of transferrable skills they can apply in future job opportunities. The feedback from the employees has been highly positive to date and Ben & Jerry's have committed to implementing a similar program across all of their scoop stores.

Rasela Mapa was looking for work and training opportunities. VPG helped Rasela with her resume, cover letter and connected her with a job at Ben & Jerry's Cairns scoop store. She is now training to become a Shift Leader and said **"This was a great experience that allowed me to build skills and capabilities that I can use through my career. This opportunity at Ben & Jerry's has opened my eyes up to the possibilities out there."**

Rasela Mapa is from an island located in the eastern sea of the Torres Straits Mer Island (Murray Island). She is from one of the eight tribes on Mer Island the Komet tribe, "There are 3 main totems that represent me and my family and they are wanpun (Gecko), Gabomarau (Black king fish) and Gar (Mangrove seed)".

In 2021, we also partnered with CareerTrackers – a national employment pathway provider for Indigenous students. Through this ongoing partnership, we are connected with interns to participate in our annual Unilever Internship Programme. Tiarna Herczeg, who joined as a summer intern in 2021/22 runs her own Art Practice and has a strong passion for sustainability.

Leveraging her valuable experience and skillset, Tiarna worked with the Ben & Jerry's Brand Team on several projects including advice on Acknowledgement of Country plaques at our scoop shops.

Marle Ashby joined as a Winter intern 2021, and assisted in our Weis ice cream team, and participated in RAP Working Group meetings during her time at Unilever.



## Brand advocacy

### Celebrating delicious Indigenous ingredients in our iconic Weis bars

In 2020, Weis launched its Native range which celebrates the intense flavours of native fruits such as Davidson Plum. The packaging was designed by Dixon Patten of Bayila Creative, a proud Yorta Yorta and Gonnai man, and the artwork is inspired by traditional food-gathering practices by First Nations people. The wave patterns are leaves and represent our unique Indigenous flora and our connection to Country and to each other.



### Eradicating harmful stereotypes in the advertising industry

According to UN Women, the Australian advertising industry accounts for approximately \$17.3 billion in spend and employs over 200,000 people. Therefore, representation of our community in advertising and media content is critical to creating an equal and open society.

That's why we're part of the UN Women's Australian chapter of the Unstereotype Alliance, a global coalition that aims to use advertising as a force for good by depicting progressive portrayals of all people, and ensuring diversity is a priority throughout the entire creative process. The initiative takes an intersectional approach to address the representation of gender, race, ethnicity and ability in media and advertising content – both on screen and behind the screen.

A key focus as part of our involvement in the initiative is to invest in channels that represent and preserve the stories, cultures, and narratives of Aboriginal and Torres Strait Islander peoples so we've committed to investing \$100,000 in NITV and Imparja.





## Advocating for climate justice through a bespoke B&J pint

In 2022, Ben & Jerry's released a social mission pint - **This is Our Whirled**. The pint was developed in collaboration with Our Islands Our Home and 350.org and was designed by Dylan Mooney, a proud Yuwi, Torres Strait and South Sea Islander man from Mackay in North Queensland.

The pint shared a powerful message - "The oceans are rising, so are we", a call to action urging the Australian Federal Government to take stronger action on climate change. The purpose of the pint was to raise funds and awareness for the Our Islands Our Home Campaign which was established by the #TorresStrait8. As a result of the campaign the #TorresStrait8 won a ruling from the United Nations Human Rights Committee - which stated that the Australian Government had violated Torres Strait Islanders' human rights by failing to act on global warming.





## Making space for First Nations art in our stores

When Ben & Jerry's opened its first scoop store in Cairns in September 2021, the store owner wanted to commission a mural within the store which reflected the Cairns community. Aboriginal and Torres Strait Islander people make up 10% of the Cairns population so with the assistance of Cairns Indigenous Art Fair, the store owner commissioned Catherine Curnow, a proud First Nations local artist, to create the stunning mural.

The hibiscus flower in the middle of the mural is culturally symbolic of "celebrations" in Tropical North Queensland and is also a prominent part of Torres Strait Islander culture. The flower alongside green leaves is used as decoration in special occasions. The deep green leaves in the mural are inspired by the rainforest surrounding Cairns.

During celebratory special occasions, strong family bonds come to light in Aboriginal and Torres Strait Islander communities through rituals, dancing, singing and banquets. The Torres Strait Islander patterns behind the hibiscus are from Catherine's ancestors and represent saltwater crocodile tracks (Ait Kadal) which represent Catherine's great, great grandfather. The leaves that surround the Torres Strait Islander Patterns in the mural are called yam leaves (Dhoeybaw) and they represent Catherine's great, great, great grandmother.

A representative from Cairns Indigenous Art Fair said, **"Catherine's art being represented within Cairn's first Ben & Jerry's Store was a great opportunity for Catherine to showcase her rich Aboriginal and Torres Strait Islander Culture."** Catherine said the mural **"a big stepping-stone in her career and there's a bit of herself in the mural."**



## **Deliverables**



## Relationships

Unilever Australia acknowledges the importance of building strong and lasting relationships with Aboriginal and Torres Strait Islander peoples across the vast network of communities we serve. With millions of Australians using our products every day, we understand the role we play in not just serving but also connecting communities, which is what lies at the very heart of reconciliation. Working closely with Aboriginal and Torres Strait Islander peoples from the communities in which we operate and the organisations with which we partner, we will strengthen partnership opportunities that make a positive impact where it is needed most.





ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. <b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	Oct 2022	RAP Working Group Lead
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	Oct 2022 & 2023, Oct 2024	RAP Working Group Lead
	<ul style="list-style-type: none"> <li>Work with Local Aboriginal Land Councils and First Nations communities in proximity to Unilever key sites on the development and implementation of our engagement plan, including across all our sites, the Gadigal people of the Eora Nation (Sydney CBD office), the Dharug people (North Rocks office and factory), the Dharawal people (Minto factory) and the people of the Yorta Yorta Nation (Tatura factory).</li> </ul>	Oct 2022 & 2023, Oct 2024	SUD Director
	<ul style="list-style-type: none"> <li>Focus on strengthening or maintaining relationships with current First Nations partners on Closing The Gap, including Two Points Co, CareerTrackers, HalfCut and Bayila Creative.</li> </ul>	Oct 2022 & 2023, Oct 2024	RAP Working Group Lead
2. <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	Apr 2023, 2024	DEI Lead
	<ul style="list-style-type: none"> <li>RAP SteerCo and other DEI committee members to participate in an external NRW event.</li> </ul>	May 2023, 2024	DEI Lead
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	May 2023, 2024	DEI Lead
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year, including one at each of our factory sites.</li> </ul>	May 2023, 2024	Senior Marketing Manager Quality Specialist
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	May 2023, 2024	RAP Working Group Lead

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
3. <b>Promote reconciliation through our sphere of influence.</b>	<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> <li>Communicate our commitment to reconciliation publicly via earned media, social media and in external forums.</li> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes and develop their own Reconciliation Action Plan, including inviting them to Unilever events and sharing reconciliation journey and learnings.</li> <li>Promote reconciliation externally to other organisations, industry leaders, key stakeholders, partners and customers.</li> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> <li>Explore opportunities to support new partners with their initiatives towards closing the social, economic and health and life expectancy gaps experienced within the Aboriginal and Torres Strait Islander communities.</li> </ul>	<p>Oct 2022 &amp; 2023, Oct 2024</p> <p>Dec 2022 &amp; 2023, Oct 2024</p> <p>Dec 2022 &amp; 2023, Oct 2024</p> <p>Dec 2022 &amp; 2023, Oct 2024</p> <p>Dec 2022 &amp; 2023, Oct 2024</p> <p>Dec 2022 &amp; 2023, Oct 2024</p>	<p>DEI Lead</p> <p>Sustainable Business and Communications Manager</p> <p>Customer Development Lead</p> <p>Customer Development Lead</p> <p>Customer Development Lead RAP Working Group Lead</p> <p>Sustainable Business and Communications Manager</p>
4. <b>Promote positive race relations through anti-discrimination strategies.</b>	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> <li>Educate senior leaders on the effects of racism.</li> </ul>	<p>Jan 2023</p> <p>Apr 2023</p> <p>Apr 2023</p> <p>Dec 2022 &amp; 2023, Oct 2024</p>	<p>Director, Human Resource</p> <p>Director, Human Resources</p> <p>Director, Human Resources</p> <p>Director, Human Resources</p>
5. <b>Support the aims of the Uluru Statement from the Heart</b>	<ul style="list-style-type: none"> <li>Consult with Aboriginal and Torres Strait Islander external stakeholders, advisors and Reconciliation Australia about the Uluru Statement from the Heart to determine how Unilever can best support its aims.</li> <li>Actively engage with and educate our partners to influence change, build on the lessons we have learned and encourage support of the Uluru Statement of the Heart.</li> </ul>	<p>Dec 2022 &amp; 2023, Oct 2024</p> <p>Dec 2022</p>	<p>RAP Working Group Lead</p> <p>RAP Working Group Lead</p>



## Respect

One of Unilever's core values is Respect, it is at the heart of everything we do. Our vision is for Aboriginal and Torres Strait Islander People to be respected as the Traditional Owners of this land by everyone – both within and beyond our organisation. We want to see an Australia which celebrates diversity and inclusivity of all Australians and embraces Aboriginal and Torres Strait Islander histories, traditions and languages in everyday life. Through building our collective cultural awareness and competency, we will enhance our ability to partner with Aboriginal and Torres Strait Islander peoples to create a culturally safe and supportive work environment and build sustainable social and economic opportunities.



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
6. <b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</li> <li>Develop, implement, and communicate a cultural learning strategy document for our staff.</li> <li>Provide opportunities for RAP SteerCo members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> <li>Explore opportunities for cultural immersions for Unilever leaders and RAP Steering Committee members, to broaden cultural understanding and relationships across Australia.</li> <li>Develop an annual calendar of First Nations dates of cultural significance and circulating this to staff, and highlight chosen days to celebrate as a Unilever community, including Literacy Day and National Close the Gap Day.</li> </ul>	Oct 2022	HR Strategy Manager
		Oct 2022	HR Strategy Manager
		Nov 2022	HR Strategy Manager
		Oct 2022 & 2023, Oct 2024	RAP Working Group Lead
		Mar 2023	RAP Working Group Lead
		Dec 2023	DEI Lead
7. <b>Investigate opportunities to increase First Nations cultural visibility across our offices and products</b>	<ul style="list-style-type: none"> <li>Increase First Nations artwork across our offices and sites including our factories and retail stores like Ben &amp; Jerry's scoop shops.</li> <li>Explore opportunities to increase cultural visibility within our work and establish partnerships with First Nations artists and stakeholders for this.</li> </ul>	Jan 2024	DEI Lead Facilities Manager
		Jan 2024	DEI Lead Facilities Manager

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<ul style="list-style-type: none"> <li>• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> <li>• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> <li>• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> <li>• Continue to ensure Acknowledgement of Country and other appropriate protocols are carried out at the commencement of meetings.</li> <li>• Display Acknowledgement of Country plaques at Unilever's key sites including Unilever's three factory sites.</li> <li>• Explore further opportunities of naming of rooms across our office and Factory network, in consultation with local Traditional Owners.</li> <li>• Encourage employees to include the Acknowledgment of Country message in their email signatures.</li> </ul>	<p>Nov 2022</p> <p>Dec 2022 &amp; 2023, October 2024</p> <p>Jul 2023, Jul 2024</p> <p>Dec 2022, Mar, Jun, Sep, Dec 2023, Mar, Jun 2024</p> <p>Dec 2022</p> <p>Mar 2022 Feb 2023</p> <p>Dec 2022, Mar, Jun, Sep, Dec 2023, Mar, Jun 2024</p>	<p>Unilever ANZ Head of Country (HoC)</p> <p>RAP Working Group Lead</p> <p>Sustainable Business and Communications Manager</p> <p>Unilever ANZ HoC All staff</p> <p>Facilities Manager</p> <p>RAP Working Group Lead Sourcing Unit HR Business Partner</p> <p>Sustainable Business &amp; Comms Manager</p>
9. <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>• RAP SteerCo, alongside DEI committee members and leadership, to participate in an external NAIDOC Week event.</li> <li>• Review policies and procedures to mitigate any barriers to employees participating in NAIDOC Week.</li> <li>• Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	<p>Jul 2023, Jul 2024</p> <p>Jun 2023, Jun 2024</p> <p>Jul 2023, Jul 2024</p>	<p>RAP SteerCo DEI Committee</p> <p>Director, Human Resources</p> <p>RAP Working Group Lead Unilever ANZ CEO</p>





## Opportunities

We believe that knowledge can change lives and we want every Australian to have economic empowerment through better education and career pathways. As a business with a national footprint, we are committed to creating sustainable opportunities and increasing Aboriginal and Torres Strait Islander peoples' participation in our workforce and supply chain. We are committed to continue developing our established relationships with Supply Nation, Two Points Co, Bayila Creative and CareerTrackers Indigenous Internship Program. Through these partnerships we've been guided in the development and implementation of initiatives which aim to improve our employment pathways, increase supplier diversity, and ensure our advertising and products reflect the extraordinarily diverse Australian community. But there is still much to be done and now we need to go even further.



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. <b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> <li>Engage with Aboriginal and Torres Strait Islander staff and external partners to consult on our recruitment, retention and professional development strategy.</li> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> <li>Review HR/recruitment procedures and policies to remove barriers and set targets for increased Aboriginal and Torres Strait Islander participation within our workforce.</li> <li>Continue partnership with CareerTrackers, taking in an annual Summer internship First Nations cohort, while exploring pathways into our Graduate program and other channels of ongoing employment.</li> <li>Maintain Ben and Jerry's partnership with VPG and Maxima to provide employment opportunities for First Nations peoples.</li> </ul>	<p>Nov 2022</p> <p>Jan 2023</p> <p>Feb 2023</p> <p>Oct 2022</p> <p>Dec 2022</p> <p>Oct 2022, Oct 2023</p> <p>Oct 2022 &amp; 2023, Oct 2024</p>	<p>Director, Human Resources</p> <p>Director, Human Resources</p> <p>Director, Human Resources</p> <p>Talent Acquisition Lead</p> <p>Talent Acquisition Lead</p> <p>DEI Co Lead</p> <p>Ben &amp; Jerry's Activism Manager</p>
11. <b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>Accelerate implementation of Aboriginal and Torres Strait Islander procurement strategy with the support of Supply Nation.</li> <li>Continue identifying opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> <li>Consistently review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> <li>Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	<p>Dec 2022 &amp; 2023, Oct 2024</p> <p>Dec 2022 &amp; 2023, Oct 2024</p> <p>Dec 2022 &amp; 2023, Oct 2024</p> <p>Dec 2022 &amp; 2023, Oct 2024</p>	<p>Cluster Procurement Manager</p> <p>Cluster Procurement Manager</p> <p>Cluster Procurement Manager</p> <p>Cluster Procurement Manager</p>

ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
12. <b>Identify and increase opportunities for First Nations peoples and business through Unilever's brands</b>	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and external partners to develop and implement an advertising and marketing strategy that ensures representation and opportunities for Aboriginal and Torres Strait Islander peoples across our marketing and advertising.</li> </ul>	Jan 2024	Media Manager
	<ul style="list-style-type: none"> <li>Explore further partnership opportunities for our brands to work with Aboriginal and Torres Strait Islander customers and businesses and help improve the health of the planet and society.</li> </ul>	Mar 2023, Dec 2023, Oct 2024	Customer Development Lead Marketing Manager
	<ul style="list-style-type: none"> <li>Invest in channels that represent and preserve the stories, cultures, and narratives of Aboriginal and Torres Strait Islander peoples including NITV and Imparja.</li> </ul>	Dec 2022, Dec 2023, Aug 2024	Media Manager



## Governance



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
13. <b>Establish and maintain an effective RAP Working Group to drive governance of the RAP.</b>	<ul style="list-style-type: none"> <li>Ensure Aboriginal and Torres Strait Islander representation on the RAP Working Group.</li> </ul>	Nov 2022, Feb, Apr, Aug, Nov 2023, Feb, Apr 2024	RAP Working Group Lead
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RAP Working Group and SteerCo.</li> </ul>	October 2022	RAP Working Group Lead
	<ul style="list-style-type: none"> <li>RAP Working Group meet quarterly to drive RAP deliverables and implementation, monitor and track RAP implementation</li> </ul>	Nov 2022, Feb, Apr, Aug, Nov 2023, Feb, Apr 2024	RAP Working Group Lead Unilever ANZ HoC
14. <b>Provide appropriate support for effective implementation of RAP commitments.</b>	<ul style="list-style-type: none"> <li>Consistently review resource needs for RAP implementation.</li> </ul>	Mar 2023, Jun 2023, Feb 2024	RAP Working Group Lead
	<ul style="list-style-type: none"> <li>Senior leadership to work proactively in the delivery of RAP commitments.</li> </ul>	Nov 2022, Feb, Apr, Aug, Nov 2023, Feb, Apr 2024	RAP Working Group Lead Unilever ANZ HoC
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	Oct 2022	RAP Working Group Lead DEI Lead
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	Jun 2023, 2024	Unilever ANZ HoC



ACTIONS	DELIVERABLES	TIMELINE	RESPONSIBILITY
15. <b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	Dec 2023, 2024	RAP Working Group Lead
		1 Aug 2023, 2024	RAP Working Group Lead
		30 Sep 2022, 2023	RAP Working Group Lead
		Nov 2022, Feb, Apr, Aug, Nov 2023, Feb, Apr 2024	RAP Working Group Lead
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> <li>Attend Reconciliation Australia's event 'Learning Circles' to share challenges and ideas and gain insights from other RAP Organisations.</li> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	Oct 2022, 2023, Aug 2024	Sustainable Business & Comms Manager
		May 2024	RAP Working Group Lead
		Sep 2022	Unilever ANZ HoC RAP Working Group Lead
		Oct 2024	RAP Working Group Lead
16. <b>Continue our reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> <li>Liaise with Reconciliation Australia to develop a new RAP based on Unilever's learnings, challenges and achievements.</li> <li>Send draft/s for next RAP to Reconciliation Australia for review and feedback.</li> <li>Submit Unilever's next RAP's final draft to RA for formal endorsement.</li> </ul>	Jul 2024	RAP Working Group Lead
		Jul 2024	RAP Working Group Lead
		Oct 2024	RAP Working Group Lead
		Nov 2024	RAP Working Group Lead



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