



**craveable
brands.**

**Reflect Reconciliation
Action Plan**

May 2022 – May 2023



**RECONCILIATION
ACTION PLAN**

REFLECT

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Craveable Brands head office operates on the land of the Cammeraygal people.

We acknowledge the ancestors and spirits of this great land and pay our respects to the elders past and present.

Craveable Brands is a national business that operates across Australia and we acknowledge the First Nations peoples as the Traditional Custodians of this land and extend this respect to all Aboriginal and Torres Strait Islander peoples.



Cover Artwork

Jake Simon of INYADOT ART was engaged to translate the internal values and principles of Craveable Brands and how these would reverberate externally on the journey of working together towards reconciliation.

This pallet represents Craveable Brands as a business, its ethos and purpose. The centerpiece, a table represents what brings us together, food, family and community. Various elements throughout this artwork represent the complexity of who we are as people and how we come together to work towards a common goal within an organisation and share a common purpose.























We are all interconnected, the same way in which the land and sea are intertwined.

The recurring message throughout this piece is we're stronger together.

Come join our table, you're all welcome, we're family.

Let's take time to reconnect to country and culture through stories and ceremony.

Let's share, inspire, connect.

	Warrior Star		Emu Babies
	Storm		Twin Rivers
	Spirit		Warrior
	Power Source		Love
	Hunt Downwind		Rocky Hill
	Flag		Whispers
	Sand		Possum Tail
	Waterhole		Family and water mill being source of life
	Possum		Sunrise
	Learning		Spirit
	Together		Person/gathering

A Message from Reconciliation Australia



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

Craveable Brands joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Craveable Brands to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Craveable Brands, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

A Statement from our CEO



It is with great pleasure that I present our inaugural Reflect Reconciliation Action Plan (RAP).

As the first QSR (quick service restaurant) to commit to a RAP, we are proud to be on this journey, working together towards reconciliation and setting the benchmark across our industry with the hope of inspiring other organisations to join us. This RAP is a significant step in publicly acknowledging the work we have been doing behind the scenes to contribute to reconciliation from within our organisation and in the locations where we operate.

As the holding company and franchisor for three iconic Australia fast-food brands, Red Rooster, Oporto and Chicken Treat, our purpose is to grow brilliant Craveable food businesses, by bringing people together through quality food and experiences.

This Reflect RAP signals a new commitment to prioritising reconciliation and formalising our approach by embedding this framework into our business as part of our overall group strategy. Through this, we make a pledge to create more opportunities for Aboriginal and Torres Strait Islander peoples, while increasing our own understanding and awareness to better engage and connect with First Nations peoples and communities.

With such a wide footprint across Australia, from metropolitan areas to regional and rural locations, we at Craveable Brands have a unique opportunity to make a positive impact through our multiple touch points. By implementing the deliverables within this RAP, we commit to building relationships and respect through greater awareness of Aboriginal and Torres Strait Islander cultures and protocols while creating opportunities through employment and supplier diversity, areas where we have already started contributing to.

Improving the social and economic resilience of Aboriginal and Torres Strait Islander peoples through initiatives that empower and build the capacity of individuals, businesses and communities underpins our vision for reconciliation at Craveable Brands.

I personally champion this RAP and encourage all our people to embrace our commitment to this initiative and take action to implement the deliverables within this framework.

I would like to thank everyone who contributed to the development of this RAP and I look forward to embarking on our reconciliation journey together.

Karen Bozic
Group Chief Executive Officer
Craveable Brands

Reflect Reconciliation Action Plan

May 2022 - May 2023

Overview

As the first QSR (quick service restaurant) to commit to a RAP, we want to ensure we constantly lead the industry in championing First Nations engagement as part of the fabric of our culture.

To do this we are committed to:

- Creating awareness of and connection to First Nations cultures across our employee and customer base
- Creating employment opportunities for local Aboriginal and Torres Strait Islander peoples
- Creating partnerships wherever possible with Aboriginal and Torres Strait Islander producers and suppliers

We will continue to work with Yarnnup to progress and stretch our RAP commitments. We will review our commitment and update our community each year as part of our ongoing ESG (Environmental, Social and Governance) process.



Our Business

Craveable Brands is a fast-food holding company and franchisor that owns the iconic Australian brands Red Rooster, Oporto and Chicken Treat, with over 580 restaurants spread across metro, suburban and regional locations within Australasia and Southeast Asia.

With a vision to be a powerhouse of food brands, with unparalleled scale, capability and people, our expert team supports over 400 small business owners, employing a workforce of over 12,500 people that serve over 1 million customers per week.

From humble beginnings, all 3 brand founders of Oporto, Red Rooster and Chicken Treat, have a strong multicultural connection, immigrating from Portugal, Greece and Italy respectively. This has provided the basis for our culture at Craveable Brands, that is an environment that champions diversity and is people focused with an emphasis on food, family and community.

As part of the Craveable Brands overall group strategy, we have a people pillar which is focused on our internal ecosystem, with a focal point around inclusion.



This has been formalised through policies that focus on our mission to be an equal opportunity employer.

As a business, we have an extremely diverse cohort from our head office staff through to our frontline crew network and franchise partners.

Our workforce diversity, with a strong link to multi-cultural Australia, means we are primed to find common ground in the areas that bring people together. We see an incredible synergy with aspects of First Nations cultures that could support building an even more inclusive environment for our people. Our company vision around food, family and community, ties into the cultural learnings we have received from First Nations peoples through the cultural capability training sessions we have undertaken as an organisation which was a catalyst for the development of this RAP. The opportunity to align with First Nations cultures and build the capacity of businesses, communities and peoples in all areas where we operate is now front of mind. Our footprint and presence across this country, and as an Australian founded business, makes our connection to the Traditional Owners of this land even more relevant.

Our ethos, which focuses on growth, diversity of thought and continuous improvement, inevitably led us to do more in relation to our broader corporate social responsibility, particularly relating to Aboriginal and Torres Strait Islander engagement, relationship development and capacity building.

We have created a culturally sound and safe environment for all our existing employees to flourish regardless of their culture, gender or any other social determinant. Although, we had come to the realisation over recent years that we are underrepresented when it comes to First Nations involvement and employment across the business. It's now time to build the foundation for greater participation amongst Aboriginal and Torres Strait Islander peoples, businesses and community members across Craveable Brands to truly reflect the lands where we operate.

We are proud to have the capacity to employ thousands of new crew members annually, contribute to local businesses nationally through a diverse supply chain that provides food, services, packaging products among many others.

Our Business (cont)

Along this journey, we have developed relationships with organisations that promote employment, as well as local relationships with schools, community and opportunities for sponsorships.

We have employees who proudly identify as Aboriginal and/or Torres Strait Islander peoples. Anecdotally, we believe that our network is strengthened by many more First Nations peoples than we can currently demonstrate within our data.

Going forward, we will foster the culture, systems and support to enable self-identification. Data collection initiatives will form part of our RAP deliverables to adequately understand our cohort.

We do currently have 5 Career Trackers interns within our organisation and are working towards creating specific employment pathways for these individuals.

Our head office is in Chatswood, NSW; and our alternative state offices are in Notting Hill, Victoria; Springwood, Queensland; and Osborne Park, Western Australia. Our international presence extends to stores in New Zealand, Sri Lanka and the UAE.



Our Vision for Reconciliation

Our vision for reconciliation is a future where Aboriginal and Torres Strait Islander peoples are embedded as an intrinsic part of the Craveable Brands organisational strategy. It also involves applying the same focus towards First Nations engagement for both employees and stakeholders that we currently have as part of our broader diversity and inclusion strategy.

We expect that this Reflect RAP will have ripple effects across our organisation, from our head office through to our franchises and more broadly into the communities in which we operate.

We are striving to ensure our offices and stores truly represent the customers and communities, who are so loyal to our brands, through local employment and supplier engagement. This means RAP objectives, such as partnerships and participation targets, become a core part of our ongoing review and governance process from a leadership standpoint. It speaks to having reconciliation at the forefront of our thinking and strategy with consideration when making decisions that affect our business direction and priorities.

We believe we are uniquely positioned as a food franchise to bring people together. Nothing signifies harmony and unity like a gathering with food as the centrepiece. Our brand founders understood the importance and impact of food, family and community. These are aspects which are also very highly valued and essential elements in First Nations communities. Therefore, we believe we are uniquely positioned to capitalise on these synergies to set the standard as a major fast food franchisor in Australia, leading the way to set the benchmark for our industry and encourage others along the journey.

Our Journey Towards a Reconciliation Action Plan

As we embarked on this journey towards our inaugural Reflect RAP, we consulted with internal and external stakeholders, ranging from our executive team through to our Aboriginal consulting partner Yarnnup, to ensure we are committing authentically and wholeheartedly to this process.

As part of this Reflect RAP process, we have developed an informal RAP Working Group (RWG) that has been meeting and planning our next steps to realise the goal of our first Reflect RAP. Once this RAP has been endorsed, our formal RWG will be in place to govern and oversee the entire process moving forward, ensuring employees and the business remain accountable toward achieving the agreed deliverables set out as part of our reconciliation journey.



At Craveable Brands, we are bound by our four core and shared values. These are what support our vision, shape our culture and reflect what our company holds dear. These four values are: we win together; we make a difference; we are customer fanatics; and we are open and honest. These values resemble many of the aspects behind the reconciliation movement, particularly the winning together value where we grow and develop ourselves and others to ensure an equitable future for all. The other value which deserves to be highlighted is about making a difference. This talks to our commitment to develop a RAP. We hold ourselves accountable and are constantly looking to impact others along our journey. While discussing our commitment to a RAP, it needed to make sense from a business standpoint, and referring to our core values as a business, this initiative was perfectly aligned with who we are as individuals and as an organisation which set the course for this journey.

At Craveable Brands, we never cut corners when looking to develop our greatest asset, our people. This particularly applies to our people's welfare, growth and ability to thrive, hence why our office environment is a vibrant workplace that encourages communication, team work and engagement. We see Craveable Brands as an ideal organisation for the engagement, employment and participation of First Nations



peoples whether looking for work or procurement opportunities within the franchise food industry.

With an internal awareness that we required more insight into First Nations peoples and cultures, we have conducted multiple cultural capability workshops over the past two years for our leaders and our Group Executive with some outstanding feedback.

The training went beyond learnings about First Nations peoples, histories and cultures and delved into communication strategies and methods of engagement that would be best suited in various scenarios. The training also delved into building supplier relationships with First Nations businesses and building our capacity from a franchise partner perspective on how to best engage with local communities from a customer standpoint as well as a potential employer or business contractor. We plan on rolling out more training across the organisation and currently have plans for sessions throughout 2022.

We also have a long-standing relationship with Career Trackers and currently have 5 interns within our organisation. Our involvement with Career Trackers has been a wonderful and rewarding experience for our business and we will be looking to place one of the interns into our RAP Working Group as part of the governance for this RAP.

As we were progressing towards the development of our Reflect RAP and conducting some research, it became clear that the franchise sector and particularly the food related industry lacked formal involvement in initiatives such as the development of a RAP. This surprised us and we have been motivated to pursue the development of a RAP immediately and take this opportunity to lead by example. With so many touch points throughout communities and in many instances providing the first employment opportunities for so many adolescents, the quick service restaurant (QSR) or fast-food franchise sector is one that can be at the forefront of such worthwhile initiatives.

We understand the connection our brands and stores have in communities across Australia and believe that the RAP and its objectives can be mutually beneficial not just for First Nations peoples but also for our organisation with the valued contribution that Aboriginal and Torres Strait Islander peoples can provide. We will be looking to First Nations peoples, to be involved and guide many of our business practices, systems and strategies to learn from traditional methods of communication, sustainability, relationship building and engagement that have proven successful for thousands of years.

The RAP Process

This Reflect RAP has been developed by our internal RAP champions, led by our Chief People Officer. Through ongoing internal and external consultation, we have been able to formalise our approach and formulate this Reflect RAP.

The RAP Working Group (RWG) will include the Red Rooster Chief Executive Officer, who will champion the initiative from the onset; Senior Marketing and Operations representation from Red Rooster, Oporto and Chicken Treat; Head of Communication; Head of Supply Chain; Head of Human Resources; Head of Capability; one of the Career Trackers Intern and a minimum of two franchise partner. Our RAP will also dovetail into our broader ESG strategy being developed in FY22.

Delivery and implementation of this Reflect RAP will be overseen by our internal RWG, while engaging with local Aboriginal community representatives and our consulting partner Yarnnup. This will ensure that we are following adequate cultural protocols and our approach is culturally safe and respectful. As most of our office staff are based out of our head office in Chatswood NSW, we will lead the operations of this RAP from our head office and engage with off-site and national representatives to roll out the initiatives and ensure compliance across all the locations where we operate.

Continuous training and development will take place nationally, regardless of location. This will guide our cohort in relation to cultural awareness, capability and competence. We will proceed to develop our internal capacity to ensure we are adequately equipped to build on new and existing relationships through specific cultural capability training for all our staff.

Part of this education and formalisation process



will involve the development and implementation of policies and procedures that outline our organisational protocols as it relates to effective engagement with Aboriginal and Torres Strait Islander peoples, ensuring that cultural sensitivities and unique issues are understood and acknowledged.

Our education to internal staff will also inform all employees of our ability to create impact across our sphere of influence, including with our large franchisee base. We will utilise this RAP as a stepping-stone to influence our stakeholders to join us on the journey of reconciliation through joint initiatives and programs where the opportunities may arise.

Our Craveable Brands People Team will be consulted with to ensure they are well equipped to provide culturally appropriate and engaging employment advertisements, interview processes as well as liaising with appropriate employment partners to increase the chances of attracting Aboriginal and Torres Strait Islander employees across our organisation. This approach will include inviting a member of the local Aboriginal and/or Torres Strait Islander communities to sit in on interviews with potential candidates where required.

We will also encourage our franchise partners to commit to diversity, fairness and reconciliation through their own procurement processes and employment pathways, providing opportunities where possible to employ and retain staff that represent the communities where they operate. This will also extend to existing staff

and equipping them with the skills to engage adequately with local First Nations communities across all locations, particularly rural regions.

We will actively pursue community partnerships with local Aboriginal and Torres Strait Islander organisations and programs to work in collaboration while building our social influence beyond employment and economic incentives. This relates to social initiatives such as environmental sustainability and health programs which are paramount to community empowerment.

As part of our RAP commitment, we engaged an Aboriginal artist Jake Simon to develop a custom digital artwork which is used within this RAP document. This will also be used for other branding opportunities and requirements. We are also in the process of designing our new office space and are looking to integrate Aboriginal Design Principles within the new office space, including but not limited to, communal areas for yarning circles and discussions. We will also be procuring services from Aboriginal businesses, where possible, as part of building our supply chain to incorporate more First Nations organisations.

We are working to create a lasting relationship with First Nations peoples across Australia and learn what we can about the Traditional custodians of this land and in-turn build the capacity of individuals and businesses as part of the Craveable Brands family.

Relationships



Action	Deliverables	Timeline	Responsibility
1 Establish and strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Develop a list of Aboriginal and Torres Strait Islander organisations and peoples within our local community or sphere of influence	May 2022	Internal Communication (IC)
	1.2 Research and implement best practice that support partnerships with Aboriginal and Torres Strait Islander peoples	July 2022	Chief People Officer (CPO)
2 Build relationships through celebrating National Reconciliation Week	2.1 Introduce staff to National Reconciliation Week by circulating resources and materials	May 2022	IC
	2.2 Have RAP Working Group members participate in external National Reconciliation Week events	May 27th – 3rd June 2022	CPO
	2.3 Encourage staff to attend at least one National Reconciliation Week event	May 27th – 3rd June 2022	CPO
3 Promote our RAP and Reconciliation journey through our sphere of influence	3.1 Educate all staff on our Reconciliation commitment and responsibilities within our RAP	May 2022	Head of Capability (HOC)
	3.2 Communicate our commitment to reconciliation to all staff	May 2022	IC
	3.3 Identify and connect with other RAP organisations to collaborate on our journey	October 2022	CPO
	3.4 Amend Human Resources onboarding documents to include reference to our RAP	November 2022	Head of Human Resources (HHR)
	3.5 Identify external stakeholders that our organisation can engage with on our reconciliation journey	August 2022	CPO
4 Promote positive race relations through anti-discrimination strategies	4.1 Conduct a review of current Human Resources policies and procedures to identify any anti-discrimination provisions and future needs	September 2022	HHR
	4.2 Research best practice and policies in areas of race relations and anti-discrimination	September 2022	HHR

Respect



Action	Deliverables	Timeline	Responsibility
1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1.1 Review current cultural learning training and identify training needs required within the organisation	September 2022	HOC
	1.2 Organise the delivery of training for internal cultural awareness	November 2022	HOC
	1.3 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September 2022	HOC
2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	2.1 Recognise Aboriginal and Torres Strait Islander dates of significance	June 2022	Internal Communications (IC)
	2.2 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational area	June 2022	IC
	2.3 Develop and implement a policy to increase staff's understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols.	June 2022	HHR
3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	3.1 Raise awareness and share information amongst staff about the meaning of NAIDOC Week	3rd – 10th July 2022	IC
	3.2 Introduce staff to NAIDOC Week by promoting external events in our local area	3rd – 10th July 2022	IC
	3.3 RAP Working Group to participate in external NAIDOC Week events	3rd – 10th July 2022	All

Opportunities



Action	Deliverables	Timeline	Responsibility
1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	1.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	August 2022	HHR
	1.2 Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities	November 2022	HHR
2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	2.1 Investigate Supply Nation membership	March 2023	Chief Customer Officer (CCO)
	2.2 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	June 2022	CCO

Governance



Action	Deliverables	Timeline	Responsibility
1 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	1.1 Form RAP Working Group (RWG) to govern and implement RAP	May 2022	CPO
	1.2 Establish Aboriginal and Torres Strait Islander representation on the RWG	May 2022	CPO
	1.3 Draft a terms of reference document for the RWG	June 2022	CPO
2 Provide appropriate support for effective implementation of RAP commitments	2.1 Identify and define resource needs for RAP implementation	June 2022	Chief Financial Officer (CFO)
	2.2 Engage senior leaders in the delivery of RAP commitments	July 2022	CPO
	2.3 Define appropriate systems and capability to track, measure and report on RAP commitments	July 2022	CPO
3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	3.1 Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	September 30th 2022	CPO
4 Continue our reconciliation journey by developing our next RAP	4.1 Review RAP based on achievements, challenges and lessons learned	March 2023	CPO
	4.2 Register via Reconciliation Australia's website to begin developing our next RAP	September 2022	CPO



For any queries, contact:

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Craveable Brands Pty Ltd



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