

JULY 2023 – JULY 2024

**REFLECT
RECONCILIATION
ACTION PLAN**



RECONCILIATION
ACTION PLAN

REFLECT



ACKNOWLEDGEMENT OF COUNTRY

DHL acknowledges the Traditional Owners of the lands on which our business operates. As an organisation that operates nationally across land, sea and sky, we acknowledge and pay our respects to the First Custodians of this land and their Elders, past, present, and emerging.



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ARTWORK STORY

We take a journey from left to right, starting with our main character in the centre of a blossoming flower representing new life. The road shows us where we are and where we're going. In the night sky we navigate by the stars. Below on the ground we create and leave songs and our stories for others to follow and learn.

As we venture across country we are welcomed into communities where knowledge is shared and families are built. Trust and prosperity is key when we share the journey with others. Along any journey we are faced with a crossroads. This is a time to pause and reflect, listen and learn to become stronger and wiser.

Our culture takes place in the skies, on country and across the seas. Safe spaces are created for people to grow, connect and improve life with the support of others. Working together as one we are strong, we are equal, we are family.

Jake Simon
Artist

INYADOT.

INYADOT ART was created by Indigenous artist Jake Simon, proud Worimi - Biripi man living on Gadigal lands.

The artist takes elements from traditional Art language and transforms story telling into modern conceptual messaging.



FORGING PATHS TOGETHER: A JOURNEY TOWARDS RECONCILIATION

DHL is proud to have established a powerful collaboration between Blackcard and YarnnUp that was tasked with supporting DHL on their inaugural Reflect RAP journey.

This collaborative endeavour represents a significant step towards fostering meaningful reconciliation and enhancing the relationship between First Nations communities and the wider business sector. By joining forces, these two businesses have supported DHL in working towards a positive and sustainable impact across economic, social, and cultural fronts through the development, design and endorsement of DHL's first Reflect RAP.

The partnership draws on each Aboriginal business's unique strengths and expertise. Both organisations are deeply committed to honouring and preserving First Nations heritage while driving economic prosperity. Through this partnership, we seek to leverage their collective knowledge, resources, and networks to develop a robust RAP that reflects First Nations communities diverse needs and aspirations.

By embracing collaboration, shared values of respect, recognition, and reciprocity, Blackcard and YarnnUp hope to inspire others to follow. Together, they have worked tirelessly towards developing, designing and implementing the RAP, fostering meaningful relationships with First Nations stakeholders, promoting cultural understanding, and creating opportunities for economic empowerment. This partnership serves as a shining beacon of hope, paving the way for a more inclusive and equitable future for all.

For more information about these amazing businesses, head to yarnnup.com.au and theblackcard.com.au.



A MESSAGE FROM RECONCILIATION AUSTRALIA CEO

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

DHL joins a network of more than 2,200 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 DHL 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 DHL, 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

**THIS REFLECT RAP WILL
LAY THE FOUNDATIONS,
PRIMING THE WORKPLACE
FOR FUTURE RAPs AND
RECONCILIATION INITIATIVES.**





In picture L to R is retired CEO, SVP, DHL Express, Gary Edstein, George Lawson, Managing Director DHL Global Forwarding, Australia, Denise McGrouther, VP, Managing Director DHL eCommerce, Oceania, Steve Thompsett, CEO, DHL Supply Chain, ANZ, Phil Corcoran, Managing Director DHL Express AU & PG

A MESSAGE FROM OUR CEOS

Born from a conversation with friends, Gary Edstein, former CEO, SVP, DHL Express, initiated the idea to develop a Reconciliation Action Plan (RAP) for Australia. DHL Australia's three other CEO's; Denise McGrouther, DHL eCommerce, George Lawson, DHL Global Forwarding and Steve Thompsett, DHL Supply Chain were immediately eager to actively support this powerful initiative across their respective divisions.

While we are four CEO's managing DHL businesses across Australia, we are connected by the same core values and principles. Promoting diversity, equity and inclusion is the foundation of our success. We celebrate that our local workforce, over seven thousand employees, is as diverse as the 220 countries and territories we serve. We aspire to be the Provider of Choice, Employer of Choice and Investment of Choice by continuously living our values in everyday actions, delivering a better future for all.

As leaders, we recognise that our responsibility is to drive equity and inclusion from the top down. We are committed to contributing to authentic change that respects and celebrates Aboriginal and Torres

Strait Islander peoples and their cultures, delivering on our purpose "**Connecting people, improving lives**".

Today we are incredibly proud to embark on our reconciliation journey formally. This initial Reconciliation Action Plan (RAP) marks the first step in our long-term commitment to better understand, engage and build meaningful relationships with Aboriginal and Torres Strait Islander peoples, creating a more equitable and inclusive environment for tomorrow.

We want to thank the team at Black Card and Yarnnup for their continuous support. They have helped us develop this RAP to ensure our approach is authentic and culturally appropriate, and will continue to work with us as we implement this Reflect phase RAP. We would also like to thank the RAP Working Group at DHL, who helped us reach this significant milestone.

We look forward to continuing the important conversations and working towards a more equitable Australia for all.

Phil Corcoran
Managing Director
DHL Express
AU & PG

Denise McGrouther
VP, Managing Director
DHL eCommerce
Oceania

George Lawson
Managing Director
DHL Global Forwarding
Australia

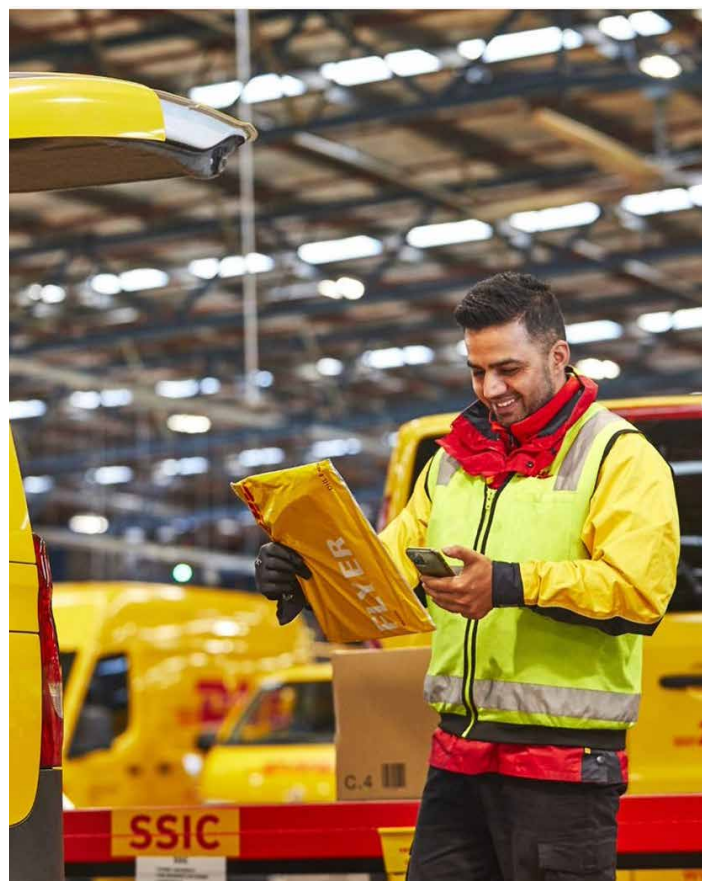
Steve Thompsett
CEO
DHL Supply Chain
ANZ

OUR BUSINESS



DHL is the world's leading logistics company, connecting people in over 220 countries and territories worldwide. Driven by the power of more than 380,000 employees globally and over 7,000 employees nationally within Australia, we deliver integrated services and tailored solutions for managing and transporting letters, goods and information.

DHL Australia has a nationwide footprint with offices and/or sites across all states and territories contributing significantly to our scope of influence. As part of our Reconciliation journey, we aim to improve our metric recording of our diverse employee group. We currently have an inconsistent approach across the business units and limited data on employees identifying as Aboriginal and Torres Strait Islander peoples.





Everything we do serves one purpose: "Connecting people, Improving lives." Our purpose guides our efforts and sense of responsibility, underscores our values, focuses our mission, and creates long-term value. Fulfilling this purpose requires us to make every dimension of our business sustainable. Our roadmap to sustainability focuses on three key commitments: environmental protection, social responsibility, and good governance. As a longstanding partner of the United Nations (UN), we strongly support the UN's Sustainable Development Goals (SDGs) and believe that companies must help the world achieve them. That is why we are committed to playing a leading role in driving sustainability and leveraging our core capabilities to make a lasting social impact.

Companies must ensure that equity and inclusion of all forms of human diversity define the "new normal" in the workplace. We are proud that the development of this Reflect RAP highlights our focus on our key values of Diversity, Equity, Inclusion and Belonging for all and increases the pace of creating positive impacts in our communities.

**EVERYTHING WE DO
SERVES ONE PURPOSE:
"CONNECTING PEOPLE,
IMPROVING LIVES."**

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is clear. We will have a workforce that is representative of Aboriginal and Torres Strait Islander communities across Australia and engage with First Nations businesses throughout our supply chain, supporting these local businesses to thrive.

At DHL, we recognise that diversity is the driving force behind our innovative strength and productivity. The contribution of First Nations peoples, businesses and communities will be integral to our future success.

Our approach to reconciliation will constantly evolve across our businesses as we mature along this journey. We acknowledge that this is a long-term commitment, particularly for authentic change to take place and to make a genuine contribution, working together to build a prosperous future where individuals can become who and what they want to be without cultural limitations.





OUR JOURNEY TOWARDS RECONCILIATION

As one of the world's largest and most innovative employers, we take special pride in our people. We are a global company that is acutely aware of our influence and the impact we can make, not just on the lives of our customers and colleagues but also on the communities we are a part of and the wider world. Making that impact a positive one is something we take tremendous pride in.





As such, there has been collective support across all four divisions, from executive leadership down, to commence our inaugural Reflect RAP journey to make positive changes in our local communities.

We have adequate internal capability and infrastructure to commit to such an important initiative.

Before developing this RAP, there have been sporadic attempts at engagement with First Nations peoples, communities and businesses. Our Reflect RAP presents a real opportunity to create change with a strategic framework and actionable objectives.

Some initiatives with a First Nations focus that we have been involved with include a partnership with Clontarf Foundation since 2017. This organisation aims to improve young Aboriginal and Torres Strait Islander men's education, discipline, self-esteem and employment prospects.

In 2019, we sponsored Aboriginal and Torres Strait Islander youth with their education and have since visited the Clontarf schools to participate in employment forums, supporting their career aspirations.

In 2022, we launched our Start to Finish program with Clontarf, covering resume writing skills and interview tips to prepare the youth for future

careers. We also invited the youth in for a tour of our business facilities to inspire careers in logistics.

We celebrate NAIDOC week at various occasions and have a Diversity and Inclusion employee engagement week, including some focus on First Nations topics. Our industrial project arm has also worked with First Nations communities across logistics projects, often located in regional Australia.

We have also recently upgraded our HR system, allowing employees to self-identify as Aboriginal and Torres Strait Islander peoples. This is a step in the right direction as we improve our recruitment and onboarding processes to represent First Nations peoples adequately at DHL.

There have been sporadic attempts at building cultural awareness through guest speakers and National Reconciliation Week initiatives. Still, these events have not been consistent or comprehensive enough to build the cultural capability of our workforce. We will look at formalising and embedding these areas into our calendar from year to year.

Overall, there is a real opportunity to build on some preliminary work completed as part of our reconciliation journey, most of which has been ad-hoc based-on goodwill and positive intentions.

OUR RECONCILIATION ACTION PLAN & THE OPPORTUNITIES

This Reflect RAP provides DHL with a wonderful opportunity to bring all our operations and employees together to develop a shared understanding which will inform our actions towards reconciliation in the future. Furthermore, having a roadmap to solidify our intentions into a process that the entire organisation can conceptualise and act provides an exciting opportunity to explore what is possible within our industry for the foreseeable future.

It has been a detailed and thorough process to understand the complexities of such an initiative across an incredibly diverse and complex organisation. Aligning thoughts, ideas and interpretation have resulted in a realised document with actionable deliverables for the next 12 months. The detailed preparation, which included numerous exploration sessions, cultural audits, and internal surveying to capture insights, existing knowledge base, and appetite for cultural capability, has us well positioned with a solid foundation for the execution of these initiatives

The aim is to embed the core principles and purpose of reconciliation in how we as a business function, engage with staff, interact with communities and other organisations with an overarching aim of a more equitable and reconciled future supporting First Nations peoples.

Through this Reflect RAP, we aim to integrate awareness, understanding and diversity with a focus on Aboriginal and Torres Strait Islander peoples through our work, procedures and policies to develop strong linkages and relationships that have a meaningful impact.

Our geographic reach provides various opportunities across various divisions. These opportunities for direct and indirect employment and supplier engagement put us in a strong position to have a genuine and authentic impact.

We can also play a significant role in encouraging ongoing education, professional development, career progression, skill improvement and financial independence, which means greater benefits for First Nations communities.

Through our engagement with First Nations consultants throughout the co-design period, we better understand how deeply connected Aboriginal and Torres Strait Islander communities are and the reverberation that positive outcomes and experiences can have. This forms part of our overarching goal for our initiatives to self-promote organically and build a reputation of trust with Aboriginal and Torres Strait Islander peoples to encourage engagement with our business internally or externally.



DRIVING THE RAP WITHIN DHL

As part of this Reflect RAP development, we formed an internal RAP Working Group (RWG) that has been working alongside our executive leadership from across DHL's four divisions and collaborating throughout the Reflect RAP development phase.

The commitment to begin this RAP journey has continued to be championed by Phil Corcoran, Managing Director, Australia & Papua New Guinea, DHL Express.

The internal RWG was carefully selected with representation from all divisions. This diversity was paramount when formalising the RWG. In addition, we wanted to ensure that feedback was generated organisation-wide to provide a unified approach that had broad-reaching awareness and impact. The objective is to create a diversity of thought and input to maintain curiosity, motivation and fairness for all involved when developing this Reflect RAP.

This RWG has transitioned to a RAP Governance Group (RAPGG) to drive the implementation of the deliverables.

There is currently First Nations representation on the RAPGG from within DHL with a member of the Torres Strait Islander peoples on the committee. The RAPGG will continue to be administered by an independent external advisory committee with additional First Nations representation and will be spearheaded by our advisory partners, The Blackcard and Yarnnup. This will become an integral component of our ongoing governance and ability to meet our objectives to provide our business with the confidence that we are actioning our deliverables in a culturally sensitive, effective and appropriate manner.

When looking to develop our capacity to build effective relationships with First Nations businesses, communities and new employees, having the ability to leverage our relationship with our advisory partners to seek advice and guidance will provide adequate support particularly in the early stages of engagement. Building our cultural capability is an ongoing journey and having this integrated approach with Black Card will be instrumental in our First Nations capacity-building endeavours.

THE RAPGG MEMBERS WILL CONSIST OF THE FOLLOWING INDIVIDUALS:

Sandra Strong - HR Standards & Digitalization Manager, DHL Express Australia

Jamila Dlala - National Sales Manager, DHL Express Australia

Samantha Barton - Business Development, Industrial Projects – DHL Global Forwarding Australia

Carolyn Gorrey - General Manager, HR, DHL Supply Chain Australia

Ciara Gormley - Marketing, Communications & Customer Service Manager, DHL eCommerce Australia

Sherwin Elias, Head of Procurement, DHL Global Business Services, Oceania

MOVING TOWARDS RECONCILIATION



Delivering immersive cultural capability/ awareness training is imperative to providing an authentic foundation for implementing the deliverables within this RAP.

Our internal audit and surveys show a genuine appetite for comprehensive First Nations training. However, the data collected indicates that many of our employees have either not had any or undertaken minimal cultural awareness training. As such, we will consider various training options to ensure broad accessibility and uptake throughout our business without compromising quality and engagement.

Another key component for understanding the reconciliation process and its purpose will be to engage employees in NAIDOC and Reconciliation Week events internally and externally on a consistent yearly basis. These events can be eye-opening and create an emotional connection for participants to understand how we can collaborate

with First Nations peoples, communities and organisations to work towards positive outcomes and impact through self-determining opportunities. This involvement will also broaden the perspective of why the reconciliation movement is having such a positive impact across all sectors particularly within the business sector which is most relevant to DHL and how we can use this mechanism to build greater respect and more effective relationships with First Nations employees, businesses and suppliers.

Throughout the RAP process, we engaged an Aboriginal artist, Jake Simon to create an artwork representative of this document and our initial steps toward reconciliation, which we will use across our business assets. This artwork articulates the process and journey of First Nations engagement and will be our formal visual identity and representation of this profound commitment. Commissioning this artwork has been a fulfilling process. Supporting a First Nations business and engaging directly with the artist to bring our organisational vision to life is a proud achievement for DHL.

We look forward to reflecting as an organisation over the next 12-months to understand more broadly the opportunities for relationships, greater awareness,



respect, employment, procurement and social impact to continue this RAP journey successfully.

We are realistic that we will experience challenges along the way, which may sometimes include hesitancy from individuals to embark or contribute on this journey. We are well positioned to navigate hurdles such as these from within our organisation and externally utilising a strengths-based approach via our support networks and partnerships with First Nations businesses and individuals.

We look forward to reflecting as an organisation over the next 12-months to understand more broadly the opportunities for relationships, greater awareness, respect, employment, procurement and social impact to continue this RAP journey successfully.

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OUR INTERNAL AUDIT AND SURVEYS SHOW A GENUINE APPETITE FOR COMPREHENSIVE FIRST NATIONS TRAINING.



RELATIONSHIPS



Action	Deliverables	Timeline	Responsibility		
1	Establish and strengthen mutually beneficial 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	July 2023	Australian National Sales Segment Manager (ANSSM)
		1.2	Research and implement best practice approaches that support partnerships with Aboriginal and Torres Strait Islander peoples	September 2023	ANSSM
2	Build relationships through celebrating National Reconciliation Week	2.1	Introduce staff to National Reconciliation Week by circulating resources and materials	May 2024	ANSSM
		2.2	Have RAP Governance Group members participate in external National Reconciliation Week events	27 May - 03 June 2024	ANSSM
		2.3	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 03 June 2023	Marketing & Communications Service Manager (MCSM)
3	Promote reconciliation and our RAP through our sphere of influence	3.1	Educate all staff on our Reconciliation commitment and responsibilities within our RAP	August 2023	MCSM
		3.2	Identify and connect with other RAP organisations to collaborate on our journey	September 2023	MCSM
		3.3	Amend Human Resources onboarding documents to include reference to our RAP	February 2024	Human Resources Standards & Digitalization Manager (HRSDM)
		3.4	Identify external stakeholders that our organisation can engage with on our reconciliation journey	March 2024	MCSM
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 2023	HRSDM
		4.2	Research best practice and policies in areas of race relations and anti-discrimination	September 2023	HRSDM

RESPECT



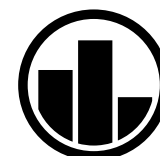
Action	Deliverables	Timeline	Responsibility
1 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1.1 Review current cultural learning and education to identify training needs required within the organisation	September 2023	Vice President Human Resources (VPHR)
	1.2 Organise the delivery of workshops for internal cultural awareness	December 2023	VPHR
	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.	August 2023	VPHR
	1.4 Investigate and develop a better understanding of First Nations approaches to communication and relationship building through mentorship and training initiatives	September 2023	VPHR
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	September 2023	Managing Director, DHL Express (MD DHLE)
	2.2 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational area	September 2023	MDDHLE
	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.	September 2023	MDDHLE
3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	3.1 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	02- 09 July 2023	MCSM
	3.2 Introduce staff to NAIDOC Week by promoting external events in our local area	02- 09 July 2023	HRSDM
	3.3 RAP Working Group to participate in external NAIDOC Week events	02- 09 July 2023	VPHR

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	September 2023	VPHR
	1.2 Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and development opportunities	August 2023	VPHR
2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	2.1 Investigate Supply Nation membership	October 2023	Head of procurement Oceania (HOP)
	2.2 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	October 2023	HOP

GOVERNANCE



Action	Deliverables	Timeline	Responsibility
1	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	1.1 Maintain a RAP Working Group (RWG) to govern and implement RAP	January 2023 Australian National Sales Segment Manager (ANSSM)
		1.2 Maintain and strengthen Aboriginal and Torres Strait Islander representation on the RWG	September 2023 ANSSM
		1.3 Review and update Terms of Reference for the RWG	September 2023 ANSSM
2	Provide appropriate support for effective implementation of RAP commitments	2.1 Identify and define resource needs for RAP implementation	March 2023 ANSSM
		2.2 Engage senior leaders in the delivery of RAP commitments	March 2023 MDDHLE
		2.3 Define appropriate systems and capability to track, measure and report on RAP commitments	March 2023 ANSSM
3	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	3.1 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	June 2023 ANSSM
		3.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	01 August 2023 ANSSM
		3.3 Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	30 September 2023 ANSSM
4	Continue our reconciliation journey by developing our next RAP	4.1 Review RAP based on achievements, challenges and lessons learned	November 2023 MDDHLE
		4.2 Register via Reconciliation Australia's website to begin developing our next RAP	December 2023 ANSSM



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