



Reconciliation Action Plan

December 2022-2023





Acknowledgement of **COUNTRY**

McDonald's Australia Ltd. acknowledges the Traditional Owners of the lands on which our business and restaurants operate, and we acknowledge their ongoing connection to these lands and waters. We pay our respects to their Elders, past, present, and emerging.

ABOUT OUR ARTIST

Mali Isabel is an Arabana and Kokatha artist, living and practising on Kurna land (Adelaide), Australia.

In 2020, Mali graduated from a Bachelor of Arts (Primary Education) at Flinders University, before pursuing her career as a practising artist. Mali creates contemporary dot paintings using all colours of the rainbow to spread her message of positivity and equality. By combining her passions for education and painting, Mali hopes to achieve a greater understanding of culture and equity through her rainbow artworks.

“I’ve always had a love for colours, how it can be used to compliment or contrast with another. Colour is everything, it is joy, it is energy, and it is soulful. But most importantly, I believe that nobody can feel sad while looking at a rainbow, and I want to spread that positivity around the world.”

Through her combination of traditional dot painting, her hallmark use of colour, and contemporary style, Mali creates bright and magical artworks that aim to spread joy and positivity, encourage meaningful conversations, and share personal stories and worldly experiences.

As a proud Arabana and Kokatha woman, Mali loves to draw inspiration from the land that surrounds her, capturing the environments and translating them into magical landscapes. Stories are deeply entwined in her paintings, many of which highlight feelings, themes, and experiences that transcend all cultures, races, and religions. The underlying goal of this is to embed the understanding that we are all human and deserve to be treated with equal respect and kindness.

Mali was recently highly commended in the 2021 Our Mob Trevor Nickolls Art Prize and was also recently announced as the Adelaide Fringe’s first Aboriginal poster artist for 2022 – the first Aboriginal poster artist for the Adelaide Fringe in its 62-year history.

OCHRE DAWN

McDonald’s is pleased to partner with Ochre Dawn in the design of our RAP document. Based in Adelaide, South Australia and 100% Australian Aboriginal owned and operated, Ochre Dawn provides creative services to clients and communities nationally.

They are passionate about inspirational and visually captivating work that celebrates culture, embraces authenticity, encourages collaboration, and facilitates long-term business partnerships.

YARNNUP ABORIGINAL CONSULTANTS

McDonald’s is proud to partner with Yarnnup Aboriginal Consulting in the development and implementation of our first RAP. Yarnnup is an Aboriginal owned and managed consulting and training organisation based in Redfern, NSW.

Yarnnup supports organisations that are working towards a more positive future for Aboriginal and Torres Strait Islander peoples, businesses and communities, by providing them with the knowledge, skills and strategy to create authentic change through policy reform, business systems and training.

Yarnnup will also be delivering cultural awareness and capability training to all Corporate staff in 2022 and 2023.



Artwork by Mali Isabel (Arabana, Kokatha)

LET THE JOURNEY BEGIN – MALI ISABEL

Let the Journey Begin tells the story of communities coming together as one to work towards building a life of shared love, happiness, and connection. Vivid rainbow colours collide on canvas in this artwork, representing values of inclusion, equality, and diverse communities, while inspiring warm and welcoming emotions. The focal point of the artwork is a vibrant road, depicting the journey we all take throughout our lifetimes, but the use of rainbow colours suggest we do not need to make this journey alone. At the end, the rainbow road intersects with a meeting place, a destination and celebration where all are welcome. People symbols are found in all areas of the artwork, representing the many individuals we meet to help inspire and guide us along the way. Gold stars are another significant feature in Let the Journey Begin, scattered throughout the canvas, they symbolise the innate trust and worth we need to hold onto no matter what stage we are at, and to always hold onto the hope that we're on the right path.

A MESSAGE FROM MCDONALD'S AUSTRALIA MANAGING DIRECTOR AND CEO

ANTONI MARTINEZ

We are proud to present McDonald's Australia's first Reconciliation Action Plan (RAP).



We are proud to present McDonald's Australia's first Reconciliation Action Plan (RAP).

This Reflect RAP begins our conversation and commitment to reconciliation and seeks to embed a deeper understanding of Aboriginal and Torres Strait Islander heritages and cultures across the McDonald's System.

Since opening our first restaurant on Bidjigal Country in Yagoona, Southwest Sydney, in 1971, McDonald's Australia has been committed to building a culture of diversity, equity and inclusion that reflects the communities we serve.

For more than 50 years, McDonald's Australia has opened its doors to everyone. We have built meaningful connections and uplifted local communities across the country. McDonald's Restaurants are often one of the biggest employers of young people in their regions and are dedicated to supporting training, learning and development. In addition to youth employment, our Franchisees are pillars of their local communities, supporting local sporting clubs and charities and providing assistance during times of crisis.

McDonald's Australia and our Franchisees employ over 110,000 people of all ages and backgrounds across our corporate offices and more than 1,000 restaurants. Together, we invest upwards of \$6 million in local causes and community groups each year.

We are proud to say this has included programs designed to provide employment pathways for Aboriginal and Torres Strait Islander youth in our restaurants, supported by our training and development programs. But we know there is still more work to do.

This Reflect RAP is an opportunity for us to build on this, to listen and to learn, to formally define McDonald's Australia's vision and pathway toward long-term reconciliation and to recognise where we can use our scale and platform to do more.

The RAP will form one of the core pillars of our Diversity, Equity and Inclusion Plan, which we believe will build a stronger McDonald's System for our employees, franchisees, suppliers, customers, and communities.

It is a commitment to our people, recognising and celebrating the unique contributions they make to our business through their diversity of cultures, backgrounds, perspectives and experiences.

Through our RAP, we hope to ensure McDonald's Australia continues to be a place where Aboriginal and Torres Strait Islander people feel welcome, respected and celebrated and play our part in strengthening the connections of all Australians with Aboriginal and Torres Strait Islander peoples.

Antoni Martinez
CEO
McDonald's Australia

A MESSAGE FROM RECONCILIATION AUSTRALIA CEO **KAREN MUNDINE**

We are proud to present McDonald's Australia's first Reconciliation Action Plan (RAP).



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

McDonald's Australia 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.

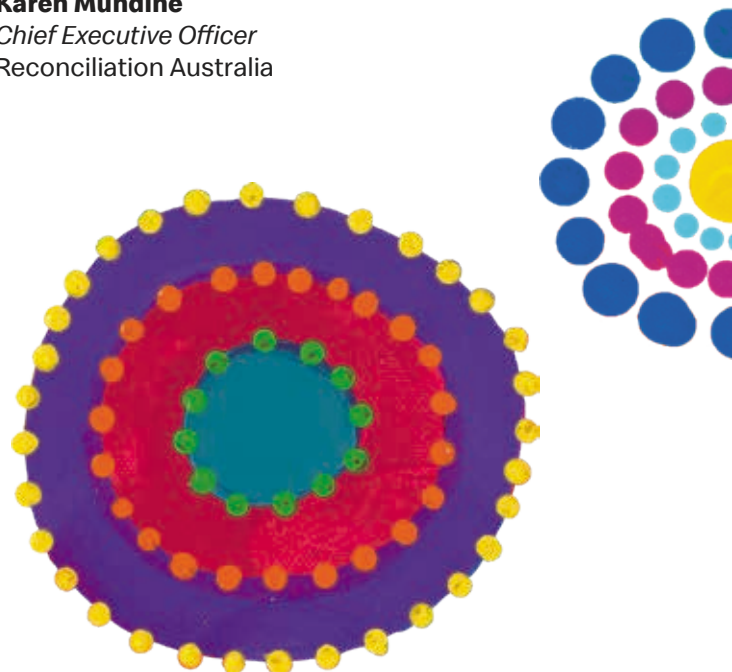
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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 McDonald's Australia 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 McDonald's Australia, 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



ABOUT OUR REFLECT

RECONCILIATION ACTION PLAN

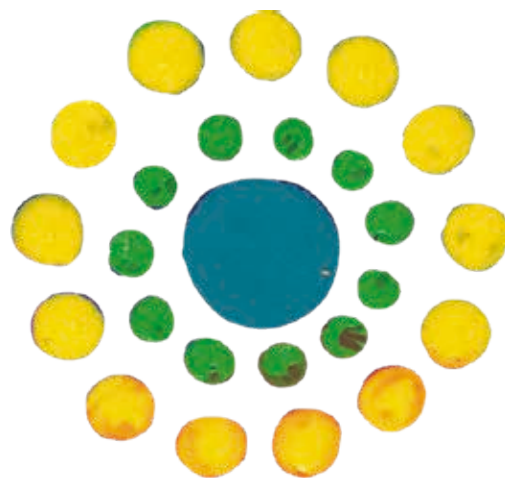
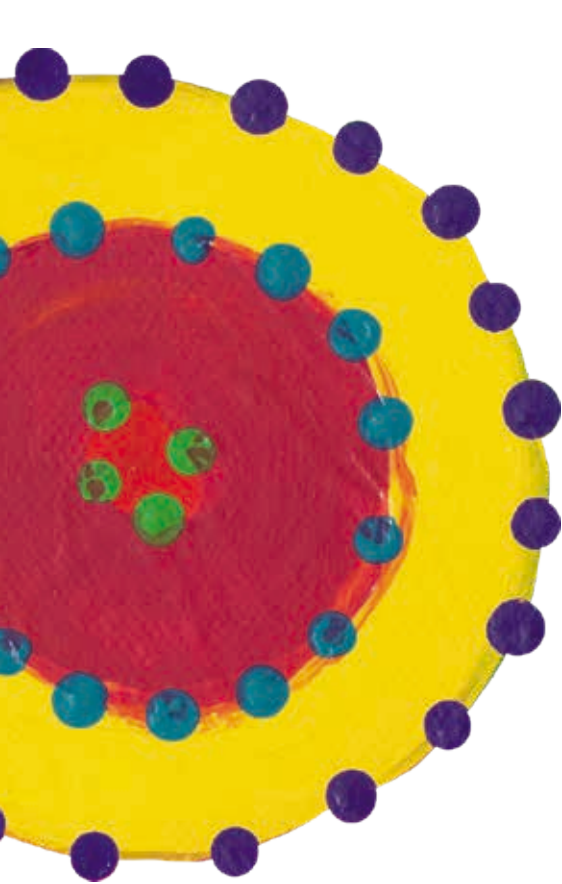
Reconciliation Australia's RAP Framework provides organisations with a structured approach to advance reconciliation in a meaningful way.

There are four types of RAPs that a business or organisation can develop - Reflect, Innovate, Stretch or Elevate. Each RAP is designed to suit that business or organisation at different stages of its journey toward reconciliation.

McDonald's Australia is beginning with a Reflect RAP, which includes practical actions to help drive our contribution to reconciliation within our business and the communities in which we operate. It will allow us to identify and develop relationships with Aboriginal and Torres Strait Islander people and stakeholder groups to shape our journey towards reconciliation.

Importantly, it also recognises McDonald's unique franchise business model and outlines pathways for our Franchisees, their businesses and employees to be included as partners in future RAPs.

This process will provide the foundations to ensure our future RAPs are beneficial for our business, Aboriginal and Torres Strait Islander peoples, and the communities in which we operate.



ABOUT

MCDONALD'S AUSTRALIA

McDonald's Australia is one of the country's most recognisable and loved brands, serving more than two million people every day from more than 1,000 restaurants.

Headquartered in Thornleigh in Sydney's north, we have regional corporate offices located in Melbourne, Adelaide, Perth and Brisbane.

McDonald's restaurants operate in a broad range of communities from Darwin, NT to Mount Gambier, VIC, from Karratha, WA, to Rosny Park, TAS.

In Australia, McDonald's operates as a franchise business, with nearly 85% of restaurants owned and operated by local businesspeople who have deep connections with their communities.

Every McDonald's restaurant is committed to being an active part of the community they serve through job creation, economic investment, training and development opportunities and supporting groups and charities that make a difference in the lives of fellow Australians.

Together with our Franchisees, McDonald's employs over 110,000 people across metro and regional areas, making us one of the largest employers in Australia.

Our people come from different backgrounds, experiences, and age groups. They are employed across roles including crew, barista, management, maintenance and corporate.

We aim to create an inclusive and respectful environment, empowering our employees to serve our customers in the way they know best and providing the freedom for our people to earn and learn in a way that meets their needs.

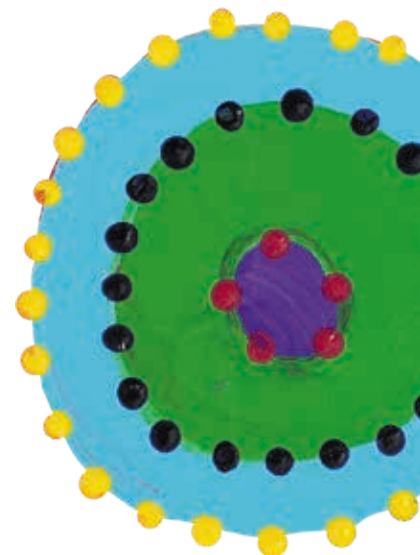
As the largest employer of young people in Australia, we are proud to give more young people their first job than any other employer and play an important role in developing, training, and educating the next generation.

Over the past 50 years, we have been focused on serving local ingredients and supporting the Australian agriculture industry. We source more than 90% of our products, produce and ingredients from local farmers, contributing over \$1 billion to the Australian supply chain every year.

We know we have a responsibility and opportunity to use our scale for good and take action on some of the most pressing social and environmental challenges in the world today.

We embrace this opportunity to drive meaningful progress and to do so by collaborating with millions of customers, employees, franchisees, suppliers, and other partners.

Our workforce diversity and the scale of our footprint across this country, gives McDonald's an important opportunity to build the foundation for greater participation of Aboriginal and Torres Strait Islander people, businesses and communities across the McDonald's Australia system.



OUR FOOTPRINT

Our corporate offices are located in capital cities across the country, with our national headquarters in Thornleigh, Sydney.





OUR PARTNERSHIPS

PARTNERSHIP WITH YARNNUP

At McDonald's we want our RAP to be developed authentically and in partnership with Aboriginal and Torres Strait Islander people and organisations. We are proud to partner with Yarnnup, and work with them on the implementation.

Yarnnup will deliver cultural awareness training to all our staff, beginning with our leaders in October 2022.

We will also be working with Yarnnup to ensure that our actions are culturally appropriate and endorsed by First Nations communities across the country where we operate. We know that input and partnerships with Aboriginal and Torres Strait Islander people will ensure the success of our first RAP.

STARTING THE RECONCILIATION CONVERSATION

In 2022, we celebrated NAIDOC Week for the first time as a corporate business, with our CEO hosting William Trewlynn from Yarnnup and Aunty Donna Ingram in discussion on the meaning of NAIDOC.

We have introduced an Acknowledgement of Country to our website and corporate email signatures.

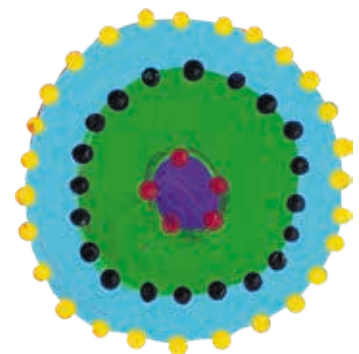
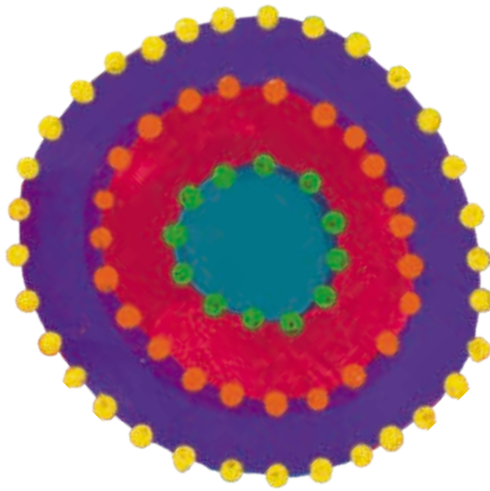
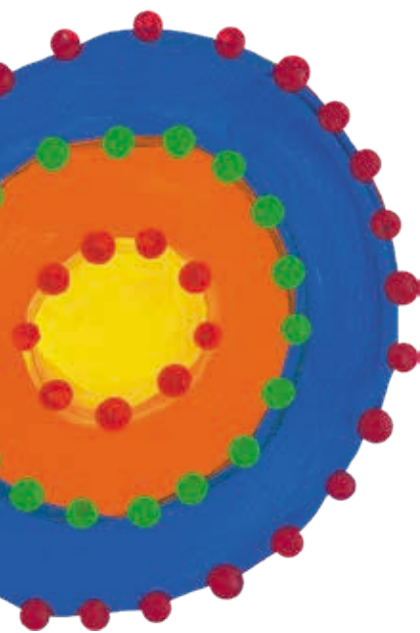
We will also conduct an Acknowledgement of Country at key staff meetings and events, asking our corporate staff to take the time to acknowledge that we live and work on Aboriginal and Torres Strait Islander lands.

We will also be working to introduce Acknowledgement of Country in all our office locations across Australia.

SPONSORSHIPS & ADVERTISING

McDonald's has a long-standing commitment to promoting the diversity of Australian communities in our advertising. We also choose to partner with organisations and causes similarly committed to diversity and inclusion. This includes major sponsorships of the NRL and AFL, as well as supporting grass-roots sports in communities right across Australia.

In 2022, McDonald's proudly partnered with Kamilaroi rapper, singer and songwriter, The Kid LAROI, on our first local Famous Orders campaign. The collaboration was an important opportunity to provide a platform for Australian music and culture.



FRANCHISEE RELATIONSHIPS

At McDonald's, we believe we have a responsibility to add value to the communities in which we operate, and we are proud to partner with and support local organisations. No one knows this better than our Franchisees, who play an active role in their local communities as business owners and large employers, supporting community groups, sporting teams and charities.

Many of our Franchisees have strong links and engagement with local Aboriginal and Torres Strait Islander people, organisations, and groups, supporting employment pathways and creating relationships that make a difference in people's lives. We have highlighted some case studies below.

Raylee and Gavin McLeod - Franchisees Lakehaven, Wadalba, Morisset, Toronto and Glendale restaurants

Raylee and Gavin have been McDonald's Franchisees for 10 years, currently operating five restaurants on the New South Wales Central Coast and Newcastle. After purchasing the Lakehaven restaurant, Raylee and Gavin quickly made friends with a local group of Aboriginal youths who regularly visited the restaurant. After getting to know the friends, Gavin offered one of them the opportunity to join the McDonald's crew. This had a quick domino effect, with friends soon joining, many of them securing their first job and working at the restaurant for several years.

In addition to providing employment opportunities, Raylee, Gavin and Wyong Franchisee Hayden Smith sponsored the New South Wales Aboriginal Rugby League Knockout known as the Koori Knockout from 2018 to 2019 and have begun conversations to become ongoing partners when the event returns for the first time since the pandemic in 2022.

Vicki-Leigh Lettice - Franchisee Palmerston, Katherine, Coolalinga, Casuarina, Ludmilla, and Johnston restaurants

Vicki has been a McDonald's Franchisee in the Northern Territory since 2007. During this time, she has worked with and been a key sponsor of many Aboriginal and Torres Strait Islander groups including her work with Karen Sheldon Catering.

Karen Sheldon Catering is a local catering and training company that promotes hospitality employment and training opportunities for Aboriginal and Torres Strait Islander Territorians.

Their recipes are heavily influenced by traditional bush foods sourced by Aboriginal and Torres Strait Islander suppliers. Through this relationship, Vicki has mentored and trained Aboriginal and Torres Strait Islander students in her restaurants and currently employs a number of Aboriginal and Torres Strait Islanders in various roles.

Clayton McIntosh - Franchisee Karratha restaurant

Clayton has been a Franchisee in Karratha since 1998 and has been involved with many local Aboriginal and Torres Strait Islander community groups and organisations, including EPIC (Empowering People in the Community), the Karratha Youth Shed, and Karratha Head Space.

In addition to having Aboriginal and Torres Strait Islander people as valued crew members, in 2021, McDonald's Karratha was the major sponsor of the Karratha Stars End of Year celebrations. The Karratha Stars Foundation uses a tailored individual approach to provide holistic mentoring and support to Aboriginal and Torres Strait Islander girls and young women. Clayton mentored year eight students for six months, including one girl that has now learned to read, greatly improving her confidence as a leader amongst her peers.

Clayton is continuing his support of the Karratha Stars Foundation and values the opportunity to encourage ongoing engagement with our First Nation people and help develop and empower Aboriginal and Torres Strait Islander youth.

Leigh Colbert - Franchisee Mildura & Irymple restaurants

Leigh Colbert joined the McDonald's system as a Franchisee two years ago; however, he has long been committed to working with Aboriginal youth. He has been affiliated with the Clontarf Foundation for over 20 years through their CEO Gerard Neesham and former Geelong teammate Andrew Wills who has been working with First Nations children in Darwin since he retired from the AFL.

Clontarf helps young men attend school, finish Year 12 and enter employment. In the past 18 months, Leigh has joined other local businesses in providing employment opportunities for the Clontarf Foundation's Academy participants studying at Mildura Senior Secondary College. He currently employs 10 crew members at his Mildura Restaurant from the program. The Academy works closely with the participants to provide transport to and from work and help plan their working week around school.

OUR PARTNERSHIPS CONTINUED...

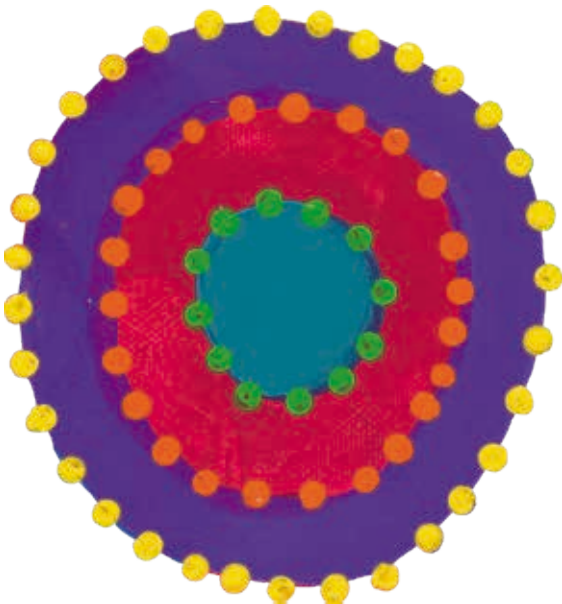
Leigh also has a strong relationship and regular engagement with Mallee District Aboriginal Services (MDAS). MDAS is committed to improving the health and wellbeing of Aboriginal peoples and providing the leadership and cooperative spirit to break down barriers between First Nations peoples and the general population across the Mallee region.

RONALD MCDONALD HOUSE CHARITIES

Ronald McDonald House Charities (RMHC) is an independent charity that supports seriously ill children and their families.

The cornerstone Program of RMHC, Ronald McDonald House, provides a 'home away from home' for families of seriously ill and injured children receiving medical care at a nearby hospital. The Houses keep families close by giving parents and siblings the opportunity to stay together to support their sick loved ones. RMHC currently has 18 Houses throughout Australia accommodating more than 9,000 families annually.

For some Houses, this includes a significant percentage of Aboriginal and Torres Strait Islander families.




RMHC is a federated structure, with a national organisation, RMHC Australia, and 11 RMHC 'Chapters' who deliver RMHC Programs across Australia. Currently, four RMHC Chapters have their own Reconciliation Action Plan, with RMHC Western Australia the first to launch in 2018. The national organisation, RMHC Australia, is also currently developing their Reflect RAP, and we are working with them to share opportunities and learnings.

RMHC Chapters have been generous in allowing us to share in their knowledge, experiences, and learnings as they have developed and launched their RAPs.

Through their RAP, RMHC Western Australia worked with the local Aboriginal Health Action Advisory (AHAA) Committee and The Aboriginal Leadership Group at Princess Margaret Hospital, local Aboriginal Elders and other Aboriginal and Torres Strait Islander staff and community groups to plan and design the Aboriginal and Torres Strait Islander-specific Lounge at the Hospital. Through their ongoing commitments and work through their RAP and with their Aboriginal and Torres Strait Islander stakeholders, RMHC WA have seen an increase in Aboriginal and Torres Strait Islander families using their facilities from 17% to 27%.

RMHC North Australia began their first Innovate RAP reflecting their well-established relationships. Over 40% of the families they care for are Aboriginal and Torres Strait Islander peoples. They have formalised their commitments through a clear vision for reconciliation where all people interacting with the Charity's programs can feel culturally and spiritually safe in their care. Actions they have taken include holding an Aboriginal and Torres Strait Islander Advisory panel four times per year, maintaining Aboriginal and/or Torres Strait Islander representation on their Board; displaying items of cultural safety, including flags in the Ronald McDonald House reception area, artwork throughout the House and specially commissioned artwork for their Ronald McDonald Family Room.

In South Australia, RMHC worked with Port Adelaide Football Club to have Aboriginal players visit their houses and connect with families. They also have a strong and ongoing relationship with the Aboriginal Liaison Officers at the Women's and Children's Hospital to ensure they continue to meet the needs of the families they care for in culturally appropriate ways.



This Reflect RAP is an opportunity for McDonald's Australia to formally define our vision and pathway toward long-term reconciliation, and to recognise where we can use our scale and platform to do more.

The RAP will form one of the core pillars of our Diversity, Equity and Inclusion Plan, which we believe will build a stronger McDonald's System for our employees, franchisees, suppliers, customers, and communities.

While we are proud of the actions we have taken to date, we are committed to doing more to ensure McDonald's Australia continues to be a place where Aboriginal and Torres Strait Islander peoples feel welcome, respected and celebrated, and play our part in strengthening the connections of all Australians with Aboriginal and Torres Strait Islander peoples.

THE RAP PROCESS

RAP CHAMPIONS AND RAP WORKING GROUP

Our RAP is championed internally by our Managing Director and Chief Executive Officer Antoni Martinez together with Emma Napoli-Hala, Senior Vice President & Chief People Officer.

Our Working Group Members come from all parts of our business and have nominated themselves for the role. They come together with enthusiasm and a shared goal of driving change. Together they will champion the RAP across their business units including with our Franchisees, work to implement our actions, address challenges and report into our RAP Champions and Senior Leadership Team.

The Working Group will be supported by Yarnnup in an external advisory capacity on a 12-month roadmap for the implementation of our RAP. They will provide guidance on our actions and deliverables, assist in the drafting of Terms of Reference, and assist us to develop a First Nations community engagement strategy. This will help Working Group Members and the wider business to consult with key stakeholders and ensure appropriate reporting and monitoring is in place for success.

Going forward, we know that Aboriginal and Torres Strait Islander input and representation on our Working Group will be critical. We are working towards understanding the make up of our 110,000 employees and establishing representation.



OUR VALUES

At McDonald's the backbone of our brand is, and always has been, a commitment to a set of core values that define who we are and how we run our business and restaurants.

When we live our values every day and use them to make decisions - big and small – we define McDonald's as a brand our people, and the people we serve, can trust.

Serve:

Putting our customers and people first

Inclusion:

We open our doors to everyone

Integrity:

We do the right thing

Community:

We are good neighbours

Family:

We get better together

We are proud to demonstrate our global McDonald's values through our first RAP. The Reflect RAP will explore how we can build relationships, raise cultural awareness, develop our inhouse capabilities, and to build trust and respect with Aboriginal and Torres Strait Islander peoples in the communities where we operate our restaurants.

DIVERSITY, EQUITY & INCLUSION AT MCDONALD'S

Our values are lived through our Diversity, Equity and Inclusion Plan of which our RAP forms a key pillar.

Our aspirations are to

Represent

the diverse communities in which we operate

Accelerate

cultures of conclusion and belonging

Dismantle

barriers to economic opportunity

We will use McDonald's influence and scale to accelerate meaningful and overdue societal change for our employees, franchisees, suppliers, customers and communities. This will be in accordance with our values, and through globally consistent and locally relevant actions.



RELATIONSHIPS

All five of our values come to life in the development of relationships with Aboriginal and Torres Strait Islander peoples. Across Australia we form relationships with our customers and communities and play an active role in supporting them. We know many of these relationships are with First Nation's peoples and our RAP journey will formalise and expand these.

ACTION 1

Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2023	Senior Manager Corp Relations Restaurant Workplace Supervisor WA
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2023	Restaurant Workplace Supervisor WA Licensee Rep

ACTION 2

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Senior People Consultant Restaurant Comms Consultant
RAP Working Group members to participate in an external NRW event.	May 2023	National Development Manager Corporate Communications Manager
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023	Chief People Officer

ACTION 3

Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Communicate our commitment to reconciliation to all staff.	December 2022	Chief Executive Officer
Identify external stakeholders that our organisation can engage with on our reconciliation journey.	January 2023	Licensee Engagement Manager Licensee Representative
Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2023	Senior Manager Corp Relations Senior Brand Manager

ACTION 4

Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Research best practice and policies in areas of race relations and anti-discrimination.	May 2023	Senior Legal Counsel Head of Workplace Relations
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2023	Head of Workplace Relations Senior People Consultant



Respect is at the core of everything we do. Respect for Aboriginal and Torres Strait Islander cultures and histories is important to McDonald's and will underpin all actions we take. We will live our values of inclusion and integrity. Serving over 2 million customers nationally, we know we have a unique opportunity to demonstrate this respect every single day.

ACTION 5

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2023	National Development Manager Senior Manager Corp Relations
Conduct a review of cultural learning needs within our organisation.	March 2023	National Development Manager Senior People Consultant

ACTION 6

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	February 2023	Head of Property, NSW & ACT Restaurant Workplace Supervisor WA
Investigate Acknowledgement of Country plaques at each Corporate Office location.	March 2023	Head of Property, NSW & ACT Restaurant Workplace Supervisor WA
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2023	Chief Executive Officer Chief People Officer
Introduce an Acknowledgement of Country at the commencement of important meetings.	December 2022	Chief Executive Officer

ACTION 7

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2023	Senior Manager Corp Relations Restaurant Comms Consultant
Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2023	Corporate Communications Manager Senior Brand Manager
Celebrate NAIDOC Week internally by hosting events across all Corporate Offices, and promoting and sharing resources for learning with all staff.	July 2023	Senior People Consultant Senior Manager Corp Relations
RAP Working Group to participate in an external NAIDOC Week event.	July 2023	Senior Manager Corp Relations

OPPORTUNITIES

We want to dismantle barriers through opportunities by ensuring Aboriginal and Torres Strait Islander peoples and communities benefit from the relationship with us. Whether that's giving someone their first job as restaurant crew or creating a partnership through our global supply chain, we know we have the scale to create lasting change.

ACTION 8

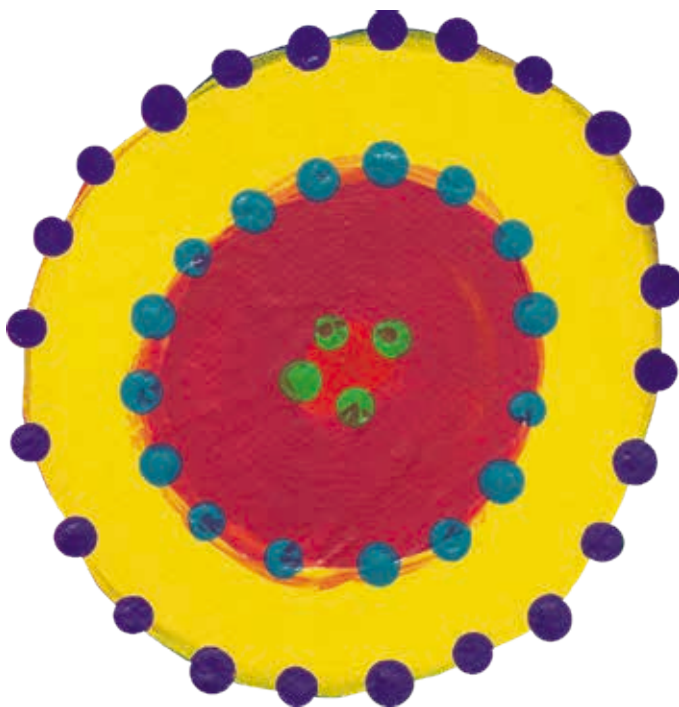
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	May 2023	National Development Manager Head Workplace Relations
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	Senior People Consultant Licensee Engagement Manager

ACTION 9

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	May 2023	Sustainability and Procurement Manager Senior Legal Counsel
Investigate Supply Nation membership.	March 2023	Sustainability and Procurement Manager Senior Legal Counsel





GOVERNANCE

Our first RAP will create relationships and build awareness across our organisations. Through our value of integrity, we want to ensure we are taking actions that are culturally appropriate and will be accepted by Aboriginal and Torres Strait Islander communities.

ACTION 10

Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Form a RWG to govern RAP implementation.	December 2022	Senior Manager Corporate Relations National Development Manager
Draft a Terms of Reference for the RWG.	December 2022	Senior Manager Corporate Relations National Development Manager
Establish Aboriginal and Torres Strait Islander representation on the RWG.	December 2022	Senior Manager Corporate Relations National Development Manager

ACTION 11

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	January 2023	Senior Manager Corporate Relations Licensee Rep
Engage senior leaders in the delivery of RAP commitments.	December 2022	Chief People Officer
Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2022	Senior Manager Corporate Relations

ACTION 12

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	December 2023	Senior Manager Corporate Relations

ACTION 13

Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	August 2023	Senior Manager Corporate Relations



Contact

Samantha Brown

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and Internal Communications*

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