



Reflect

Reconciliation Action Plan

AUG 2023 – AUG 2024





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ACKNOWLEDGEMENT OF

Country

The Arnott's Group acknowledges the Wangal people of the Dharug Nation as the Traditional Owners and ongoing Custodians of the land on which the organisation's head office is located. We respectfully recognise their Elders past and present.

We acknowledge the Traditional Custodians of lands across Australia where our other offices and factories are located and their Elders both past and present – the Yorta Yorta people in Shepparton, Victoria; the Kurna people in Marlestone, South Australia; the Turrbal and Jagera peoples in Virginia, Queensland; and the Bunurong and Wurundjeri peoples in Dandenong, Victoria.

Our organisation's journey began in Newcastle on the Traditional Country of the Awabakal and Worimi peoples. We deeply respect all Awabakal and Worimi Elders and ancestors and recognise their connection to the land on which our organisation has its roots.

We pay our respects to the Traditional Custodians of Country throughout Australia where our ingredients and materials are sourced and our products are sold, and we acknowledge the role food plays in their connection to Country and culture.

We would also like to recognise the individuals and organisations we have worked with during the development of our Reconciliation Action Plan.



Awa Nara

(GATHER TOGETHER)

BY SARETTA FIELDING

ABOUT THE ARTWORK

Awa Nara shares The Arnott's Group (the Group) story – from its past, present and into the future. The artwork flows from left to right across the canvas and depicts the Group's supply chain using traditional symbolism. It is a visual acknowledgement of the Traditional Custodians of the country and communities in which the Group operates.

The narrative brings to the fore the work of the Group and its communities in creating memorable and delicious moments that draw people together to share life, yarns and smiles around favourite treats. The story starts with the organisation's connection to the land and the vital role of the sun, water and soil in the sourcing of raw ingredients.

The use of bush tucker symbolism woven with people symbolism highlights the Group's respect for the land and ongoing relationship with farmers, and the inclusion of traditional imagery for people, elders and consumers. The central feature of the artwork is a large gathering circle embraced by traditional people symbols. This highlights the Group as a unit and reflects its values and continued commitment to creating delicious moments for all Australians to enjoy.

The vibrant and highly textured piece has been painted on canvas and is currently on display in the Group's North Strathfield Head Office in Sydney's inner west.



ABOUT Saretta

Saretta Fielding is a Wonnarua woman of the Upper Hunter Valley through her grandmother and an Anaiwan woman of the New England area through her grandfather.

The land of the Wonnarua is located in the Hunter Valley of NSW, the region where the Arnott's Group journey began.

Saretta's artworks are reflective in style to many traditional sandstone engravings found throughout Wonnarua country and the Hunter Region. They are connected to Country both in style, techniques and through the use of a sand-based medium. Her love of culture, Country and community are reflected within her art, as is her passion for sharing Aboriginal cultures through authentic fine art.

Alongside her passion for art and culture, Saretta is committed to seeing First Nations communities advance towards economic and social inclusion. She has been supporting Reconciliation Action Plans since their inception and believes in their power in creating shared understanding and meaningful reconciliation.

More of Saretta's original artworks can be viewed at her online gallery: www.saretta.com.au

As part of her journey to create an artwork that reflects the vision, values, and spirit of The Arnott's Group and our commitment to reconciliation, Saretta joined our team for an art workshop. Sharing her personal story and the way she approaches her art, Saretta guided our team through a hands-on painting experience, teaching our people about the rich storytelling traditions of Australia's First Peoples.





Commitment

**I am incredibly pleased to introduce The Arnott's Group
2023-2024 Reflect Reconciliation Action Plan (RAP).**

As a company, we stand for fostering equality, diversity, and sustainability and this core value is at the heart of our RAP. We recognise the importance of working together with First Nations Peoples for the future sustainability and strength of the land we rely on and the communities we connect with.

Operating in this country for over 157 years means our company's journey began during Australia's early colonial period. Historical acceptance is an essential dimension of reconciliation, and as we embark

on this journey, our intention is to better understand our place in the stories of First Nations Australians and look at the opportunities that exist for us to meaningfully contribute to reconciliation. As the world's oldest continuing living cultures, dating back almost 60,000 years, the richness and diversity of First Nations cultures is something we should all take pride in and something that we can learn from, particularly in the space of land care.

The Arnott's Group and our products hold a special place in the hearts of Australians as one

of the country's most trusted and longstanding brands. We recognise that this means we have a responsibility to help drive our nation towards a future that is sustainable and fair - and inspire our consumers and partners to do the same.

Our first RAP signifies a commitment from our organisation to promote greater equity for First Nations peoples within our business and across Australia. It provides a framework for us to develop improved cultural awareness, promote reconciliation through our sphere of influence and create meaningful partnerships with First Nations peoples in our local communities.

I look forward to this journey and to working side by side with our local communities to create a more inclusive Australia.

George

George Zoghbi
Chief Executive Officer
The Arnott's Group



Impact

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

The Arnott's Group 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 three 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 First Nations cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables The Arnott's Group 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 to The Arnott's Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen

Karen Mundine

Chief Executive Officer
Reconciliation Australia





Create
delicious
moments

The Arnott's Group portfolio of brands continues the 157-year legacy of the Arnott family, providing quality, great tasting food to create delicious moments for consumers around the world.

The Arnott's Group is headquartered in Sydney with a presence across the Asia Pacific region. Our portfolio includes the iconic Arnott's biscuit brand along with Campbell's products in Australia, Malaysia, Hong Kong and Japan, gourmet crackers from 180degrees in New Zealand and a new cereal and snacks division, based in Australia, called Good Food Partners.

We have manufacturing operations at Huntingwood (NSW), Marlestone (SA), Virginia (QLD), Shepparton (VIC),

Leeton (NSW), Scoresby (Victoria), Auckland (NZ), Bekasi (Indonesia) and Kuala Lumpur (Malaysia).

We make 1,045+ products across Australia, New Zealand and Asia ranging from soups to stocks, meal bases, beverages, biscuits, crackers, pasta sauces, cereals and snacks. We have 4,074 employees across 16 sites. We source raw material from 190+ suppliers with over 75% locally sourced in Australia and New Zealand.

OUR VALUES

Fostering equality, diversity & sustainability

High performance with integrity

Balancing decisions from our head & heart

Delighting our customers every time

90%

of Australian pantries are stocked with our products.

1,045+

products ranging from biscuits, soups, sauces & more.

4,074

people are employed across our 16 sites.





Reconciliation

**Our vision is inclusive, equitable
and thriving communities.**

To achieve this, we are committed to bringing the perspectives and interests of First Nations peoples to the heart of our business.

We are steadfast in our commitment to increase choice, opportunity, and wellbeing across Australia by promoting inclusion and belonging, supporting communities and providing more diverse food options and guidance on nutrition.

The Arnott's Group is dedicated to working towards genuine and lasting reconciliation in Australia and our first Reconciliation Action Plan (RAP) is manifestation of this commitment.

This RAP reflects our commitment to developing strong relationships and creating meaningful opportunities with First Nations peoples in a way that is effective, respectful, and inclusive.

The development of this RAP is about continuing the process of recognising the legacy and heritage of our business and bringing the perspectives and interests of First Nations peoples to the heart of our business. As an iconic Australian brand, we recognise the role we can play in advocating for the rights of Aboriginal and Torres Strait Islander peoples and in amplifying First Nations' voices. We are dedicated to promoting greater equity for First Nations peoples within our business and across Australia.

It is our hope that this Reflect RAP, its objectives and its successes will ripple beyond the workplace and be the start of an inspiring journey for our employees, suppliers, and consumers – prompting greater action towards reconciliation in the broader community.



RELATIONSHIPS



RESPECT



OPPORTUNITIES



GOVERNANCE

“The Arnott’s Group and our products hold a special place in the hearts of Australians as one of the country’s most trusted and longstanding brands. We recognise that this means we have a responsibility to help drive our nation towards a future that is sustainable and fair – and inspire our consumers and partners to do the same.”

George Zoghbi
CEO, The Arnott’s Group



Relationships

We will work towards creating deep and positive relationships with First Nations communities we work across.

ACTION	DELIVERABLE	TIMELINE	ACCOUNTABILITY
<p>Develop meaningful external and internal relationships with First Nations organisations and stakeholders.</p>	<p>Establish a list of First Nations stakeholders and organisations that we currently work with or that are within our communities of operation.</p>	<p>Nov 2023</p>	<p>Procurement & Logistics Director</p>
	<p>Develop a guidance document for all employees that outlines best practice and principles for partnering with First Nations stakeholders and organisations.</p>	<p>Feb 2024</p>	<p>Procurement & Logistics Director</p>
<p>Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between First Nations peoples and other Australians.</p>	<p>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our people.</p>	<p>May 2024</p>	<p>Internal Communications Manager</p>
	<p>Encourage and support employees and senior leaders to participate in events to recognise and celebrate NRW.</p>	<p>May 2024</p>	<p>RAP Working Group Chair</p>
	<p>Ensure leaders in our organisation and our RAP Working Group members participate in an external NRW event that recognises our role in achieving reconciliation in Australia and celebrate our shared histories, cultures, and achievements.</p>	<p>27 May - 3 Jun 2024</p>	<p>RAP Working Group Chair</p>

RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	ACCOUNTABILITY
<p>Promote reconciliation through our sphere of influence and raise awareness of The Arnott's Group Reflect RAP.</p>	<p>Communicate our commitment to reconciliation to all employees and develop a strategy for communicating internal activities and progress related to our RAP.</p>	<p>Sep 2023</p>	<p>Head of Communications</p>
	<p>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</p>	<p>Dec 2023</p>	<p>Procurement & Logistics Director</p>
	<p>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</p>	<p>Feb 2024</p>	<p>RAP Working Group Chair</p>
	<p>Establish a list of key Customer partners who have or are planning to implement a Reconciliation Action Plan and who we could connect and collaborate with during our reconciliation journey.</p>	<p>Feb 2024</p>	<p>Chief Customer Officer ANZ</p>
	<p>Identify the best place to include a reference on our website of our commitment to reconciliation.</p>	<p>Sep 2023</p>	<p>Marketing Director Digital & Media</p>
	<p>Provide all sites within The Arnott's Group with a summary document of our RAP and their involvement.</p>	<p>Sep 2023</p>	<p>RAP Working Group Chair</p>
<p>Promote positive race relations through anti-discrimination strategies.</p>	<p>Conduct a review of our internal policies and procedures to identify existing anti-discrimination provisions, and future needs.</p>	<p>Mar 2024</p>	<p>Chief People Officer</p>
	<p>Research best practice and policies in areas of race relations and anti-discrimination.</p>	<p>Mar 2024</p>	<p>Chief People Officer</p>
	<p>Review our digital learning library to see what resources are available to educate employees on sub-conscious biases, microaggressions and the effects of racism.</p>	<p>Nov 2023</p>	<p>Talent Development Manager</p>



Respect

We will embed reconciliation throughout our organisation by increasing recognition of First Nations cultures and histories amongst our employees.

RESPECT

ACTION	DELIVERABLE	TIMELINE	ACCOUNTABILITY
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Feb 2024	Talent Development Manager
	Develop a business case for increasing understanding, value and recognition of First Nations cultures, histories, knowledge and rights within our organisation.	Feb 2024	P&C Director ANZ
	Implement cultural awareness training sessions across all levels of the organisation.	Aug 2024	Talent Development Manager
Demonstrate respect to First Nations peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Feb 2024	P&C Director ANZ
	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2023	RAP Working Group Chair

ACTION	DELIVERABLE	TIMELINE	ACCOUNTABILITY
	Develop a cultural protocols document for the use of Welcome to Country and Acknowledgement of Country at events hosted by our organisation.	Dec 2023	Internal Communications Manager
	Scope out the development and installation of plaques on each of our sites that acknowledge the Traditional Owners of the land on which they are based.	Oct 2023	RAP Working Group Chair
<p>Build respect for First Nations cultures and histories by celebrating NAIDOC Week.</p>	Introduce our employees to NAIDOC Week by promoting external events in our local area.	Jun 2024	Internal Communications Manager
	Ensure our RAP Working Group participates in an external NAIDOC Week event.	Jul 2024	RAP Working Group Chair
	Raise awareness and share information amongst our employees about the meaning of NAIDOC Week and ways for individuals and teams to get involved.	Jun 2024	Internal Communications Manager
	Organise a staff event to recognise and celebrate native First Nations ingredients during NAIDOC week.	Jul 2024	Internal Communications Manager
<p>Investigate opportunities to increase visibility of First Nations peoples and cultures within our marketing.</p>	Review our current marketing ads and activities to identify opportunities to increase First Nations visibility.	Mar 2024	Chief Marketing Officer
	Develop a list of First Nations contacts who we could partner with to elevate and amplify the voice of First Nations people externally.	Mar 2024	Marketing Director Digital & Media



Opportunities

Our heritage and iconic status as an Australian company brings with it a responsibility to provide opportunities to work with and to amplify the voices of First Nations peoples.

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	ACCOUNTABILITY
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Develop a strategy for encouraging First Nations graduates to our annual graduate program.	Mar 2024	Talent Acquisition & Early Careers Manager
	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	Mar 2024	Talent Acquisition & Early Careers Manager
	Develop a business case for First Nations employment within our organisation.	Mar 2024	Talent Acquisition & Early Careers Manger

ACTION

DELIVERABLE

TIMELINE

ACCOUNTABILITY

<p>Increase First Nations supplier diversity to support improved economic and social outcomes.</p>	<p>Modify our Procurement policy to include a section on purchasing from First Nations owned businesses.</p>	<p>Apr 2024</p>	<p>Procurement & Logistics Director</p>
	<p>Investigate Supply Nation membership.</p>	<p>Mar 2024</p>	<p>Procurement & Logistics Director</p>
	<p>Develop a list of potential First Nations suppliers for native ingredients for new and current products.</p>	<p>Apr 2024</p>	<p>Procurement & Logistics Director</p>
	<p>Explore and scope with our charitable partners potential programs or opportunities to support First Nations communities (e.g. through increasing food diversity or nutrition guidance).</p>	<p>Feb 2024</p>	<p>Research & Development Director Regulatory & Consumer Science</p>
	<p>Work with First Nations stakeholders and organisations to understand communities needs and how our organisation can support through our charitable partners and programs.</p>	<p>Mar 2024</p>	<p>Head of Communications</p>

OPPORTUNITIES





Governance

Through effective monitoring of our progress, we can ensure effective delivery of our RAP commitments.

ACTION	DELIVERABLE	TIMELINE	ACCOUNTABILITY
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form an RWG that will oversee the development, endorsement, launch and progress of the RAP.	Sep 2023	Chief Transformation Officer
	Draft a Terms of Reference for the RWG.	Dec 2023	People & Culture Manager GFP
	Establish First Nations representation on the RWG.	Sep 2023	Chair of RAP Working Group

ACTION	DELIVERABLE	TIMELINE	ACCOUNTABILITY
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Oct 2023	Chief Transformation Officer
	Engage senior leaders in the delivery of RAP commitments.	Nov 2023	Chief Transformation Officer
	Consult with Business Divisions across the Group to ensure actions included in the RAP are progressed and assigned to an accountable team member.	Dec 2023	Chair of RAP Working Group
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Oct 2023	People & Culture Manager GFP
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2024	Chair of RAP Working Group
Continue our reconciliation journey by developing our next RAP.	Complete an internal self-assessment of the RAP implementation and impact.	Aug 2024	Chair of RAP Working Group
	Register via Reconciliation Australia's website to begin developing our next RAP.	Jun 2024	Chair of RAP Working Group
	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Jun 2024	Chair of RAP Working Group



FIND OUT MORE

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To read our sustainability vision and commitments,
visit arnotts.com/our-sustainability-commitments

