



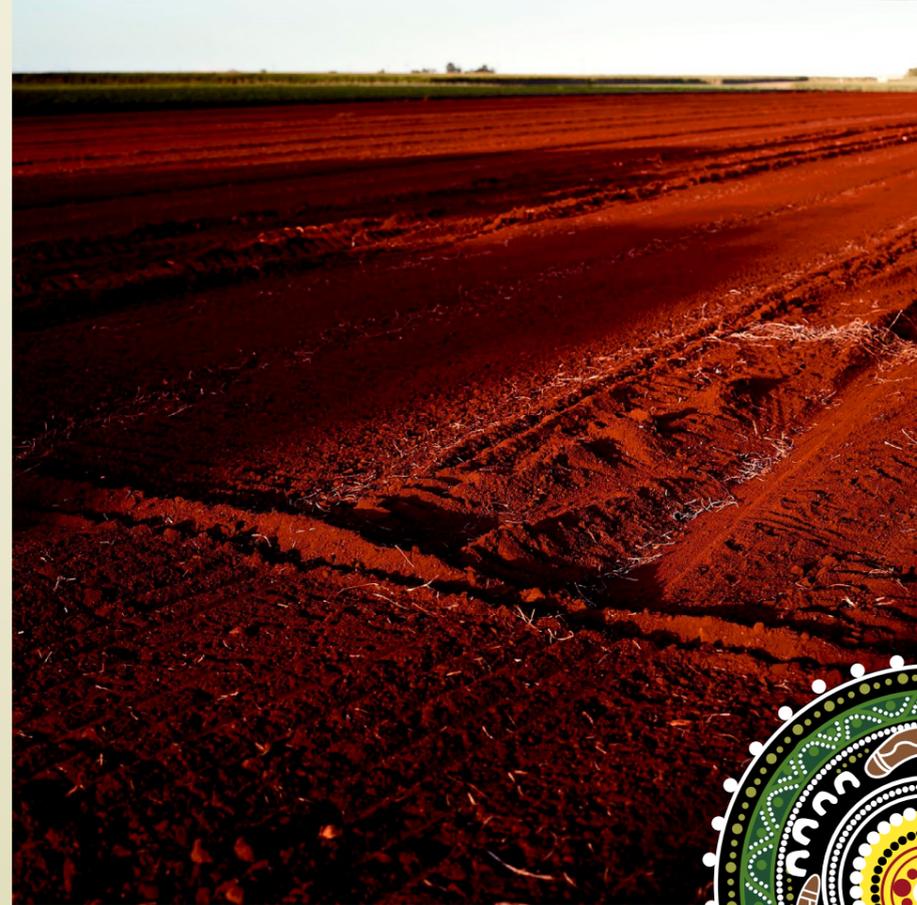
*Reflect* Reconciliation  
Action Plan

**DIAGEO**



## Acknowledgement of *Country*

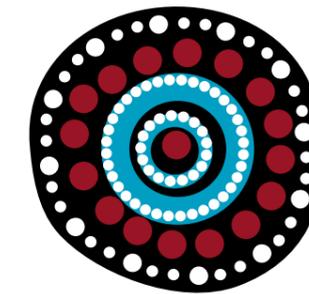
Diageo Australia has bases in many parts of Australia with workers travelling across country every day, this includes the Country on which our three main sites are based. Diageo acknowledges the custodians across these three sites, the Taribelang Bunda Peoples in Bundaberg, in Sydney the Gadigal Clan of the Eora Nation, and the Darug Nation in Western Sydney. We extend this acknowledgement and pay respect to the many nations on whose country we work and live.



*We pay respect to Elders past, present and emerging. We acknowledge the continual deep spiritual attachment and relationship of Aboriginal and Torres Strait Islanders peoples to Country and commit ourselves to the ongoing journey of reconciliation. Always was, always will be, Aboriginal Land.*

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## *Darunga Mudang - Celebrate Life*

This artwork is entitled, *Darunga Mudang*, which means 'Celebrate Life'. The artwork celebrates the many lands on which our employees work, showing respect and acknowledgment of First Nations peoples.

It also embraces the cultural diversity of the communities that Diageo partner and work with. The lush greens of the Bundaberg sugarcane fields, the greys of the Huntingwood production centre in Darug country, and the saltwater blues of the Sydney office on Gadigal land.

The concentric circles are a never-ending cycle of sharing and respecting each other's diverse backgrounds, one mob but always acknowledging the traditional custodians.

Each of the sites is represented by the local country totem - the three boomerangs representing the local Taribelang Bunda people, the possum tracks to represent the possum totem of Darug Country, and the fish to represent the totem of Gadigal Saltwater country.

The three larger circles in the artwork are surrounded by smaller circles, which represent Diageo and its people working with and supporting community throughout the reconciliation journey.



## About the *artists*

Life is short, but art lives forever.

Trevor and Jason met as firefighters 16 years ago protecting our communities in western Sydney. Both their fathers are respected elders in their communities and are deeply worried their knowledge, skills and culture are not getting passed down. As parents themselves, both Trevor and Jason understand the importance of culture and the power it plays in connecting people.

Trevor hails from the Ngamba people on the Barwon River, part of Kamiloroi country, on the outskirts of Brewarrina, NSW. He has lived most of his life on Darug country, Western Sydney and is spiritually connected to the lands. Over the last 19 years, Trevor has delivered cultural immersion programs across Sydney, been involved in Aboriginal archaeology as a site officer, and worked with Indigenous employment programs as a mentor.

Jason hails from Kabi Kabi, South East Queensland and is spiritually connected to Darug country. His father, Michael Douglas is Traditional Owner/Native Title and Elder of the Kabi Kabi people. Jason is an experienced Aboriginal Artist painting on many mediums and runs Cultural Engagement workshops, mentoring and delivering professional development workshops to corporates, schools and communities.

Dalmarri comes from the meaning 'Meeting Place' and is perfect for what we want to teach in learning, engaging and connecting to all communities.

[dalmarri.com.au](http://dalmarri.com.au)

Founders of Dalmarri, Jason Douglas (left) and Trevor Eastwood (right), work on the artwork for Diageo's Reflect Reconciliation Action Plan.



## A message from Angus McPherson

Diageo Australia  
Managing Director



I'm proud to share Diageo Australia's first Reconciliation Action Plan (RAP), which outlines our journey towards reconciliation with First Nations peoples of this country. Diageo is a global alcohol business, with international origins and a legacy of founders and innovators. We're committed to building on that legacy to create a positive impact in our business, with our communities, and for society. It's how we'll continue to connect with our purpose of 'celebrating life, every day, everywhere'.

Diageo Australia is the country's leading spirits producer and owner of Australia's most awarded spirit, the famous Bundaberg Rum. Reeftip is our newest local brand and partners with the Coral Nurture Program by donating 10 per cent of its profits to support their work regenerating coral on the Great Barrier Reef.

Australia has a long and rich history, unique to our global Diageo peers. This RAP is an expression of this uniqueness and ensures we acknowledge and integrate our local perspective and opportunities for positive change as part of our global commitment to champion inclusion and diversity.

As part of our Spirit of Progress: Society 2030 10-year action plan, we have a range of ambitious targets and workstreams to help create an inclusive and sustainable world. This includes striving for diverse representation in the workforce;

Diageo Australia

upskilling our people to be inclusive leaders; partnering with our suppliers, partners, and communities to drive equality in our sphere of influence; and through our brands, ensuring that we're progressive in our portrayal of society by eliminating harmful stereotypes from our advertising and marketing.

Our inaugural Reflect RAP is built on these foundations and supports our local team to better understand and learn about the shared history of this country, First Nations peoples, and those who have settled here. It gives us the permission to ask questions, to be curious, and to earn and practice respect.

I thank everyone at Diageo Australia, including our RAP working group and our leaders, who have helped bring our thoughts and ambitions on Reconciliation to life. Importantly, I want our reconciliation journey to live outside of this document, to be meaningful to our people and integrated into our business. I believe we can do this through storytelling and listening.

I encourage our employees, our partners, and our consumers to think about what our ambitions, commitments, and actions mean to you and your communities. How will you embrace and contribute to this RAP, and further the reconciliation journey? Together we can help create a more inclusive Australia.

Angus McPherson

Reflect Reconciliation Action Plan: March 2022 - March 2023

## A message from Reconciliation Australia

Karen Mundine -  
Reconciliation Australia  
Chief Executive Officer

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

Diageo Australia 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.

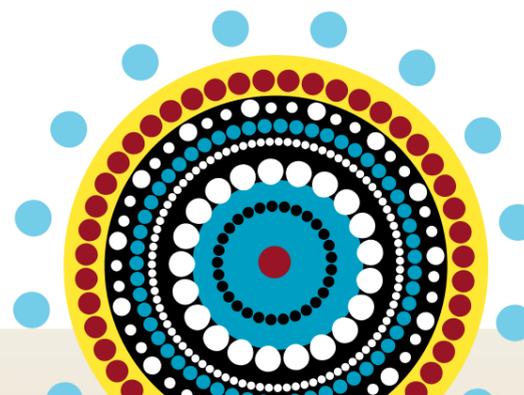


It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Diageo 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 Diageo Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine





## About Diageo

Diageo is a global leader in beverage alcohol with an outstanding collection of more than 200 brands including Johnnie Walker, Smirnoff, Captain Morgan, Lagavulin, Talisker and The Singleton whiskies, Cîroc and Ketel One vodkas, Baileys, and Gordon’s and Tanqueray gins. Our products are sold in more than 180 countries around the world and we employ more than 27,000 people globally.

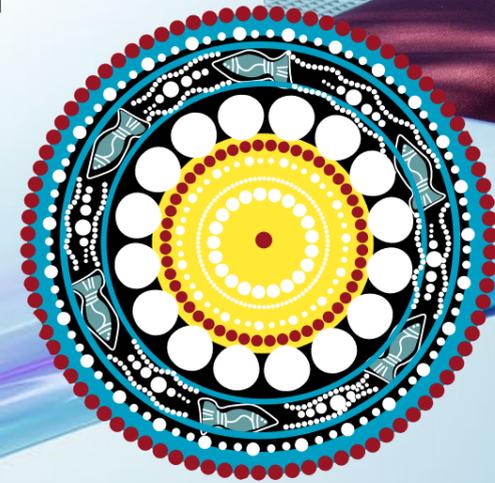
In Australia, Diageo is the leading premium spirits company in the country and the proud owner of the Bundaberg Distilling Company. We employ more than 400 people in Sydney, Bundaberg and across the country. The vast majority (80%) of what we sell in Australia is manufactured locally in Huntingwood, NSW and Bundaberg, Qld. We contribute \$1 billion to the Australian economy through the annual tax on our products through excise duties. For this RAP, ‘Diageo’ refers to the Diageo Australia Limited business.

Our purpose is to ‘celebrate life, every day, everywhere’ and our mission is to be one of the best performing, most trusted and respected consumer products companies in the world.

### Society 2030: Spirit of Progress

In November 2020, Diageo announced *Society 2030: Spirit of Progress*, our 10-year action plan to help create a more inclusive and sustainable world. The 25 goals within our action plan are aligned to the United Nation’s Sustainable Development Goals.

This is our commitment to grow as a business in the right way from grain to glass. Specifically, we’re committed to promoting a positive role for alcohol and minimising alcohol harm in society; championing inclusion and diversity; preserving the natural resources on which our long-term success depends; and making a positive contribution to the communities in which we live, work, source and sell.



*Celebrating life,  
every day, everywhere’*



## Our RAP

Diageo Australia's first RAP is underpinned by our approach to inclusion and diversity. We believe the most inclusive and diverse culture makes for a better business and a better world. We seek to champion inclusion and diversity across our business, with our partners and communities, to celebrate diversity and help shape a tolerant society.

We've made considerable progress in promoting and fostering inclusion and diversity across our business, but we can and must do more. We recognise that there's much more we can do to support Aboriginal and Torres Strait Islander peoples, and that we can play a role in leading this process for our employees, partners and local communities.

Through this Reflect RAP we seek to harness a deeper understanding of Aboriginal and Torres Strait Islander peoples, their stories and their connection to the places in which we operate. Through this lens of understanding, we hope to lay the foundation for more meaningful and long-term relationships, and actions in the future.

Through this Reflect RAP *we seek* to harness a deeper understanding of Aboriginal and Torres Strait Islander peoples, *their stories and their connection* to the places in which we operate.

Diageo's commitment to inclusion and diversity ensures that First Nations communities and our RAP is captured within this strategic framework. Consideration to First Nations communities will be expressed through four key pillars in which we aim to:

1. engage and attract First Nations peoples with meaningful employment,
2. educate and embrace First Nations cultures in our workplace policies, capability and leadership,
3. engage and support First Nations suppliers within our community and;
4. ensure all our advertising and marketing of our business and our brands is sensitive, inclusive and supportive of the progress of First Nations peoples and issues.

Our RAP Executive Sponsors are Human Resources Director, Geraldine Joanes and Corporate Relations Director, Amanda Lampe, who have organisational responsibility for the RAP's development and implementation. They're also active members of our RAP working group, which includes other executive level members, including our Managing Director, Angus McPherson, as well as members that represent various functions and locations across the business.

## RAP Working Group Membership

Position	Function	Location
Managing Director		Sydney HQ
Human Resources Director (RAP Executive Sponsor)	Human Resources	Sydney HQ
Corporate Relations Director (RAP Executive Sponsor)	Corporate Relations	Sydney HQ
Supply Director	Supply	Huntingwood Packaging and Distribution Centre
Corporate Relations Sustainability Manager	Corporate Relations	Sydney HQ
Head of Human Resources	Human Resources	Sydney HQ
INC Group Chair	Supply	Bundaberg Rum Distillery
National Business Manager - National Independents	Commercial	Sydney HQ
Business Development Manager VIC	Commercial	Melbourne
Business Development Manager QLD	Commercial	Brisbane
Senior Innovation Manager	Marketing	Sydney HQ
Warehouse Lead	Supply	Huntingwood Packaging and Distribution Centre
Laboratory Technician	Supply	Bundaberg Rum Distillery

## Diageo Australia INC Group

Our RAP Working Group works in collaboration with the Diageo 'INC' Group. The INC Group's purpose is to empower and elevate all employees and allies to promote a safe working culture and environment for all members of our community - regardless of gender, sexual orientation, nationality, race and ethnicity, culture, values, life stage or ability. Their work is tied to the broader Diageo Inclusion and Diversity agenda, of which the RAP is included. There are ten members of the INC Group from across the organisation, one Chair and one Executive Sponsor.

The Chair of the INC working group will be responsible for several RAP deliverables where there is a connection with the broader Diageo Inclusion and Diversity agenda.



## Our partnerships/ current activities

Our journey so far - Diageo Australia has already established the following in relation to reconciliation:

- Community partnerships | Working with the Taribelang Bunda nation in Bundaberg - through the Taribelang Cultural Aboriginal Corporation
- Internal activities and initiatives to support NAIDOC Week and National Reconciliation Week
- Establishment of a RAP working group (see above)
- Implementation of Acknowledgement of Country and Welcome to Country protocols
- Cultural capability training with the Diageo executive and RAP working group
- Diageo Australia INC Group: Inclusion and diversity workstreams focusing on diversity in recruitment, including for First Nations peoples

... a *safe* working culture and environment for all members of *our community*

## Our journey towards reconciliation



## Relationships



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.  This includes at Diageo key sites (Blues Point Road (BPR), Bundaberg Distillery, Huntingwood), as well as at our satellite offices across the country.	September 2022	Corporate Relations Sustainability Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2022	Corporate Relations Sustainability Manager
	Increase our understanding of the issues relating to harmful alcohol consumption in Aboriginal and Torres Strait Islander communities. This will help inform our approach, response and initiatives in future RAPs and our engagement with Aboriginal and Torres Strait Islander communities.	September 2022	External Affairs and Public Policy Manager
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022	INC Group Chair
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2022	INC Group Chair
	Encourage and support staff and senior leaders to participate in an external event to recognise and celebrate NRW.	27 May - 3 June, 2022	Managing Director
	Partner with Diageo Australia's INC Group and hold an internal event during NRW to engage employees.	27 May - 3 June, 2022	INC Group Chair

## Relationships



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>3. Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all staff.	March 2022	Senior Corporate Communications Manager
	Develop and implement a communications and engagement plan that builds awareness of Diageo's RAP with internal and external stakeholders, providing a calendar that offers a regular drumbeat of communication. This should leverage existing internal channels and activities (Town Halls, INC Group), as well as external events (NAIDOC, NRW).	June 2022	Senior Corporate Communications Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey. This should include a clear articulation of why we will engage them, including those key stakeholders local to our three main sites - BPR, Bundaberg Distillery and Huntingwood - as well as our satellite offices.	July 2022	Corporate Relations Sustainability Manager
	Identify other RAPs and like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2022	Corporate Relations Sustainability Manager
	Establish visible markers in our organisation that promotes reconciliation, including addition to email signatures, Acknowledgement of Country signage, and artwork.	August 2022	Corporate Relations Sustainability Manager
	Research best practice and policies in areas of race relations and anti-discrimination.	September 2022	Human Resources Director
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.  This should take into consideration the Australian context when looking at global documents.	October 2022	Human Resources Director

## Respect



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2022	Human Resources Director
	Conduct a review of cultural learning needs within our organisation.	June 2022	Head of Human Resources
	Build into Diageo Australia's inclusion & diversity strategy, opportunities for our employees to learn more about and better understand Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.	June 2022	Human Resources Director
	Explore opportunities for meaningful cultural immersion experiences for select employees. This could include cultural capability training, yarning circles, or experiences in community.	August 2022	Head of Human Resources
	Scope leadership and 'whole-of-business' cultural capability training that can be run effectively, and considers our breadth of functions (commercial, marketing, supply, legal, finance).	October 2022	Head of Human Resources
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2022	INC Group Chair & Inventory Manager
	Establish protocols for Acknowledgement of Country and Welcome to Country across the business.	March 2022	INC Group Chair & Inventory Manager
	Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022	INC Group Chair & Inventory Manager
	Engage with Local Traditional Custodians to commence a 'place name' project for Diageo offices and supply sites.	June 2022	INC Group Chair & Inventory Manager

## Respect



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	4-11 July 2022	Senior Corporate Communications Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	4-11 July 2022	INC Group Chair
	Celebrate NAIDOC week with internal events that allow staff to take part in cultural learning in person or online	4-11 July 2022	INC Group Chair
	RAP Working Group to participate in an external NAIDOC Week event.	4-11 July 2022	INC Group Chair
	Encourage staff to participate in an external NAIDOC Week event, striving for line manager involvement and work to include events that contribute to reconciliation in the Diageo Volunteer Policy.	4-11 July 2022	INC Group Chair

## Opportunities



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2022	Human Resources Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.  This should be integrated in to the existing Diageo Inclusion and Diversity strategy, and in particular the pillars: 'Representation and talent planning', and 'Inclusive leadership and capability'	September 2022	Human Resources Director
	Engage with an Aboriginal and Torres Strait Islander employment specialist to understand common barriers to accessing opportunities.	December 2022	Head of Human Resources
	Establish protocols around engaging, recruiting, and employing Aboriginal and Torres Strait Islander peoples, through the 'Representation and talent planning' pillar of our inclusion and diversity strategy.	February 2023	Human Resources Director
	Explore the applicability of Diageo Bar Academy to upskill First Nations peoples who are interested in a career in hospitality.	September 2022	Diageo Bar Academy Manager Australia
	<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procurement from Aboriginal and Torres Strait Islander-owned businesses.	October 2022
Investigate and confirm Supply Nation membership.		June 2022	Procurement Market Category Manager
Establish Australian-specific Supply Nation targets within the global supplier diversity targets that encourage our procurement team to establish relationships with Supply Nation certified or registered suppliers.		June 2023	Procurement Market Category Manager

## Governance



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Maintain a RAP Working Group to govern RAP implementation.	March 2022	Corporate Relations Sustainability Manager
	Draft a Terms of Reference for the RAP Working Group.	March 2022	Corporate Relations Sustainability Manager
	Establish Aboriginal and Torres Strait Islander representation on the RAP working Group.	June 2022	Corporate Relations Sustainability Manager
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.  This should include budget and people capacity.	June 2022	INC Group Chair
	Engage senior leaders in the delivery of RAP commitments.  A portion of the RAP Working Group should be senior leaders.	March 2022	Managing Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2022	Corporate Relations Sustainability Manager
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2022	Corporate Relations Sustainability Manager
	Report progress on a quarterly basis to the Environmental, Social, and Governance (ESG) Committee.	April 2022 July 2022 October 2022 February 2023	Head of Human Resources
	<b>13. Continue our reconciliation journey by developing our next RAP.</b>	Review Diageo's RAP to identify areas of success and opportunities for improvement.	January 2023
Register via Reconciliation Australia's website to begin developing our next RAP.		December 2022	Corporate Relations Sustainability Manager



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