



Innovate

Reconciliation Action Plan

September 2023 – September 2025



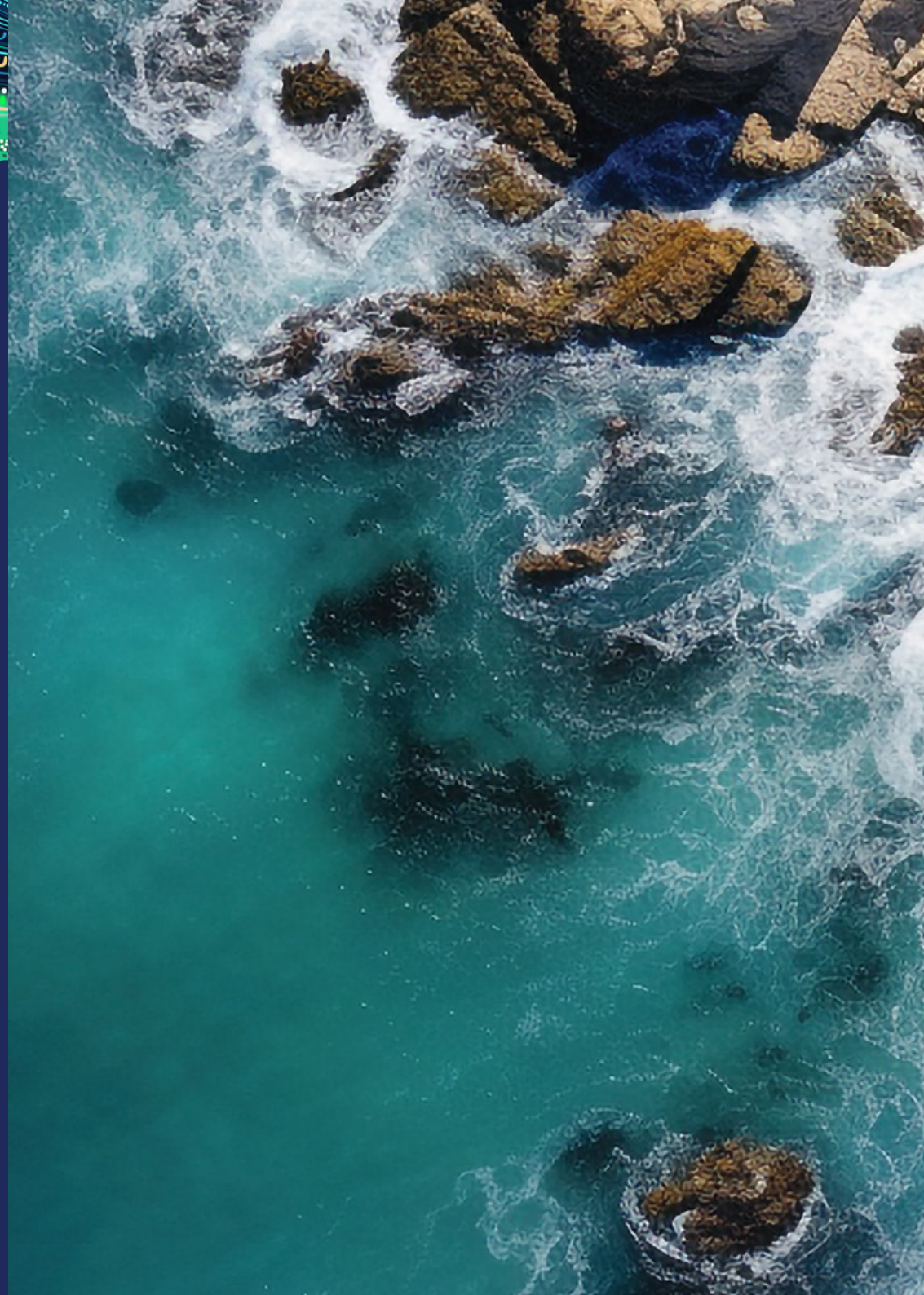
RECONCILIATION
ACTION PLAN

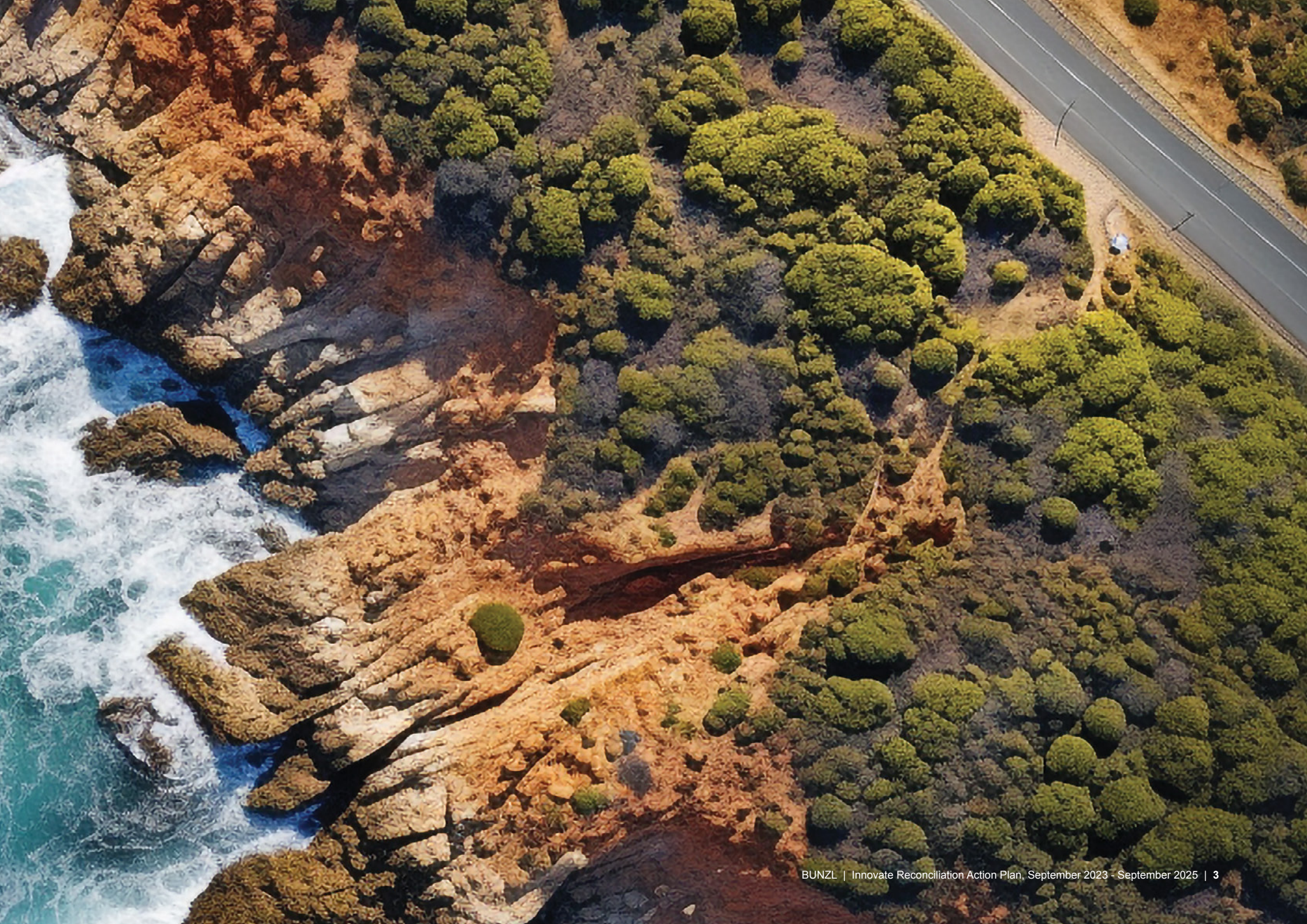
INNOVATE



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Acknowledgement of Country

Bunzl acknowledges the Traditional Custodians of the Nations across Australia, where we connect with communities while serving our clients. We pay our respects to Elders, past and recognise the profound connection of First Nations communities to their countries, cultures, spirituality and kinship.

For generations, First Nations peoples have nurtured and cared for the Country many call home. The deep understanding of the Country's ecosystems, resources, and cultural significance is a testament to First Nations wisdom and resilience. We honour the ongoing custodianship and the knowledge that has been passed down through stories, ceremonies, and art.

Connection to Country and communities is an intrinsic part of First Nations peoples' cultural identities and spirituality, shaping their ways of life, language, and connection to ancestors.

We recognise the importance of listening and learning from Traditional Custodians, value their knowledge and lived experiences, and strive to incorporate First Nations perspectives and aspirations into our practices.

We are committed to walking alongside First Nations communities on the journey of reconciliation, supporting self-determination and working towards a future that upholds the rights and aspirations of First Nations peoples and communities. We invite all our stakeholders, employees, customers, and partners to join us in this collective effort as we strive for reconciliation, understanding, and a brighter future for all.



Statement of Commitment

Bunzl is committed to fostering and contributing to a society built on cultural respect, recognition of lived experience, collaboration, and action on social impact. We proudly present our Innovate Reconciliation Action Plan, a testament to our dedication to achieving better outcomes in First Nations communities in Australia.

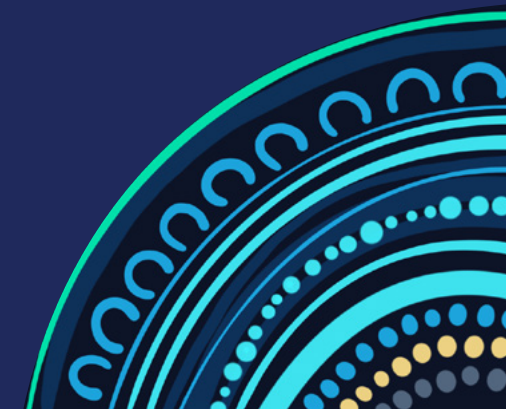
We deeply value cultural respect and recognise and honour the rich cultural heritage and traditions foundational to Australia's identity. By embracing diversity and promoting cultural inclusivity, we create an environment where everyone feels valued, respected, and empowered to contribute their unique perspectives.

We commit to actively listening and learning from First Nations voices and stories. By amplifying First Nations narratives and incorporating them into our decision-making processes, we create more meaningful and impactful outcomes that reflect the realities and aspirations of First Nations communities.

Through genuine partnership and open dialogue, we can achieve far better outcomes in First Nations communities. We seek to collaborate with First Nations communities, organisations, and individuals, understanding that collective action is crucial for driving lasting change. Together, we will co-create solutions that promote economic empowerment, educational opportunities, and the preservation of cultural heritage.

We will actively pursue initiatives that promote economic participation, create employment opportunities, and support the growth of First Nations-owned businesses. In our supply chain, we will champion diversity and inclusion, fostering partnerships with Aboriginal and Torres Strait Islander businesses.

We are committed to continuous learning, adaptation, and evolution as we work towards genuine reconciliation with First Nations communities. By harnessing the power of cultural respect, recognition of lived experience, collaboration, and committed action, we aim to create lasting positive change that benefits generations to come.



Foreword by CEO/ Managing Director

I am pleased to introduce Bunzl's Innovate Reconciliation Action Plan, the next step forward in our journey towards reconciliation and building a better future with First Nations communities in Australia.

At Bunzl, we believe that collaboration is fundamental to driving meaningful change. Our Innovate Reconciliation Action Plan speaks to our values and the practices that will contribute to and forge partnerships with organisations and individuals to achieve equitable outcomes in Australia with First Nations communities.

By embracing diversity and fostering an environment of inclusivity, we are committed to ensuring that every voice is heard and respected, and we create a platform for the recognition of diverse lived experiences.

Cultural respect is at the heart of our commitment. By celebrating and valuing the diversity of First Nations peoples, we are creating a workplace and society where cultural respect thrives, paving the way for greater understanding and appreciation.

We recognise and accept that the business community in Australia plays a critical role in enabling and driving social impact. At Bunzl, we know who we are, what we can do and how we go about our actions and leadership for a better tomorrow.

In our Innovate Reconciliation Action Plan, we will actively pursue initiatives promoting economic empowerment, employment opportunities, and support for Indigenous-owned businesses. We are fostering a more equitable society by championing diversity and inclusion throughout our supply chain and supporting wealth creation in First Nations communities.

This plan represents our dedication to making a real difference. We are committed to listening, learning, and evolving as we work towards genuine reconciliation. Together, let us create lasting positive change where the rights, cultures, and aspirations of First Nations communities are celebrated and respected.

We look forward to you joining us on this journey.



Scott Mayne
CEO/Managing Director

A message from CEO, Reconciliation Australia

Reconciliation Australia commends Bunzl Australasia on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Bunzl Australasia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Bunzl Australasia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships, respect, and opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Bunzl Australasia is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Bunzl Australasia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Bunzl Australasia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia





A message from RAP Partner, Dixie Crawford, Founder of Nganya

I am excited to be part of Bunzl's Innovate Reconciliation Action Plan, a testament to your commitment to reconciliation and creating better outcomes for First Nations communities.

This plan represents a significant opportunity to drive positive change and create economic outcomes and prosperity in First Nations communities. By fostering partnerships and actively engaging with First Nations organisations, businesses, and individuals, we can unlock the immense potential of First Nations entrepreneurship, contributing to a more inclusive and prosperous society.

I praise Bunzl's focus on the supply chain as a vehicle for change. We can create meaningful employment opportunities, economic participation, and capacity-building in First Nations communities by championing diversity and inclusion.

The commitment to collaboration and cultural respect within this plan is critical. By actively listening, learning, and integrating First Nations peoples' and communities' perspectives and aspirations, we can co-create lasting and positive solutions. Together, we can build an environment where cultural diversity is respected and celebrated, fostering a sense of belonging and pride.

The Bunzl Innovate Reconciliation Action Plan has the potential to drive meaningful change. By working together, we can create a society where First Nations communities' rights, cultures, and aspirations are recognised, realised and uplifted. Thank you for being so committed, and I look forward to our journey ahead.



RAP PARTNER

Dixie Crawford,

Barkindji Woman, Founder of Nganya





About the artist and artwork

Aboriginal artist Kylie Hill is a proud Kalkadoon and Waanyi woman from Mount Isa in Far North Queensland.

For the past 30 years Kylie has called Ipswich home and is well-known to her community and all over Queensland.

After painting for over three decades, in 2019 Kylie opened her own business, KJH Artworks.

KJH Artworks produces a range of attractive contemporary designs, in addition to a bespoke 'story telling' design service that works with groups and organisations to create meaningful, significant, and lasting visual stories for communities with the aim of building connection.

Her artwork has been commissioned by schools, community hubs, interest groups, Indigenous communities, Governments and sporting associations. A number of her pieces have travelled internationally, with pieces commissioned by organisations in the United States, Japan, Germany and Ireland.

Kylie is recognised in the softball community across Australia, as both a player and official, and has painted many softballs and equipment for this sport. She is also heavily involved in the Murri Women's Softball Tournament.

Each month, Kylie donates pieces of artwork to charity to help raise funds for cancer, and for children in sport. She loves helping others to achieve their goals through her art, and one of her biggest desires and inspirations is to connect with people through art and showcase her culture. She believes this can help close the gap, reconcile differences and bring people together.

Kylie has eight children with her husband David, and wants to ensure future generations keep First Nations culture alive. She knows she can contribute to this through her art, and by also teaching her craft to others. forward to our journey ahead.



Artwork

Connecting Across Country - The artwork shares the story of all people coming together and sharing a connection to communities and Country.

The lines represent First Nations peoples connecting to community through their DNA. This also reflects the importance of First Nations histories, cultures and contributions to the community.

The U shapes represent all people in community coming together to meet and build meaningful relationships towards reconciliation. This includes bringing about change for all to be inclusive through their work, communities collaborations and partnerships.

The white dots represent our ancestors who came before us, bringing forth their wisdom, protection, unity, integrity and acceptance while they watch over us.

The colours of blues and greens represent our healing waterways. Our healing begins when we've recognised our past traumas and pain and overcoming them together. Moving forward to a brighter pathway.





Who we are?

Bunzl has a global footprint operating in 32 countries across multiple marketing including grocery, foodservice, safety, cleaning and hygiene, retail and healthcare. Our purpose is to deliver essential business solutions around the world and create long term sustainable value for the benefit of all our stakeholders. We work with top international brands and local suppliers, to ensure that our customers have access to the best and most suitable products to meet their needs.

More locally, Bunzl Australasia is a leading wholesale distributor supplying a broad range of non-food consumable products essential for our customers to operate their businesses. We are focused on providing successful specialist distribution and quality service to our customers. Bunzl Australasia has 33 locations in Australia spanning across Victoria, Tasmania, New South Wales, South Australia, Queensland, Western Australia and the Northern Territory.

Bunzl Australasia has over 570 employees based in Australia, and we currently have 8 First Nations employees. In the previous year, we procured \$31 million in services from First Nations businesses.

Bunzl is a proud partner of the Clontarf Foundation. This non-profit organisation works to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander boys. Bunzl supports Clontarf, participating in events and providing employment opportunities to Clontarf alumni.





Our Vision

At Bunzl, we aim to enable an inclusive and respectful culture that celebrates and appreciates the lived experiences of First Nations people and communities.

Our vision for reconciliation is where First Nations peoples and communities have equal opportunities to thrive in culturally safe organisations and where meaningful relationships exist between First Nations peoples and Bunzl. We strive to build and prioritise empowerment and equal opportunities for First Nations peoples.

We are committed to increasing our engagement with locally operated and owned First Nations businesses. By actively engaging and building collaborative partnerships with First Nations businesses, we can continue to develop and strengthen our relationships with local First Nation communities.

Our internal action on education and training opportunities will enable our employees to deepen their understanding of First Nations histories, cultures and lived experiences. We are driven by the inherent desire to ensure our employees understanding and perception of First Nations peoples and communities is informed and accurate as we stride towards a more fair and just society in Australia.

We focus on creating clear and accessible pathways to leadership opportunities for First Nations peoples employed within Bunzl. We are dedicated to creating a workplace that supports the growth and development of First Nations employees, empowering them with the resources required to transition into leadership positions within the business.

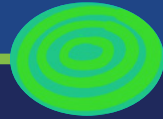
This Reconciliation Action Plan is our commitment to inspire positive change and contribute to a more inclusive and equitable culture at Bunzl. We envision a culture where collectively, we respect and embrace First Nations histories and cultures and appreciate the lived experiences of First Nations peoples and communities.





ONE

Enabling an inclusive and respectful culture at Bunzl that celebrates and appreciates the lived experiences of First Nations people and communities.



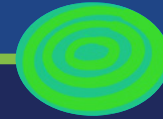
TWO

Advocating for equitable outcomes for First Nations peoples by investing in our local First Nations communities.



THREE

Actively facilitating cultural education for our employees by creating learning opportunities to understand the disconnect between cultures better and recognise the steps to take towards reconciliation.



FOUR

A renewed focus on creating pathways to leadership opportunities for First Nations employees within Bunzl.



FIVE

Strengthening partnerships with First Nations peoples by actively engaging with locally operated and owned First Nations businesses.





Why is Bunzl developing an Innovate RAP?

Bunzl is proud to be developing an Innovate Reconciliation Action Plan building on community collaboration and connection from our Reflect Reconciliation Action Plan. Our values of collaboration, cultural respect, recognition of lived experience and committed action on social impact drive us. We recognise that reconciliation is a powerful catalyst for positive change, leading to better outcomes in First Nations communities in Australia.

Through this plan, we aim to build genuine partnerships and actively engage with First Nations peoples, communities, businesses, and charities. We can leverage collective wisdom and diverse perspectives to co-create solutions that address systemic challenges First Nations people experience in the workforce and contribute to lasting change.

Cultural respect lies at the core of our commitment. We value and respect the rich cultural heritage and traditions of First Nations peoples and histories. By celebrating First Nations cultures and promoting cultural diversity, we create an inclusive environment where everyone feels valued, respected, and empowered to contribute their unique perspectives.

Recognition of lived experience is a fundamental aspect of our approach. We acknowledge the importance of actively listening to and learning from First Nations peoples' and communities' diverse voices and stories to better our understanding of First Nations lived experiences, cultures and community aspirations. We can ensure our actions are relevant, meaningful, and impactful

by amplifying the narratives and incorporating the insights of First Nations peoples into our decision-making through our governance structures including the RAP Working Group and First Nations employees network.

Committed action on social impact is our driving force. We understand the need to address the injustices First Nations communities have and continue to experience. By pursuing economic empowerment, employment opportunities, and educational pathways, we strive to create pathways to prosperity, ultimately contributing to the self-determination, sovereignty and well-being of First Nations peoples and communities.

We are excited about the potential of this plan to drive positive change and create better outcomes for all. By working hand in hand with First Nations communities, we can shape a more inclusive, equitable, and prosperous society for generations to come.



Bunzl RAP History

In 2015, Bunzl took its first steps to formally engage in reconciliation with First Nations peoples and communities by developing a Reflect RAP. We are committed to building relationships, respect, and opportunities for First Nations peoples. The RAP Framework, developed by Reconciliation Australia, guided our thinking and action on building relationships with local communities strengthen our Indigenous procurement activity in communities to contribute to better outcomes for First Nations peoples and communities in the locations where we do business.

The principles and practice of implementing our Reflect Reconciliation Action Plan have taken positive strides toward reconciliation through our partnerships with and contributions to local First Nations communities. The development of our Innovate Reconciliation Action Plan aims to build on this foundation by enabling a culturally safe environment at Bunzl for First Nations peoples to prosper.

During our first RAP, we focused on building and sustaining long-term relationships with First Nations peoples, communities and businesses.

We are proud to have collaborated with:

- **Sally Morgan Design Initiative** – Sally Morgan Design and Bunzl have established a partnership to create First Nations designed coffee cups that are cost competitive and visually unique. Bunzl is already the preferred supplier to many of the large facilities management companies in Australia that work in remote locations nationwide. This provides a unique opportunity for facilities management companies to purchase a cost-effective and visually engaging First Nations branded product from one of Australia's largest suppliers.
- **Kaarunga Media Partnership** – Kaarunga Media is a family-owned Aboriginal business. Bunzl has formed a strong business relationship with Dr. Blaze Kwaymullina (Founder) and through this relationship, several products supplied to Bunzl incorporates a unique Aboriginal design.
- **Corporate Connect Partnership** – Corporate Connect actively pursues opportunities to link the corporate sector and First Australian enterprises and employment opportunities. Bunzl's partnership with Corporate Connect has produced a great range of consumables that features artwork of Aboriginal artists. There is also a range of bathroom amenities, including guest hair and body care products with native Australian active botanical ingredients sourced nationwide. These are currently supplied to hotels and other hospitality outlets.
- **Cole Workwear Partnership** - Noongar owned and operated, Workwear Company is a preferred supplier of safety products to Worksense, a Bunzl Industrial and Safety division. Bunzl has partnered with Cole Supplies for over 5 years to support the local Noongar community, distribute Boomerang-branded products (workwear & PPE), and supply Cole with other products to on-sell. Established 'Cole powered by Bunzl', where Bunzl works with Cole to realise customers' reconciliation procurement intentions by facilitating sales between Cole Suppliers and our existing customers. Boomerang branded workwear supplied to multiple customers manufactured in collaboration with Cole Supplies. Veolia arrangement creates a tier 1 spend for them based on the partnership with Cole supplying Boomerang to the Veolia network. Most of our Rapid Antigen Kits supplied in early 2022 (\$30m+) were sourced directly through Cole, and with pre-payments, we assisted them in financially navigating the pandemic.

- **Kulbardi** – Kulbardi is Australia's largest Indigenous-owned holistic workplace supplier. This means that our customers only need to look to Kulbardi for products that help their workplace operate productively and cost-effectively. Kulbardi supply stationery, kitchen and janitorial products, printed stationery or merchandise, corporate or safety workwear, or help with furnishing with workplaces.
- **Panku Safety** – Panku Safety Solutions Pty Ltd (meaning 'united, together' in Nyiyaparli) is an Indigenous owned business operating in Melbourne and Perth. Panku is a specialist provider of tailored PPE and Safety Solutions drawing on 25 years of industry experience. Various PPE products are sourced from this Indigenous owned supplier for supply to multiple customers. Current business partner, Travis Ling, previously worked for Bunzl Safety and Lifting.
- **Ochre Sun** – Ochre Sun is 100% Indigenous-owned and led company specialising in the manufacture of sunscreen infused with sustainably and ethically sourced Indigenous botanicals.



Innovate RAP Implementation

Bunzl's Innovate Reconciliation Action Plan is underpinned by strong governance and a dedicated working group, embodying our commitment to collaboration, cultural respect, recognition of lived experience, and committed action on social impact.

The working group comprises representatives from across our organisation who are passionate about reconciliation. Their diverse backgrounds, experiences and perspectives ensure that our actions are informed and meaningful. This group will engage with First Nations communities, fostering relationships built on trust and mutual respect to ensure our initiatives are culturally appropriate and responsive.

Performance and monitoring processes are integral to our commitment. We have established clear metrics and targets to gauge the progress of our reconciliation efforts. Regular bi-monthly meetings are held to review our performance, share updates, and drive collective action. These meetings provide a platform for open dialogue, where the working group collaborates on strategies and initiatives, driving innovation and positive change.

The working group is instrumental in ensuring our Reconciliation Action Plan remains dynamic and impactful. We are committed to transparency, accountability, and the active involvement of all stakeholders on this transformative journey.

THE RAP WORKING GROUP MEMBERS ARE:

- Jennifer Tiffin, Human Resources Director and RAP Champion
- Sheridan Bennett, Human Resources Coordinator
- Glenn Harris, General Manager – Sector
- Fiona Corsie, Head of Marketing & E-Commerce
- Brendan Ahern, Procurement Director
- Todd Robertson, General Manager

THE RAP AMBASSADORS ARE:

- Melanie Harris, Key Account Manager
- Inis Shepherd, State Manager
- Matt Sharpe, National Service Manager
- Kim Vassella, National Order Manager
- Felicity Kelly, Sustainable Solutions Lead
- Tania Ainsworth, Branch Manager
- Mhonique Roux, Customer Service
- Lachlan Carson, Operations Manager

There are currently 3 First Nations people represented on our RAP Working Group.





Innovate RAP Deliverables

Relationships

Bunzl understands that effective communication, sharing experiences, good governance, and stakeholder engagement are key to developing culturally respectful, empathic and critical relationships that enable positive impacts on the lived experiences of First Nations peoples and communities.

By actively connecting with First Nations peoples, communities, organisations and businesses, we aim to foster partnerships that promote equity, respect, and openness. Our partnerships and community connections not only contribute to the empowerment of First Nations peoples but also enhance our understanding of diverse cultures and perspectives and lived experiences.

We believe that collaborating with First Nations communities will lead to economic growth, cultural exchange, and social development. As we explore and understand a wealth of knowledge, experience, and innovation, and strengthen our capacity as a trusted partner and supplier. It is through these collaborations that we can create sustainable solutions that address the unique needs of Indigenous communities while driving growth and prosperity.



ACTION	DELIVERABLE	TIMELINE	ACCOUNTABILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	November 2023	Human Resources Director
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2024	Human Resources Director
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2024	Human Resources Director
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2024	Human Resources Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May–3 June, 2024 and 2025	Communications Lead
	RAP Working Group members to participate in an external NRW event.	27 May–3 June, 2024 and 2025	Communications Lead
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June, 2024 and 2025	Communications Lead
	Organise at least one NRW event each year.	March 2024 and March 2025	Communications Lead
	Register all our NRW events on Reconciliation Australia's NRW website .	March 2024 and March 2025	Communications Lead
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	October 2023	Communications Lead
	Communicate our commitment to reconciliation publicly.	November 2023	Communications Lead
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2023	Communications Lead
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	May 2024	Human Resources Director
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	August 2024	Human Resources Director
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	August 2024	Human Resources Director
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2024	Human Resources Director
	Educate senior leaders on the effects of racism.	February 2024	Human Resources Director

Respect

Our respect for First Nations cultures, histories, knowledge, and rights is significant to our people and organisation. Bunzl's commitment is deeply rooted in the understanding that embracing these elements is vital for fostering a sense of pride in the cultures and histories we are connected to and by respecting diverse cultures and histories, we demonstrate our commitment to creating an inclusive and culturally responsive organisation.

We strive to ensure that First Nations peoples and communities we work with are respected as partners and collaborators in how our organisation engages and contributes to social and economic change in First Nations communities. This means listening to their voices, valuing their experiences and expertise and remaining engaged in meaningful conversations about the issues that matter most to First Nations peoples and communities.

Our commitment to being a culturally informed and safe organisation drives our continuous education of ourselves, ensuring that we uphold the rights and promote the strengths, resilience and of First Nations peoples, communities, cultures and histories. It is through understanding, appreciation, acknowledgment, learning, and celebration that we forge meaningful and respectful partnerships and collaboration to drive success and create a more inclusive and equitable society.

FOCUS AREA:

We believe that at Bunzl, everyone counts.



ACTION	DELIVERABLE	TIMELINE	ACCOUNTABILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2024	Human Resources Director
	Conduct a review of cultural learning needs within our organisation.	February 2024	Human Resources Director
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2024	Human Resources Director
	Develop, implement, and communicate a cultural learning strategy document for our staff.	March 2024	Human Resources Director
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2024	Human Resources Director
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023	Human Resources Director
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2023	Human Resources Director
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December 2023	Human Resources Director
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2023	Human Resources Director
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024, 2025	Human Resources Director
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	August 2023	Human Resources Director
	Promote and encourage participation in external NAIDOC events for all staff.	First week in July, 2024, 2025	Communications Lead

Opportunities

Creating opportunities for First Nations peoples, communities, organisations and businesses is of utmost importance to our organisation and its core business activities.

Through our Reconciliation Action Plan, we recognise the significance of fostering inclusion, empowerment, and economic prosperity in First Nations communities. We understand the importance of creating meaningful and sustainable opportunities to promote the advancement of First Nations peoples through employment, professional development and the implementation of retention strategies of the Bunzl First Nations workforce and procurement with First Nations businesses.

Our commitment is to develop opportunities for all our non-First Nations workforce to build their cultural capability and understanding of First Nations peoples, cultures and histories for our employees and expand procurement relationships with First Nations businesses. The development and strengthening of relationships with First Nations peoples, communities, organisations and businesses will inform our leadership as we aim to contribute to the empowerment and self-determination of First Nations Australians while fostering a more inclusive and equitable society.

Image by: Mark McLaren (Flying Fox Media Creation)



ACTION	DELIVERABLE	TIMELINE	ACCOUNTABILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Annual review and strengthen our business case for Aboriginal and Torres Strait Islander employment within our organisation.	April 2024, 2025	Human Resources Director
	Review and strengthen our understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2024	Human Resources Director
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	May 2024	Human Resources Director
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2024	Human Resources Director
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates and stakeholders.	February 2024	Human Resources Director
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2024	Human Resources Director
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2024	Head of Procurement
	Investigate Supply Nation membership.	July 2024	Head of Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2023	Head of Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2024	Head of Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	September 2024	Human Resources Director

Governance

Effective governance drives successful action and leadership at Bunzl, paving the way for lasting, impactful outcomes in our Reconciliation Action Plan. It ensures accountability, transparency, and continuous improvement throughout the process, ultimately enabling us to create positive and meaningful change that lasts.

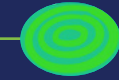
At Bunzl, we emphasise establishing and maintaining strong governance structures. This includes executive and senior leadership sponsorship, the operation of working groups, and collaborative opportunities with community and industry partners. We ensure informed decision-making and comprehensive progress by bringing together diverse perspectives, expertise, and meaningful representation from First Nations .

Our Reconciliation Action Plan implementation is grounded in accountability, transparency, and continuous improvement. We hold ourselves responsible for achieving our objectives, clear about our performance, steadfast in our delivery, and proactive in engaging with stakeholders. Through robust governance practices, Bunzl is dedicated to fostering meaningful change within our organization and the broader communities we touch.



ACTION	DELIVERABLE	TIMELINE	ACCOUNTABILITY
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2023, 2024	Human Resources Director
	Establish and apply a Terms of Reference for the RWG.	October 2023	Human Resources Director
	Meet at least four times per year to drive and monitor RAP implementation.	October 2023, January, April, July, October 2024, January, April, July 2025	Human Resources Director
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2024	Human Resources Director
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2023	Managing Director
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2023, 2024, 2025 January 2024, 2025 April 2024, 2025 July, 2024, 2025 September 2025	Human Resources Coordinator
	Appoint and maintain an internal RAP Champion from senior management.	October 2023	Managing Director
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are current to ensure we do not miss out on important RAP correspondence.	June 2024, 2025	Human Resources Director
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	1 August 2024, 2025	Human Resources Director
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2024, 2025	Human Resources Director
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly from October 2023 to October 2025	Managing Director
	Publicly report our RAP achievements, challenges and learnings annually.	May 2024 October 2024 May 2025 September 2025	Human Resources Director
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	Human Resources Coordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2025	Human Resources Coordinator
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2025	Human Resources Coordinator





Contact details

Name

Jennifer Tiffin

Position

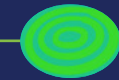
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