



RECONCILIATION
ACTION PLAN

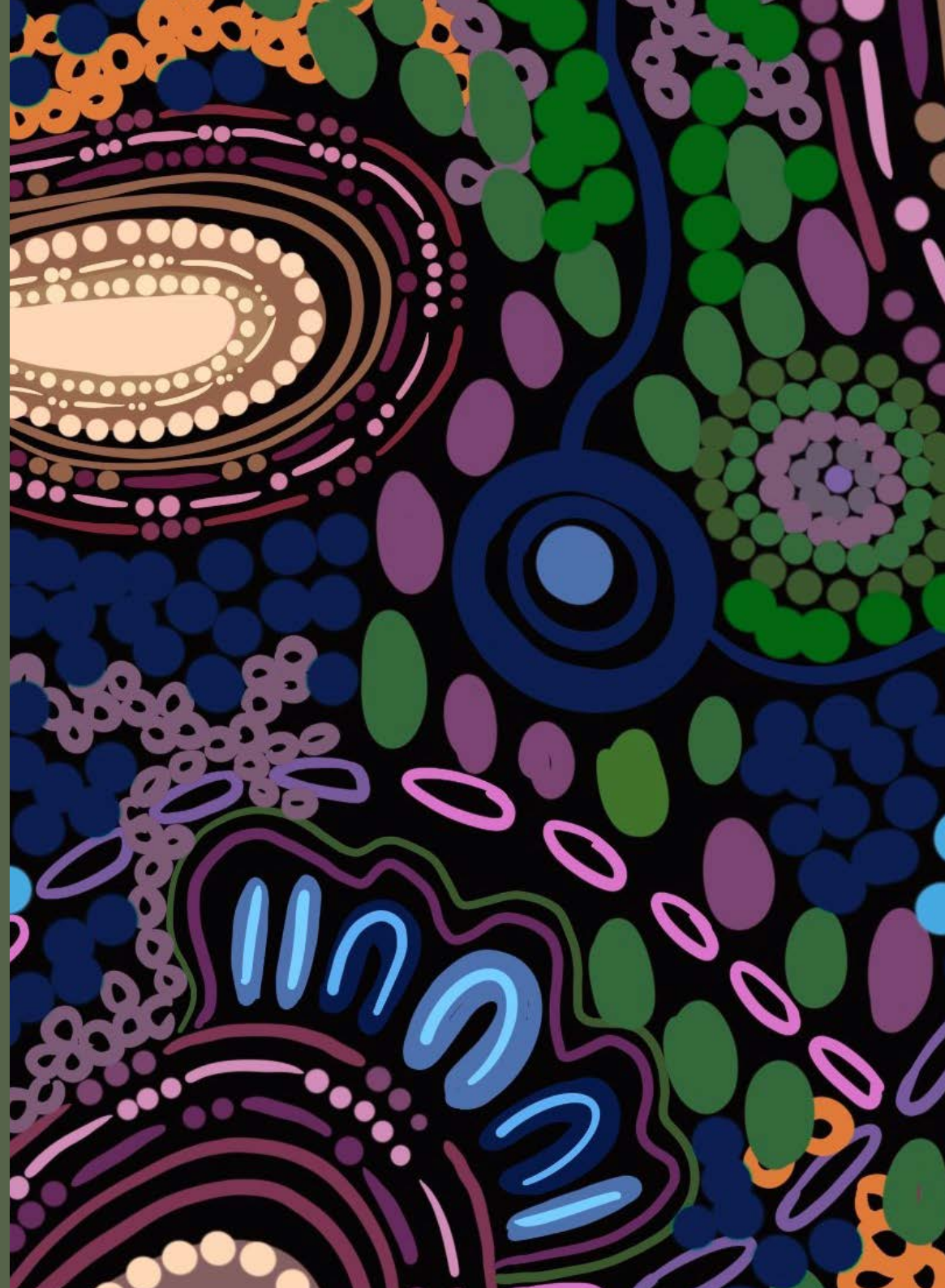
INNOVATE

RECONCILIATION ACTION PLAN

JUNE 2026 - JUNE 2028
ASIA PACIFIC

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ACKNOWLEDGEMENT OF COUNTRY

**We acknowledge the Traditional Custodians of the lands,
seas and waters on which we live and work across Australia.**

**For generations, First Nations peoples have cared for and sustained
Country. Their deep knowledge of land and waters, ecosystems and
cultural practices reflect wisdom developed over thousands of years
and remains central to ongoing custodianship.**

**We pay our respects to Aboriginal and Torres Strait Islander Elders
past and present and recognise the role of future generations in
continuing care for Country.**

MESSAGE FROM OUR MANAGING DIRECTOR

On behalf of Bunzl, I am proud to present our second Innovate Reconciliation Action Plan (RAP), building on the foundations, learnings and relationships established through our first RAP.

This plan reflects our progress to date and our commitment to strengthening accountability as we continue our reconciliation journey.



Scott Mayne
CEO / Managing Director

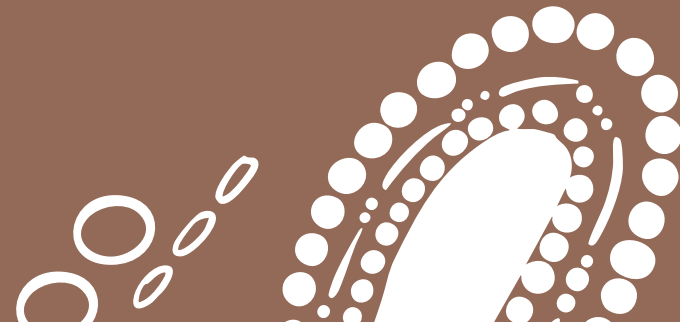
At Bunzl, we believe collaboration is essential to achieving meaningful and lasting change. By fostering an inclusive culture, we are committed to listening and ensuring lived experience informs our thinking, decision-making and governance. Building on feedback from our first RAP, we have expanded our actions to strengthen relationships with Aboriginal and Torres Strait Islander organisations and individuals.

Cultural respect underpins our approach. By valuing the diversity of First Nations peoples, we are building a workplace where people feel respected, supported and able to contribute, and where employment practices promote fairness and inclusion.

This Innovate RAP presents an opportunity to support positive social and economic outcomes for First Nations communities. We will focus on our supply chain as a key lever for change, supporting economic participation, employment pathways and engagement with First Nations-owned and operated businesses through the products and services we purchase and the solutions we deliver to our customers.

We also recognise the role the Australian business community can play in creating positive social impact and have extended our involvement with organisations that support First Nations learning pathways.

This plan reflects our commitment to continuous learning and improvement as we work towards genuine reconciliation. We invite our people, partners and stakeholders to join us on this journey.



A MESSAGE FROM CEO RECONCILIATION AUSTRALIA

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



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

With over 5.5 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 continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP type - REFLECT, INNOVATE, STRETCH AND ELEVATE - allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Bunzl Australasia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Bunzl Australasia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Bunzl Australasia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Bunzl Australasia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Bunzl Australasia's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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

Karen Mundine

Chief Executive Officer Reconciliation Australia

ABOUT THE ARTIST AND ARTWORK

KYLIE HILL

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. Several of her pieces have travelled internationally, with pieces commissioned by organisations in the United States, Japan, Germany and Ireland.

Each month, Kylie donates 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 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.

COMMUNITY CONNECTIONS

In the heart of our vibrant land where ancient stories have woven through the fabric of everyday life, communities thrived, deeply connected to each other and to the earth.



This community, nestled between the sprawling plains and the vibrant hills, each stroke and colour illustrates the unique and intricate relationships that bounds community together.

The dominant hues of purple and blue in the painting symbolises the sky at dusk, a time when community gather to share stories and wisdom. The rich oranges and greens reflected the earth, the source of sustenance and the foundation of heritage. Each colour tells a story, from the vibrant flowers blooming in the fields to the deep roots of ancient trees that have stood for generations.

The swirling lines and circular patterns represent pathways of connection—both physical and spiritual. These paths reflected the journeys of community members, who travelled between homes, shared meals, and offered support during times of need. Each dot is a representation of an individual, a family, or a moment in time, illustrating how every person contributed to the tapestry of their community. This art piece not only serves as a reminder of the past but also illuminates the path ahead, guiding community as they continued to grow together, rooted in the rich soil of shared history and vibrant culture.

“COMMUNITY CONNECTIONS” is a living testament of unity, love, and resilience.

All symbols create a powerful message that brings about actions that strengthens relationships and growth while establishing the best approach for a powerful influence in achieving reconciliation in the community and workplace.



OUR VISION FOR RECONCILIATION



Our vision for reconciliation is an Australia that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and a national culture that represents equality and equity, historical acceptance of our shared history and removal of negative race relations.

Within our organisation, this means creating a culturally safe and inclusive workplace, partnering with Aboriginal and Torres Strait Islander businesses and organisations to drive economic, educational, and employment opportunities, and embedding respect for culture into everything we do.



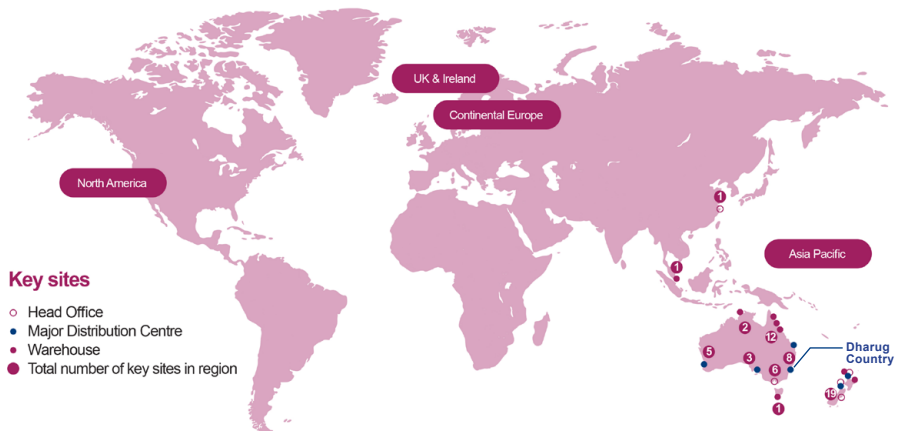
OUR BUSINESS

Bunzl Asia-Pacific is part of the Bunzl plc, a global distribution and services company with operations spanning the Americas, Europe, Asia-Pacific, and the UK & Ireland.

We create long-term sustainable value by supplying essential business products and services worldwide. Through partnerships with leading international brands and local suppliers, we source, consolidate and distribute a wide range of products to support customers across key sectors, including mining, cleaning and hygiene, retail, hospitality and healthcare.

Within Australia, our operations encompass a diverse group of businesses, including Bunzl Australia & New Zealand, Bunzl Safety & Lifting, Interpath, Atlas McNeil, Melbourne Cleaning Supplies, Fire Rescue Safety Australia, Containit, Obex MedTech Australia, PowerVac, Medshop and Harvey Distributors. Within Australia specifically we employ over 1,000 people across over 50 sites. While the number of staff who identify as Aboriginal and/or Torres Strait Islander peoples is currently not known, we will work within this RAP to understand this.

Within Australia we operate across the Boonwurrung, Woiworung, Dharug, Wonnarua, Wiradjuri, Yuggera, Bindal, Wulgurukaba, Yuwi, Yidinji, Yirriganydji, Yugambah, Bayali, Gureng Gureng, Barunggam, Kalkadoon, Wajuk, Ngarluma, Kauma, Larrakia and Paredarerme Countries.



Key Bunzl Global statistics



Revenue
£11.8 billion



Employing
24,500
people



Operating in
32 countries
globally



More than
15,000 suppliers
covering 70
countries



160
operating
companies



Employing
over 1,350
people



Over 50
sites

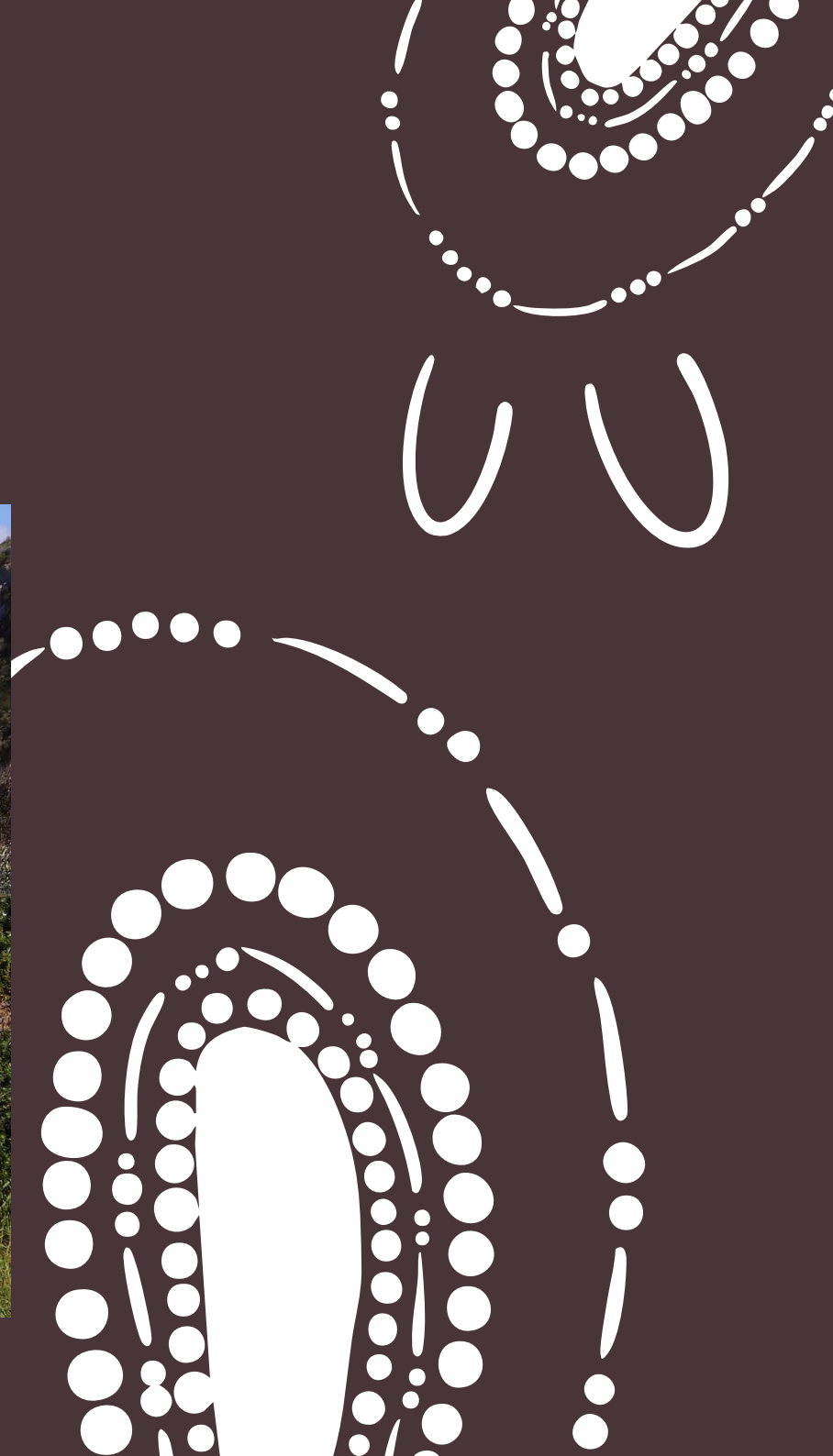


Operating across
Australia, New
Zealand, Singapore
and China

Key Bunzl Asia-Pacific statistics

OUR COMMITMENT

We recognise the diverse lived experiences of Aboriginal and Torres Strait Islander peoples across Australia, shaped by deep and enduring connections to Country, culture, community and kinship.



This is Bunzl's second Innovate Reconciliation Action Plan, building on the foundations, learnings and relationships established through our first RAP. It reflects our progress to date and our continued commitment to strengthening accountability as we advance our reconciliation journey.

Reconciliation is an ongoing process. We acknowledge the importance of listening to and learning from Traditional Custodians. We value the knowledge, time and perspectives shared with us and seek to respectfully reflect these insights in our decision-making, ways of working and relationships.

Through this second Innovate Reconciliation Action Plan, we commit to building respectful and genuine relationships founded on learning, partnership and accountability. We support self-determination and aim to contribute to outcomes that recognise and uphold the rights, cultures and aspirations of First Nations peoples.

At Bunzl, we are committed to fostering an inclusive and culturally respectful workplace where First Nations employees feel safe, valued and supported. We are focused on creating clear and accessible pathways to employment, development and leadership, supported by workplace systems that enable participation, growth and long-term opportunity.

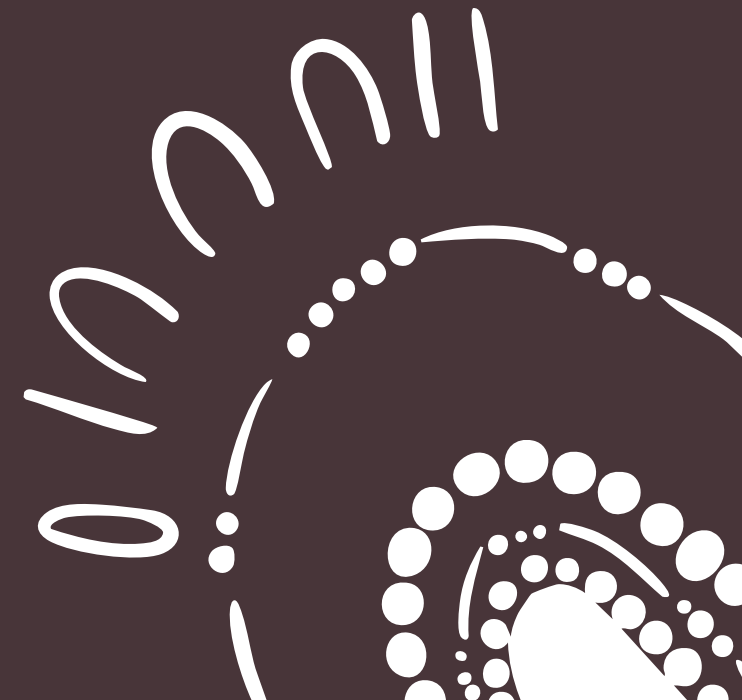
We will continue to invest in education and learning pathway programs that support young Aboriginal and Torres Strait Islander people. These programs help participants stay engaged in education, build confidence and develop life skills, while creating pathways into further education, training and employment.

We are also committed to strengthening relationships with First Nations communities through increased engagement with locally owned and operated First Nations businesses. By embedding this focus within our supply chain, we aim to support economic participation and sustainable outcomes.

This second Innovate RAP reflects our commitment to continuous learning, reflection and improvement. Through collective action, we seek to contribute to positive, lasting change for First Nations communities, now and for future generations.

KEY FOCUS AREAS

- Build on learnings from our first Innovate RAP
- Foster an inclusive and culturally respectful workplace
- Strengthen relationships with First Nations communities
- Support education, employment and leadership pathways
- Increase engagement with First Nations-owned and operated businesses
- Maintain accountability and continuous improvement



OUR JOURNEY SO FAR

Over the past three years, our Innovate RAP has driven meaningful progress, strengthened relationships and embedded reconciliation more consistently across our organisation. While there is more work ahead, this reflects growing momentum and a clear commitment to action.



EMBEDDING OUR COMMITMENT

Our previous RAP marked our first formal Innovate Reconciliation Action Plan. While reconciliation initiatives were already underway across Bunzl Australia, the Innovate RAP provided a clear structure to unite these efforts, set shared priorities and strengthen accountability. As our first Innovate RAP, the focus was on embedding commitment across the business, establishing governance and building understanding, creating a solid foundation on which to grow and deepening our reconciliation efforts.

We are deeply grateful for the wisdom and lived experience shared by Dixie Crawford for her support and guidance in creating our first Innovate RAP. Dixie is a proud Barkindji woman from Wiradjuri Country and founder of Nganya who partners with businesses to create meaningful change. She offered us guidance on our Reconciliation Action Plan, First Nations strategies, cultural capability development and executive coaching. Her support has helped us strengthen our commitment to reconciliation and build a more inclusive future.

Our RAP was officially launched in February 2023 in Western Australia at an event that brought together employees and First Nations partners, including the Clontarf Foundation, Cole Workwear and the Kiilalaana Foundation. The launch included a Smoking Ceremony and Welcome to Country delivered by Elder Len Collard, marking an important milestone in our reconciliation journey.

One of the challenges in our journey has been maintaining momentum across the business over time. While the early stages were marked with strong enthusiasm and engagement, sustaining this energy requires ongoing effort and intention. As our understanding has deepened, we recognised that meaningful reconciliation goes beyond visible recognition. It requires creating space and support for learning, growth and open dialogue – including the willingness to engage in complex

and sometimes uncomfortable conversations. Much of this work is not always visible, but it is critical. Navigating this shift has required courage and reflection and represents an important step in moving from awareness to embedding reconciliation into our culture and way of working.

Since then, and informed by these learnings, we have continued to progress our Innovate RAP by refining our focus, strengthening relationships and delivering key initiatives. This period has allowed us to deepen understanding, fine-tune our plans and embed reconciliation more meaningfully across the organisation.

CULTURAL LEARNING AND AWARENESS

Building understanding has been a key focus of our work. Our Cultural Learning Strategy has delivered some of the most positive outcomes over the past three years. While levels of understanding across the organisation continue to vary, we are seeing increased curiosity, engagement and confidence in conversations about Aboriginal and Torres Strait Islander histories and cultures. Cultural learning activities, Acknowledgements of Country and open dialogue are becoming more embedded, strengthening foundations for respect, reconciliation and positive race relations.

To support this learning, we launched a dedicated Reconciliation page on our employee SharePoint site, improving access to practical resources including guidance on Acknowledgement and Welcome to Country, engaging with local Indigenous communities, First Nations procurement and running NAIDOC Week events.

Leadership engagement has been a critical component of this work. Eighteen people leaders participated in a two-day on-Country cultural immersion experience with Ngaran Ngaran Cultural Awareness as part of a leadership program. During the experience, leaders learned about the

language, songs, and stories of the Yuin People, visiting places of cultural significance across Narooma and Djirringanj country. This immersive learning supported deeper reflection, strengthened connection to First Nations cultures and increased leaders' confidence to engage in culturally respectful and informed conversations within their teams.

In addition, cultural learning sessions such as a virtual presentation by Jeffrey Morgan from the Lifestyle Program provided leaders and teams across Bunzl Australia with opportunities to hear personal lived experiences, further supporting understanding, reflection and dialogue across the organisation

RELATIONSHIPS AND COMMUNITY ENGAGEMENT

We continued to strengthen respectful, mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations through active participation in National Reconciliation Week and NAIDOC Week. These engagements provided opportunities for our people to connect with Elders, artists and community members, supporting deeper understanding of First Nations cultures, histories and perspectives.

Across our business, employees participated in locally led cultural activities, Welcome to Country and Smoking Ceremonies, community events, and creative initiatives that celebrated local First Nations stories. These experiences encouraged learning, dialogue and reflection, helping to embed reconciliation through meaningful community connection.

SUPPLIER DIVERSITY AND ECONOMIC PARTICIPATION

Over the past three years, we have continued to strengthen Aboriginal and Torres Strait Islander supplier engagement as a key pathway to supporting

positive economic and social outcomes. Our focus has been on building respectful, long-term relationships that create meaningful opportunities for First Nations-owned and operated businesses to participate in our supply chain.

This work has included collaboration with CorporateConnect.AB to provide CCAB Supply Nation-certified coffee cups to our customers. We also established new supply partnerships with Yarn'n Co, expanding the range of First Nations products and services available. In addition, we have maintained and strengthened existing relationships with Chemrose, Wirrpanda, Cole Workwear and Yaru, recognising the value of consistency and continuity in supplier partnerships.

Furthermore, we have continued to engage with Supply Nation to guide our approach, support credibility and ensure our reconciliation efforts align with best practice. Through these actions, we are working to embed supplier diversity in a way that supports sustainable economic participation and shared value over the long term.

EMPLOYMENT PATHWAYS

We reviewed and mapped opportunities to improve Aboriginal and Torres Strait Islander employment outcomes, focusing on recruitment, retention, and professional development pathways. While this work is still in its early stages, it has identified clear opportunities to strengthen future employment and leadership pathways within the organisation. We continued our partnership with Clontarf, supporting programs that help young Aboriginal and Torres Strait Islander people stay engaged in education and build pathways into employment. Employees were actively involved through mentoring, attending events and site visits, and building relationships with local Clontarf Academies, strengthening connection and understanding across our business.

LOOKING AHEAD

Collectively, our progress over the past three years demonstrates positive momentum. While we recognise reconciliation is an ongoing journey and that more work remains, we are encouraged by the foundations built to date. Our Innovate RAP continues to guide us towards stronger, more respectful and more impactful action, and we remain committed to learning, improving and taking meaningful steps forward.



OUR FIRST NATIONS PARTNERSHIPS

Throughout our journey, we have formed meaningful partnerships with several First Nations businesses and purpose-driven organisations, and we look to continue building on these relationships.



clontarf foundation



CHEMROSE

COLE



yarnin



EMBEDDING OUR COMMITMENT

SUPPLY NATION

As corporate members of Supply Nation across our Australian Bunzl businesses, we see a meaningful opportunity to strengthen economic participation by connecting our customers with products from First Nations businesses. These partnerships help create growth for suppliers and provide our customers with quality products that contribute to positive change.

CLONTARF FOUNDATION

The Clontarf Foundation supports Aboriginal and Torres Strait Islander boys and young men to stay engaged in education through school-based programs that build confidence, wellbeing and pathways to employment. Bunzl supports Clontarf through partnership activities and employee engagement initiatives.

YALARI

Yalari provides educational scholarships for Aboriginal and Torres Strait Islander children from regional and remote communities to attend high-performing schools. Bunzl supports Yalari through a University Scholarship to help improve access to education and long-term opportunities for First Nations young people.

PRODUCTS FOR RESALE TO OUR CUSTOMERS

CHEMROSE SUPPLIERS PTY LTD

Chemrose is a proudly Indigenous-owned supplier of Australian-made cleaning chemicals and is the first Indigenous-owned business to achieve GECA certification. Through our partnership, customers can access a wide range of high-quality cleaning products while supporting an Indigenous-owned and sustainability-focused business.

COLE SUPPLIES PTY LTD

Cole Workwear is a Noongar-owned and operated supplier of safety products and workwear. Bunzl has partnered with Cole over many years to support reconciliation procurement through the supply of Boomerang-branded workwear and PPE.

CORPORATE CONNECT AB

Corporate Connect AB connects corporate organisations with First Nations enterprises and employment opportunities. Through this partnership, Bunzl supplies a range of consumables and hospitality products featuring Aboriginal artwork and native Australian botanical ingredients to customers across the hospitality sector.

WIRRPANDA SUPPLIES PTY LTD

Wirrpanda Supplies is an Indigenous-owned supplier of commercial cleaning products, with a strong focus on environmentally preferable chemicals. They are committed to creating training and employment opportunities for young First Nations people and contribute a percentage of all chemical sales to the Waalitj Foundation, which works to improve the lives of Aboriginal and Torres Strait Islander communities. By partnering with Wirrpanda and supplying their products to customers, Bunzl helps amplify these efforts and drive positive impact for First Nations communities.

KULBARDI

Kulbardi is Australia's largest Indigenous-owned holistic workplace supplier. Through this partnership, customers can access a wide range of products including stationery, janitorial supplies, workwear, merchandise and workplace furnishings via a single Indigenous-owned supplier.

PANKU SAFETY

Panku Safety Solutions is an Indigenous-owned business operating in Melbourne and Perth, specialising in tailored PPE and safety solutions. Bunzl partners with Panku to supply PPE products to customers, drawing on their extensive industry experience and shared safety expertise.

YARN'N CO PTY LTD

Yarn'n Co is an Indigenous-owned business supplying essential paper products that incorporate First Nations designs and storytelling. Bunzl partners with Yarn'n Co to offer customers culturally meaningful everyday products, while supporting Indigenous economic participation.

YARU AUSTRALIA PTY LTD

Yaru Water is an Indigenous-owned and operated business producing premium mineral water sourced from a naturally replenishing aquifer on Bundjalung Country. A portion of proceeds supports the Yaru Foundation, which undertake projects that improve health outcomes for First Nations communities. By partnering with Yaru Water and supplying their products to customers, Bunzl helps amplify their mission to empower First Nations communities and create lasting opportunities.

DIRECT SERVICES FOR OUR BUSINESS

NGARAN NGARAN CULTURAL AWARENESS

Ngaran Ngaran is a cultural awakenings initiative that invites Australians and international visitors to connect with Yuin Country and its traditions. As part of our leadership program, Bunzl partnered with Ngaran Ngaran to provide 18 people leaders with a two-day on-Country cultural immersion experience. During this program, leaders learned about the language, songs, and stories of the Yuin People, gaining a deeper understanding of First Nations culture and perspectives.

KALLICO CATERING

Kallico Catering specialises in First Nations cuisine, celebrating the rich flavours and traditions of Indigenous culinary practices with deep respect for Country and culture. Bunzl partners with Kallico to bring authentic First Nations food experiences to selected events, helping share Indigenous culture and support Kallico's mission to showcase and preserve these traditions.



RECONCILIATION GOVERNANCE



Strong governance underpins Bunzl's Innovate Reconciliation Action Plan and is critical to ensuring our commitments translate into meaningful action.

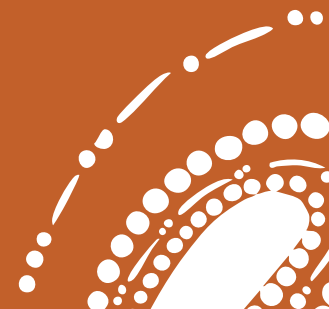


Our RAP Working Group provides oversight, coordination and accountability for the delivery and ongoing evolution of the RAP. The Working Group is made up of representatives from across the business who bring diverse perspectives and a shared commitment to reconciliation. Together, they guide implementation, monitor progress, and ensure reconciliation considerations are embedded in decision-making, policies and practices.

Our approach is strengthened through trusted external advice. We engage with organisations such as Clontarf, Yalari, Supply Nation and Reconciliation Australia to inform our thinking, challenge our assumptions and ensure our actions remain credible, culturally appropriate and aligned with best practice. These relationships provide valuable insight into lived experience, community priorities and effective pathways for impact.

Accountability and continuous improvement are central to our governance framework. Our RAP is championed by the Sustainability Director, who provides overall coordination and oversight of implementation. The RAP Working Group meets bi-monthly to review progress against agreed actions and targets, share learnings and identify opportunities to refine and strengthen our approach.

The group operates in line with its Terms of Reference, which guide its structure and decision making. The Working Group includes representation from across the business, as well as one member who identifies as Aboriginal and/or Torres Strait Islander.



Progress is also shared with nominated members of our Executive through our Asia Pacific Sustainability Committee. This cycle of review and improvement ensures the RAP remains relevant, responsive and grounded in both internal experience and external guidance.

Through strong governance, trusted partnerships and ongoing reflection, we are committed to maintaining a dynamic and effective Innovate RAP that supports transparency, accountability and meaningful progress on our reconciliation journey.



INNOVATE RAP DELIVERABLES

This second Innovate RAP builds on the foundations of our first RAP and focuses on deepening relationships, embedding cultural respect, and expanding opportunities through clear, measurable actions.

RELATIONSHIPS

Strengthen and deepen respectful, mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities through consistent engagement and collaboration.



	ACTION	DELIVERABLE	TIMING	RESPONSIBLE
1	STRENGTHEN RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER STAKEHOLDERS AND ORGANISATIONS	Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to enhance and improve our guiding principles for future engagement.	June (annually)	Sustainability Director
		Review engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations and incorporate learnings. Engagement activities documented and reviewed by the RAP Working Group.	December (annually)	Sustainability Director
2	EMBED PARTICIPATION IN NATIONAL RECONCILIATION WEEK (NRW)	Understanding of NRW deepened through company-wide learning and reflective activities each year.	27 May – 3 June (annually)	Sustainability Director
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June (annually)	Sustainability Director
		Organise at least one NRW event each year.	27 May – 3 June (annually)	Sustainability Director
		Register all our nrw events on reconciliation australia's NRW website.	27 May – 3 June (annually)	Sustainability Director
3	PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE	Plan and manage reconciliation messaging to be shared through internal communications including on SharePoint.	January (annually)	Sustainability Director
		Communicate our commitment to reconciliation publicly.	July (annually)	Sustainability Director
		Collaborate with other organisations within our sphere of influence to develop innovative opportunities to advance reconciliation.	June (annually)	Sustainability Director & Procurement Director
		Identify and explore partnership opportunities to drive reconciliation outcomes.	June (annually)	Sustainability Director & Procurement Director
4	SUPPORT POSITIVE RACE RELATIONS THROUGH ANTI-DISCRIMINATION STRATEGIES	HR policies and procedures reviewed and updated in consultation with First Nations Advisors where required to address anti-discrimination and respectful behaviour provisions .	December 2026	HR Director
		All updated HR policies and procedures communicated and accessible to employees.	June 2027	HR Director
		Employees supported with guidance and tools to promote respectful behaviour and address inappropriate workplace conduct. Raise awareness with senior leaders on the impacts of racism through ongoing discussion and learning.	December 2027	Sustainability Director
		Raise awareness with senior leaders on the impacts of racism through ongoing discussion and learning.	June (annually)	Sustainability Director & HR Director

RESPECT

Embed cultural understanding, awareness and respect across the organisation by strengthening cultural learning, leadership capability and everyday practices.



	ACTION	DELIVERABLE	TIMING	RESPONSIBLE
5	STRENGTHEN CULTURAL UNDERSTANDING AND RECOGNITION THROUGH CULTURAL LEARNING	Conduct a Cultural Gap Survey to better understand cultural learning needs within Bunzl.	June 2028	Sustainability Director & HR Director
		Revise and continue to implement our Cultural Learning Plan for all employees in consultation with First Nations advisors.	June (annually)	Sustainability Director & HR Director
		Cultural learning opportunities included within leadership development activities.	June (annually)	Sustainability Director & HR Director
6	EMBED RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES BY OBSERVING CULTURAL PROTOCOLS	Review and update cultural protocol documents.	May 2028	Sustainability Director
		Local Traditional Owner or Custodian provides a Welcome to Country or other appropriate cultural protocol at significant events.	June 2028	Sustainability Director & HR Director
7	EMBED CELEBRATION OF NAIDOC WEEK AS A LEARNING AND ENGAGEMENT OPPORTUNITY	Tools that support NAIDOC Week participation shared throughout the business each year.	June (annually)	Sustainability Director
		Employees encouraged to participate in region specific activities to promote understanding and respect.	June (annually)	Sustainability Director

OPPORTUNITIES

Expand and strengthen pathways that support economic participation, employment and professional development opportunities for Aboriginal and Torres Strait Islander peoples.



	ACTION	DELIVERABLE	TIMING	RESPONSIBLE
8	STRENGTHEN EMPLOYMENT OUTCOMES FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES	Develop and implement a Recruitment, Retention, and Professional Development Plan.	June 2027	HR Director
		Consult with First Nations employment advisors on our Recruitment, Retention, and Professional Development Plan.	December 2026	HR Director
		Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September (annually)	Sustainability Director & HR Director
		Implement actions identified in our plan to remove barriers and strengthen existing and new employment pathways.	December 2027	HR Director
		Educate leaders on barriers Aboriginal and Torres Strait Islander employees may face, highlighting cultural responsibilities.	December 2027	Sustainability Director & HR Director
9	IDENTIFY AND EXPAND GRADUATE AND INTERNSHIP PATHWAYS FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES	Graduate and internship pathway opportunities explored with both Clontarf and Yalari to provide Aboriginal and Torres Strait Islander students and graduates support in early career development and professional growth.	December 2026	Sustainability Director & HR Director
		Pathway opportunities reviewed for feasibility and impact, with priority opportunities developed to maturity.	June 2028	HR Director
10	STRENGTHEN ABORIGINAL AND TORRES STRAIT ISLANDER SUPPLIER DIVERSITY	Ongoing engagement with existing Aboriginal and Torres Strait Islander-owned businesses through reviewing and strengthening our Aboriginal and Torres Strait Islander procurement strategy.	June (annually)	Sustainability Director & Procurement Director
		Identify and develop additional commercial relationships with Aboriginal and Torres Strait Islander-owned businesses.	June (annually)	Sustainability Director & Procurement Director
		Implement our procurement strategy to drive better engagement across our business with Aboriginal and Torres Strait Islander businesses.	June 2027	Sustainability Director & Procurement Director
		Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2028	Sustainability Director & Procurement Director
		Supplier engagement tracked and reviewed quarterly and submitted to Supply Nation.	Sept, Dec 2026, Mar, June, Sept, Dec 2027, Mar, June 2028	Sustainability Director

GOVERNANCE

Strengthen governance, accountability and transparency to support effective implementation, continuous learning and ongoing improvement of our reconciliation actions.



	ACTION	DELIVERABLE	TIMING	RESPONSIBLE
11	MAINTAIN AN EFFECTIVE RAP WORKING GROUP (RWG) TO DRIVE GOVERNANCE OF THE RAP	RWG meets quarterly with cross-functional representation, including senior leaders who provide guidance, oversight and coordination.	Sept, Dec 2026, Mar, June, Sept, Dec 2027, Mar, June 2028	Sustainability Director
		Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review June (annually)	Sustainability Director
12	ENSURE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS	Define resource needs for RAP implementation.	June 2026	Sustainability Director
		Reconciliation actions embedded within corporate governance structures, strategic plans and individual roles.	December 2028	Sustainability Director
		Maintain an internal RAP Champion from senior management.	Review November (annually)	Sustainability Director
		Progress monitored and reviewed regularly, with learnings used to inform ongoing refinement.	Sept, Dec 2026, Mar, June, Sept, Dec 2027, Mar, June 2028	Sustainability Director
13	STRENGTHEN ACCOUNTABILITY AND TRANSPARENCY THROUGH RAP REPORTING	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	January (annually)	Sustainability Director
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	July 2028	Sustainability Director
		Report RAP progress to all staff and senior leaders quarterly.	Sept, Dec 2026, Mar, June, Sept, Dec 2027, Mar, June 2028	Sustainability Director
		Publicly report our RAP achievements, challenges and learnings, annually.	July (annually)	Sustainability Director
		Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Sustainability Director
14	USE LEARNINGS TO INFORM DEVELOPMENT OF THE NEXT RAP	RAP outcomes reviewed and learnings documented and shared.	May 2028	Sustainability Director
		Next RAP informed by progress, feedback and reflection.	May 2028	Sustainability Director
		Register via Reconciliation Australia's website to begin developing our next RAP.	March 2028	Sustainability Director



CONTACT DETAILS

FELICITY KELLY

SUSTAINABILITY DIRECTOR

+61 435 966 512

felicity.kelly@bunzl.com.au