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# Innovate

Hanes Australasia Reconciliation Action Plan

**October 2022 – October 2024**



HANES *Brands Inc*

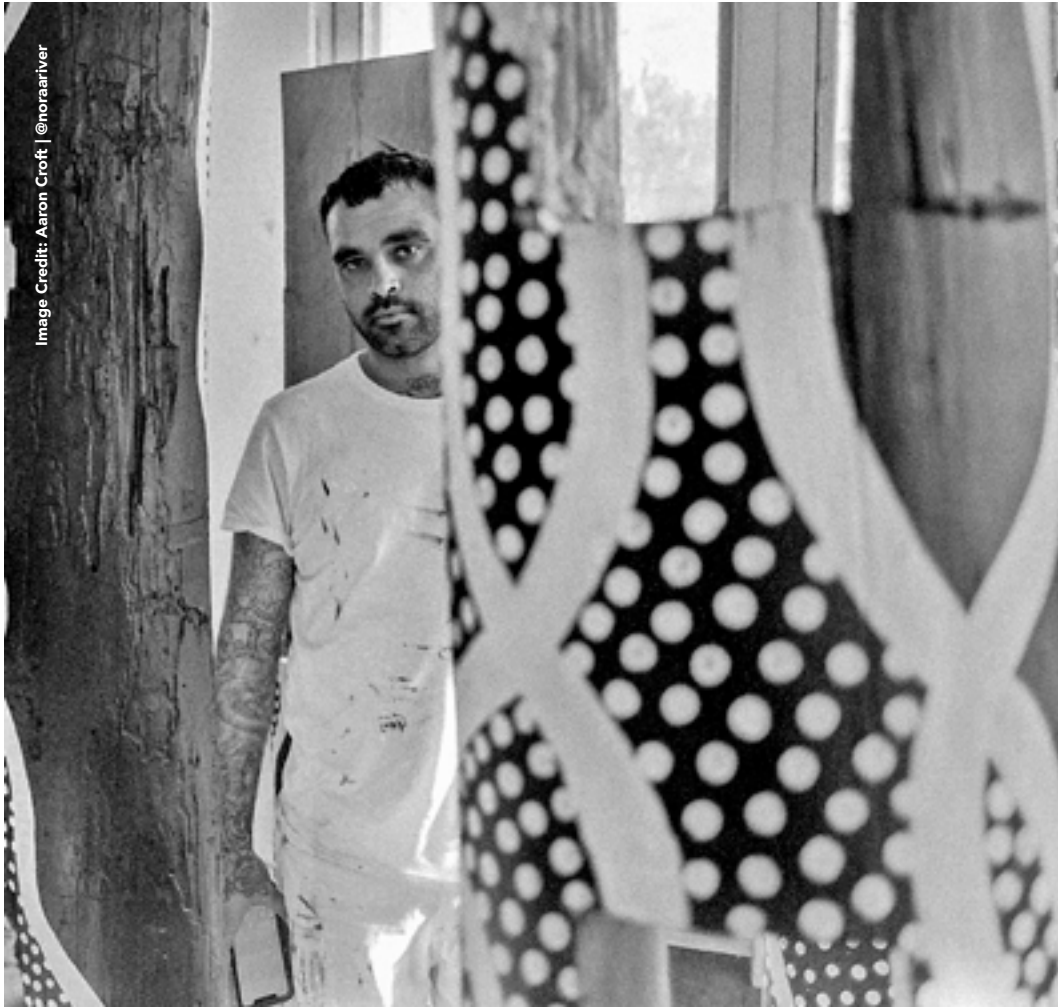


Image Credit: Aaron Croft | @noraariver

# Acknowledgement of Country

Hanes Australasia acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Country and recognises their continuing connection to land, waters and culture. We pay our respects to Elders past, present and to emerging leaders.



# Otis Hope Carey

Otis Hope Carey is a proud Gumbaynggirr/Bundjalung Man, artist and professional surfer. Otis had his first solo exhibition with China Heights Gallery in 2016 and continues to exhibit his work both in Sydney and internationally.

To date, his three main bodies of work essentially focus on the ocean, an important clan totem for the Gumbaynggirr people of the mid-north coast of New South Wales – Gaagal, The Ocean; Ngalunggirr Miinggi, Healing Spirit, which focuses on its healing qualities; and Ngiinda Darrundang Gaagal, I Thank the Ocean, which incorporates his interpretation of Gaagal Yuludarla, a ceremonial Ocean Dreaming dance.

While working mainly in acrylic on canvas, Carey has recently started using wood sculpture to explore his chosen themes. He has also created a number of large-scale murals. His work, distinctive in its boldness and undeniably contemporary character, can be found in a number of private and corporate collections. He has, as well, received a number of private commissions. Carey was a finalist for the Brett Whiteley Travelling Art Scholarship 2018, and is a 2020 finalist in the Wynne Prize at the Art Gallery of NSW.

We call the ocean Gaagal – it's a really important clan totem and holds a lot of healing elements for us. I started painting Healing Spirit soon after my grandmother, a Gumbaynggirr woman, passed; it's about her going back into the ocean. The whole body of work is about us healing as one, and us knowing she's back with the ocean, back home.

The paintings of Ngalunggirr Miinggi are entangled, but soft at the same time. The lines represent connection to country, the spiritual being – basically being connected to the earth. The dots are the struggles and the healing elements, reflecting the armour around my family.

When I'm doing them, I think about my grandmother a lot, so the dots are like medicine. I always leave some gaps in my paintings, which are the past, present and future for me. Working on the past, healing the past; being in the present and working on the present; healing towards the future and making sure I don't pass intergenerational trauma onto my children.

These paintings are my way of showing people that a healing process can be a beautiful process. I'd like to think they are healing other Indigenous people as well as healing our relationship with non-Indigenous people.



Image Credit: Aaron Croft | @norariver



**Ngalunggirr Miinggi (healing spirit)**  
Otis Hope Carey



# Hanes Australasia

## I am proud to introduce Hanes Australasia's 2022-2024 Innovate Reconciliation Action Plan (RAP).

This, our first Innovate RAP, marks the deepening of our commitment to reconciliation and, building on our Reflect RAP, outlines the progress we seek to make through learning from and working with Aboriginal and Torres Strait Islander stakeholders and partners.

Our RAP forms an important part of Hanes Australasia's (HAA) People & Culture strategy, sitting alongside our Diversity & Inclusion Strategy. Our People & Culture strategy is a central pillar of our company purpose of 'creating the fabric of a better life for people and planet'. We believe that all people in Australia should have the same and equal access to opportunities – including education, healthcare and employment – and in the importance of recognition and acceptance of the truth of our nation's long history.

We acknowledge that we have a long path ahead of us on our reconciliation journey. Our Innovate RAP is

our commitment to do more. Our key opportunities are in leveraging the reach of our iconic Australian brands and national store network to support reconciliation and celebrate Aboriginal and Torres Strait Islander cultures and contributions, and, as a significant employer in the Australian retail landscape, developing an inclusive and welcoming culture for Aboriginal and Torres Strait Islander team members, customers, and communities. With the support of our passionate team, we believe we have the ability and the platform to make a difference.

In this RAP we will expand our cultural learning program and extend the program's reach, implement a sourcing and procurement strategy to directly increase our support of Aboriginal and Torres Strait Islander owned businesses, and create an authentic partnership within the Aboriginal and Torres Strait Islander creative community.

I believe that Australia is made stronger by the long history and unique cultures and traditions of Aboriginal and Torres Strait Islander peoples and that by embracing and celebrating this we will create a richer future, together.

**“Our RAP forms an important part of Hanes Australasia's (HAA) People & Culture strategy, sitting alongside our Diversity & Inclusion Strategy. Our People & Culture strategy is a central pillar of our company purpose of 'creating the fabric of a better life for people and planet.'”**





## CEO STATEMENT

# Reconciliation Australia

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

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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 Hanes 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, Hanes 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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Hanes Australasia is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Hanes 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 Hanes Australasia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

**“The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways.”**





IMAGE SUPPLIED COURTESY OF:  
RED DUST AND EPHRAIM POULSON.  
PHOTO TAKEN DURING THE FILMING  
OF "TJAMUKU TJUKURPA KANYILA"  
IN THE UTJU COMMUNITY.



# Our Business

Hanes Australasia (HAA) is home to some of Australia's most recognised apparel and lifestyle brands including Bonds, Berlei, Bras N Things, Champion, and Sheridan. HAA brands are sold via our wholesale partners and our retail network of over 450 stores (including our concession stores) and portfolio of online websites. HAA previously operated as Pacific Brands and was acquired by Hanes in July 2016.

Headquartered in Melbourne Australia, HAA operates throughout Australia, New Zealand, China, Indonesia, South Africa and the United Kingdom. In Australia we operate out of two locations in each of New South Wales and Victoria. The passion of our 4,000 employees, 3,600 of which are in Australia, is the driving force behind our success. While the number of Aboriginal and Torres Strait Islander team members is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this.

HAA is part of HanesBrands Inc. Based in North Carolina, US, Hanes is a socially responsible market leader in underwear and activewear apparel in the Americas, Europe, Australia and Asia-Pacific. Hanes takes pride in its strong reputation for ethical business practices. HAA has developed a Sustainability and Community framework that demonstrates its commitment and contribution to the wellbeing of the communities in which it works and operates.

At HAA we unite under the Purpose of creating the fabric of a better life for people and planet. We encourage a culture that celebrates diversity and is inclusive and supportive of all people. An essential part of our People & Culture strategy is the implementation of our second Reconciliation Action Plan (RAP).

This RAP provides a structured approach to reconciliation and will help guide our actions as we work to build sustained and respectful relationships in the community and collaboratively create opportunities that are aligned with the aspirations of Aboriginal and Torres Strait Islander peoples.

Over our RAP journey, we seek to become a recognised leader in understanding and respecting Aboriginal and Torres Strait Islander peoples, cultures and histories. This would include our company being seen as a safe environment for Aboriginal and Torres Strait Islander peoples to work, as evidenced by our employment of Aboriginal and Torres Strait Islander peoples at a level equivalent to their representation within the wider Australian Community, and across all workplace types within our business; having regular and meaningful partnerships with Aboriginal and Torres Strait Islander artists in product and design collaborations; regular and ongoing communications by our brands with their community, including online and instore, in a culturally sensitive manner, driven by Aboriginal and Torres Strait Islander voices; authentic and long standing sourcing partnerships with First Nations businesses; and within our employee group, a measurable depth of understanding of, and regard for, Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences. Our Innovate RAP guides our next steps in our journey towards that vision.



**MODEL:** DOM

**PHOTOGRAPHER:** SARAH ADAMSON



# Our vision for reconciliation

Our vision for reconciliation is for an Australia where Aboriginal and Torres Strait Islander peoples' historical truth is learned and accepted; that First Nations cultures, peoples and values are revered and celebrated; that opportunities are available not to a select few, but to all, in a society where trust, respect and understanding fuels our unity.

Hanes Australasia will support this journey with the resources of our business, our brands, and our people, so that a First Nations voice and narrative will authentically be seen, felt and heard throughout our organisation, championing our purpose of creating the fabric of a better life for all people and the planet.



**MODEL:** SAM HARRIS  
**PHOTOGRAPHER:** SARAH ADAMSON



**MODEL:** ALFIE GLEDHILL  
**DIRECTOR:** ARIEL MARTIN

# Our RAP

We believe that citizenship comes with responsibilities and a commitment to, and acknowledgement of, place. Our offices, distribution centres and stores are located on Country of First Nations peoples.

Our business has an important role to play in supporting Aboriginal and Torres Strait Islander communities and voices. We recognise the importance of reconciliation and collaboration between the First Peoples of Australia and the wider Australian community.

Central to reconciliation is the exploration and fulfillment of mutually beneficial opportunities in partnership and consultation with Aboriginal and Torres Strait Islander cultures, communities, businesses, and networks. We're committed to establishing authentic, strong, and long-standing relationships with First Nations peoples, with the desire to learn from and better understand the unique perspectives, experiences, and aspirations of Aboriginal and Torres Strait Islander communities.

Our Innovate RAP commitments are underpinned by four pillars of activity: expanding cultural learning and awareness across the business; commencing our commitment to increase Aboriginal and Torres Strait

Islander employment; increasing our procurement from Aboriginal and Torres Strait Islander-owned businesses; and launching a partnership to support First Nations' art communities. We will communicate progress on all our deliverables to the business quarterly and continue to engage with senior leaders from across each Group and Function to ensure that awareness and action on Reconciliation and our Innovate RAP commitments occurs in all areas of our business.

## **RAP STEERING COMMITTEE & WORKING GROUP**

Our RAP is supported and developed by our Group President, Hanes Australasia, our Group General Manager of People & Culture, and our Group General Manager of Bonds Brands, as well as the entire RAP Steering Committee. We have adopted both a RAP Steering Committee and Working Group to ensure that we deliver our commitments.

### RAP Workstreams and Steering Committee representation

HAA RAP Champion: Jo Holding, General Manager, Bonds Group Brands & Buying

Partnerships and Marketing / Product Opportunities	Relationships and Events	Cultural Learning & Protocols	Policy & Employment	Sourcing & Procurement	RAP PMO & Governance
Kelly McBride Renee Stuart Natalie Chalmers	David Machell Natalie Chalmers	Sandra Blackburn Romaine Sutton David Machell	Sandra Blackburn Nicola Adams	Renee Stuart Jo Holding	Sandra Blackburn Nicola Adams Brienne Burbury



## RAP STEERING COMMITTEE

Our RAP Steering Committee is the driving force behind, and is ultimately accountable for, developing and the delivery of our RAP commitments. The Steering Committee comprises senior leaders from each of the Business Units at HAA. Through our partnership with Red Dust, we have an Aboriginal and Torres Strait Islander advisor on our Steering Committee. To ensure that our RAP is guided by First Nations perspectives, and at the same time that we are not 'culturally loading' all our support needs onto a few people, we will also investigate the establishment of a First Nations Creative Reference Group as part of our Innovate RAP. We have identified other existing business partners of HAA who are further progressed on their RAP journey and have experience in the Creative industries, such as David Jones, First Nations Fashion Design and K&L Gates, who may be suitable members. We will work to identify further potential members, with a focus on ensuring the membership includes a majority of people from the Aboriginal and Torres Strait Islander communities, as well as members from the Countries of First Nations peoples where HAA operates.

The Steering Committee members advocate for and raise the profile of the RAP and our commitments; engage, and mobilise the wider business and lead the way in raising the cultural competency of HAA. The Committee convenes at least Quarterly to review the status of our commitments, agree on upcoming priorities, activities or recommendations, and discuss any risks that may impact the delivery of initiatives.

## RAP WORKING GROUP

The RAP Working Group is organised into five workstreams to give focus to all our commitment areas and each workstream is led by a Steering Committee member. Each workstream convenes monthly to progress actions from the Steering Committee, and ensure that actions are incorporated into relevant business areas.

The Working Group is made up of over 30 staff members who self-selected from across the Australian business, with representation across each function and business unit including People & Culture, Design, Product & Brands, Finance, Retail and Sales, Supply Chain, Strategy & Business Development, and Legal. As shown in this table, two to three members of the Steering Committee participate in each workstream to ensure the Working Group delivers on the strategy and direction determined by the Steering Committee.

### Tanya Deans

President, Hanes Australasia  
Sydney/Gadigal

### Sandra Blackburn

Group General Manager, People & Culture  
Melbourne/ Wurundjeri

### Brianne Burbury (mat leave 2022)

Divisional Manager, Jockey  
Melbourne/ Wurundjeri

### Kelly McBride

General Manager Marketing, Bonds Group  
Melbourne/ Wurundjeri

### Jo Holding

General Manager, Bonds Group Brands & Buying  
Melbourne/ Wurundjeri

### Renee Stuart

General Manager of Design & Innovation, Bonds Group  
Sydney/Gadigal

### Natalie Chalmers

Head of Marketing, Bras N Things  
Sydney/Gadigal

### David Machell

General Manager Sales  
Melbourne/ Wurundjeri

### Romaine Sutton

Head Designer, Sheridan  
Sydney/Gadigal

### Nicola Adams

Senior Legal Counsel  
Melbourne/ Wurundjeri

### Chris Naish

Indigenous Advisor, Red Dust  
Melbourne/ Wurundjeri

# Our RAP Journey



HAA supporting new uniforms for the first year of Gumbaynggirr Giingana Freedom School.

HAA identified reconciliation as important to being true to our purpose of creating the fabric of a better life for people and planet, and now reconciliation is a central pillar of our People & Culture strategy. In February 2020 our Senior Leaders were engaged in a discussion about reconciliation by a guest speaker from the Richmond Football Club and the intention to launch our own Reconciliation Action Plan was shared. We launched our Reflect RAP in a company-wide presentation in November 2020, during NAIDOC Week, marking the formal commencement of our reconciliation journey.

## OUR JOURNEY SINCE LAUNCH OF OUR REFLECT RAP HAS INCLUDED THESE HIGHLIGHTS;

18-15 November 2020	Company-wide launch of Reflect RAP with an acknowledgement of NAIDOC Week
December 2020	Established RAP Working Group, made up of over 30 volunteers from across the Australian business
March 2021	Held an Introduction to Cultural Awareness presentation at a company-wide Town Hall where over 700 team members participated. This was facilitated and provided by Red Dust, a partner of HAA in its reconciliation journey. Red Dust is a not-for-profit organisation working with remote Aboriginal and Torres Strait Islander communities to improve health and wellbeing outcomes. They also work with Australian businesses to build cross-cultural competencies and to help organisations such as HAA develop an understanding and appreciation of Aboriginal and Torres Strait Islander peoples in Australia in a culturally safe space.
May 2021	Catering for Quarterly Executive Meeting procured from business owned by Aboriginal and Torres Strait Islander peoples.



May 2021	Revised textile artists contracts to include clause ensuring that any purchased artwork did not contain misappropriated Indigenous Cultural and Intellectual Property. This was prompted as a learning from the misappropriation of Indigenous Cultural and Intellectual Property by an entry into a consumer promotion conducted within our Berlei business.
27 May – 3 June 2021	National Reconciliation Week (NRW) acknowledged at company-wide Town Hall, with a video shared to all team members from Red Dust about what Reconciliation means to the Red Dust community. All team members were encouraged to attend NRW events and the RAP Steering Committee members each attended events during the week.
June 2021	Members of the RAP Steering Committee attended Australian Fashion Week to experience First Nations Fashion & Design's (FNFD) show
June 2021	HAA Extended Leadership Team commenced cultural learning – In Conversation with Red Dust – a six module program spanning 12 weeks
4-11 July 2021	NAIDOC Week celebrated at company-wide Town Hall with all team members encouraged to attend external events. RAP Steering Committee members each attended events during the week.
August 2021	RAP Steering Committee and Working Group members commenced cultural learning program –In Conversation with Red Dust – following the same six module program as the Extended Leadership Team
September 2021	RAP Impact Questionnaire submitted with Reconciliation Australia
October 2021	Engaged Terri Janke & Company to provide training on Indigenous Cultural and Intellectual Property to internal Brands, Design and Legal teams. This training is intended to be repeated annually.
October 2021	Working with FNFD team to scope an authentic partnership to support their vision of creating a training pathway for emerging Aboriginal and Torres Strait Islander fashion designers.
November 2021	Partnered with the Bularri Muurlay Nyanggan Aboriginal Corporation (BMNAC) to support the opening of their Gumbaynggirr Giingana Freedom School. The school has a focus on Gumbaynggirr language and culture. Its teaching is based on Gumbaynggirr values and philosophies, together with a strong community and parent engagement. The School is the first bilingual School of an Aboriginal language in NSW and has 100% Aboriginal student enrolment. We provided advice and assisted in the creation of the school uniform for the first student intake in February 2022. This included funding the purchase of uniforms, providing basic underwear and socks for every student and creating relationships between the School and other corporate partners to facilitate the donation of school and sports footwear, ensuring that every child was ready for school on day 1. Ongoing pro bono legal and business advice is provided on an ad hoc basis.
27 May – 3 June 2022	National Reconciliation Week (NRW) acknowledged at company-wide Town Hall, with smoking ceremony, storytelling and music from Ron Murray & Sarah James presented via live stream. All team members were encouraged to attend NRW events and the RAP Steering Committee and Working Group members each attended events during the week.
30 June 2022	New Sydney office opened in Pyrmont with storage cupboards bearing First Nations' designs and Vending Machines operated by a First Nations owned business. A Welcome to Country ceremony is in planning with local elders.
4 July 2022	As part of NAIDOC Week we invited the team from Acknowledge This! to a HAA Lunch & Learn live Teams event to learn about the purpose behind AOC, the difference between AOC and WTC and to encourage our people to consider 'having a go' with AOC at times they feel it is appropriate in their day to day work and life experiences.

# Case Studies

## CASE STUDY 1:

### *Partnerships Marketing & Product Opportunities, supported by Networking and Education*

We started our Reflect RAP energised, engaged and inundated with support and interest from the design and marketing teams. We began researching and discussing best practices in establishing partnerships with Aboriginal and Torres Strait Islander artists and communities, reading guides on how to establish and strengthen culturally appropriate partnerships.

This initial awareness and research prompted us to seek out meaningful support networks to ensure that what we did in this space was done with authenticity and cultural sensitivity. We have taken our time to better our understanding of the community, visiting and connecting with a broad spectrum of Aboriginal and Torres Strait Islander businesses. We met with Leila Naja Hibri, CEO Australian Fashion Council, who further connected us with Grace Lillian Lee, Director of First Nations Fashion Design (FNFD). We also visited the local Boomali Aboriginal Artist co-op, meeting with Laura Jones and Stella Egin as we wanted to seek out and know our local Aboriginal and Torres Strait Islander community. We have come to learn that much of this stage of our reconciliation journey is the process of building knowledge and relationships, of listening and learning, rather than ticking a box of achievement.

We remain in discussion with FNFD as we work to determine why we would partner together, designing our relationship and mapping out mutual opportunities to collaborate and work together, from industry knowledge sharing, to mentorships, Design Hub support and Cultural Advisory support. We are also exploring other potential partners within business and communities.

In the first year of RAP we have also been focused on educating ourselves and our employees on protocols of using Indigenous Cultural and Intellectual Property (ICIP) in art and design. We have connected with Australia Council Head of First Nations Arts and Culture, Patricia Adjei and have used their protocols on ICIP to form a basis of internal protocols, guides, contracts and check lists to use when engaging and collaborating with ICIP. We are currently in discussions with Patricia Adjei to hold workshops with key design and marketing stakeholders throughout the business to explain, educate and rollout these protocols.

For the next part of our RAP we want to establish a meaningful ongoing partnership and embed working with ICIP protocols across our business. The support networks we have created and protocols and learnings undertaken will remain an ongoing focus for us, and will underpin our activities in developing that partnership.

## CASE STUDY 2:

### *Measuring what we already do*

Givit is an online platform whose purpose is to match generosity to real need in an environmentally sustainable way. Our donations to Indigenous communities have included clothing (underwear and outerwear) as well as bedding and towels. In 2021, over 400,000 items of clothing with a retail value of over \$9.4mil has been provided to Aboriginal and Torres Strait Islander Communities through product donations via the GIVIT platform.

### **WORKING TOGETHER - SHERIDAN, GIVIT AND DR STEVE BURROUGHS FOUNDATION**



**Image Credit:** [www.givit.org.au/what-we-do/sheridanbedding-donated-to-remote-indigenous-communities](http://www.givit.org.au/what-we-do/sheridanbedding-donated-to-remote-indigenous-communities)

We have also started to introduce more rigour around our use of Aboriginal and Torres Strait Islander Talent in our brand marketing activities. A survey of our brands showed that we already employ First Nations' Talent in our consumer facing communications at levels that are proportionate to the representation of First Nations peoples within the broader Australian population.



SMOKING CEREMONY TO OPEN HANES PYRMONT OFFICE, 2022

### CASE STUDY 3:

#### *Cultural Learning as a key foundation*

As we progressed through our Reflect RAP we grew to understand that an elevated level of cultural awareness and understanding was required to enable our RAP Steering Committee to better determine how to approach some of our Reflect RAP deliverables. To address this gap we engaged Red Dust to provide a six-module cultural learning program, 'In Conversation with Red Dust', which was delivered to HAA's Extended Leadership Team, the RAP Steering Committee members, and the RAP Working Group. Following this learning, we determined that our intended approach to understanding what proportion of our employee population identified as Aboriginal and Torres Strait Islander needed refinement so as to be conducted in an environment and manner that is culturally respectful and supportive. To that end, we will re-address this deliverable in our Innovate RAP.

Sometimes it's our missteps that present the greatest opportunity for learning. During the running of a Berlei design competition, one of the two winners selected had used Indigenous Cultural and Intellectual Property in their design. The entrant was neither part of the Aboriginal and Torres Strait Islander Community, nor authorised by the community to use the particular ICIP in their design. The misappropriation of ICIP was quickly highlighted by Berlei's online community and the entry was withdrawn by the artist and apologies issued by both the artist and Berlei. This gap in our understanding of ICIP and the impact of its misappropriation allowed us an opportunity to engage experts in this field, Terri Janke and Company, to provide training in the form of their True Tracks workshop. Forty members of our team across product, legal and marketing were able to participate in the Workshop. Terri Janke and Company tailored the workshop to meet the specific needs of our company and deliver content most relevant to what we do as a business. For many of our team members, this was their first exposure to the concepts of ICIP and we propose to deliver ICIP training to more employees as we progress through the Innovate stage of our RAP.

### CASE STUDY 4:

#### *Sourcing & Procurement, Networking*

We started our Reflect RAP exploring some of the obvious ways we could support First Nations businesses, such as sourcing office materials or catering and utilising textile designers. However following some engaging meetings with both the NSW and VIC Indigenous Chambers of Commerce, we came to understand that the breadth of resource available to us as an organization from First Nations owned businesses was more vast than our initial assumptions. A powerful reflection. From design to technology, people & talent, industrial resource, training, marketing and financial services. We learned that there is great momentum in Indigenous business communities across the country, creating meaningful and sustainable economic impacts all over Australia and HAA could play a more important role in supporting some of these industries than a mere product purchase.

A challenge for our organization is that we do not have a central sourcing and procurement function that can own this decision making. This work and decision making is spread across all value streams and departments in our business. We have learned that in the next stage of our RAP journey we need to spend time educating our broader organisation as to the breadth of capability and resource available to us from First Nations owned businesses, and the ability for HAA to support positive change in both local communities and up to a national level.

We look forward to continuing our journey through our Innovate RAP commitments.





# Relationships

Our focus on building authentic and enduring relationships between Aboriginal and Torres Strait Islander peoples and our organisation is based upon engaging with and connecting people, listening, and learning, to build understanding and respect across our sphere of influence. The relationships we have formed, and will continue to form, help guide our reconciliation efforts by identifying opportunities for us to positively contribute and by ensuring our commitments are truly mutually beneficial and culturally sensitive.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	May, 2023	General Manager, Sales
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	November, 2023	Head of Marketing, Bras N Things
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2023, 2024	Group General Manager People & Culture
	RAP Steering Committee members to participate in an external NRW event.	27 May – 3 June, 2023, 2024	President, Hanes Australasia
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2023, 2024	Group General Manager People & Culture
	Organise at least one NRW event each year.	27 May – 3 June, 2023, 2024	Head of Marketing, Bras N Things
	Register all our NRW events on Reconciliation Australia's NRW website.	May, 2023, 2024	General Manager, Sales
	Explore opportunities to acknowledge and celebrate Reconciliation Week via each of our brands using their online or instore presence or other means of connection with the general community.	December, 2022	Head of Marketing, Bonds Group

Action	Deliverable	Timeline	Responsibility
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	Group General Manager People & Culture
	Communicate our commitment to reconciliation publicly.	December, 2022	Lead: President, Hanes Australasia
	Develop individual brand strategies addressing the role each brand can play in supporting RAP objectives, whether that be through utilization of marketing platforms to address one or more of the five dimensions of reconciliation; providing employment opportunities or utilizing businesses operated by Aboriginal and Torres Strait Islander peoples to provide products or services required to operate the brand's business.	June, 2023, 2024	Lead: Head of Marketing, Bonds; Support: Head of Marketing, Bras N Things
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May, 2024	General Manager, Sales
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	May, 2023	Head of Marketing, Bonds Group
	Explore opportunities to include Reconciliation Action Plans or other indicators of reconciliation and inclusivity in requests for tendered work	May, 2023	Senior Legal Counsel
	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.	May, 2023
Develop, implement and communicate an anti-discrimination policy for our organisation.		May, 2024	Lead: Group General Manager People & Culture Support: People & Culture Team
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.		November, 2023	Divisional Manager, Jockey
Educate senior leaders on the effects of racism.		June, 2024	Lead: Group General Manager People & Culture Support: People & Culture Team



# Respect

Respect is at the heart of our vision for reconciliation. That is for an Australia where Aboriginal and Torres Strait Islander peoples historical truth is learned and accepted, and that First Nations cultures, peoples and values are revered and celebrated. We believe that our organisation is stronger when the diversity of our community is embraced and an inclusive culture is developed.

Our aim is to promote and celebrate the richness of Aboriginal and Torres Strait Islander cultures, knowledge, and histories across our organisation and within the wider community to raise awareness and understanding of reconciliation and to role model respect for First Nations peoples and protocols.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Continue our review of cultural learning needs within our organisation, taking into account the differing challenges of targeting staff within offices, retail stores and distribution centres.	November, 2022	Lead: Group General Manager People & Culture Support: People & Culture Team
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	December, 2022	Divisional Manager, Jockey
	Support all staff in both formal and informal cultural learning opportunities / cultural immersion opportunities.	June, 2023	Lead: Group General Manager People & Culture Support: People & Culture Team
	Embed cultural awareness training into the employee on-boarding process..	June, 2023	Lead: Group General Manager People & Culture Support: People & Culture Team
	Provide opportunities for RAP Working Group members, People & Culture managers and other key leadership staff to participate in formal and structured cultural learning.	May, 2023	Group General Manager People & Culture
	Continue Indigenous Cultural and Intellectual Property training program and expand scope for all Brand and Design team members, including new starters.	June, 2024	Lead: Head Designer, Sheridan Support: Senior Legal Counsel



Action	Deliverable	Timeline	Responsibility
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, 2022	Head Designer, Sheridan
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August, 2023	Divisional Manager, Jockey
	Design and implement an email signature to include an Acknowledgment of Country and noting our commitment to reconciliation.	November, 2022	Head of Marketing, Bras N Things
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November, 2022	General Manager, Sales
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December, 2022	Group General Manager People & Culture
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Steering Committee and RAP Working Group members to participate in an external NAIDOC Week event.	First week in July, 2023, 2024	President, Hanes Australasia
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	November, 2022	Lead: Group General Manager People & Culture Support: People & Culture Team
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2023, 2024	Group General Manager People & Culture
	Explore opportunities to acknowledge and celebrate NAIDOC Week via each of our brands using their online or instore presence or other means of connection with the general community.	December, 2022	Head of Marketing, Bonds Group



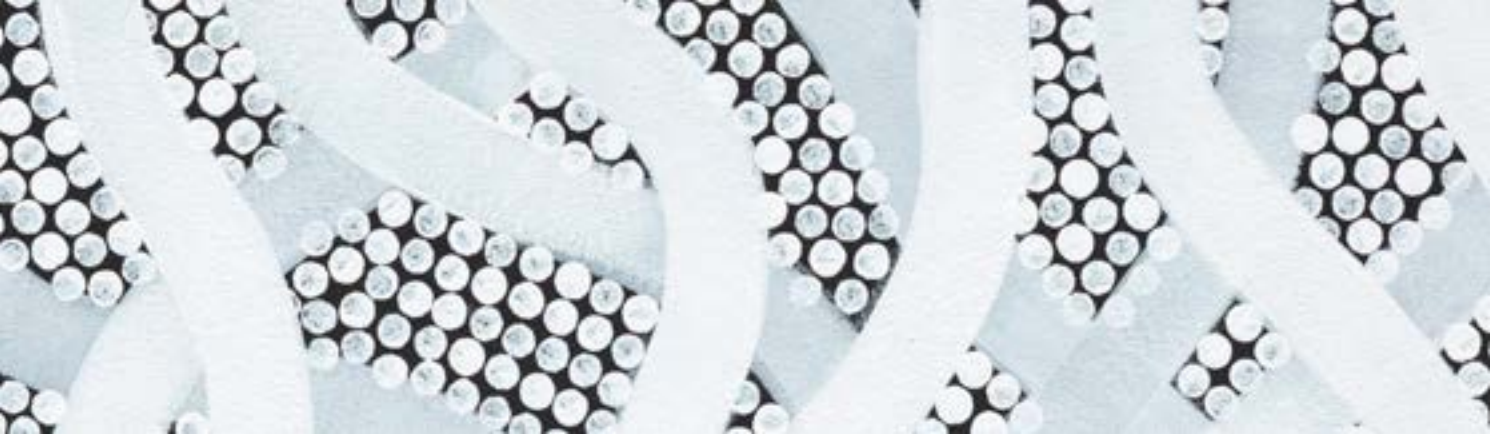
# Opportunities

Our vision for reconciliation includes opportunities being available not to a select few, but to all.

As a significant business in the Australian retail landscape, with iconic brands reaching most households across the nation, we recognise the positive impact we have in improving employment and career prospects for Aboriginal and Torres Strait Islander peoples, both directly and indirectly, and the opportunities we can provide through access to our supply chain for Aboriginal and Torres Strait Islander suppliers.

Our iconic brands provide us the platform to elevate First Nations voices and cultures, and our intention is to form a partnership within the creative community to develop a clear development pathway for emerging Aboriginal and Torres Strait Islander design talent.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May, 2024	Divisional Manager, Jockey
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November, 2023	Lead: Group General Manager People & Culture Support: People & Culture Team
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	May, 2024	Lead: Group General Manager People & Culture Support: People & Culture Team
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	May, 2024	Lead: Group General Manager People & Culture Support: Recruitment Team
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May, 2024	Lead: Group General Manager People & Culture Support: People & Culture Team
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	October, 2024	Group General Manager People & Culture



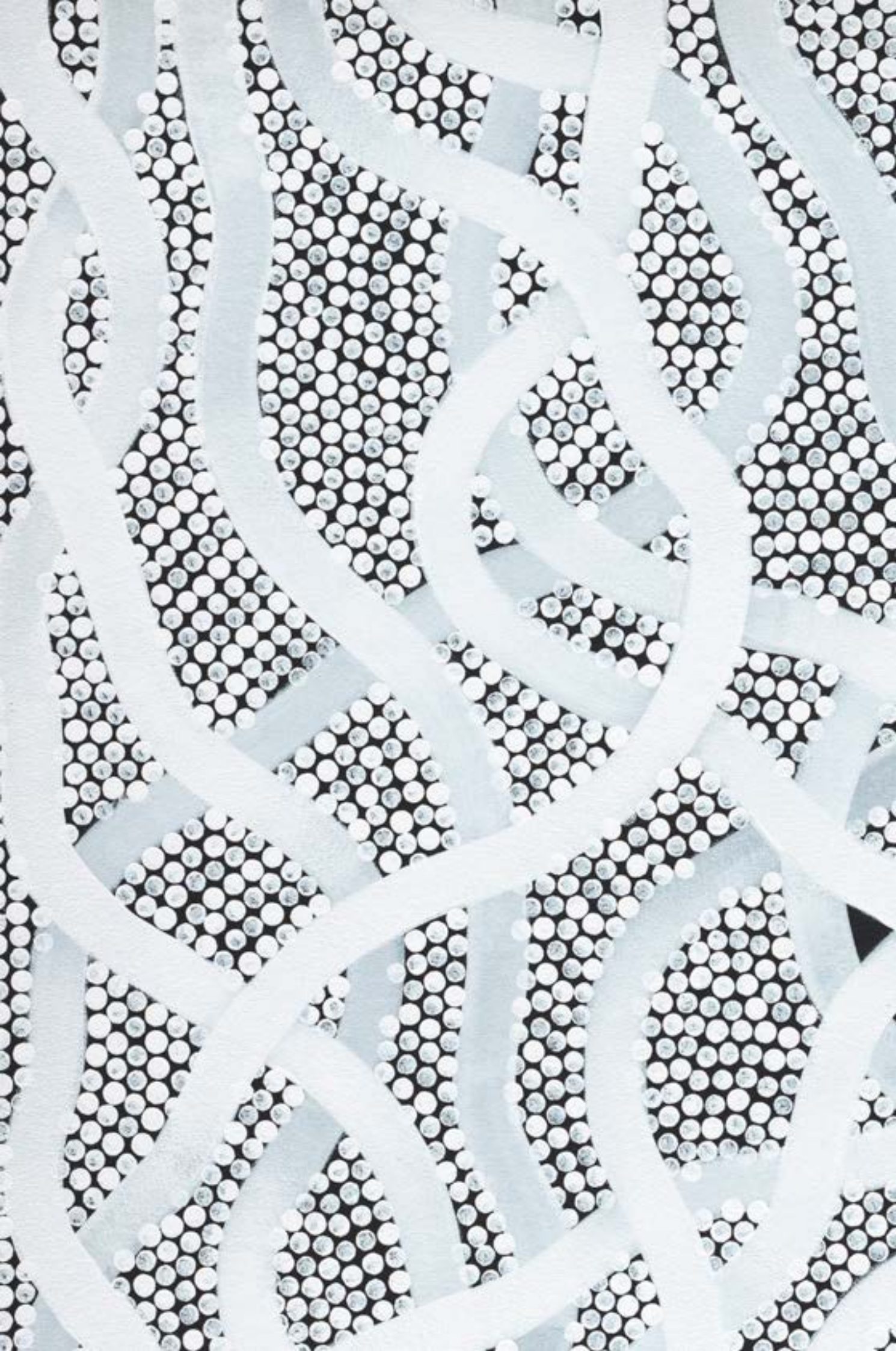
Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May, 2023	Lead: Head of Design & Innovation Support: General Manager, Bonds Group Brands & Buying
	Continue to investigate Supply Nation membership.	November, 2022	General Manager, Bonds Group Brands & Buying
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December, 2023	Lead: Head of Design & Innovation Support: General Manager, Bonds Group Brands & Buying
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May, 2023	Lead: General Manager, Bonds Group Brands & Buying Support: Head of Design & Innovation
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December, 2023	General Manager, Bonds Group Brands & Buying





# Opportunities

Action	Deliverable	Timeline	Responsibility
10. Develop and implement a creative partnership to support and develop Aboriginal and Torres Strait Islander creative communities	Consider the establishment of a First Nations Creative Reference Group to support delivery of this Action in a culturally considered manner. This will enable scoping opportunities to be vetted by First Nations industry professionals within the group, and the provision of advice on opportunities to advance HAA's vision for reconciliation.	May, 2023	Lead: Head of Design & Innovation Support: Head of Marketing, Bras N Things
	Continue to identify Aboriginal and Torres Strait Islander creative communities with whom we can collaborate to support their visions and objections.	December, 2023	Head of Design & Innovation
	Explore opportunities for one or more of our brands to work with Aboriginal and Torres Strait Islander artists to facilitate the creation of products designed with unique art.	December, 2023	Head of Marketing, Bonds Group
	Continue to scope a partnership with First Nations Fashion & Design or alternate First Nations creative organisations to support the development of their organisation. This includes gaining a better understanding of their organisational vision and the ways in which we can support growth and development opportunities for their team and the individual artists with whom they work. These opportunities would take advantage of the creative and business skills held within our organisation.	December, 2022	Head of Design & Innovation
	Create a strategic partnership charter, covering both our corporate and consumer-facing brands, which includes protocols for engaging and working with Aboriginal and Torres Strait Islander communities.	December, 2022	Lead: Head Designer, Sheridan Support: Senior Legal Counsel
	Continue to identify mutually beneficial opportunities of incorporating Aboriginal and Torres Strait Islander talent in our marketing campaigns.	December, 2023	Lead: Head of Marketing, Bras N Things Support: Marketing Teams
	Develop and implement business-wide protocols for engaging with Indigenous Cultural and Intellectual Property.	December, 2022	Lead: Head of Design & Innovation Support: Senior Legal Counsel





# Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Steering Committee to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Committee.	October, December 2022, March, June, September & December 2023 and 2024	Divisional Manager, Jockey
	Establish and apply a Terms of Reference for the RAP Steering Committee.	October, 2022	Divisional Manager, Jockey
	Meet at least four times per year to drive and monitor RAP implementation.	October, December 2022, March, June, September & December 2023 and 2024	Divisional Manager, Jockey
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	October, 2022	Divisional Manager, Jockey
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November, 2022	Group General Manager People & Culture
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	November, 2022	Divisional Manager, Jockey
	Appoint and maintain an internal RAP Champion from senior management.	October, 2022	Lead: President, Hanes Australasia Support: RAP Steering Committee



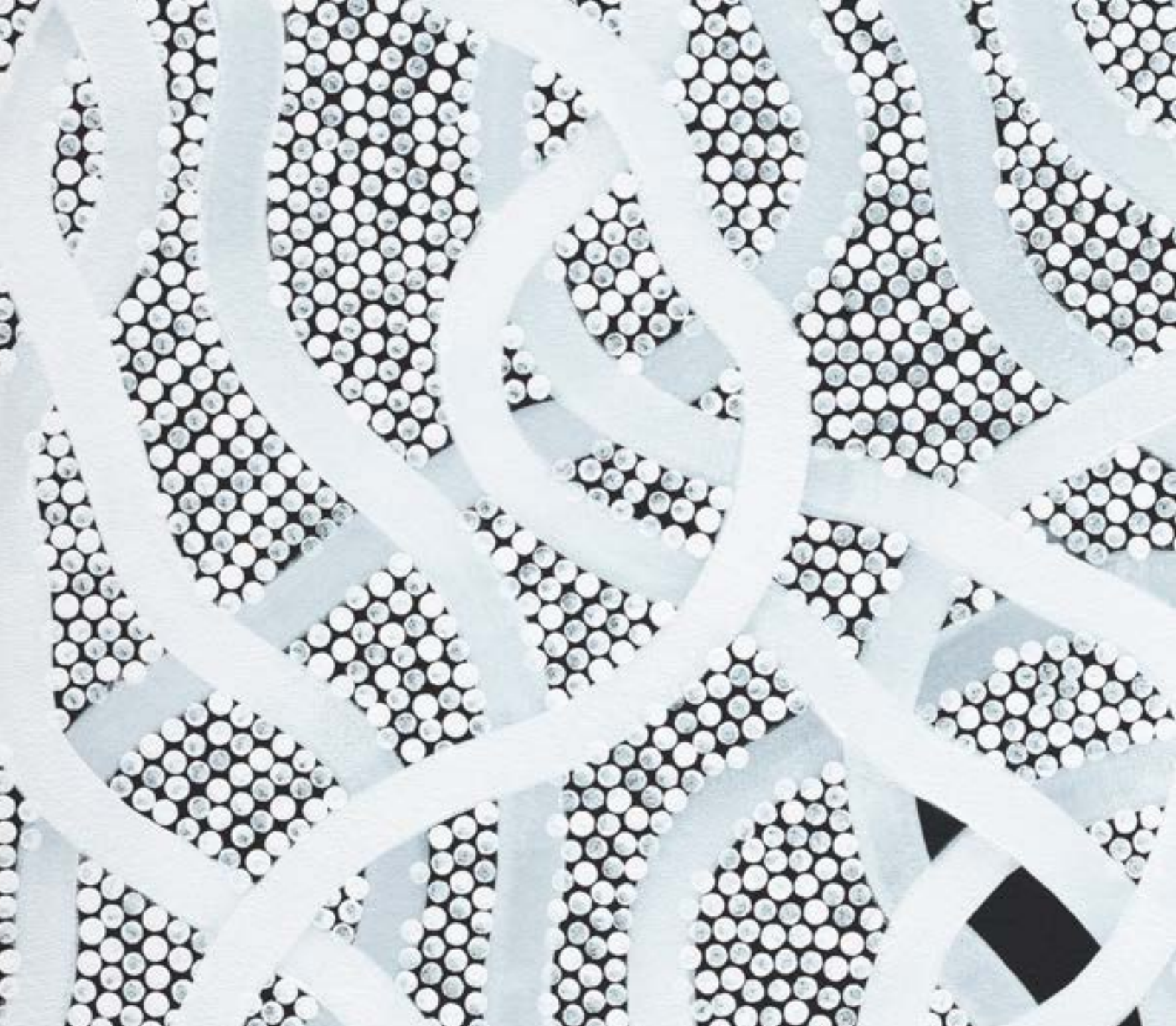
Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Divisional Manager, Jockey
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Divisional Manager, Jockey
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September	Divisional Manager, Jockey
	Report RAP progress to all staff and senior leaders quarterly.	October & December, 2022, March, June, September and December 2023 & 2024	Lead: Senior Legal Counsel Support: Head of Group Communication
	Publicly report our RAP achievements, challenges and learnings, annually.	June, 2023, 2024	Lead: Head of Group Communications Support: RAP Steering Committee
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	2022, 2024	Divisional Manager, Jockey
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October, 2024	Divisional Manager, Jockey
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website <a href="https://reconciliation.org.au/reconciliation-action-plans/submit-your-rap/">reconciliation.org.au/reconciliation-action-plans/submit-your-rap/</a> to begin developing our next RAP.	June, 2024	Divisional Manager, Jockey





Image Credit: Aaron Croft | @noraariver





**Sandra Blackburn**

*Group General Manager People & Culture*

(03) 8862 1400

[sandra.blackburn@hanes.com](mailto:sandra.blackburn@hanes.com)

**Brianne Burbury**

*Divisional Manager, Jockey*

(03) 8862 1400

[brianne.burbury@hanes.com](mailto:brianne.burbury@hanes.com)

