

goodman fielder



*reflect*

# RECONCILIATION ACTION PLAN

Aug, 2024 - Dec, 2025



RECONCILIATION  
ACTION PLAN

REFLECT

We acknowledge the Traditional Owners of the lands where Goodman Fielder operates and recognise their continuing custodianship of lands and waters.

We pay our respects to their Elders past and present, and extend that respect to all Aboriginal or Torres Strait Islander people.



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# COMMITMENT TO RECONCILIATION

**“We are committed to a reconciled Australia, walking alongside Aboriginal and Torres Strait Islander peoples to learn, engage, include and partner so that together, we can deliver better outcomes for all.”**



On behalf of our Australian Leadership Team and in partnership with our Recognition Working Group, we are proud to present our Reflect Reconciliation Action Plan (RAP).

This RAP sets out our ambition and the actions we will take, and hold ourselves accountable for, including:

- Increasing the number of Aboriginal and Torres Strait Islander led organisations across our entire supply and value chain (procurement).
- Partnering with and learning from organisations across our Supply and Value chain who are aligned in their action towards reconciliation.
- Increasing participation of Aboriginal and Torres Strait Islander peoples in our workforce; attracting, retaining, and creating career pathways through targeted employment programs and review of our current employment practices to ensure they deliver equitable opportunities for all within our communities.
- Delivering cultural awareness training and learning opportunities for key teams, to challenge bias, remove barriers and ensure more respectful and inclusive interactions between non-Indigenous and Aboriginal and Torres Strait Islander peoples, with the intent to develop allies within our business.

# COMMITMENT TO RECONCILIATION

As one of Australia's largest food manufacturers and suppliers, Goodman Fielder employs more than 1500 people across all States and Territories. We acknowledge the Traditional Owners of the lands where we work and are located, and recognise their continuing custodianship of the land and waters. We have made momentum towards reconciliation through the work we have already commenced, and look forward to progressing our journey.

We look forward to building a more diverse, inclusive and kinder connection with Aboriginal and Torres Strait Islander peoples to progress reconciliation across Australia.



**Matt Albion**  
Managing Director  
Goodman Fielder Australia

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



Goodman Fielder Australia joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

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

This Reflect RAP enables Goodman Fielder Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Goodman Fielder, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## About Goodman Fielder

Goodman Fielder is one of the leading food companies across Australia, New Zealand, and Asia Pacific. We have a broad portfolio of well-known consumer brands in some of the region's largest grocery categories, including MeadowLea, Praise, White Wings, Pampas, Helga's, Wonder, and Holbrooks.

Our products cover every meal occasion, including breakfast, lunch, dinner, and snacks. We produce and market bread, margarine, flour, dressings, condiments, mayonnaise, frozen pastry, cake mix, desserts, sauces, vinegar, and cooking oils.

### OUR PURPOSE

We believe we can make a real difference to people's lives, and the communities they live in, through our food; using our purpose to guide our priorities and the decisions we make.

Our purpose is to **make food a force for good** and we deliver on this by making everyday food better for everyone.

### OUR PEOPLE AND WHERE WE WORK

We have a team of over 1500 people working across 11 manufacturing sites, 61 depots, and two offices with a manufacturing distribution network of thousands of daily customers including supermarkets, route outlets, food service customers, and ethnic retail.

Goodman Fielder operates across all Australian States and Territories.

Of our 1500 employees, in our most recent Culture and Engagement survey (Nov 2022), 2% of the 993 that responded (~20) self-identified as Aboriginal or Torres Strait Islander people.



# OUR LOCATIONS



## *Our Reconciliation Action Plan*

A key commitment by Goodman Fielder is to better recognise and celebrate Aboriginal and Torres Strait peoples and cultures across our organisation.

This Reflect Reconciliation Action Plan, which will be implemented over a period of 12-18 months (2024-2025) will steer our work and align action against an existing framework; ensuring we effectively embed the principles and purpose of reconciliation within Goodman Fielder. By developing a RAP, we believe our organisation can turn good intentions into clear, measurable and positive impact.

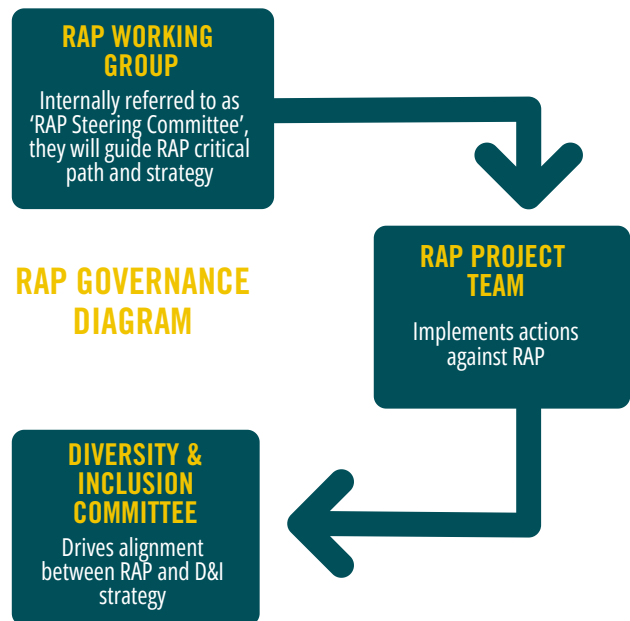
Our purpose is to make everyday food better for everyone, which sits at the heart of our action towards reconciliation. Whether by creating better opportunities to engage, employ and empower Aboriginal and Torres Strait Islander peoples in our workforce and across our supply chains, or to create more nutritious, better quality and more accessible food products in the community, we are committed to ensuring our impact and interactions with Aboriginal and Torres Strait Islander Peoples and communities build trust, transparency, equity and inclusion.



# IMPLEMENTING OUR RAP

Goodman Fielder has already established an Indigenous Recognition Working Group, which will now become our RAP Project Team, to implement our Reflect RAP. We will also establish a RAP Working Group, with meaningful internal and external First Nations representation with a view of achieving a minimum of 30% (estimated by December 2024), to oversee our strategy and progress (see diagram for intended RAP governance structure).

The RAP Working Group will also engage with, and have representation across, People and Culture; Procurement and Purchasing; Finance; Sustainability and Communications. The RAP working group will be chaired by our Chief People Officer who will act as our RAP Champion.



**Ebony Allen - First Nations Advisor**

In 2023, GFAU engaged **Ebony Allen** as our **First Nations Advisor** to support on the strengthening of our strategy and the development of our Reflect RAP.

Ebony Allen is a Kamilaroi and Dharug woman living on Larrakia Land who has diverse professional experience in law, small and large enterprises and various levels of government advising on Reconciliation strategy. We felt that Ebony's experiences made her a great fit to advise on our approach, given the opportunities and challenges that are present in a manufacturing business with a national footprint.

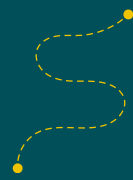
Ebony will continue to be a critical stakeholder in the implementation of our Reflect RAP, particularly in the research of the application of best practice to our business, connecting with key stakeholders in our value and playing a leadership role on how we authentically bring this to life in our business through events, lunch and learns and toolbox talks. Ebony will guide learning of our leadership teams and embedment of reconciliation practices in formal and informal elements that work to build corporate culture. Ebony will sit on both the RAP Working Group and RAP project team to ensure our plan is validated and delivers on intent in execution.

# MAKING PROGRESS TOWARDS RECONCILIATION

Goodman Fielder is proud of the progress we have made towards our reconciliation journey so far. With a history in Australia spanning over 100 years, Goodman Fielder has, and continues to champion its role in making food a force for good, which includes a focus on investing, supporting and partnering with our communities where we live and work to create and supply food.

Our journey towards reconciliation is one we have been walking for many years, formally supported by our Sustainability Strategy Better Together - launched in 2021 and one we will continue as part of our Reflect Reconciliation Action Plan.

## *What we've done so far...*



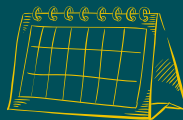
Championed Indigenous Internship Program in partnership with Career Trackers. We have supported a number of interns across our manufacturing and support service roles.



Launched Better Together Sustainability Strategy in 2021, with public-facing commitment to embed and deliver against our first Reconciliation Action Plan.



Have engaged and built relationships within our Aboriginal and Torres Strait Islander network of communities. We have reached out to our suppliers, partners and customers to build a shortlist of external stakeholders to guide our RAP journey.



We have a Goodman Fielder-wide diversity and inclusion calendar, including key dates for reconciliation, namely NAIDOC Week, National Reconciliation Week and International Day of the World's Indigenous Peoples. Through pausing to acknowledge and champion these key dates across our locations across Australia, we have sought to raise awareness of current and historic challenges and start meaningful conversations around how we move forward to a more reconciled Australia among our employees and teams, suppliers and customers.



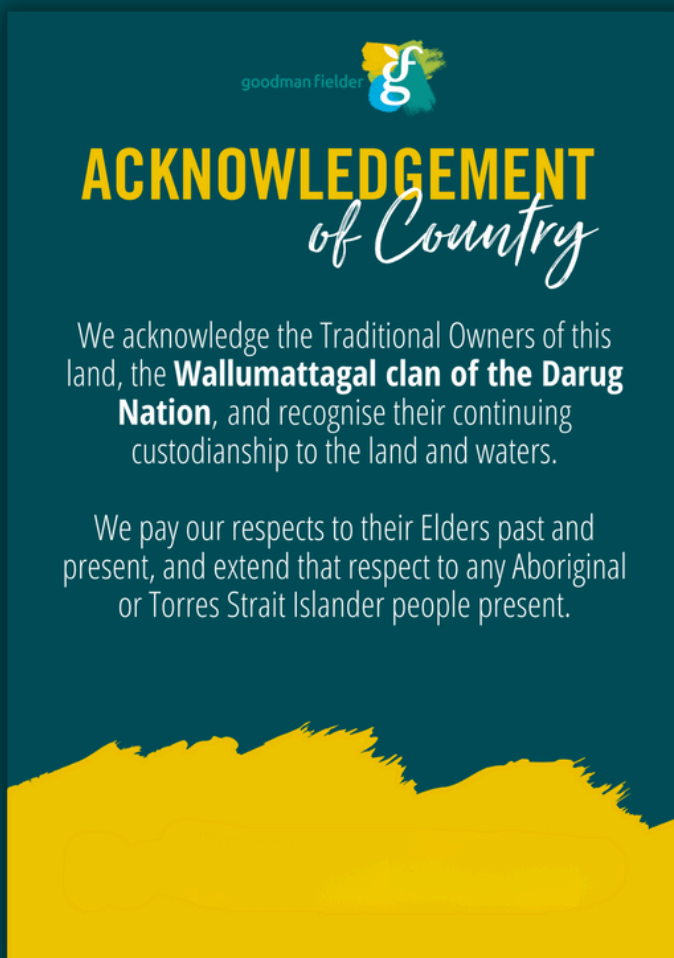
Have delivered formal and informal cultural awareness training sessions, bringing teams together with external Indigenous community members, supported by online, self-directed and conversation-led events including webinars and lunch & learn sessions. In 2024, all sites will display an Acknowledgment of Country poster with supplementary information about the Traditional Owners of the lands on which we are working.

# BETTER TOGETHER TOWARDS RECONCILIATION

GFAU is now tracking any financial spend with Aboriginal and Torres Strait Islander peoples led and run value chain partners. Below, we have listed the registered suppliers and partners we have worked with:

- CareerTrackers (Aboriginal and Torres Strait Islander students, interns and early careers)
- Kallico Catering
- Pindara Training
- Metropolitan Local Aboriginal Land Council
- Kuditj Print and Design
- Jellurgal Aboriginal Cultural Centre

Our aim is to drive greater Aboriginal and Torres Strait Islander peoples representation across our entire supply chain including evolution of our procurement processes to ensure we can accurately record financial spend with Aboriginal and Torres Strait Islander peoples led and run value chain partners. This will include changes to our procurement process and our accounts payable financial records.

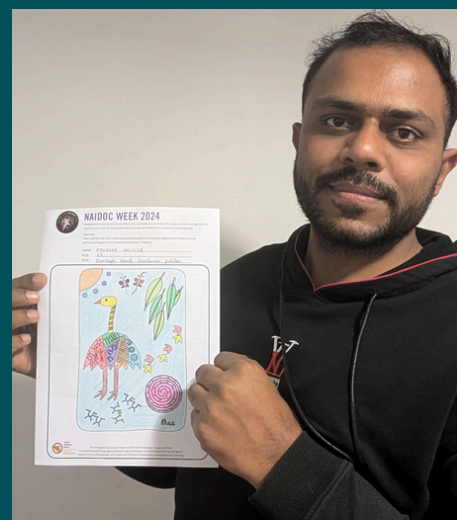
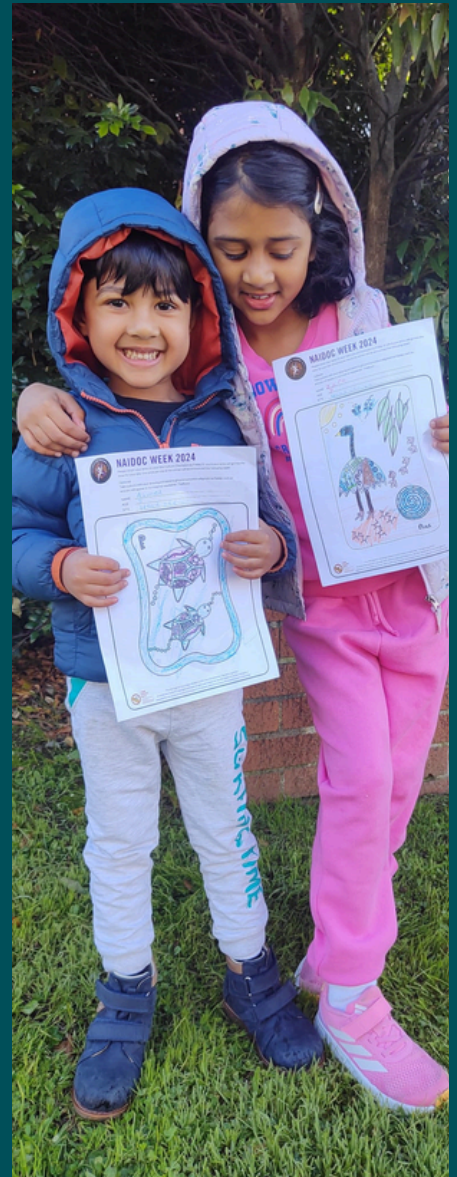
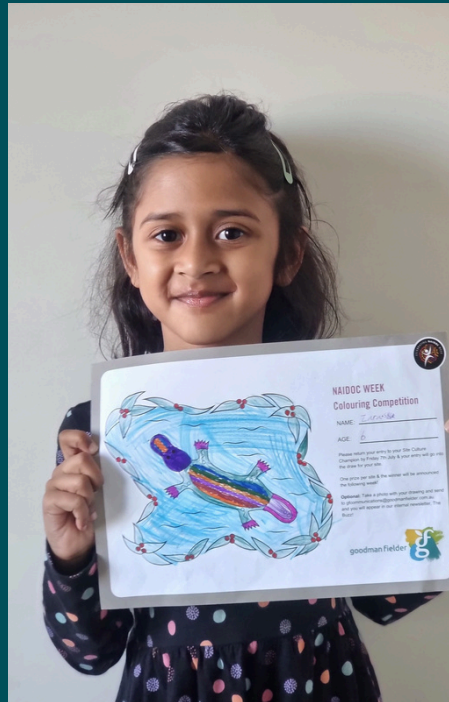


# BETTER TOGETHER TOWARDS RECONCILIATION

Driving an internal culture of inclusivity and diversity, where everyone feels a sense of belonging is a focus of our cultural imperatives and drives the impact we have made so far in bringing all teams together, and including our employees own family, friends and loved ones to drive greater momentum towards reconciliation.

Pictured: During NAIDOC Week 2023 and 2024, we engaged our network of site-culture champions to drive a week of celebrations and conversations. These events included engaging the children in the lives of our employees to join in our celebrations. They created beautiful colouring-in art, with each site choosing a winner to receive a book written by an Australian Aboriginal author. Our teams also took part in a Toy & Book Drive for Gunawirra - Gunawirra is a community-led organisation that works closely with Aboriginal and Torres Strait Islander peoples, families, children and communities to reach their full potential.

\*2024 colouring sheet is a gift from Annette Sax, Taungurung Artist.



# COMMITMENT TO ACTION

## Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our sites, depots and offices and/ or sphere of influence.	October 2024	Sustainability Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations and develop application to GF business.	December 2024	First Nations Advisor
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Corporate Brand & Communications Manager
	RAP Working Group members to participate in an external NRW event	27 May - 3 June 2025	Sustainability 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 2025	Chief People Officer
3. Promote reconciliation through our sphere of influence and raise awareness of Goodman Fielder's Reflect RAP.	Communicate our commitment to reconciliation to all staff.	December 2024	Chief People Officer & Corporate Brand Communications Manager

# COMMITMENT TO ACTION

## Relationships



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	November 2024	Sustainability Lead
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2025	Lead: Head of Retail Sales, Support: Head of Food Service and Industrials and Head of Supply Chain and Procurement
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2024	Senior People & Culture Business Partner
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2025	Senior People & Culture Business Partner

# COMMITMENT TO ACTION

*Respect*



Action	Deliverable	Timeline	Responsibility
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.	December 2024	Senior People & Culture Business Partner, Organisational Effectiveness Manager
	Conduct a review of cultural learning needs within our organisation.	December 2024	Senior People & Culture Business Partner
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop and understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October 2024	Corporate Brand Communications Manager & Employee Experience Advisor
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	September 2024	Corporate Brand Communications Manager & Employee Experience Advisor
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Corporate Brand Communications Manager & Employee Experience Advisor
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Corporate Brand Communications Manager & Employee Experience Advisor
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	Employee Experience Advisor

# COMMITMENT TO ACTION

## Opportunities



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2025	Organisational Effectiveness Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025	Organisational Effectiveness Manager & Senior People & Culture Business Partner
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	April 2025	Head of Supply Chain and Procurement
	Investigate Supply Nation membership.	December 2024	Head of Supply Chain and Procurement



# COMMITMENT TO ACTION

## Governance



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. Internally we will refer to this group as the RAP Steering Committee.	Form a RAP Working Group (RWG) to govern RAP implementation.	October 2024	Sustainability Lead & Chief People Officer
	Draft Terms of Reference for the RWG.	October 2024	Sustainability Lead & First Nations Advisor
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	October 2024	Sustainability Lead & First Nations Advisor
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2024	Chief People Officer & First Nations Advisor
	Engage senior leaders in the delivery of RAP commitments.	November 2024	Chief People Officer
	Maintain senior leader to champion our RAP internally.	November 2024	Chief People Officer & Senior People & Culture Business Partner
	Define appropriate systems and capability to track, measure and report on RAP commitments.	October 2024	Chief People Officer & First Nations Advisor

# COMMITMENT TO ACTION

## Governance



Action	Deliverable	Timeline	Responsibility
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 up to date, to ensure we do not miss out on important RAP correspondence.	June 2025	Sustainability Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2024	Sustainability Lead
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2024	Sustainability Lead
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2025	Sustainability Lead



## Key Contacts

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2024-2025

