

# Progress Report 2024

Hanes Australasia Innovate Reconciliation Action Plan

**October 2022 – October 2024**



*HANES Brands Inc*



# 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 and present.





**Celebrating National Reconciliation Week with Sarima Chong and members of our Kew Support Centre.**

# Progress

We are now in the second year of our Innovate Reconciliation Action Plan (RAP) journey.

**OUR FIRST INNOVATE RAP MARKS A DEEPENING OF OUR COMMITMENT TO RECONCILIATION AND SETS OUT THE PROGRESS WE SEEK TO MAKE THROUGH LEARNING AND WORKING WITH ABORIGINAL AND TORRES STRAIT ISLANDER STAKEHOLDERS AND PARTNERS. IN PARTICULAR, WE HAVE COMMITTED TO:**

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1. Expanding our cultural learning program and extending the program's reach

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  2. Creating authentic partnerships within the Aboriginal and Torres Strait Islander creative community

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  3. Implementing a sourcing and procurement strategy to directly increase our support of Aboriginal and Torres Strait Islander owned businesses

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  4. Working towards increasing Aboriginal and Torres Strait Islander employment

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**WE HAVE MADE STEADY, MEANINGFUL PROGRESS TOWARDS THESE COMMITMENTS, AND REMAIN COMMITTED TO HONOURING THESE, AND CONTINUING OUR RECONCILIATION JOURNEY. WE ARE PLEASED TO SHARE THE PROGRESS WE HAVE MADE OVER THE PAST YEAR (JULY 2023 – JUNE 2024).**



**Members of the Bunurong Land Council perform a Welcome to Country and Smoking Ceremony at our Distribution Centre in Truganina.**

## Cultural learning and respect

Our cultural learning comprises both formal and informal learning, including acknowledging important events and introducing cultural practices into key business events.

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We marked NAIDOC Week with an informative presentation during a Town Hall meeting of our team members. The presentation included the significance of NAIDOC Week; how our team members could learn and engage with their local First Nations communities during NAIDOC Week; and sharing how our brands would be publicly celebrating the week. Many of our brands used their social channels (with a combined audience of 1mil + followers) to share information about NAIDOC Week. Our Bonds brand also provided a platform for participants in the FNFD x The Iconic Incubator Program to talk about the importance and significance of NAIDOC Week to them.

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Ahead of the Voice to Parliament referendum in October, we made available a series of education resources to help our team members make an informed decision about the referendum. This included a Town Hall meeting explaining the referendum process; a virtual library of reputable information resources; and the opportunity to join an information and Q+A session with Danny Gilbert AM, Co-chair and Director of Australians for Indigenous Constitutional Recognition Ltd (Yes23).

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A number of our RAP Steering Committee members had the opportunity to attend the Indigenous Leadership Summit in Sydney in November. The timing of the Summit, so soon after the referendum, was a powerful opportunity to hear from and connect with Aboriginal and Torres Strait Islander leaders and likeminded organisations. The discussion around the importance of continuing our reconciliation journey post referendum; creating a RAP that is authentic to your business; celebrating the achievements and history of First Nations peoples; and the importance of creating a culturally safe workplace were particularly relevant.

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In November we welcomed members of the local Bunurong Land Council to our distribution centre at Truganina, where they performed a Welcome to Country and Smoking Ceremony to mark the completion of some significant updates to the site.

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In December we launched our business-wide Cultural Learning Program, aimed at increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. Designed together with Red Dust, this series of online learning modules is available on demand to all Hanes Australasia team members across our store network, distribution centre and support centres.

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January 26 was marked by respectful communication from our Group President to all team members, encouraging them to continue to build upon their own learning and understanding of January 26, and the unifying role reconciliation plays in moving our country forward. Again, our brands did not mark the day with any social media activity or events.

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We celebrated National Reconciliation Week with a series of activities throughout our business. To support our ongoing education we published a daily newsletter during National Reconciliation Week celebrating First Nations artists, language and culture, and learning resources. We also welcomed artist, designer and proud Mulinjarli, Walkaman, Wangarbarra and Yidinji woman, Sarima Chong to our support offices to guide our team members in a series of bracelet making and artwork sessions. These artworks are now on display in our Kew and Pyrmont support offices. Many of our brands used their social platforms to celebrate and promote National Reconciliation Week learning and events as well as Aboriginal and Torres Strait Islander artists with their followers.

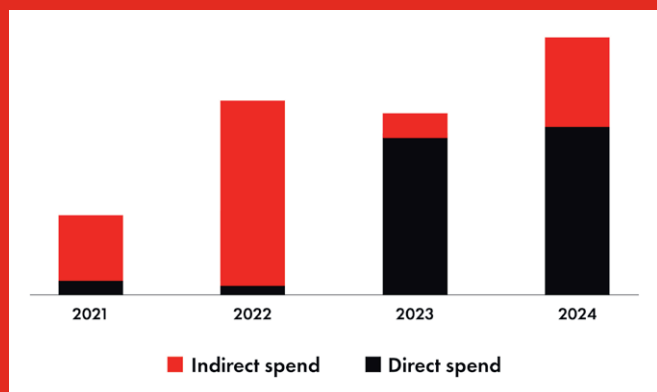
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# Sourcing and procurement



Bonds image showcasing First Nation influencer talent to celebrate new season kids apparel ranges.

Chance, Charli and Maarli captured by their mum First Nation artist Emma MacNeil on Meanjin Country in the Brisbane Hinterland.



With no central sourcing and procurement team within Hanes Australasia, our focus has remained on educating our broader business teams on where they can seek out Aboriginal and Torres Strait Islander businesses when making purchases both for business and personal use. The specific functions that are represented in the Sourcing and Procurement workstream include Retail Store Development, Wholesale, Warehouse & Logistics, Sustainability, Marketing and Brand Management.

We continue to:

- Direct teams to learn about Supply Nation, the New South Wales Indigenous Chamber of Commerce and Kinaway, the Victorian Indigenous Chamber of Commerce.
- Provide information platforms to allow our team members access and to encourage the consideration of First Nations owned businesses for both work and personal sourcing and procurement needs.
- Include questions regarding an organisation's RAP status (or equivalent commitments to reconciliation) in our standard tender templates.

We have continued to track our spend on known First Nations' owned businesses supplying products or services that support our business needs and will continue to build and socialise this activity throughout our Innovate RAP. We also continued to identify which organisations within our existing supplier network are also working under a formal RAP, and see an opportunity to socialise this more broadly at future business updates. An example of this includes our distribution centre labour supply partner Toll who are also an approved RAP organisation.

The table on the left charts the growth over the last 4 years in our spending with First Nations businesses, in both a direct and indirect capacity. What is pleasing to see is that the majority of spending in the last 2 years is direct sourcing and procurement. The most significant areas of sourcing and procurement investment over this period have been cultural learning and our partnerships with First Nation's art communities. A list of the First Nations businesses that have been sourced from over this period is included in the Appendices.

# Partnership with First Nations Fashion + Design



**As part of our partnership with First Nations Fashion and Design, Bonds has commissioned designs with Indigenous Design Labs, an experimental Indigenous creative learning lab which seeks to introduce young Aboriginal and Torres Strait Islander creatives to digital design and creative industries. Pictured here are the young people who created three bespoke designs for Bonds to use across their channels for any First Nations support.**

As we continue our Innovate RAP journey, we have begun to think of employment more broadly than direct employment, and instead take a more holistic view to employment to reflect how we engage people in our business, particularly with respect to modelling talent. Such talent are not our employees in the legal sense, so they do not fall in the traditional 'employment category'. Often the agencies representing them are not First Nations' owned, so our spend in this regard is not captured as Sourcing and Procurement spend on a First Nation's business, as defined by Reconciliation Australia. However we see great value in engaging First Nation's talent in these highly visible roles – where they can be seen by members of not only their community, but also the broader Australia public, as a reflection of current Australian society.



**Celebrating National Reconciliation Week with Sarima Chong and members of our Pyrmont Support Centre.**

We're proud to be extending our Bonds' partnership with First Nations Fashion + Design (FNFD) for a second year. Through our partnership we have now supported their Incubator Program which gave 3 First Nations designers the opportunity to work closely with the Australian fashion sector including brand development, planning, marketing, logistics and delivery. The program ended in February 2024 with the launch of the designers' collections available for purchase on The Iconic. With The Incubator Program coming to an end, we've worked with FNFD to develop a new Activations Program, launching July 2024, that aims to provide access to first-hand knowledge and resources from experts in the industry, cultivating sustainable growth opportunities and celebrating the rich heritage of Australia. Information regarding the partnership and the designers/brands involved has been shared with Hanes Australasia team members more broadly, as well as being featured on the Bonds social media pages.

Other collaborations with First Nations' creatives are also in planning.

## Working towards increasing Aboriginal and Torres Strait Islander employment

As a business that engages a high level of modelling talent in our work, we are proud to share that 6.5% of the modelling talent used by Bonds in 2023 identified as being of Aboriginal and/or Torres Strait Islander background. It is our intention to measure this for each of our brands in future, with a view to increasing this percentage over time.

We are also making progress towards creating a more culturally safe workplace, and increasing the number of Aboriginal and Torres Strait Islander team members working at Hanes. In May we undertook our first team member survey to better understand the current Aboriginal and/or Torres Strait Islander talent in our business. While the number of team members sharing their Aboriginal and/or Torres Strait Islander status was relatively low, this gives us a valuable starting point to build upon. It is our intention to re-take this survey annually, and we hope to see an increase in the number of Aboriginal and/or Torres Strait Islander talent over time. This survey also gave us valuable feedback on how our RAP, and reconciliation work in general, is viewed within the business, as well as opportunities and areas for improvement seen by our team members.



# 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.

## RAP commitment

<b>1.</b>	<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	
1.1	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Achieved
1.2	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	Achieved and ongoing
<b>2.</b>	<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	
2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Achieved
2.2	RAP Steering Committee members to participate in an external NRW event.	Achieved
2.3	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Achieved
2.4	Organise at least one NRW event each year.	Achieved
2.5	Register all our NRW events on Reconciliation Australia's NRW website.	Achieved
2.6	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.	Achieved
<b>3.</b>	<b>Promote reconciliation through our sphere of influence.</b>	
3.1	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Achieved
3.2	Communicate our commitment to reconciliation publicly	Achieved
3.3	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.	Achieved
3.4	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Achieved and ongoing
3.5	Collaborate with RAP and other likeminded organisations to develop ways to advance reconciliation.	Achieved
3.6	Explore opportunities to include Reconciliation Action Plans or other indicators of reconciliation and inclusivity in requests for tendered work	Achieved
<b>4.</b>	<b>Promote positive race relations through anti-discrimination strategies.</b>	
4.1	Conduct a review of HR policies and procedures to identify existing antidiscrimination provisions, and future needs.	Achieved
4.2	Develop, implement and communicate an anti-discrimination policy for our organisation.	Achieved
4.3	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Ongoing
4.4	Educate senior leaders on the effects of racism.	Achieved





# 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.

## RAP commitment

<b>5.</b>	<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	
5.1	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.	Achieved and Ongoing
5.2	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Achieved and Ongoing
5.3	Support all staff in both formal and informal cultural learning opportunities / cultural immersion opportunities	Achieved and Ongoing
5.4	Embed cultural awareness training into the employee on-boarding process.	Achieved and Ongoing
5.5	Provide opportunities for RAP Working Group members, People & Culture managers and other key leadership staff to participate in formal and structured cultural learning.	Achieved
5.6	Continue Indigenous Cultural and Intellectual Property training program and expand scope for all Brand and Design team members, including new starters.	Ongoing
<b>6.</b>	<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	
6.1	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Achieved
6.2	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Achieved and Ongoing
6.3	Design and implement an email signature to include an Acknowledgment of Country and noting our commitment to reconciliation.	Achieved
6.4	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Achieved
6.5	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Achieved
<b>7.</b>	<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	
7.1	RAP Steering Committee and RAP Working Group members to participate in an external NAIDOC Week event.	Achieved and Ongoing
7.2	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	Achieved
7.3	Promote and encourage participation in external NAIDOC events to all staff.	Achieved
7.4	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.	Achieved and Ongoing annually



# 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.

RAP commitment		
<b>8.</b>	<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>	
8.1	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Achieved
8.2	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	On track
8.3	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Ongoing Longer term initiative
8.4	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Longer term initiative
8.5	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Achieved
8.6	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Longer term initiative
<b>9.</b>	<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	
9.1	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Achieved and Ongoing
9.2	Continue to investigate Supply Nation membership.	Achieved
9.3	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Achieved and Ongoing
9.4	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Achieved and Ongoing
9.5	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	Achieved and Ongoing
<b>10.</b>	<b>Develop and implement a creative partnership to support and develop Aboriginal and Torres Strait Islander creative communities.</b>	
10.1	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.	Achieved and Ongoing
10.2	Continue to identify Aboriginal and Torres Strait Islander creative communities with whom we can collaborate to support their visions and objections.	Achieved and Ongoing
10.3	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.	Achieved
10.4	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	Achieved
10.5	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.	Achieved
10.6	Continue to identify mutually beneficial opportunities of incorporating Aboriginal and Torres Strait Islander talent in our marketing campaigns.	Achieved and Ongoing
10.7	Develop and implement business wide protocols for engaging with Indigenous Cultural and Intellectual Property.	Achieved



# Governance

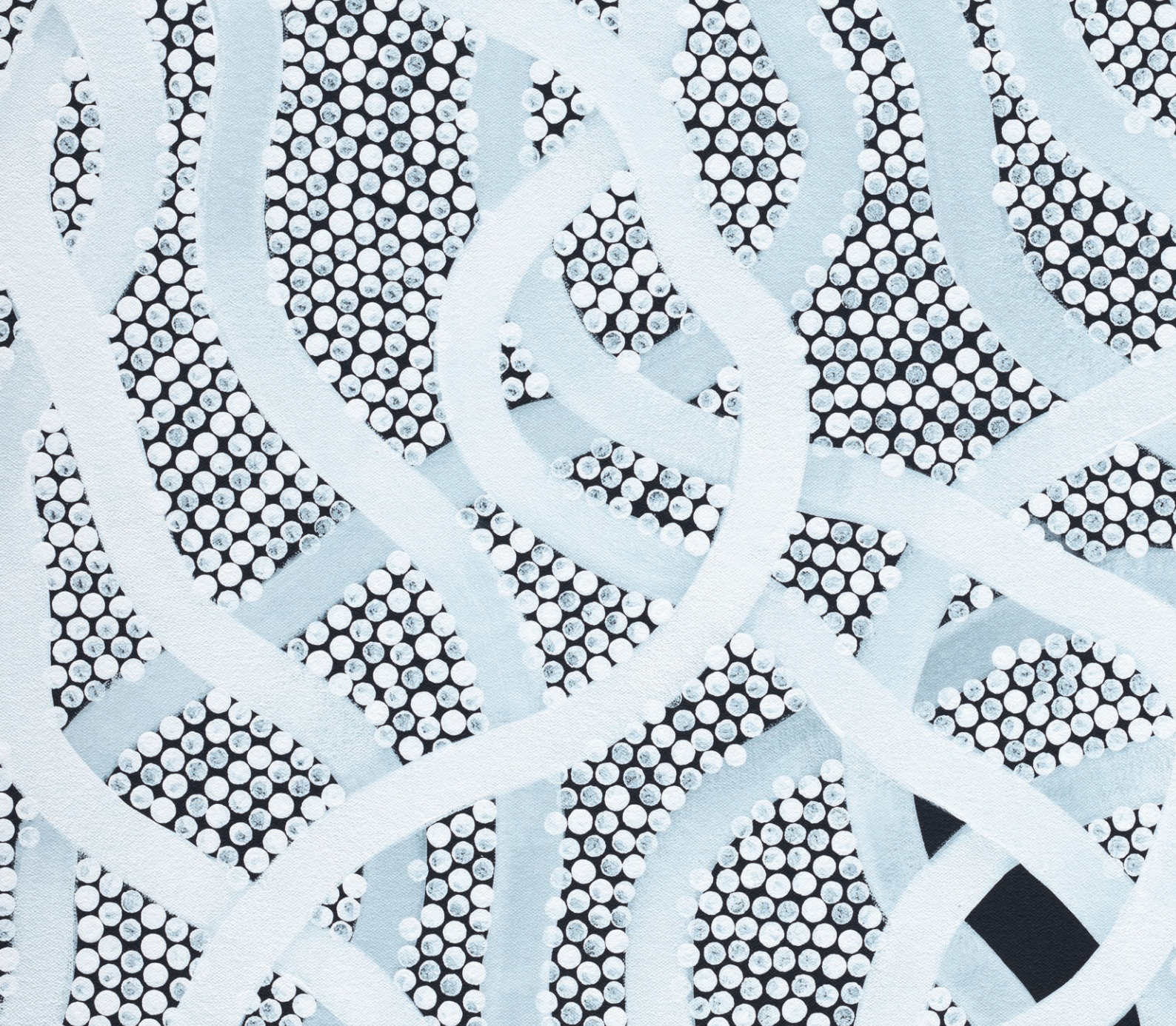
## RAP commitment

<b>11.</b>	<b>Establish and maintain an effective RAP Steering Committee to drive governance of the RAP</b>	
11.1	Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Committee.	Achieved
11.2	Establish and apply a Terms of Reference for the RAP Steering Committee.	Achieved
11.3	Meet at least four times per year to drive and monitor RAP implementation.	Achieved
<b>12.</b>	<b>Provide appropriate support for effective implementation of RAP commitments</b>	
12.1	Define resource needs for RAP implementation.	Achieved
12.2	Engage our senior leaders and other staff in the delivery of RAP commitments.	Achieved
12.3	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Achieved
12.4	Appoint and maintain an internal RAP Champion from senior management.	Achieved
<b>13.</b>	<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	
13.1	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..	Achieved
13.2	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Achieved
13.3	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Achieved
13.4	Report RAP progress to all staff and senior leaders quarterly.	Achieved
13.5	Publicly report our RAP achievements, challenges and learnings, annually.	Achieved
13.6	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	Achieved
13.7	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	On track
<b>14.</b>	<b>Continue our reconciliation journey by developing our next RAP.</b>	
14.1	Register via Reconciliation Australia's website <a href="https://reconciliation.org.au/reconciliation-action-plans/submit-yourrap/">reconciliation.org.au/reconciliation-action-plans/submit-yourrap/</a> to begin developing our next RAP.	On track

# Appendices

## HAA SOURCING & PROCUREMENT CONTACT LIST

Dept	Company Name or Event Reference	Direct/ Indirect
Catering	Kallio Catering	Direct
Office Supplies - Material, Equipment	Planex (not FN owned)	Indirect
Design & R&D	Otis Hope Carey	Direct
Office Suppliers - Material, Equipment	Cultural Choice Tissures via HAA Office Works Agreements	Indirect
Marketing	Clair Helen	Direct
Office Suppliers - Material, Equipment	Blackroo Industries	Direct
Cultural Learning	Bunurong Land Council	Direct
Cultural Learning	Kinja	Direct
Office & Warehouse Suppliers - Food & Entertainment	Bunji Catering	Direct
Cultural Learning	Bundya Gilang Pty Ltd	Direct
Cultural Learning	Red Dust Role Models Ltd	Indirect
Cultural Learning	Aunty Joy Murphy	Direct
Cultural Learning	Smoking Ceremoney - Prymont	Direct
Art Partnerships	FNFD partnership	Direct
Marketing	Koorie Heritage Trust Inc	Direct
Cultural Workshops	Sarima Chong	Direct
Marketing - Champion	Models, marketing, creative	Direct
Marketing - Jockey	Models, marketing, creative	Indirect
Marketing - Bonds	Models, marketing, creative	Indirect



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