endeavour group

RECONCILIATION ACTION PLAN
INNOVATE



Innovate Reconciliation Action Plan

November 2026 – November 2028

Acknowledgement of Country

We acknowledge the First Peoples of the lands on which Endeavour operates across Australia. We acknowledge the Aboriginal and Torres Strait Islander peoples as Traditional Custodians and First Nations of Australia. We pay respects to their Elders past and present, and recognise their unique cultural and spiritual relationships to the land, waters, skies and seas and their rich contribution to society. We acknowledge that their continuing care for Country and ancient soils since time immemorial has gifted us a uniquely Australian terroir. We commit to listening to and learning from the voices, stories and cultures of First Peoples where we operate our businesses.

Aboriginal and Torres Strait Islander people are respectfully advised that this document may contain images and/or names of Aboriginal and Torres Strait Islander people who may be deceased.



Artwork and artwork elements from ‘Celebration Country’
by Riki Salam (Mualgal, Kuku Yalanji), We are 27 Creative.





Riki Salam and We are 27 Creative

We're proud to continue our relationship with Riki in telling the story of our work to further reconciliation.

Born and raised in Cairns on Yidindji land, Riki has connections to Muralag, Kala Lagaw Ya, Meriam Mer, Kuku Yalanji peoples on his father's side, and the Ngai Tahu people in the South Island of New Zealand on his mother's side. Riki is an accomplished artist and graphic designer with over 20 years' experience, specialising in contemporary Indigenous art, design and communications.

Educated in Cairns and Brisbane, Riki has worked on high profile projects across corporate, government, and not-for-profit sectors in Australia and internationally. Prior to founding We Are 27 Creative, with his wife and partner Diana, Riki worked as Creative Director in two of Australia's leading Indigenous design agencies.



About our artwork ‘Celebration Country’

As we listen to Country, Country listens to us and as we look after Country, Country looks after us. Country is always growing, always changing – never still, never finished.

This artwork carries that truth forward: a rebirth, a new season of the same story that began with Celebration Place. Reconciliation grows the same way – through listening and learning. Through race relations, equality and equity, unity, institutional integrity, and historical acceptance, each one strengthening the others, together shaping something whole. As Endeavour Group moves into the next chapter of its reconciliation journey, Celebration Country speaks to what that journey asks of us: creating a more sociable future together, and building change that lasts.

The story continues.

Country keeps changing.

So do we.

Message from our CEO

I'm pleased to introduce Endeavour Group's Innovate Reconciliation Action Plan (RAP).

As one of Australia's largest private employers, and a business that's part of communities across the country, we know we have an important role to play in advancing reconciliation. We believe meaningful progress comes through the way we work every day, by listening, building trust, creating opportunities and strengthening relationships with Aboriginal and Torres Strait Islander peoples.

Our Reflect RAP helped us build strong foundations. It strengthened our understanding of Aboriginal and Torres Strait Islander histories and cultures, deepened our relationships with First Nations peoples and communities, and helped us identify where we can make an important contribution.

This Innovate RAP marks the next stage of our journey. It focuses on embedding reconciliation more deeply across our business: building cultural capability, creating opportunities for Aboriginal and Torres Strait Islander peoples, increasing participation of First Nations businesses across our supply chain, and continuing to strengthen the relationships that underpin meaningful progress.

Today, Aboriginal and Torres Strait Islander peoples are an important part of our business, as team members, customers, suppliers and community partners. Their knowledge, perspectives and experiences strengthen our business, and this RAP reflects our commitment to creating an environment where First Nations peoples feel respected, supported and have opportunities to thrive.

We know lasting progress is achieved through genuine partnership. That's why we will continue working with Aboriginal and Torres Strait Islander peoples to better understand local priorities, learn from lived experience and create positive outcomes for communities and our business alike.

We want every person who engages with Endeavour - whether as a team member, customer, supplier or community partner - to feel welcome and respected. Reconciliation is an important part of achieving that.

I'm proud of the progress we've made and excited about what comes next. This Innovate RAP represents another important step in our reconciliation journey, and I look forward to continuing that journey together with our team members, partners and First Nations communities across Australia.

Jayne Hrdlicka
Managing Director and CEO
Endeavour Group



Statement from CEO of Reconciliation Australia

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

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

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

This Innovate RAP is both an opportunity and an invitation for Endeavour Group 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, Endeavour Group 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 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Endeavour Group is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Endeavour Group'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 Endeavour Group on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Our Business



About Endeavour Group

Endeavour Group is one of Australia's leading retail drinks and hospitality businesses, with a national network over 1700 retail stores and 350 hotels that are part of communities across the country.

over **1700** retail stores

and **350** hotels across the country

Every day, our 30,000+ team members - including more than 2.8% who identify as Aboriginal and/or Torres Strait Islander people - connect with customers, suppliers, local communities and each other. Our business is strengthened by the diversity of our people and the different perspectives, experiences and knowledge they bring.

Our scale and reach give us an opportunity to contribute to reconciliation in practical and meaningful ways. Whether it's creating employment and career pathways, supporting First Nations businesses, building cultural capability across our workforce or strengthening relationships with communities, we recognise that the decisions we make every day can help create positive outcomes.

We know reconciliation is built on listening, learning and genuine partnership. By working with Aboriginal and Torres Strait Islander peoples, we aim to create lasting value for our business, our communities and future generations.

30,000+
team members

2.8%
who identify as Aboriginal and/or Torres Strait Islander people



Our vision for reconciliation

Our vision for reconciliation is a future where all Endeavour Group stores, hotels, and workplaces are spaces of genuine respect, cultural safety, and connection. We envision a community where Aboriginal and Torres Strait Islander peoples feel entirely welcome, valued, and respected as team members, customers, suppliers, and partners in every local area we serve.

To bring this vision to life, we are committed to embedding reconciliation into the way we do business: through the relationships we build, the decisions we make, and the opportunities we create every day. We want Aboriginal and Torres Strait Islander peoples to feel respected and welcome wherever they engage with our business–as team members, customers, suppliers, community partners and leaders.

By listening, learning and working together, we aim to strengthen relationships, create opportunities and contribute to stronger communities across Australia. Based on our reflections and lessons learned, we have developed five Principles for Reconciliation to guide how we approach reconciliation over the long term towards this vision:

Reconciliation at Endeavour will be:

Purpose-led

We focus on actions that create meaningful outcomes for Aboriginal and Torres Strait Islander peoples, communities and businesses. We want reconciliation to be reflected in the way we make decisions and work together every day.

Outcomes focused

We set clear goals, measure our progress and focus on actions that create meaningful and lasting outcomes.

Courageous

We recognise that reconciliation requires us to listen, challenge ourselves and continue learning. We will approach this work with openness, respect and a willingness to improve.

Embedded

We want reconciliation to become part of everyday business–from the way we engage with communities and suppliers, to how we support our team members and make decisions across the organisation.

Achieved together

Reconciliation is built through relationships. We will continue working with Aboriginal and Torres Strait Islander peoples, communities and organisations to shape our approach, learn from different perspectives and achieve better outcomes together.



RAP Working Group Members visit Bagot Community, Darwin during NAIDOC Week

Our Reconciliation Action Plan Working Group

Our Reconciliation Action Plan (RAP) Working Group plays an important role in guiding, monitoring and championing our reconciliation journey.

The 14-member, cross-functional Working Group includes representatives from BWS, Dan Murphy's, Corporate Affairs & Sustainability, People, Operations, Procurement and Merchandising, including four Aboriginal and Torres Strait Islander team members whose perspectives help inform and strengthen our approach. Together, the RAP Working Group helps drive the delivery of our Innovate RAP commitments by monitoring progress, identifying opportunities and supporting collaboration across the business.

The Working Group meets monthly to review progress and quarterly to participate in planning and cultural learning sessions. Progress against the RAP is also reported quarterly to the Executive Leadership Team (ELT), which provides oversight and champions the delivery of our commitments. We report annually on our progress and reconciliation journey through our annual Environmental, Social, Governance (ESG) reporting.

Beyond governance, Working Group members play an important role in embedding reconciliation across Endeavour Group. They work with leaders and teams across their business areas to build awareness, encourage participation and support delivery of our RAP commitments. They also help foster broader engagement through leadership, participation in key events and recognition of significant dates, including National Reconciliation Week and NAIDOC Week.

RAP Working Group Members

***Clint Johnson (Ballardong/Noongar),** BWS WA, SA, NT State Manager

***Mitch Russell (Worimi)**, Community Relations Advisor

Cherie Deweske (Ngunnawal), Store Manager, BWS

Melinda Muckan (Gabi Gabi / Gurang Gurang), Store Manager, BWS

***Rich Fifer**, Head of Community Relations

Jennifer Foo, Head of ESG and Group Sustainability

***Holly Varshnei**, Senior Manager Talent Management, Leadership, D&I

Melissa Wilson, Talent & DEI Partner

***Lynn Feldon**, Head of Procurement

Lena Trollmann, Senior Governance, Risk & Sustainability Manager

***Sarah Hall**, Head of Merchandise - Endeavour Spirits & Premix

Marissa McKernan, Capacity - Store Support Lead - Dan Murphy's

**Working Group members with responsibility for specific RAP deliverables*

A message from the Endeavour Group Reconciliation Chair and RAP Champion: Clint Johnson (Ballardong/Noongar)



Reconciliation is about building respectful, meaningful and enduring relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community. For me, it is also about recognising the responsibility we each have to listen, learn and take action to contribute to a more inclusive and respectful Australia.

As Chair of Reconciliation and RAP Champion for Endeavour Group, I am proud to support our organisation on this journey. I see this role as a privilege and a responsibility both professionally and personally to create space for people to listen to Aboriginal and Torres Strait Islander voices, to learn from culture and history, and to turn that learning into meaningful action.

Our First Innovate RAP is more than a document or a set of commitments. It is a framework for how we can embed Reconciliation into the way we work, the decisions we make and the relationships we build. It challenges us to look at what we can do differently, where we can have the greatest impact, and how we can ensure reconciliation is something that belongs to all of us at Endeavour.

As an organisation with people, venues, stores and communities across Australia, Endeavour has not just an opportunity but the responsibility to make a genuine contribution. That means strengthening relationships with Aboriginal and Torres Strait Islander peoples and communities, increasing cultural understanding across our workforce, creating opportunities through employment and procurement, and ensuring Aboriginal and Torres Strait Islander perspectives are considered in the way we operate.

Importantly, reconciliation is not a destination. It is an ongoing journey that requires humility and a willingness to keep learning. There will be times where it is uncomfortable and challenges will be present, but this represents an enormous opportunity for us to make a positive and lasting difference through vulnerability and an openness to listen, learn and be considered.

Through our RAP, we aspire to see reconciliation become increasingly embedded in the culture of Endeavour, as it is everyone's responsibility. Together we can turn our commitment into meaningful action, where our people feel confident to participate, where Aboriginal and Torres Strait Islander cultures are respected and celebrated, and where our actions demonstrate that our commitment extends beyond words.



Our Reconciliation Journey

Our reconciliation journey is built on listening, learning and taking meaningful action.

Our Reflect Reconciliation Action Plan (RAP) provided an important foundation. Since 2022, it has helped us to begin to foster and strengthen relationships with Aboriginal and Torres Strait Islander peoples and communities, build cultural understanding across our business, and better understand how and where we can make a lasting contribution.

Through this work, we also strengthened our understanding of the important role our own Aboriginal and Torres Strait Islander team members play in shaping our business and helping us continue our reconciliation journey. We also recognised that meaningful reconciliation is not achieved through individual initiatives alone. It is strengthened when it is embedded into the way we do business every day - through the relationships we build, the decisions we make and the opportunities we create.

Our Innovate RAP represents the next stage of our journey. It builds on the progress we've made and sets out practical actions to deepen relationships, strengthen cultural capability, increase opportunities and continue learning from Aboriginal and Torres Strait Islander peoples and communities.

Our Reconciliation Journey

Our reconciliation journey is built on listening, learning and taking meaningful action.

We know there is more to do, and we are committed to working in partnership as we continue our reconciliation journey.

2022-2023: Building the foundations

- Launched our inaugural Reflect Reconciliation Action Plan with Reconciliation Australia.
- Established a long-term partnership with Larrakia Nation Aboriginal Corporation and our first regional Community Advisory Committee in Darwin.
- Delivered cultural awareness experiences for our Executive Leadership Team, RAP Working Group and business leaders.
- Commissioned Celebration Place, an artwork by Riki Salam (Mualgal/Yalanji/Ngāi Tahu), which celebrates First Nations cultures across our business.

2024: Deepening capability

- Foundational cultural capability training developed and offered for our team members.
- Expanded on-Country learning experiences for our Executive Leadership Team.
- Mob Only Yarns introduced, creating culturally safe spaces for First Nations team members to connect and access support.
- Progressed our partnership with Jawun to Catalyse level.

2025-2026: From Reflect to Innovate

- Expanded our supplier diversity to actively onboard more First Nations brands, businesses and creators.
- Established our First Nations Team Member Network to strengthen cultural safety and inform our reconciliation journey.
- Region-specific support for local leaders to build proactive, respectful and ongoing community engagement
- Development of our Innovate RAP, establishing longer-term commitments and measurable targets across employment and procurement to embed reconciliation more deeply across the business.



Smoking ceremony at Endeavour Reflect RAP Launch

Driven by Connection: Mitch's Story



A proud Worimi man, Mitch Russell brings a deep understanding of cultural connection and community advocacy to his role as Community Relations Advisor at Endeavour Group. Based in Sydney with his family, Mitch plays an important role in connecting our reconciliation commitments with the local communities surrounding our national network of Dan Murphy's, BWS, and ALH Hotels.

Far from simply tracking progress, Mitch helps bring Endeavour's Reconciliation Action Plan (RAP) to life across the business. He works closely with store and venue leadership teams, internal First Nations networks, and external community partners to build genuine, lasting relationships. His work helps create opportunities for listening, learning, collaboration and celebration, supporting our broader reconciliation and community relations commitments across the business.

"For me, reconciliation is a continuous practice of building trust, listening deeply, and showing up for the communities we serve. Endeavour Group has given me an incredible platform to help shape how a major national organisation can engage with Aboriginal and Torres Strait Islander peoples in a real, localised way.

What excites me most is the genuine willingness to listen, learn and keep improving. Our brands are part of communities across Australia, giving us a unique opportunity to help create places and spaces where people feel welcome, respected and connected. I am passionate about working with our teams and local communities to turn our RAP objectives into meaningful actions that create lasting benefits for future generations."

Mitch Russell
Community Relations Advisor

Community Engagement in Darwin

In Darwin, our Community Advisory Committee (CAC) brings community leaders together to share perspectives, identify priorities and help inform responses to local needs. This ongoing engagement strengthens our understanding of the challenges and opportunities in the community and helps to shape more informed, locally relevant and effective programs for the community.

Since 2022, the Community Advisory Committee has strengthened collaboration between Endeavour Group and local stakeholders. The CAC has also investigated a number of projects and partnerships for Endeavour's support, with a focus on harm minimisation, youth engagement, access and demand, and programs to strengthen culture and resilience. Endeavour's role is one of allyship, with a readiness to listen, support and empower First Nations recommendations for programs of change.

A number of local initiatives have been completed, with more currently underway, including the development of a business case, fundraising strategy and prospectus to support a new Youth Centre for the Bagot Community, outside Darwin, under the leadership of Bagot Community Leader, Natalie Harwood. Involving local youth in the development of the project aims to educate and promote a sense of pride and connection for the community, who will ultimately benefit from a new safe space, with access to health, hygiene, and Alcohol and Other Drugs (AOD) support services.



The new *'Learning journey through Larrakia Country'* mural at the Sanderson Middle School in Darwin, a project supported by the Endeavour Group Community Advisory Committee (CAC)

Our Darwin Community Advisory Committee

Natalie Harwood (Chair)

Natalie is a Kiyuy woman who was born in Darwin and spent most of her life at Bagot Community, where she has played advocacy and leadership roles within Council and community advisory groups. Natalie is a Community Engagement Facilitator for not-for-profit organisation, Child Australia.

Tony Fuller APM

Tony has extensive experience in policing, crisis and emergency management. During his 34 years of service with the NT Police, he received the Australian Police Medal for distinguished service and recognition for his work in reducing alcohol related violence on Groote Eylandt and later, East Arnhem Land.

Dr Maree Meredith

Bidjara woman, Professor Maree Meredith is a distinguished leader in Indigenous health equity and strategic social impact, currently serving as the First Nations Strategic Advisor (Impact & Innovation) at the Snow Foundation. Maree brings profound Northern Territory expertise to the Darwin CAC, having previously served as an Associate Professor and Director of Poche SA+NT at Flinders University, where she championed collaborative, holistic, and community-driven frameworks to improve health outcomes for Aboriginal and Torres Strait Islander people.

Richard O'Sullivan

Richard has over 45 years experience in Northern Territory across the tourism, justice and racing sectors. As a former chairman of the NT Racing Commission and NT Licensing Commission, he held responsibility for minimisation of harm from alcohol abuse through a regulated framework of liquor licences, permits and declaration of 'dry' areas.

Jarrod Stokes

Youth Services Manager at Larrakia Nation, Jarrod brings extensive front-line community insight as a Larrakia, Warumungu, Ngarrindjeri, and Arabana man living in Darwin. Jarrod holds deep multigenerational leadership roots in Darwin's local sporting community.

Lateesha Jeffrey

Lateesha is a proud Wulwulam and Kukatj woman who provides high-level strategic consultancy in Indigenous education, empowerment models, and systemic community safety frameworks, including culturally safe domestic violence court models.



"The true value of the CAC is seeing corporate support turn into real, on-the-ground safety and care for our families. Projects like our community bus for Bagot mean our kids have safe transport to school and sports, but just as crucially, it lets us pick up the young ones and take them to reconnect with Country. **Bringing back cultural knowledge is how we keep our young people safe, grounded, and supported.**"

Natalie Harwood, Chair, Endeavour Group Community Advisory Committee & Bagot Community Leader



Larrakia Nation Aboriginal Corporation

Our formal partnership with Larrakia Nation Aboriginal Corporation, now in its fourth year, reflects our long-term commitment to working together towards positive outcomes and addressing community priorities in Darwin. Larrakia Nation is the peak body for the Larrakia people, the Traditional Owners of the Darwin region, and a key service provider for Aboriginal people in the area.

Established through consultation with our Community Advisory Committee (CAC) in 2023, the partnership is guided by a collaborative operating plan that supports shared learning and growth. Endeavour Group contributes leadership development, training, mentoring and operational support to build capability within Larrakia Nation, while deepening our own cultural awareness, understanding of community challenges, and approach to working respectfully on Larrakia Country, while also supporting Larrakia outreach programs and major events.

RAP Working Group members at Larrakia Nation Aboriginal Corporation with CEO Michael Rotumah



Promoting respect: Larrakia Protocols

Larrakia Nation and Endeavour's landmark partnership is a key driver of our approach to promoting respect in the wider Darwin community. The first initiative implemented by the partnership was the feature of the Larrakia Protocols in BWS stores across Darwin and Palmerston as a reminder to everyone to be respectful when purchasing alcohol.

The Larrakia Protocols have been played in eight different Aboriginal and Torres Strait Islander languages, communicating a message of respect for locals and people travelling from remote regions of the NT and interstate. The languages featured are English (using Larrakia person), Yolngu Matha (East Arnhem), Anindilyakwa (Groote Eylandt), Modern Tiwi (Tiwi Islands), Kriol (Big Rivers region – Katherine), Murrinh Patha (Wadeye), Kunwinjku (Gunbalanya) and Warlpiri (Central Australia). Through continued engagement with our BWS team, our customers, Larrakia Nation and others in the Northern Territory, we'll better understand the impact of these initiatives and consider opportunities to develop similar activities in other areas.



Transforming partnership with Jawun

Since 2013, we've supported Jawun, a not-for-profit organisation that connects corporate partners with secondment and immersion opportunities in First Nations organisations to help deliver business and community programs. To date, 43 team members have shared their skills and experience with - and listened and learned from 23 Indigenous community organisations across Australia.

On Country with Jawun

In October 2024, Endeavour Group Human Rights Manager, Kestra Bowskill, embarked on a six-week Jawun secondment to the Dhimurru Aboriginal Corporation on Yolngu country in North East Arnhem Land. Kestra's brief was to support the Dhimurru Rangers (who manage parts of the Indigenous Protected Area in Yolngu Country) to strengthen how they monitor and evaluate their work – building capacity and skills within the ranger team, as well as helping to meet the reporting requirements of grants.

"It was integral that any processes or systems I helped to stand up were Yolngu-led. I was there to support, but the rangers would need to drive the work themselves ongoing, which means I needed to quickly build trust and rapport to understand how to best help," said Kestra.

Over the course of six challenging weeks and countless 'light bulb' moments, Kestra spent time in the field, testing case studies, setting up a dedicated office space and working through computer literacy with the rangers to develop a simple monitoring and evaluation framework which is being used to support the rangers today. Kestra was also invited to a number of events, including the first ever Charles Darwin University graduation ceremony held in Nhulunbuy.

Jawun partners since 2013



"I was overwhelmed by what a remarkable experience and privilege it is to be invited to spend time on Country, and gain a first-hand appreciation for the culture, history and daily lives of Yolngu people."

Kestra Bowskill, Human Rights Manager, Endeavour Group and Jawun secondee

Partnership milestones

250+
weeks in community

24
Indigenous organisations supported

43
secondees

4
regions

96%*
of Indigenous organisations felt that skills were transferred by Endeavour secondees

100%*
of Endeavour secondees felt improved understanding of Indigenous peoples and contexts

100%*
of Indigenous organisations felt that Endeavour secondees have helped improve the outcomes delivered by their organisations over time

97%*
of Endeavour secondees felt the secondment improved their professional and personal effectiveness

**of survey responses*

Achieved together in action: Reconciliation Industry Network Group (RING)

We know that meaningful change is strengthened when organisations work together. That's why Endeavour Group is proud to be a founding member of the Beverage Reconciliation Industry Network (RING), bringing together key industry peers and suppliers across the beverage, retail and hospitality sectors.

RING provides a forum to build relationships, share knowledge, discuss challenges and learn from one another as we continue our respective reconciliation journeys. Together, we explore opportunities to support First Nations self-determination, strengthen economic participation and create meaningful outcomes for Aboriginal and Torres Strait Island peoples and communities.

This year, RING launched its Purpose Statement, reinforcing a shared commitment to advancing reconciliation across our industry, and identifying opportunities where collective action can create greater impact. The network also brings together RAP leaders, First Nations partners and industry stakeholders through regular forums and events that encourage listening, learning and collaboration toward industry-wide commitments.

For Endeavour, participating in RING reflects our belief that reconciliation is achieved together. By contributing our own experiences and learning alongside others, we can help create stronger, more tangible outcomes than we could achieve alone.

Endeavour Team attend the Beverage RING NAIDOC Event





Our commitments

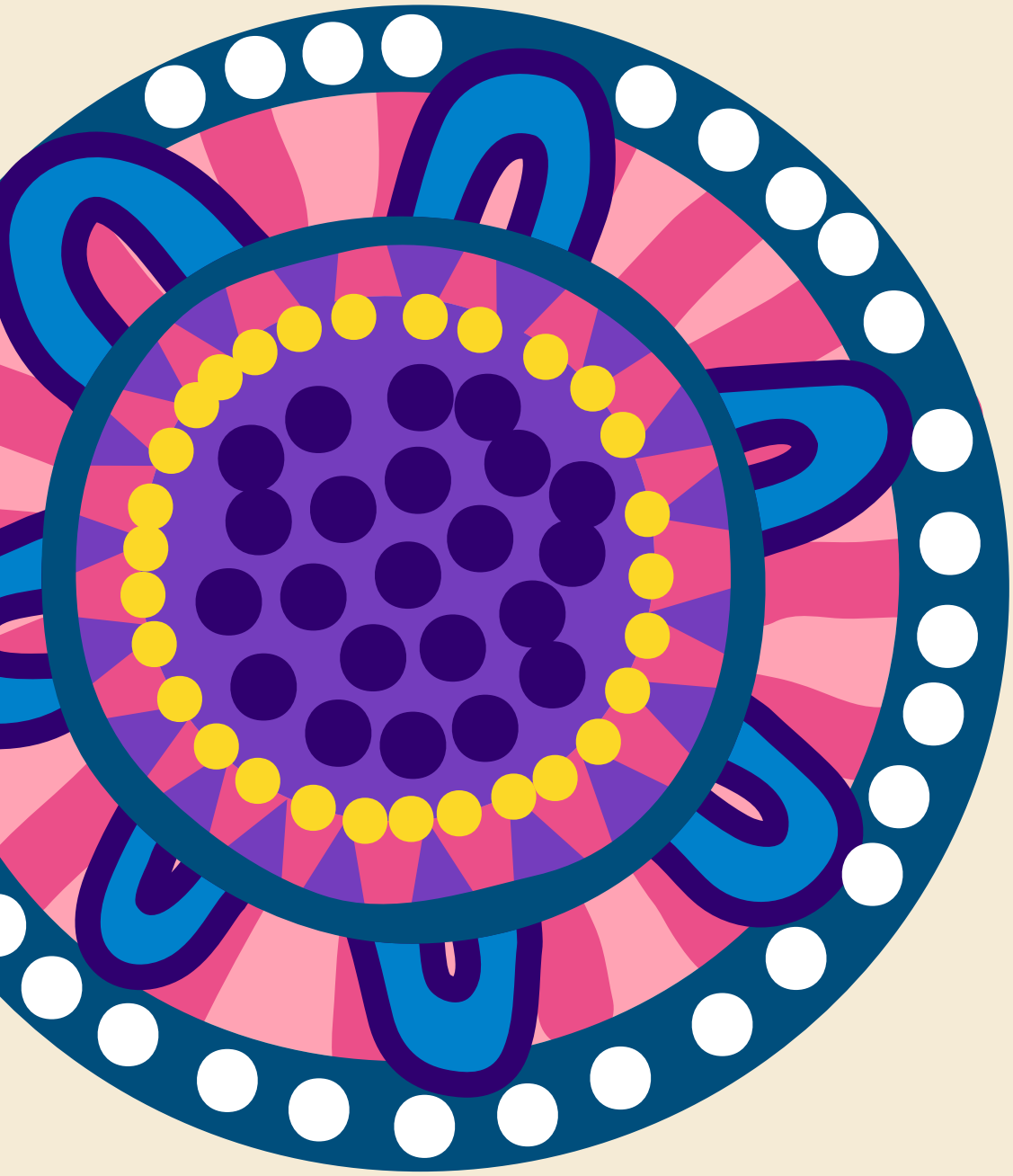
The RAP Working Group, in consultation with the Endeavour Group Executive Leadership Team and Reconciliation Australia, has aligned on the following deliverables as part of our Innovate Reconciliation Action Plan.

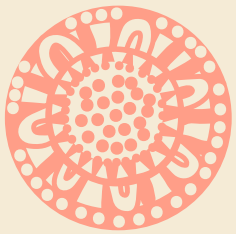
These actions and deliverables reflect our ongoing commitment to building stronger relationships with Aboriginal and Torres Strait Islander peoples, increasing cultural understanding across our business, and creating meaningful opportunities for reconciliation.

The implementation and ongoing maintenance of our Innovate RAP is also a commitment in the Care for Community & Team pillar in the Endeavour Group Sustainability Strategy 2026-2030, reflecting the important role reconciliation plays as part of our broader environmental, social and governance priorities.

Relationships

We know that strong relationships and partnerships are essential in our efforts to drive meaningful change and create connected, sustainable communities.





Relationships

With a presence in local communities across every state and territory, Endeavour is part of Australia's social fabric. Our national footprint and scale positions us well within our sphere of influence, to lead by example in building trust with and respect for Aboriginal and Torres Strait Islander peoples and communities. We know that strong relationships and partnerships are essential in our efforts to drive meaningful change and create connected, sustainable communities. What will matter most is how well we listen, engage and consult to support principles of First Nations-led change towards self-determination. This RAP will be focused on developing our consultation capabilities and frameworks for embedding into our business processes over time.

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.	December 2027, December 2028	Head of Community Relations
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2027	Head of Community Relations
	Engage with First Nations team members to understand and shape what future consultation and engagement with them should look like.	May 2027	Reconciliation Chair Community Relations Advisor
	Continue listening, building trust, and deepening relationships with the Darwin Community Advisory Committee, while exploring options to broaden access to Aboriginal and Torres Strait Islander advice elsewhere.	March 2027	Head of Community Relations
	Collaborate with Aboriginal and Torres Strait Islander stakeholders and Reconciliation Australia to support the goals of the Uluru Statement From the Heart.	September 2027, September 2028	Reconciliation Chair Community Relations Advisor
	Partnerships with First Nations leaders are established and maintained, with Endeavour taking feedback from internal and external leaders and implementing solutions.	September 2027, September 2028	Head of Community Relations

Relationships

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team.	27 May-3 June, 2027 & 2028	Reconciliation Chair Community Relations Advisor
	RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2027 & 2028	Reconciliation Chair Community Relations Advisor
	Encourage and support team and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June, 2027 & 2028	Reconciliation Chair Community Relations Advisor
	Organise at least one NRW event each year.	27 May-3 June, 2027 & 2028	Reconciliation Chair Community Relations Advisor
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May 2027 & 2028	Reconciliation Chair Community Relations Advisor
3. Promote reconciliation through our sphere of influence.	Develop and implement a communications and team engagement strategy to raise awareness of reconciliation across our workforce.	June 2027	GM Communications Reconciliation Chair Community Relations Advisor
	Engage with First Nations team members to understand and shape what future consultation and engagement with them should look like.	May 2027	Reconciliation Chair Community Relations Advisor
	Continue to communicate our commitment to reconciliation publicly via our Sustainability reporting processes and internal communications.	August 2027 & 2028	Chief Corporate Affairs & Sustainability Officer

Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2027, September 2028	Chief Corporate Affairs & Sustainability Officer
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation, including through establishing and participating in a Reconciliation Industry Networking Group.	May 2027, May 2028	Head of Community Relations Reconciliation Chair Community Relations Advisor
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of People policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2027	Senior Manager Talent Management, Leadership, D&I
	Engage in First Nations consultation on People policy and procedure review findings and enhance recommendations	December 2027	Senior Manager Talent Management, Leadership, D&I
	Develop, implement and communicate Endeavour Group's anti-discrimination policy and other policies concerning racism and human rights	December 2027	GM Communications Senior Manager Talent Management, Leadership, D&I
	Continue to educate senior leaders on the effects of racism.	December 2027	Senior Manager Talent Management, Leadership, D&I

Respect

Increasing respect for First Nations peoples sets the foundations and paves the way for the future success of all our reconciliation work.



Respect

When we say we're inclusive, and hold this value to be true to who we are, we commit ourselves to creating places that are safe for First Nations team members to belong, for First Nations customers and guests to visit, and First Nations suppliers to do business with. This means increasing cultural awareness, capability and confidence across the Group.

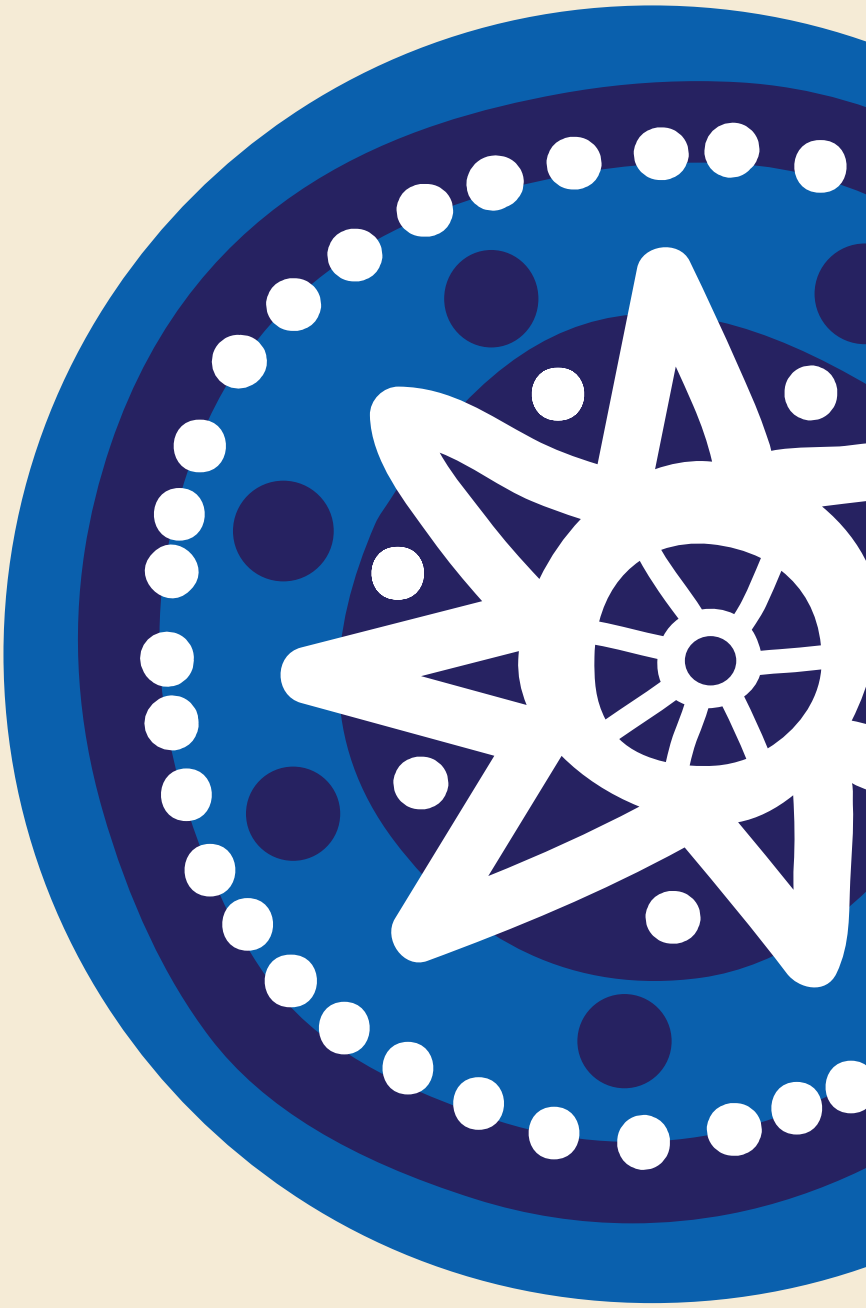
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Complete the e-learning reconciliation training pilot and gain feedback to inform positioning within future Inclusion Learning Framework.	November 2027	Senior Manager Talent Management, Leadership, D&I
	Conduct a review of the current Inclusion and Cultural Learning assets and identify opportunities for enhancement.	February 2027	Senior Manager Talent Management, Leadership, D&I
	Conduct a review of cultural learning needs within our organisation.	February 2027	Senior Manager Talent Management, Leadership, D&I
	Develop and implement a comprehensive First Nations Inclusion Learning Framework with culturally aligned assets and initiatives, in collaboration with stakeholders, and communicate it to all staff.	May 2027	Senior Manager Talent Management, Leadership, D&I
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2027	Senior Manager Talent Management, Leadership, D&I Reconciliation Chair Community Relations Advisor

Respect

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase team's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2027, September 2028	Reconciliation Chair Community Relations Advisor GM Communications
	Review and update our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2027, June 2028	Reconciliation Chair Community Relations Advisor
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events	November 2026	GM Communications
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	November 2026	GM Communications
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2027 & 2028	Reconciliation Chair Community Relations Advisor
	Review People policies and procedures to remove barriers to teams participating in NAIDOC Week.	June 2027	Senior Manager Talent Management, Leadership, D&I
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2027 & 2028	Reconciliation Chair Community Relations Advisor

Opportunities

Stronger communities with a better, sociable future are built when people have access to opportunities for economic participation.



Opportunities

Organisations of our size and scale are uniquely placed to help close the gap in life outcomes for Aboriginal and Torres Strait Islander peoples by offering opportunities for First Nations people to build intergenerational wealth and economic independence. This will require us to set the foundations for offering meaningful and sustainable career and growth opportunities for First Nations peoples, and for growing our business relationships with First Nations suppliers.

The outcome of our first Innovate RAP will be to deliver foundational strategies and to make an informed decision on sustainable targets relating to both employment and procurement, as well as developing the systemic controls needed to achieve future targets. We expect to have targets in place by November 2026.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	June 2027	Head of Talent Acquisition & Experience
	Review Employee Survey Wellbeing & Inclusion insights to understand the experience of our First Nations Team to identify potential retention tactics.	March 2027, March 2028	Senior Manager Talent Management, Leadership, D&I
	Develop a First Nations Recruitment Strategy with First Nations consultation and Implement First Nations Recruitment Strategy.	February 2028	Head of Talent Acquisition & Experience
	Double First Nations Representation in Leadership roles (Specialist Leader & Above) measured through internal employment systems.	July 2027 & 2028	Senior Manager Talent Management, Leadership, D&I
	Close the gap to +4% for the First Nations Turnover of Permanent Full Time & Part Time team measured through internal employment systems.	July 2027 & 2028	Senior Manager Talent Management, Leadership, D&I
	3.5% First Nations Recruitment Rate measured through internal employment systems.	July 2027 & 2028	Senior Manager Talent Management, Leadership, D&I
	2.8% First Nations Representation measured through self identification in Employee Feedback Survey	July 2027 & 2028	Senior Manager Talent Management, Leadership, D&I

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Identify options for a targeted/localised recruitment pilot, with First Nations consultation	July 2028	Head of Talent Acquisition & Experience
	Develop First Nations Professional Development Framework with First Nations consultation	August 2028	Senior Manager Talent Management, Leadership, D&I
	Create a roadmap to implement the First Nations Professional Development Framework	September 2028	Senior Manager Talent Management, Leadership, D&I
	Consult with First Nations team to identify Endeavour Group's First Nations Employee Value Proposition	February 2028	Head of Talent Acquisition & Experience
	Advertise job vacancies through appropriate channels to reach First Nations stakeholders	July 2027	Head of Talent Acquisition & Experience
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	July 2027	Senior Manager Talent Management, Leadership, D&I Head of Talent Acquisition & Experience
	Continue to create a culturally safe workplace for First Nations team, measured through consultation with internal First Nations Employee Network and Voice of Team Feedback	April 2027 & 2028	Senior Manager Talent Management, Leadership, D&I

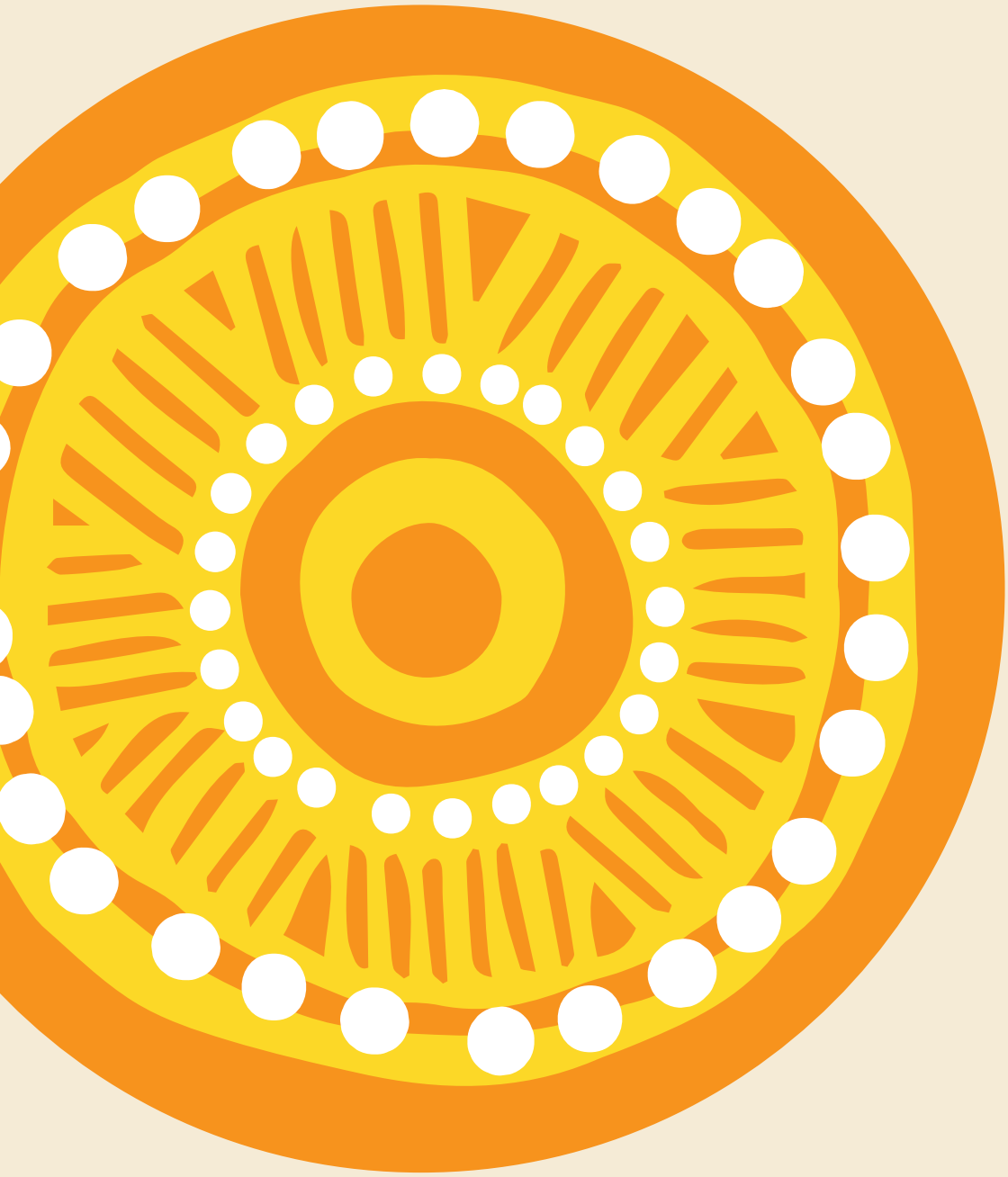
Opportunities

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	5% year-on-year increase (based on FY25 baseline) in Goods and Services Not for Resale procurement spend directed to First Nations suppliers.	August 2027, August 2028	Head of Procurement
	Develop and embed a Diverse Supplier and Trade Partner Procurement Policy and Strategy.	December 2026	Head of Procurement Head of Category - Spirits & Complimentary Categories • Dan Murphy's
	Drive supplier diversity leadership to find and create ongoing business opportunities for First Nations suppliers group-wide.	June 2027, June 2028	Head of Procurement Head of Category - Spirits & Complimentary Categories • Dan Murphy's
	Establish a data management plan to identify, verify and flag First Nations suppliers and trade partners.	December 2027, December 2028	Head of Procurement Head of Category - Spirits & Complimentary Categories • Dan Murphy's
	Create an internal Supplier Diversity Hub with a verified First Nations business directory.	June 2027, June 2028	Head of Procurement Head of Category - Spirits & Complimentary Categories • Dan Murphy's
	Actively engage with peer networks like Supply Nation and RING to collaborate on First Nations procurement opportunities.	December 2027, June 2028	Head of Procurement Head of Category - Spirits & Complimentary Categories • Dan Murphy's
	Roll out group-wide cultural awareness training to build understanding, followed by targeted supplier diversity and inclusive sourcing training for procurement teams.	June 2027	Head of Procurement Head of Category - Spirits & Complimentary Categories • Dan Murphy's

Opportunities

Action	Deliverable	Timeline	Responsibility
10. Increase our understanding of the issues relating to alcohol and gaming harm in Aboriginal and Torres Strait Islander communities.	Support Aboriginal and Torres Strait Islander programs and initiatives in local communities, including those with Larrakia Nation Aboriginal Corporation and Endeavour's Community Advisory Committee.	September 2027, September 2028	Head of Community Relations
	Measure outcomes/impact of Aboriginal and Torres Strait Islander programs and initiatives that Endeavour supports.	September 2027, September 2028	Head of Community Relations

Governance



Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March 2027 & 2028, June 2027 & 2028, October 2027 & 2028	Reconciliation Chair Community Relations Advisor
	Continue to review and update Terms of Reference for the RWG.	March 2027 & 2028	Reconciliation Chair Community Relations Advisor
	Meet at least four times per year to drive and monitor RAP implementation.	Monthly 2027 & 2028	Reconciliation Chair Community Relations Advisor
12. Provide appropriate support for effective implementation of RAP commitments. Define resource needs for RAP implementation.	Define resource needs for RAP implementation.	March-May 2027 & 2028	Reconciliation Chair Community Relations Advisor
	Engage our senior leaders and other team in the delivery of RAP commitments.	September 2027 & 2028	Reconciliation Chair Community Relations Advisor
	Maintain appropriate systems to track, measure and report on RAP commitments.	September 2027 & 2028	Reconciliation Chair Community Relations Advisor
	Appoint and maintain a network of internal RAP Champions from senior management.	November 2027, November 2028	Reconciliation Chair Community Relations Advisor

Governance

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 2027 and June 2028	Community Relations Advisor
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2027, 2028	Community Relations Advisor
	Report RAP progress to all staff and senior leaders quarterly	March, May, August, November 2027 & 2028	Reconciliation Chair Community Relations Advisor
	Publicly report our RAP achievements, challenges and learnings, annually via our Sustainability reporting and Internal Communications	August 2027 & 2028	Reconciliation Chair Community Relations Advisor Head of ESG
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2027 & 2028	Reconciliation Chair Community Relations Advisor
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2028	Reconciliation Chair Community Relations Advisor
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2028	Community Relations Advisor

Contact

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endeavour group

RECONCILIATION ACTION PLAN

INNOVATE

