



RECONCILIATION
ACTION PLAN

INNOVATE

March 2023 – March 2025

 **Kimberly-Clark**
Australia & New Zealand

Acknowledgement of Country

Kimberly-Clark Australia acknowledges the Traditional Owners of this nation and pays respect to their Elders past and present. Our Head Office is located on the land of the Cammeraygal people and our Australian manufacturing site in Millicent is located on the land of the Boandik people. However, as an organisation with national reach, we extend our acknowledgment to all Aboriginal and Torres Strait Islander peoples and express our support for the continuation of their cultural, spiritual, and educational practices.

Our Vision for Reconciliation

Our vision for reconciliation in Australia is a system that ensures equal access to better health, hygiene, and well-being outcomes for Aboriginal and Torres Strait Islander peoples.

More broadly, Australia's reconciliation acknowledges our shared history and the contribution of First Nations peoples and their cultures to society, past, present, and future. It sees the adjustment of corporate and societal systems that increase opportunities for Aboriginal and Torres Strait Islander peoples.

Through this change, the nation can achieve equal levels of health, financial and life fulfillment that is deserved of by the whole population. We want to see a nation that is proud of its shared history, and united in its future.

A Message from K-CANZ Managing Director



Our purpose at Kimberly-Clark is to provide Better Care for a Better World through the products we make, the workplaces we create and the communities we serve.

Globally our goal is to positively impact the lives of one billion people in underserved communities. This global approach grants us a clear mandate to facilitate a deep long-term commitment to supporting Aboriginal and Torres Strait Islander communities across Australia.

In 2022, K-CA commenced our reconciliation journey with the launch of our first RAP (Reflect) and we proudly continue to address and reach the commitments we have made to create a kinder, more reconciled Australia. Our first RAP has enabled us to look at affecting change both internally and externally, to set the foundations and inform a longer-term plan that will enable tangible action. A year after launching our first RAP we are proud to present K-CA's second RAP (Innovate) for 2023-25. This outlines a set of new commitments to progress reconciliation in Australia as part of our promise to help create a more just and equitable society for all Aboriginal and Torres Strait Islander peoples.

The introduction of our Reflect RAP in 2022 supported a step-change in terms of how K-CA supports First Nations communities. We increased our support for long-term partners Rhodanthe Lipsett Indigenous Midwifery Charitable Fund, The Galiwin'ku Baby Hub and Share the Dignity, which has enabled us to donate period products to First Nations communities who often struggle to access period care.

Over the last year, it has become clear that many of our employees are passionate about reconciliation and seeing us successfully progress K-CA's RAP. In 2022, for the first

time, we saw large groups of people right across our business participate in National Reconciliation Week and celebrate NAIDOC week in addition to completing cultural learning activities. Personally, with the support of cultural training and an eight-week Allyship program with Evolve Communities, I have learnt a great deal about our First peoples, their history, their cultures, and the hardship they have endured and continue to endure. I've also developed greater clarity about K-CA's role in reconciliation and our vision, as a manufacturer of personal care products, to help improve the health, hygiene, and well-being outcomes of First Nations people.

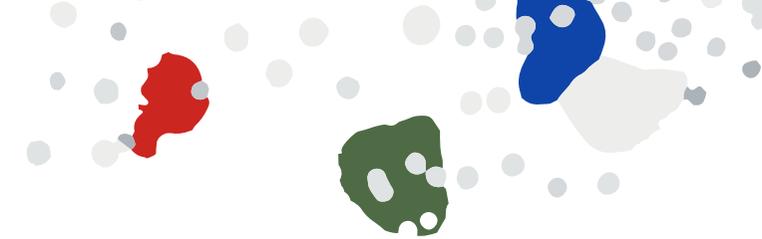
As we move forward with our Innovate RAP, we will continue to work closely with our partners and employees to understand what is needed to increase our familiarity with First Nations cultures and empower our team to affect change in their business and personal circles. We will also continue to examine our internal policies to ensure they best enable positive two-way relationships between K-CA and First Nations people.

With the changes we've seen in Australia over the last year and a government firmly focused on reconciliation, it feels like we're on the cusp of change. The increasing national discourse about improving the lives of Aboriginal and Torres Strait Islander peoples is a further imperative for change and will encourage and support companies like ours to continue to do more.

We are excited for the progress we will make under our Innovate RAP and thank everyone at K-CA and beyond who is helping us to fulfill our commitments and extend beyond them.

Belinda Driscoll

Vice President and Managing Director ANZ



A Message from Reconciliation Australia



Reconciliation Australia commends Kimberly-Clark Australia 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 Kimberly-Clark 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, Kimberly-Clark will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance

of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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

Implementing an Innovate RAP signals Kimberly-Clark'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 Kimberly-Clark Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Artist: Gavin Wanganeen



Gavin Wanganeen is an Australian Football League (AFL) legend, acclaimed contemporary Aboriginal artist, a businessman and an advocate for Indigenous empowerment.

AFL ACHIEVEMENTS

Two-time Premiership winner, member of the AFL Hall of Fame and Brownlow medalist, Gavin Wanganeen is respected for his significant contribution to the game. Gavin's AFL career spanned 300 senior games at the Essendon and Port Adelaide Football Clubs, earning him countless accolades, including the dedication of a grandstand at Adelaide Oval in 2015, in recognition of his outstanding contribution to the game.

Gavin blazed a trail as the first Indigenous player to receive a Brownlow medal and reach 300 games. In February 2019 he again broke new ground with his appointment to the board of the Port Adelaide Football Club. This achievement makes him the first Aboriginal ex-AFL player ever to be elected to an AFL club board and the first Indigenous member of the Port Adelaide Football Club board in its 150-year history. He now holds board positions on State Theatre Company of South Australia and the Central Adelaide Local Health Network (CALHN).

Having retired from the AFL over a decade ago, Gavin continues to inspire and innovate through his work as a contemporary Aboriginal artist, business owner and storyteller.

THE ARTIST

Born in Mount Gambier, South Australia, Gavin is a proud descendant of the Kokatha Mula people of the Western Desert in South Australia. The Kokatha people hold the Tjukupa (lore) and have a strong connection to country, the night sky and stories in the stars – a deep source of inspiration for Gavin's paintings.

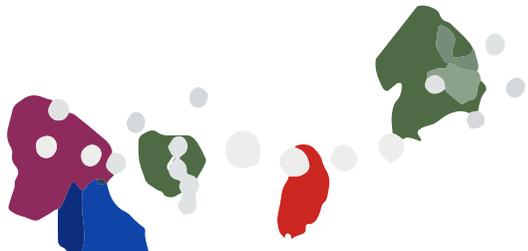
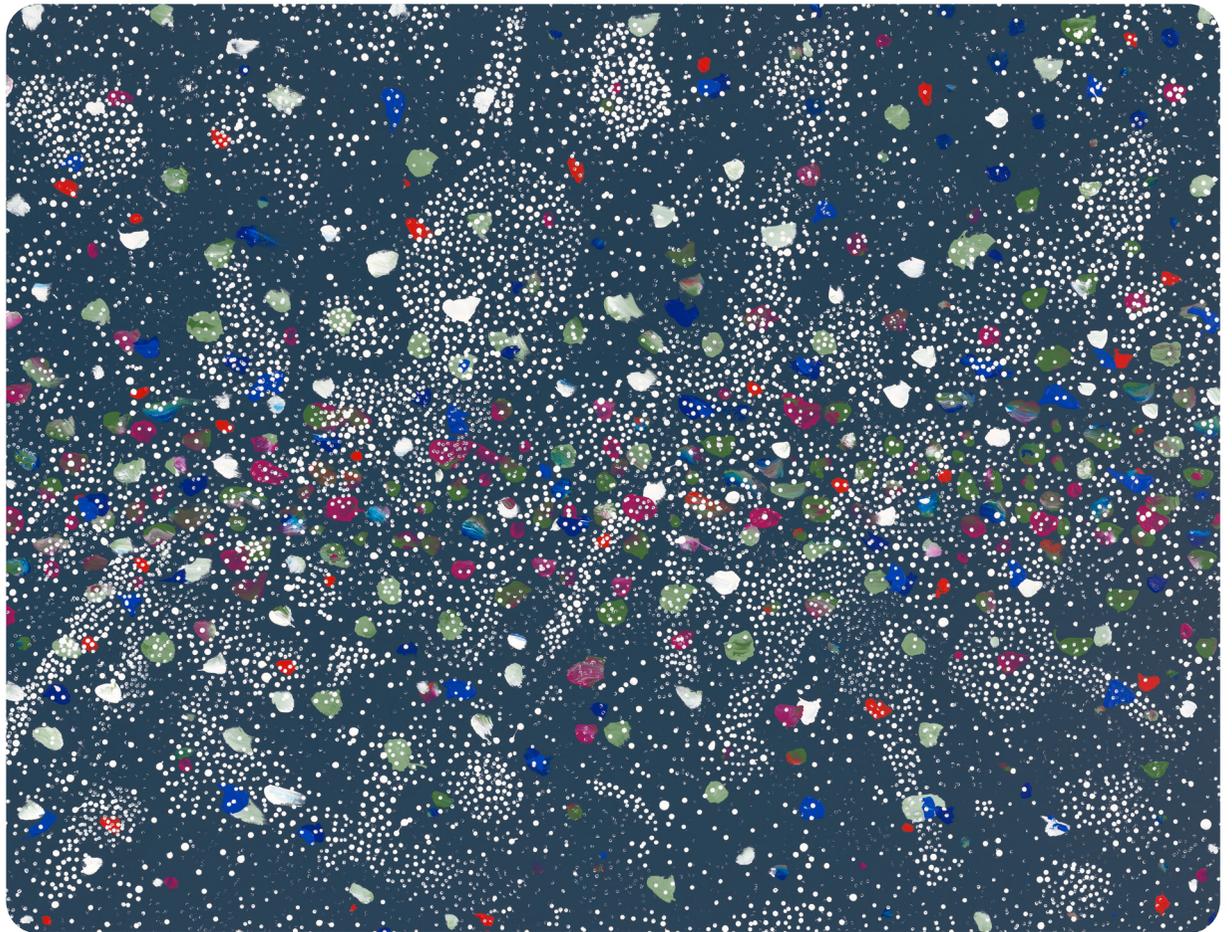
Growing up, Gavin spent time on South Australia's west coast where his maternal great-grandfather, Dick Davey, was a respected leader of the people of Koonibba Mission and the community at large. Davey was one of the first Indigenous people to be "permitted" to purchase land, and was a talented footballer, playing for the Koonibba Football Club, today recognised as the country's oldest surviving Aboriginal football club.

From a young age, Gavin embraced a love of colour and storytelling through art. Yet it wasn't until his twenties, through a friendly competition with his Indigenous Port Adelaide Football Club teammates to produce an artwork from their respective regions, that Gavin made the life changing decision to start painting.

Gavin began exploring his ancestral links on canvas, recreating memories and capturing the beauty of the Australian outback. Today Gavin's astonishing natural talent continues to blossom, attracting national attention and acclaim and firmly establishing him as a contemporary Aboriginal artist to watch.

About the Artwork

As with all Gavin's artworks, he invites you to imagine you are sitting in the highest point of the universe looking down through the Milky Way and all the stars, to Country. Here you will see a navy base populated by stars, and floating forms representing the ongoing presence and impact the Kimberly-Clark brands such as Huggies®, VIVA®, Kleenex®, Depend®, Poise®, and U by Kotex® have on the lives of ALL Australians, and people of the world. The star formations are intended to express truth telling, respect, collaboration and cooperation. Kimberly-Clark products support people through their different stages of life, and the floating forms depicted in the artwork represent this care and commitment to be sustainable and responsible to people and country. The region in focus for this artwork, is global, however if you look carefully, you may see your own home somewhere through the stars.

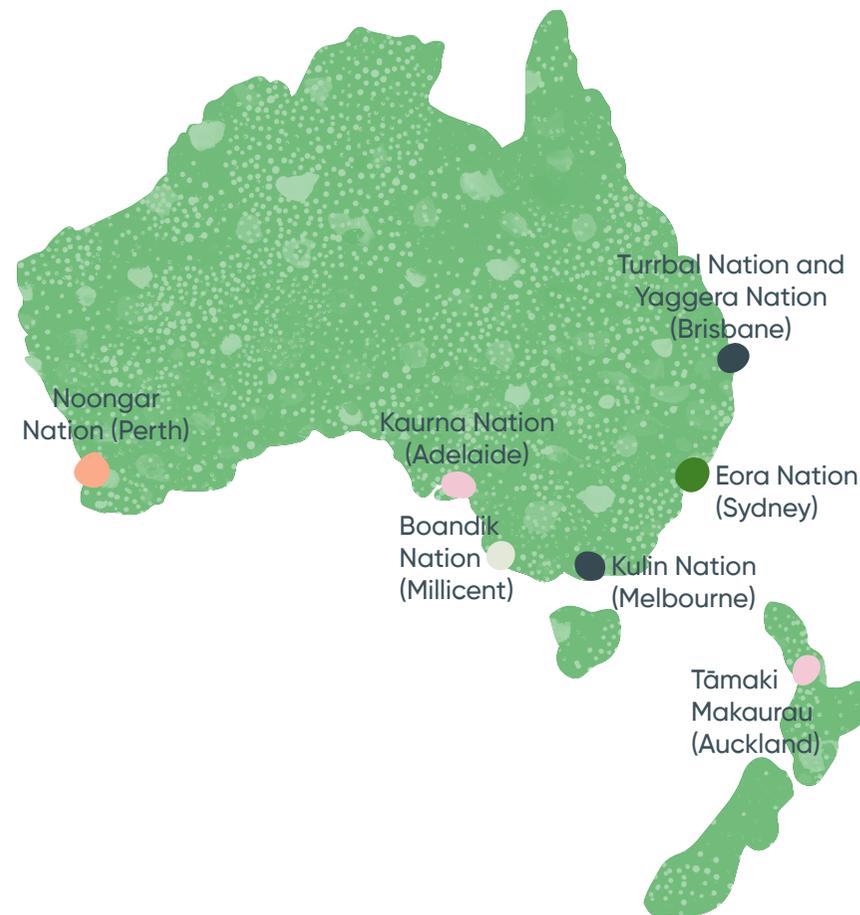


Our Business

We are a global manufacturer and provider of essential, personal care products. Our brands such as Huggies®, Kleenex®, UBK®, Poise®, VIVA® and Depend® are used daily by a quarter of the world's population. We have been operating in Australia for close to 100 years, opening our doors in 1926. Domestically, we have approximately 750 employees, including five employees who identify as Aboriginal and/or Torres Strait Islander people, in all major cities in Australia, in addition to our manufacturing site located on Boandik Country in Millicent, South Australia, where we produce our iconic Kleenex® and Viva® products as well as number of our Kimberly-Clark Professional products.

We believe our people define who we are and what we do. Our company is built on fundamental values of diversity, inclusion, respect and equal opportunity. We strive to create a work environment that fosters holistic growth for our people both personally and professionally and allows them to apply their diverse experiences and passion to brands that make the lives better for people all around the world.

Our business is centred around the concept of care for consumers, our people and our planet. Our 2030 Sustainability Ambitions include several stretch targets to support the wellbeing of vulnerable communities across Australia, New Zealand and the Pacific; aiming to positively impact the lives of 30 million people. Our commitments include improving the lives and wellbeing of vulnerable communities in our region, reducing our plastics footprint by half, and becoming carbon neutral across our operations and organisation by 2030.



Our Reconciliation Journey

Kimberly-Clark has been supporting Aboriginal and Torres Strait Islander communities for many years including through our important partnerships with the Rhodanthe Lipsett Indigenous Midwifery Charitable Fund, Share the Dignity and the Red Cross/Galiwin'ku Baby Hub. Not only did we realise the work we supported was making a big difference in the lives of those in need, but our people also engaged with this work. And so began our more formal reconciliation journey with the launch of our first RAP (Reflect) in December 2021.

Since launching our first RAP (Reflect), we have continued to elevate our commitment to First Nations communities by growing our partnerships with organisations, like those shared above, and providing opportunities for our people to learn more about First Nations cultures and traditions both through formal cultural training and commemorating important weeks like National Reconciliation Week and NAIDOC Week. In addition, all of our large events and meetings now begin with an Acknowledgement of Country and, when appropriate, a Welcome to Country.

What has become very clear this year is the passion many of our people have about reconciliation and creating a more equal Australia. In National Reconciliation Week 2022 alone, 150 of our people in different states participated in a mix of cultural activities such as guided walking tours and workshops and webinars. In the lead up to this important week, 40 of our people participated in cultural awareness training with Evolve Communities to raise awareness of the seven steps towards reconciliation; and five senior business leaders participated in an eight-week Allyship program – the highest level of the Evolve programs.

There are a number of important learnings that we have taken away from our Reflect RAP, which will help guide us as we embark on the next phase of our reconciliation journey. We have found that the level of knowledge and understanding of Aboriginal and Torres Strait Islander histories, cultures and affairs vary greatly across our organisation, and continuous education through various formats, including the promotion of self-learning is key to building engagement and confidence amongst our teams. As a business with several locations, we also need to be mindful of how we communicate and engage with our different workforces in regards to our RAP deliverables, ensuring our strategies and engagement plans are tailored appropriately to reach all employees whether they work in an office, in the field or in our production teams. We have also faced material challenges as we sought to distribute donated Kimberly-Clark products to remote Aboriginal and Torres Strait Islander communities. A lack of infrastructure, limited carrier partners, weather events and limited knowledge of local requirements have all contributed. We will be working closely with partners and key peak bodies across the country to create a stronger foundation for these donation programs, as well as building internal working groups that include our sales and supply chain teams to help address this.

Our progress to date would not be possible without the support of our diverse RAP working group. Each member brings a unique perspective and understanding that has made our journey stronger and we thank them for their commitment. We would also like take this opportunity to thank our external working group members from Rhodanthe Lipsett Indigenous Midwifery Charitable Fund who have enabled us to incorporate First Nations representation in our RAP working group, providing invaluable feedback and ideas to help us progress.

RAP Working Group

Title	Role
Director of Communications, Government Affairs and Sustainability ANZ	RAP Champion
Communications and Government Affairs Manager	Project Lead and external stakeholder engagement
Communications Consultant – offices	Project and working group co-ordination; communications and internal and external engagement
Communications Consultant – manufacturing	Communications and internal and external engagement; stakeholder engagement
HR Business Partner	HR policies and strategies
Sales Manager	Internal engagement & procurement strategy (with guidance from procurement team)
Hospital and Childcare Manager	Internal engagement and connection to early years programs
Brand Manager	Creative and Marketing considerations
Activation Marketing Leader	Creative and Marketing considerations
Aboriginal Midwife and Chair of Rhodanthe Lipsett Midwifery Charitable Fund	Advisor to RAP working group

Key Programs

As the producer of the world's leading and essential hygiene brands, we are deeply committed to ensuring health and wellbeing outcomes for our communities. This includes pre and post-natal care, ensuring babies have the best start to life and providing greater access to period products and menstrual education. In 2021, we increased our support for our key charities with high-impact programs as outlined below.



Midwives Mel Briggs and Kady Colman with baby

1. RHODANTHE-LIPSETT INDIGENOUS MIDWIFERY CHARITABLE FUND

Since 2013, K-CA's Huggies® brand has been a proud partner of the Rhodanthe Lipsett Indigenous Midwifery Charitable Fund (RLIMCF), supporting their mission to increase the prevalence of qualified First Nations Midwives throughout the country. In May 2022, Huggies® elevated this cause, and the important work of the RLIMCF, to a national scale via the Huggies® Sister Scrubs initiative. The campaign centred on the creation of a special Sister Scrubs uniform which was distributed to First Nations Midwives to be worn as a symbol of pride - championing the immeasurable work they do in providing vital care to babies and families, reflecting the cultures, histories and backgrounds of Aboriginal and Torres Strait Islander communities. The campaign received national media coverage across major news and lifestyle titles and ignited an impassioned response from consumers.

To broaden the impact of the initiative, Huggies® partnered with retailer Coles to donate \$2 from every box of Huggies® Newborn and Infant nappies sold in the period to the RLIMCF for future scholarship and development opportunities for First Nations Midwives. Huggies® is committed to expanding the footprint of the Sister Scrubs program in the future and lobbying for greater support to increase the representation of qualified carers throughout Australia.

Key Programs

"Aboriginal and Torres Strait Islander infant mortality rates in Australia are unacceptably high. We know firsthand the impact of having a First Nations Midwife is immeasurable and can directly impact birthing outcomes and the health and wellbeing of Aboriginal and Torres Strait Islander babies and their parents. Visibility is incredibly important and we're hoping the creation of the Huggies Sister Scrubs will not only highlight our cause, but actively help us deliver more culturally appropriate care across the country."

Melanie Briggs,
First Nations Midwife and RLIMCF Scholar

Midwife Mel Briggs, wearing the Sister Scrubs



Key Programs

2. BABY HUB ELCHO ISLAND

K-CA has been proud to support the Australian Red Cross and Galiwin'ku Baby Hub on Elcho Island since January 2021. The Baby Hub program is a joint venture between the community and the Australian Red Cross and has seen successful outcomes for nearly ten years. The team at the Baby Hub is helping babies on Elcho Island to thrive by supporting growth metrics and working to reverse anaemia and other issues. They also help parents grow their confidence and parenting practices from both Yolngu (term for Aboriginal people from East Arnhem Land) and Balanda (term for non-First Nations person) approaches and perspectives.

In 2022, in addition to our annual financial contribution we donated a year's worth of period care and baby care products, a library of new picture books and built a playground for the children who visit the Baby hub. In addition, eight K-CA team members travelled to Elcho Island to connect with the Baby Hub and spend time in Arnhem Land to learn about the land's rich history and cultures. This was the second year K-CA employees visited the Baby Hub – a long-term, annual commitment we made in 2021 to enable employees to see and feel the positive impact the Baby Hub is having on the local community, partly due to the support of K-CA. It's also an opportunity for more of our people to immerse themselves in First Nations cultures, language and way of life on Elcho Island.



K-CA team visit the Baby Hub in 2022

Key Programs

3. DONATING PERIOD PRODUCTS TO REMOTE AUSTRALIAN COMMUNITIES

As a major provider of period care products, K-CA has been focused on tackling the issue of period poverty and stigma for many years. We believe that a period should never get in the way of progress but unfortunately in Australia today far too many people can simply not afford essential period products to manage their period with dignity or find barriers in access to products due to stigma and taboos. We are determined to change this and for many years have been donating period products to those in need via our partner, Share the Dignity. In 2022, we extended our partnership with Share the Dignity to sponsor the 'It's in The Bag' campaign for First Nations people. The 'It's in The Bag' initiative provides a bag to a woman in need filled with essentials, including menstrual hygiene products and toiletries. These bags were distributed to rural communities and organisations through the Share the Dignity network. As part of our Innovate RAP, we will continue to find more ways to address period poverty in First Nations communities.



K-CA proudly sponsors Share the Dignity's 'It's in The Bag' initiative through much needed product donations.

K-CA team playing with kids
down near the River on Galiwin'ku



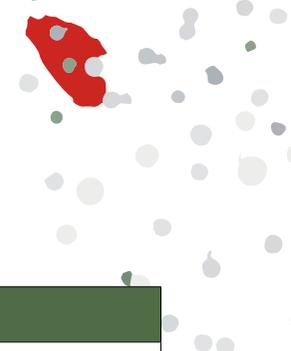
Relationships

Kimberly-Clark has operated in Australia for almost 100 years. At the core of our business' success is the strength of our relationships with our people, our consumers and our communities. We have over 700 employees in Australia and we believe that our people define who we are and what we do. Our company is built on the fundamental values of diversity, inclusion, respect, and equal opportunity. We have operated in Millicent, South Australia, for more than 60 years, employing generations of families. Our long-term, trusting relationships are important to us, and we are committed to establishing stronger relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses across the country. Our purpose of a Better Care for a Better World will have a deep connection with regional Australia.

We are committed to listening and responding to the experiences of Aboriginal and Torres Strait Islander peoples through a relationship of trust and a shared understanding.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. 	July 2023, 2024	Director of Communications, Government Affairs and Sustainability ANZ
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	July 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Continue to promote and encourage KCA employees to consider using their annual volunteer day to support and engage with Aboriginal and Torres Strait Islander organisations or causes. 	July 2023, 2024	Communications and Government Affairs Manager

Relationships



Action	Deliverable	Timeline	Responsibility
2 Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Continue to circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May- 3 June 2023, 2024	Brand Manager/ Activation Marketing Leader
	<ul style="list-style-type: none"> Continue to encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June 2023, 2024	Brand Manager/ Activation Marketing Leader
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May- 3 June 2023, 2024	Brand Manager/ Activation Marketing Leader
3 Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. This includes expanding our original strategy to our manufacturing site in South Australia and hosting an official launch of our Innovate RAP there. 	March 2024	Communications Consultant
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. 	April 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	April 2023, 2024	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. 	April 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Provide copy of RAP to all new staff during on-boarding process to inform them of KCA's commitment to reconciliation. 	October 2023, 2024	HR Business Partner

Relationships

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Provide employees with the option of switching Australia Day public holiday with an alternative day of their choice. 	January 2023, 2024	HR Business Partner
	<ul style="list-style-type: none"> Use our brand platforms such as social channels to promote our charity partnerships with Aboriginal and Torres Strait Islander organisations and drive additional funding for their organisations. 	November 2023 and November 2024	Brand Manager
	<ul style="list-style-type: none"> Ensure that all our brand websites include an acknowledgement of country and a link to our RAP. 	November 2023	Brand Manager
4 Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Maintain ongoing review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. 	November 2023	Brand Manager
	<ul style="list-style-type: none"> Develop, implement, and communicate an anti-discrimination policy for our organisation. 	May 2023, 2024	HR Business Partner
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	April 2023, 2024	HR Business Partner
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	May 2023, 2024	HR Business Partner



K-CA team Galiwin'ku visit in 2022

Respect

Kimberly-Clark respects the 60,000 years of shared histories, cultures and languages of Aboriginal and Torres Strait Islander peoples. We are committed to sharing this rich history with more people, starting with our own. By developing positive relationships and opportunities with Aboriginal and Torres Strait Islander peoples we will ensure that we build awareness, understanding and respect for Aboriginal and Torres Strait Islander cultures and peoples. By embracing the history, knowledge and lessons they share we can increase the level of recognition and respect that is fundamental to our reconciliation. We believe that once we develop a greater understanding of Aboriginal and Torres Strait Islander cultures within our own business, we can feel more connected to it, more confident to talk about it and ready to actively join Australia's journey towards reconciliation

Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Continue to conduct annual reviews of cultural learning needs within our organisation. 	March 2023, 2024	HR Business Partner
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. 	March 2023, 2024	HR Business Partner
	<ul style="list-style-type: none"> Implement, conduct reviews and update a cultural learning strategy for our staff, including rolling out to employees at our manufacturing site. 	April 2023, 2024	HR Business Partner
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	May 2023, 2024	HR Business Partner
	<ul style="list-style-type: none"> Develop cultural learning internal share point site for employees to reference which includes RAP, cultural learning opportunities and resources and book recommendations. 	April 2023, 2024	Communications Consultant

Respect



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Ensure all KC ANZ LT members complete the Evolve Communities Ally Program. 	November 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Educate senior leaders around cultural and ceremonial practices that may require leave/flexibility for Aboriginal or Torres Strait Islander employees. 	May 2023, 2024	HR Business Partner
	<ul style="list-style-type: none"> Continue to offer a cultural immersion opportunity for staff in partnership with the Baby Hub on Elcho Island. 	August 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> WG members to attend annual RAP Conference. 	June 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Engage brand and marketing teams to increase the visibility of Aboriginal and Torres Strait Islander cultures through our products. This could be in the form of a limited-edition artwork print on packaging, a new branded promotion with funds going to an Aboriginal and Torres Strait Islander program/charity or the addition of traditional place names on Australian-made goods. 	Nov 2024	Brand Manager
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	April 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	July 2023	Hospital and Childcare Manager

Respect



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	July 2023, 2024	Director of Communications, Government Affairs and Sustainability ANZ
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	November 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Include the option for Country names in the address field under contact us on our corporate website. 	April 2023	Communications Consultant
	<ul style="list-style-type: none"> Install Acknowledgment of Country plaques within office /lobby entrance with building management across all sites. 	June 2023, 2024	Communications Consultant
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2023, 2024	Hospital and Childcare Manager and Sales Manager
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	June 2023, 2024	HR Business Partner
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July 2023, 2024	Hospital and Childcare Manager and Sales Manager
	<ul style="list-style-type: none"> Host a movie screening during NAIDOC Week to drive engagement across the business. 	First week in July 2023, 2024	Hospital and Childcare Manager and Sales Manager

K-CA team learning about local history, culture, and cooking specialties during Galiwin'ku visit in 2022

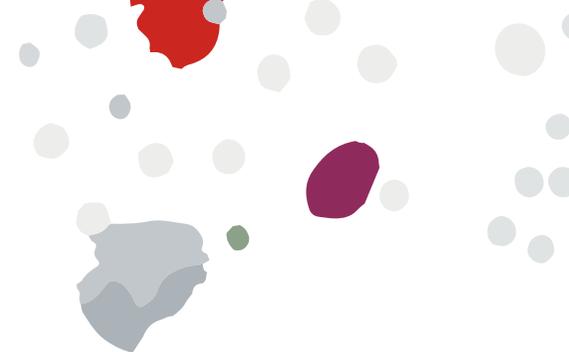


Opportunities

Kimberly-Clark has a goal to improve the lives of one billion people in underserved communities by 2030. We will do this by breaking down barriers and creating opportunities for disadvantaged communities right across the world. In Australia, we will focus on creating opportunities for Aboriginal and Torres Strait Islander peoples through employment and training, supporting First Nations businesses and fostering mutually respectful relationships. Our aim is to create opportunities for Aboriginal and Torres Strait Islander People through employment, community engagement and building business capability. The Kimberly-Clark portfolio includes some of the world's most recognisable brands, and that provides us a powerful platform to really make a difference.

Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	July 2023	HR Business Partner
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	August 2023	HR Business Partner
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	August 2023	HR Business Partner
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	November 2023, November 2024	HR Business Partner
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	May 2023	HR Business Partner

Opportunities



Action	Deliverable	Timeline	Responsibility
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	April 2023, 2024	Sales Manager with assistance of Procurement Team
	<ul style="list-style-type: none"> Sign up for Supply Nation membership. 	May 2023	Sales Manager
	<ul style="list-style-type: none"> Meet with Supply Nation to explore opportunities to increase supplier diversity. 	May 2023	Sales Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	June 2023	Sales Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	May 2023	Sales Manager with assistance of Procurement team
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	November 2023, 2024	Sales Manager with assistance of Procurement team

Opportunities

Action	Deliverable	Timeline	Responsibility
10 Support programs that focus on the health and wellbeing of Aboriginal and Torres Strait Islander families.	<ul style="list-style-type: none"> Continue partnership with the Australian Red Cross and the Galiwin’Ku Baby Hub on Elcho Island to improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander parents and babies. 	January 2023, 2024	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Continue our support of the Rhodanthe Lipsett Charity Fund including expanding our new Sister Scrubs that we introduced together in 2022 to more First Nations midwives in Australia; and support increased funding for the charity. 	June 2023, 2024	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Investigate opportunities to increase baby care product education for Aboriginal and Torres Strait Islander parents, as well as access to product. 	Nov 2023	Communications and Government Affairs Manager
11 Support programs that address period poverty and period stigma in Aboriginal and Torres Strait Islander communities.	<ul style="list-style-type: none"> Continue to donate period products to Aboriginal and Torres Strait Islander communities in partnership with Share the Dignity to help reduce period poverty. 	December 2023, 2024	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Engage partnerships and advocacy projects that support menstrual education in Aboriginal and Torres Strait Islander communities to reduce shame and stigma associated with periods. 	December 2023, 2024	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Explore in-language assets to help improve the accessibility and cultural safety of our products, particularly in period care. 	December 2023, 2024	Communications and Government Affairs Manager



Bawmanga
Aboriginal
Corporation

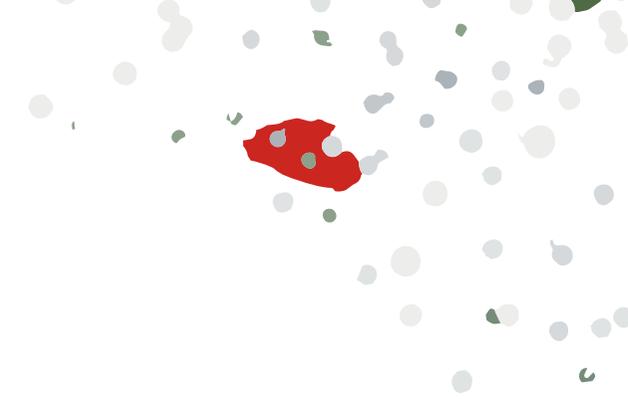
K-CA proudly sponsors Share the Dignity's 'It's in The Bag' initiative through much needed product

Governance

Kimberly-Clark Australia is committed to creating meaningful change for Aboriginal and Torres Strait Islander people through action and accountability. Our governance and accountability for execution is vital and will be managed by RAP working group and supported by the K-CA executive leadership team. Our people are key to the delivery of actions outlines in our Innovate RAP. They will ensure progress is monitored and reported regularly.

Action	Deliverable	Timeline	Responsibility
12 Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	Review ahead of each quarterly RWG meetings	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG. 	March 2023, 2024	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	March, June, September, December 2023, 2024	Communications and Government Affairs Manager
13 Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	January 2024	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	February 2024, 2025	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	June 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	November 2023, 2024	Communications and Government Affairs Manager

Governance



Action	Deliverable	Timeline	Responsibility
14 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date and ensure we do not miss out on important RAP correspondence. 	June 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders. 	March, June, September, December 2023, 2024	Communications Consultant
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	May 2023, 2024	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2024	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	March 2025	Communications and Government Affairs Manager
	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	November 2024	Communications and Government Affairs Manager

A photograph of a sunset over the ocean. The sun is low on the horizon, creating a bright orange glow that reflects on the water. In the foreground, there are several silhouetted trees and plants, including a prominent tree with long, thin leaves and a smaller tree with a spiky top. The sky is a mix of orange and blue.

Contact details

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Art by Gavin Wanganeen

Designed by  BALARINJI

