



Sodexo Stretch RAP

September 2022 – August 2024





Acknowledgement of Country

Sodexo acknowledges the Traditional Owners of Country throughout Australia and recognises their continuous connection to lands, waters, and communities.

We pay our respect to First Nations cultures, and to Elders past, present, and emerging. We understand that this heritage, derived from the past 70,000 years, has been passed through generations, teaching the community about kinship, spirit, identity, connection, environment, and Country. By listening to and sharing the knowledge of First Nations peoples, we believe we can learn, understand and act.

The reconciliation process encourages the entire Australian community to play their part in building trust and strengthening relationships between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander peoples.

United Nations Declaration

Sodexo acknowledges the United Nations Declaration on the Rights of Indigenous Peoples (the Declaration) that sets the guidelines for the recognition and protection of the unique, collective rights of Indigenous peoples internationally. In Australia, this applies to the rights of First Nations peoples—Aboriginal and Torres Strait Islander peoples.

Sodexo will continue to demonstrate and embed best practice in engaging with First Nations peoples and their communities, in alignment with the Declaration, Sodexo's Better Tomorrow 2025 mission, as well as the United Nations Sustainable Development Goals (SDG).

Sodexo's Stretch RAP is guided by the purposes and principles of the Declaration.

Feedback

Sodexo welcomes feedback on our Stretch Reconciliation Action Plan (RAP). Please direct any comments or feedback by email to Indigenous.Community.APAC.AU@sodexo.com.

Acronyms

RAP	Reconciliation Action Plan
RAPSC	RAP Steering Committee
CLC	Country Leadership Committee
IAT	Indigenous Affairs Team
IAM	Indigenous Affairs Manager
GMDI	General Manager Diversity and Inclusion
UN	United Nations

Terminology

Throughout our Stretch RAP, we have intended to respectfully use the inclusive term, First Nations peoples.

Any similar term used in quotes or extracts should be considered interchangeable. For the purpose of this RAP, these terms refer to Aboriginal and/or Torres Strait Islander peoples of Australia. These terms do not, however, reflect the diversity of Aboriginal and Torres Strait Islander peoples, and Sodexo acknowledges that many individuals and families prefer to be known by their language group or other cultural names.

We also recognise some Aboriginal and Torres Strait Islander peoples may prefer to be referred to as 'Indigenous', as is their self-determined right. Within this document, we use 'Indigenous' in the context of international Indigenous peoples.

RAP Artwork

Sodexo is proud to continue its commitment to the important process of reconciliation — respecting the past, our position today and our future. In celebration of our latest RAP and to demonstrate our continued commitment to reconciliation, we have engaged Marcus Lee Design.

Marcus Lee is a proud descendent of the Karajarri people near Broome, Western Australia. His paternal grandmother was born to an Aboriginal mother and a German father on Anna Plains Station. At five years old, she became one of the stolen generation when herself and her brother were taken from their home to the Beagle Bay Mission.

Marcus is inspired by the unique, traditional First Nations art styles. He explores new and reimagined ways to evolve and develop his design approach towards a contemporary aesthetic.

The design Marcus Lee developed for Sodexo features a central meeting place that is representative of Sodexo's focus on its ongoing reconciliation journey. The organic painterly design reflects First Nations communities, their strong and diverse pathways, and how Sodexo supports quality of life through advancing healthy eating and lifestyles.

Each of the six circles rotating around the central circle represent different aspects of Sodexo's reconciliation commitment: community partnership, community growth and collaboration, and the three pillars of reconciliation—respect, relationships, and opportunities. Each of these elements are connected by pathways, signifying Sodexo's connection and engagement with First Nations communities.

Message from Keith Weston, Managing Director

Starting our reconciliation journey in 2009, Sodexo is proud to now be on its sixth RAP.

As an organisation, we strongly believe in a reconciled Australia.

Sodexo recognises that this process takes time and that more needs to be done, particularly in the areas of health equality for First Nations peoples. The 2021 Closing the Gap Report tells us that Australia is failing to meet many of its targets on matters of justice, equity, and other health issues.

The past two years have been exceptionally challenging for us all. COVID-19 has impacted all aspects of our collective lives and has had a profound health impact on our First Nations communities. I'm proud of Sodexo's response, and our success in pivoting our business to stay operational while continuing the important work of reconciliation in critical areas such as recruitment and retention, procurement, and cultural awareness.

We believe that reconciliation cannot be left to governments alone. All sectors in Australia have a role to play, especially corporate Australia. Our goal is to inspire Australian businesses to achieve more for First Nations peoples through our consistent delivery of outcomes in line with our values of Team Spirit, Service Spirit, and Spirit of Progress, and our corporate responsibility commitments under our Better Tomorrow 2025 corporate social responsibility program.

This RAP builds upon our reconciliation journey and achievements to date. It provides a roadmap to inspire and realise greater potential, making a real and measurable difference to First Nations communities.

We are proud to continue our partnership with Reconciliation Australia through the next stages of our RAP journey. We commit Sodexo to this RAP and continue to build towards a reconciled Australia.



Message from Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Sodexo on its sixth Reconciliation Action Plan (RAP).

The RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and areas of expertise. Organisations in our leadership cohort are encouraged to critically reflect on the RAP type that is most appropriate for their organisational context and Sodexo has demonstrated maturity and transparency in its engagement with Reconciliation Australia in developing this latest RAP. With this Stretch RAP, Sodexo continues to be an exemplary and aspirational leader in this ever-growing network.

As a world leader in contract catering services and facilities management, Sodexo employs more than 4,000 people across Australia. With this reach and over a decade of experience in the reconciliation movement, Sodexo's sphere of influence is considerable. This Stretch RAP builds on Sodexo's learnings and achievements since it began its formal reconciliation journey. This includes Sodexo's efforts to increase employment opportunities and pathways for First Nations employees and implement culturally appropriate recruitment and induction practices. Sodexo has also commenced a mentorship program to ensure First Nations employees are well supported and connected with the right training and opportunities to achieve their goals. Impressively, in the last RAP period, Sodexo also eclipsed its First Nations spend target, spending close to \$100M with First Nations businesses.

With these experiences, Sodexo has built solid foundations upon which to expand and embed its commitments in this RAP. Promising new initiatives include the Kai Kai Project which aims to address food security issues in First Nations' communities. Through this project Sodexo will work with Traditional Owner Groups to develop localised implementation plans, partner with community run programs and not for profits to deliver food to remote and regional areas at low/no cost, work with Aboriginal Community Controlled Health Organisations to provide healthy eating skills and knowledge training sessions, and support a community cookery program to support the up-skilling of First Nations peoples. Sodexo has also set a target to increase First Nations employees across the organisation and to continue to collaborate with partners to develop public messaging and support for the Uluru Statement from the Heart and new 'Closing the Gap' goals.

On behalf of Reconciliation Australia, I commend Sodexo on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Vision for Reconciliation

Creating a future for our First Nations peoples and our communities—where food security, employment opportunities, and a genuine, continuous, and sustainable connection to culture is possible.

The world is changing, as is the way we live, work, and engage with one another. In response, businesses need to adapt and succeed through doing good. Every organisation has the responsibility to move toward reconciliation in Australia. Sodexo continues to focus on achieving reconciliation outcomes in line with our values, Better Tomorrow 2025 commitments and Reconciliation Australia's Five Dimensions of Reconciliation and RAP Pillars.

Together with our people, clients, communities, and suppliers we will share the processes and knowledge achieved through this RAP to ensure we all work together towards a reconciled Australia. By focussing on truth-telling in the workplace, our industry can drive an understanding and acceptance of past wrongs that have impacted First Nations peoples. We will create a culturally safe environment for all First Nations peoples and provide resources and tools that enable all Australians to question and challenge the ongoing public view of First Nations peoples and associated racism and inequality. Sodexo's First Nations voices and self-determination will contribute to a society that values Country, truth and our shared story. Reconciliation Australia's Five Dimensions of Reconciliation will underpin this approach and drive our Stretch RAP through until 2025 and beyond.

Five Dimensions of Reconciliation

- **Race Relations:** Supporting public education about First Nations cultures and histories by implementing food programs, which promote using traditional foods and medicines
- **Equality and Equity:** Working in genuine partnership with First Nations communities to bridge social and economic gaps faced by First Nations peoples
- **Institutional Integrity:** Speaking up and engaging with Closing the Gap initiatives and issues
- **Unity:** Valuing First Nations cultural practices and education
- **Historical Acceptance:** Working with education providers to promote First Nations peoples and cultures



We are particularly proud to support Reconciliation Australia's strategic goals with the Kai Kai Project that aligns with each of the five key dimensions of reconciliation:

- Race Relations
- Equality and Equity
- Institutional Integrity
- Unity
- Historical Acceptance.

Reconciliation is core to Sodexo's values. We work hard to ensure that Sodexo is a culturally safe and inclusive company where First Nations peoples don't only feel welcome, but thrive.

Self-determination and First Nations knowledge is embedded in Sodexo's DNA and impacts how we govern, work, employ, and partner with our clients and communities. We seek to work in true partnership and leverage our experience and knowledge for the benefit of our community partners, clients, and employees. Sodexo is at the forefront of food services and we are the best in our field at delivering food that encourages healthy eating and living. We strive to provide First Nations peoples, regardless of where they live, access to healthy and affordable food options. This is part of our work ensuring quality of life for all First Nations peoples.

We acknowledge that in meaningfully improving lives we must make decisions that recognise the needs of tomorrow, as well as today.

Better Tomorrow 2025

To grow responsibly, organisations must operate and take responsibility as corporate citizens for decisions about safety, health, and respect for the environment.

Better Tomorrow 2025 guides Sodexo's work and orients our progress on important issues, aligned to the United Nations' Sustainable Development Goals (SDGs).

In Australia, our four key focus areas as part of our Better Tomorrow 2025 plan are:

- Improving the quality of life of our employees, clients, and consumers every day
- Fighting hunger and malnutrition

- Reducing food waste
- Boosting First Nations community engagement and employment

Our consistent goal is creating a better everyday for our employees through diverse and inclusive practices, initiatives on health, nutrition and wellbeing, and positive community engagement.

We are particularly proud of our work with First Nations peoples. As an organisation, we approach Traditional Owners with respect before working on new areas of the country. We aim to engage and support First Nations owned businesses. Sodexo has ambitious First Nations employment targets and specialised onboarding and training programs in place to support this objective.

	Our impact on individuals	Our impact on communities	Our impact on the environment
Our role as Employer	<p>Improve the quality of life of our employees, safely.</p> <p>80% employee engagement rate</p>	<p>Ensure a diverse workforce and inclusive culture that reflects and enriches communities we serve.</p> <p>100% of our employees work in countries that have gender balance in their management populations</p>	<p>Foster a culture of environmental responsibility within our workforce and workspaces.</p> <p>All employees are trained on sustainable practices</p>
Our role as Service Provider	<p>Provide and encourage our consumers to access healthy lifestyle choices.</p> <p>All of our consumers are offered healthy lifestyle options everyday</p>	<p>Promote local development; fair, inclusive, and sustainable business practices.</p> <p>10 billion euro of our business value benefits SMEs</p>	<p>Source responsibly and provide management services that reduce carbon emissions.</p> <p>34% reduction of carbon emissions ⁽¹⁾</p>
Our role as Corporate Citizen	<p>Act sustainably for a hunger-free world.</p> <p>100 million StopHunger beneficiaries</p>	<p>Drive diversity and inclusion as a catalyst for societal change.</p> <p>500,000 women in communities empowered</p>	<p>Champion sustainable resource usage.</p> <p>50% reduction in food waste</p>

(1) Absolute reduction in Scope 1, Scope 2 and Scope 3 carbon emissions, compared to a 2017 base line.

Our Business

Sodexo is a world leader in contract catering services and facilities management, employing more than 400,000 people worldwide, and more than 4,000 in Australia as of March 2022, 350 (or approximately 5%) of which identify as First Nations. Sodexo operates across 300 sites Australia-wide, servicing Australia's energy and resources and corporate sectors. Many of the sites we service are within or near regional and remote First Nations communities.

Our mission is to create a better everyday for everyone, specifically, to:

- Improve the quality of life of people, not only the people we serve, but all lives we touch
- Contribute to the economic, social and environmental development of the communities, regions and countries where we operate

Our employees, who personify Sodexo's unique values of Team Spirit, Service Spirit, and Spirit of Progress are our greatest asset.

We believe the more diverse we are, the stronger we are. Sodexo shows its commitment to this belief through the promotion of equal opportunities, celebration of diversity and creation of inclusive working environments for all employees.

We are proud to work with our clients, communities, and people to deliver on our promises and Better Tomorrow 2025 commitments.



Our RAP Journey

Since Sodexo began its Australian operations in 1984, we have continued to engage with, and provide opportunities for, First Nations peoples and communities. In this time, we have listened to, learned from, and directly engaged with these communities to develop new ways of working together.

Sodexo's reconciliation process formally began in 2011 with the development of our first RAP. Over the span of our ten-year reconciliation journey, we have had the opportunity to succeed as well as learn from our missteps.

Like many organisations embarking on their first RAP, it was an exploratory process. Sodexo had First Nations employees, but did not have a dedicated team to drive and champion reconciliation throughout the business. While we were engaging with First Nations businesses, we weren't reporting or capturing spend, and our activities in these communities were often without a plan for sustained collaboration, growth, and partnership.

Sodexo believes that an effective RAP turns good intentions into strategic and measurable actions. At its core, reconciliation is about building respectful relationships between First Nations people and other Australians to achieve fair, equitable, and just outcomes.

After 11 years, the following represent just a few key highlights of our RAP journey to date.

2000

First time supporting Garma Festival

2010

RAP Working Group established

2011

First RAP launched

2012

Cultural protocols established across Sodexo

2013

Stretch RAP launched

2015

Elevate RAP launched

▶ **Sodexo named as a Federal Government EPI partner**

2016

Joined Supply Nation

2017

Joint venture created with Kudityj and Kudityj jerky launched

- ▶ **Ready to Go and VTEC** programs commence
- ▶ **Engaged Raymond Walters** to create artwork depicting Sodexo's RAP commitments

2018

Justice to Work programs begin, employing people in detention

- ▶ **Cultural awareness training** deployed for all new employees
- ▶ **Indigenous RAP t-shirts** provided to all employees

2019

Second Elevate RAP launched

- ▶ **Sodexo RAP artwork featured** in Head Office refurbishment
- ▶ **Clontarf Foundation** sponsorship launched

2020

Tailored employment programs launched in Weipa to support employment outcomes

2021

\$39M spent with First Nation suppliers throughout our supply chain

- ▶ **Yalari and Stars Foundation sponsorships launched**, in addition to Clontarf Foundation
- ▶ **Cultural awareness training refreshed**



Our Learnings and What We Achieved

Achievements and Shortfalls from our previous RAP, including the impacts of COVID-19

We are proud of the impact our last RAP has made. While there is always more work to be done, we know that we have delivered significant and meaningful change.

In the last RAP period, Sodexo has exceeded our \$10M per fiscal year First Nations spend target, spending close to \$100M with First Nations businesses (\$27M in FY19, \$39M in FY20 and \$28M in FY21). However, much of this spend was within our Major Projects Team and is not sustainable. To create more meaningful and sustainable targets in our new RAP, we are establishing targets based on a percentage of budgets rather than dollar value. This will ensure we allow for price and resource fluctuations.

Over the past three years, Sodexo has focussed on maturing our supplier diversity strategy. As part of this, we have invested in building the capability and capacity of key personnel to drive First Nations business spend and we have established strategic partnerships to support First Nations businesses grow and develop. Further, we have established joint ventures to continue to support and develop First Nations businesses, signed 'Memorandum of Understandings', and provided a range of pro-bono support and mentoring. These activities have resulted in the development of a cultural assessment tool, delivered by our Indigenous Leadership Team, to access the capability of these businesses.

To complement this work, Sodexo has changed its terms and conditions to benefit First Nations businesses. This includes payment terms of 14 days, as opposed to 28, and the removal of Modern Slavery compliance form requirements, given the historic, and current injustices faced by this group.

Our Supply Chain Team is now heavily invested in supporting First Nations businesses. They are prepared to challenge operational teams and clients to prioritise the use of First Nations businesses over reduced costs. Moreover, they are looking to our non-Indigenous suppliers to help them realise the benefits of supporting First Nations businesses, extending Sodexo's sphere of change and influence.

We have had both success and challenges regarding employment over this last RAP. We have not hit our prior RAP target of 10% employment, but are still well above the national average, with a current workforce of 6% First Nations employees. While this is below our target, we have attempted to resolve challenges through improved culturally appropriate recruitment practices, providing several different pathways into Sodexo, and reviewing our induction processes to remove barriers.

As we have progressed in our RAP journey, we have made it a priority to embed First Nations leadership across all levels of the business. This has resulted in a system whereby any decisions in the interest of First Nations people are made by, and with, First Nations people. Sodexo's RAP and its commitments are managed through the Country Leadership Committee and the Indigenous Leadership Team. Together, they work towards identifying further progress on reconciliation, addressing challenges that exist in achieving targets and creating solutions through working groups.

While this model has seen increased improvement in our approach, it has not translated to a significant increase in First Nations leaders on site and in operational roles. The need to encourage First Nations talent is now a key focus, and we are currently investigating culturally appropriate coaching to support career development for high-potential employees. Based on our engagement results and exit interviews, our mentors have commenced a program where they work with First Nations employees who are six months into their role to outline their career aspirations and ensure they are connected with the correct training and opportunities to achieve their goals. Mentors also provide support for our non-Indigenous employees, through providing additional guidance, support, and advice to help them best support their First Nations colleagues and team members.

As we move into our new RAP, we hope to action these learnings and see greater outcomes.

Governance

Sodexo's people play an important role in determining and activating the RAP. Our RAP shapes our culture, and connects us to our communities, people, and clients. In delivering our reconciliation actions, employees contribute to our shared vision and values while also building a stronger community.

Sodexo's Indigenous Affairs Team (IAT) ensures our services add value and vitality to the First Nations communities' land on which Sodexo operates. This team works with existing and prospective Sodexo clients to continue strong First Nations engagement with clear and measurable actions for employment, equity, and reconciliation. They provide leadership, guidance, and support across all levels of our business to ensure cultural protocols are understood and applied when working and interacting with Aboriginal and Torres Strait Islander individuals and groups.

Our IAT works with a broad range of Traditional Owner groups, government bodies and First Nations community groups to foster long-term collaborative partnerships, expand our current relationships and ensure everything we do is about closing the gap and changing lives.

The Sodexo IAT administers the RAP and coordinates the budget to support its activities and partnerships. With support from our operational directors and teams, the RAP is governed by the RAP Steering Committee comprised of:

- Helen Slater, Head of Indigenous Affairs
- Jacqui Bainbridge, General Manager Indigenous Affairs, Diversity, Equity and Inclusion
- Darren Hedley, Country President and APAC CEO Energy & Resources
- Mark Chalmers, Chief Financial Officer
- Keith Weston, Executive Director Energy & Resources
- Sharne Brennan, HR Director
- Tammie Evans, Brand and Communications Director
- Adrian Murray, General Counsel

A First Nations representative is chair of the RAP Steering Committee. The chairperson focuses the committee to endorse recommendations that drive reconciliation at Sodexo.

We are committed to seeking external advice from First Nations peoples to provide diversity of thought. To date, we have used the experience of our Traditional Owners and First Nations partners to guide the implementation of our RAP but as we move forward, we recognise the need for a formalised body that will support our direction.

That is why, as part of our latest RAP, we will form an external advisory committee. This committee will meet quarterly and provide guidance, advice, and counsel to Sodexo and the RAP Steering Committee to ensure that our vision, actions, and values support reconciliation across our communities. In addition, the committee may be asked to present to the Sodexo Country Leadership Committee, or equivalent, to provide cultural insights and guidance on how business decisions may positively or negatively impact First Nations communities, employees, and suppliers.

The Kai Kai Project

Kai, or Kai Kai, is a term synonymous for some First Nations people with eating or food. Working in remote communities, we know first-hand the difficulty of accessing affordable, healthy food.

We also recognise that food security is not just an issue facing remote communities, it is a challenge facing urban, regional, and rural locations. The Closing the Gap Report associates these challenges to ongoing poorer health outcomes for First Nations peoples, which is a point our Kai Kai Project hopes to address.

Kai Kai Project Principles:

1. Improve food security for First Nations peoples across urban, regional, and remote communities
2. Support the logistics of increasing healthy food options in rural and remote communities
3. Work in partnership to provide food and healthy living options with First Nations communities, First Nations health organisations and food relief partners
4. Provide training including cookery skills to First Nations peoples to ensure they have the skills and knowledge to provide healthy food options for themselves and their families
5. Provide successful careers within the food industry at Sodexo

Embedding Kai Kai in the Community

We are determined to incorporate the principles of self-determination in the Kai Kai Project. We also recognise that there are many other organisations already contributing in this space. In the creation of the Kai Kai, it is not our intention to compete with these organisations, but instead leverage existing relationships in the sector to build new opportunities in areas where there may be alternative, or untapped, pathways.

Our first priority for identifying opportunities to implement Kai Kai will be by working with, listening to and understanding the needs of the community. We recognise that each community has unique challenges and needs.

With sites located in many remote and rural areas, our team have existing relationships with local Traditional Owner groups and community organisations. Part of the implementation phase of this program is connecting with these groups to understand where we can best support them, and ultimately work together to address food security.

To date, there are four different approaches of this program:

1. Provide low cost, healthy, food to the community
2. Enable training and development
3. Supply in-kind support
4. Establish strategic sponsorship



Kai Kai Key Measurables for Success



Our People

Our people will be better educated on the issues associated with food insecurity in First Nations communities.

Our people will have opportunities to support a Kai Kai Project in their local areas.

Our people will understand the connection between Kai Kai and our StopHunger program.



Our Communities

At least 35 communities will have directly benefited from a Kai Kai Project with an increased availability to healthy food options, have training or education opportunities and/or have been provided with in-kind support during noteworthy events.

We will see improved health outcomes for communities, in particular for children under the age of five outlined in the Closing the Gap initiatives.

Our communities will understand the career opportunities available in cooking within Sodexo.



Our Stakeholders

Our stakeholders will be aware of Sodexo's commitment to eradicating food insecurity in First Nations communities.

Where possible, our stakeholders — including clients, suppliers, and community partners — will have the opportunity to engage in the Kai Kai Projects.

Table heading

KAI KAI Project	Target	Timeline	Responsibility
Improve food security for First Nations peoples across urban, regional, and remote communities	Provide in-kind catering to at least three First Nation community organisations or events per year	December 2022, 2023	Head of Indigenous Affairs
	Work with current CSR (StopHunger) partners and Foodbank to improve support for food security in urban areas for First Nation peoples and communities	November 2023	General Manager, Indigenous Affairs, Diversity and Inclusion
	Work with Traditional Owner Groups in Weipa, Karratha, and Hedland to understand further improvements Sodexo can make to support food security in their regions. Develop localised implementation plans across each region	January 2023, 2024	Head of Indigenous Affairs
	Partner with at least two community run programs and not-for-profits to benefit from Sodexo's logistics power and deliver food to remote and regional areas at low/no cost to the community partner	September 2024	Director, Supply Chain
Work in partnership with First Nations communities, First Nations health organisations and food relief partners to provide food and healthy living options	Develop relationships with Aboriginal Community Controlled Health Organisations in WA and QLD and identify projects that Sodexo can support through healthy food eating options in each state	March 2023	General Manager, Indigenous Affairs, Diversity and Inclusion
	Provide a minimum of 30 hours annually of in-kind support to Foodbank to enhance their reconciliation activities and support First Nations communities	September 2023, 2024	General Manager, Indigenous Affairs, Diversity and Inclusion
Provide training and cookery skills to First Nations peoples to ensure they have the skills and knowledge to provide healthy food options for themselves and their families	Develop and support two First Nations participants per year to complete the Sodexo's Art of Food Program. Participants will receive a Certificate III in Commercial Cookery and complete practical training at Sodexo sites	December 2022, 2023, 2024	Head of Talent Development and Total Reward
	Support at least one community cookery program in WA that supports the up-skilling of First Nations peoples in food security through in-kind or actual donations	September 2023	Head of Indigenous Affairs
	Work with community sponsors to provide healthy eating skills and knowledge to student groups at least twice a year	September 2023, 2024	General Manager, Indigenous Affairs, Diversity and Inclusion
	Work with Aboriginal community controlled health organisations (ACCHOs) to provide at least two healthy eating skills and knowledge training sessions across WA and QLD each year	September 2023, 2024	General Manager, Indigenous Affairs, Diversity and Inclusion
Provide successful careers within the food industry at Sodexo	Work with First Nations suppliers to ensure we use First Nations food service providers in QLD and WA operations to a minimum of \$100K per year	September 2023, 2024	Director, Supply Chain
	Work with local teams to ensure that First Nations peoples are provided training opportunities to move into chef-and kitchen-based roles	December 2023, 2024	Head of Indigenous Affairs
	Work with community recruitment organisations to promote careers in the food industry to community. Provide work experience and orientation sessions to help community understand the various careers available in the food industry	March 2023, 2024	Head of Indigenous Affairs



Relationships

Sodexo values our existing relationships with First Nations Elders, Traditional Owner Groups, organisations, communities, and individuals.

We acknowledge their right and equal place in Australia, and deeply appreciate their inclusiveness, which has been extended to Sodexo and our employees. We look to strengthen our existing relationships and develop new ones as opportunities arise. We strive to build lasting relationships based on mutual benefits, deep respect, and understanding of First Nations cultures.

Action	Target	Timeline	Responsibility
We will build relationships through celebrating National Reconciliation Week (NRW)	Conduct at least three organisational National Reconciliation Week (NRW) activities each year across a variety of mediums — from online to in person — available to all employees	27 May – 3 June 2023 27 May – 3 June 2024	Indigenous Affairs Manager
	All RAP Steering Committee members to attend one internal NRW event and two external NRW events annually		Indigenous Affairs Manager
	All corporate office staff to attend a NRW webinar or an internal event facilitated by First Nations leaders at Sodexo		Indigenous Affairs Manager
	All operational on-site staff able to access resources within a toolbox with at least 60% of sites presenting information sessions on the current year's theme as well as conducting activities to promote active discussions about reconciliation		Indigenous Affairs Manager
	Have Reconciliation Australia's NRW resources and reconciliation materials available to all staff		Director, Brand and Communications
	Advertise external NRW events to all employees and encourage 200 corporate staff and Country Leadership members to participate in planned events to recognise and celebrate NRW		Director, Brand and Communications
	Register our corporate NRW events via Reconciliation Australia's NRW website		Indigenous Affairs Manager
We will establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations	Meet with local First Nations stakeholders and organisations to continuously improve guiding principles for engagement	March 2023	Head of Indigenous Affairs,
	Review, update, and implement an engagement plan to work with all First Nations stakeholders	March 2024	Head of Indigenous Affairs, Diversity and Inclusion

Action	Target	Timeline	Responsibility
We will establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations Continued	Establish and maintain six formal two-way partnerships with First Nations communities and/or organisations	August 2024	Indigenous Affairs Manager
	Ensure that new contracts in areas with new Traditional Owners have been thoroughly scoped as part of our tender commitments, and hold at least one meeting with the Traditional Owners to discuss relationships, opportunities, and employment pathways	January 2023	Director, Business Development
	Where suitable, form joint venture partnerships with Traditional Owners	September 2022	Head of Indigenous Affairs
We will promote reconciliation through our sphere of influence	Implement strategies to engage all staff to drive reconciliation outcomes	December 2022	Director, Brand and Communications
	Collaborate with Reconciliation Australia, RAP peer groups (Elevate and Stretch), the Australian Indigenous Leadership Centre (AILC) and the Australian Indigenous Governance Institute (AIGI) to develop public messaging and support for: <ul style="list-style-type: none"> • Uluru Statement from the Heart — self-determination through Voice, Truth-telling, and Treaties • New 'Closing the Gap' goals — addressing disadvantage and inequities through structural and institutional reform in the delivery of essential services 	March 2023	Director, Brand and Communications
	Provide resources, toolboxes, and information videos on the First Nations intranet pages for staff to access information and webinars about: <ul style="list-style-type: none"> • Uluru Statement from the Heart • Closing the Gap initiative 	May 2023	Indigenous Affairs Manager
	Promote opportunities with our clients to look at joint employment initiatives that support the long-term employment and training of First Nations peoples	October 2023	General Manager Talent Acquisition
	Support reconciliation and the benefits of RAPs through engagement with our clients and potential clients including through sharing RAP experience, journeys and progress	July 2023	General Manager, Indigenous Affairs, Diversity and Inclusion
	Engage all staff to drive reconciliation outcomes by communicating RAP-related messages, and promote upcoming campaign events or activities that support First Nations communities' events through our internal and external social media platforms	December 2022, 2023	Director, Brand and Communications
	Work with Reconciliation Australia and RAP leaders across the energy and resource sectors to determine if there is a need or opportunity to develop a Mining/Energy and Resource Reconciliation Industry Networking Group (RING)	September 2024	General Manager, Indigenous Affairs, Diversity and Inclusion
	Implement strategies to positively influence our external stakeholders and clients to drive reconciliation outcomes	March 2023	Director EnR - West, Director EnR - East and Director IFMS
	Collaborate with five RAP and like-minded organisations to implement ways to advance reconciliation each year	November 2022, 2023	General Manager, Indigenous Affairs, Diversity and Inclusion

Action	Target	Timeline	Responsibility
We will promote reconciliation through our sphere of influence Continued	Support the development of RAPs across our clients, communities, and key stakeholders. Host at least one information session on our RAP journey per quarter	Four times a year, annually	Head of Indigenous Affairs, Diversity and Inclusion
	Promote through our internal channels and staff bulletins the 'Too Deadly eCard' Recognise Me campaign to congratulate employees that contribute to the core values of reconciliation	October 2022	Director, Brand and Communications
	Provide in-kind support (catering, transport, volunteers) to at least five First Nation community organisations or events per year	December 2022, 2023	Head of Indigenous Affairs
We will promote positive race relations through anti-discrimination strategies	Continuously improve HR policies and procedures concerned with anti-discrimination	July 2023, 2024	National IR and Senior Legal Counsel
	Engage all staff to acknowledge a variety of dates that help educate the workforce on the 'Racism it STOPS with me' campaign including, but not limited to: <ul style="list-style-type: none"> National Apology Day – February 13 1967 Referendum – May 27 UN International Day of Indigenous Peoples – 9 August Communicate information on the importance of these dates via internal channels and external social media platforms	August 2023, 2024	Director, Brand and Communications
	Conduct a bi-annual review of our anti-discrimination policy	July 2023	National IR and Senior Legal Counsel
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism	September 2022, 2023	Head of Indigenous Affairs
	Senior leaders to continue to publicly support anti-discrimination campaigns, initiatives or stances against racism	September 2022, 2023	Indigenous Affairs Manager
	Support educational opportunities for First Nations students and youth	Provide sponsorship opportunities for First Nation education providers	June 2022, 2023, 2024
	Provide meaningful opportunities for our people to be actively involved in programs that support our First Nations educational partners, including, but not limited to: <ul style="list-style-type: none"> Volunteering at camps Attending employment forums and opportunities Providing work experience opportunities 	December 2022, 2023	General Manager, Indigenous Affairs, Diversity and Inclusion
	Work with our educational providers to provide at least five school-based traineeships across operations to each of our partners each year	December 2022, 2023	Apprenticeships and Traineeships Manager



Respect

Genuine respect for First Nations peoples and cultures is central to everything Sodexo seeks to achieve with this Stretch RAP.

At the broader community level, we will continue to increase our involvement in important cultural events, not only by our sponsorship but through our visible leadership within the organisation and our broader business community. Within Sodexo, we strive to improve the working environment to be understanding and appreciative of, and sensitive to, First Nations cultures. We will significantly improve the governance of our RAP to ensure we deliver on our more ambitious goals. We will integrate our commitments into Sodexo's quality-of-life purpose and our business strategy.

Action	Target	Timeline	Responsibility
We will increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning	Conduct reviews, at minimum, every two years on Sodexo's organisational cultural learning needs	December 2023	Head of Talent Development and Total Reward
	Update the cultural learning strategy that was developed with the input of First Nations employees and our RAP partners	December 2023	Head of Talent Development and Total Reward
	Ensure all new employees receive online cultural awareness training delivered through Sodexo's Ingenium online module training, as part of their induction process	August 2023, 2024	Head of Talent Development and Total Reward
	Ensure 70% of all employees have completed face to face cultural awareness training	August 2024	General Manager, Indigenous Affairs, Diversity and Inclusion
	Ensure 70% of people leaders have completed Sodexo's Spirit of Inclusion training that supports cultural awareness, understanding and inclusive leadership practices	August 2023	General Manager, Indigenous Affairs, Diversity and Inclusion
	Commit all RAP Steering Committee members, HR managers, senior executive group, and new staff to undertake formal and structured cultural learning	August 2023, 2024	General Manager, Indigenous Affairs, Diversity and Inclusion
We will ensure Sodexo employees demonstrate respect to First Nations peoples by observing cultural protocols	Implement and communicate a cultural learning strategy for our staff	December 2023	Indigenous Affairs Manager
	Ensure Acknowledgement of Country and Welcome to Country protocols are refreshed and available in all corporate office meeting rooms	August 2022	Indigenous Affairs Manager
	Make a video available on the intranet explaining the significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	December 2022	Head of Indigenous Affairs
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country, or other appropriate cultural protocol, at all events with more than 50 people attending in person or more than 400 people online	August 2023, 2024	Director, Brand and Communications

Action	Target	Timeline	Responsibility
We will ensure Sodexo employees demonstrate respect to First Nations peoples by observing cultural protocols Continued	Include an Acknowledgement of Country, or other appropriate protocols, at the commencement of Senior Leader and Country Leadership Committee meetings	August 2023, 2024	Indigenous Affairs Manager
	Staff and senior leaders provide an Acknowledgement of Country, or other appropriate protocols, at all public events	August 2023, 2024	Indigenous Affairs Manager
	Display Acknowledgment of Country plaques in the major corporate offices of Brisbane, Melbourne, and Perth	July 2023	Director, Brand and Communications
	Display the Aboriginal and Torres Strait Islander flags at Sodexo's corporate offices located in Brisbane, Melbourne, and Perth	July 2023	Director, Brand and Communications
	Include an Acknowledgement of Country in Sodexo email signatures	April 2023	Director, Brand and Communications
	Work with our clients to implement at least 10 Acknowledgement of Country signs across our Energy & Resources sites throughout Australia	May 2023	Director of Marketing and Digital, EnR
	Follow proper First Nations cultural protocols during the opening of the new Brisbane Corporate office by inviting the Traditional Owner group to perform a ceremony and name the premises	December 2022	Indigenous Affairs Manager
	Incorporate new RAP artwork and logo designs throughout corporate and site offices, with statements and Acknowledgement of the First Nations custodianship and connection to lands which Sodexo operates on	November 2022	Director, Brand and Communications
We will engage with First Nations cultures and histories by celebrating NAIDOC Week	In consultation with First Nations stakeholders, support at least 10 external NAIDOC Week events each year	July 2023, 2024	Indigenous Affairs Manager
	RAP Steering Committee to participate in an external NAIDOC Week event	July 2023, 2024	Indigenous Affairs Manager
	Educate our leaders on the policies and processes that support our employees to participate in NAIDOC Week events via toolboxes	July 2023, 2024	Head of Indigenous Affairs, Diversity and Inclusion
	A minimum of 40 sites across Australia celebrate NAIDOC Week, each year. Celebrations can include the following depending on what restrictions are in place at the time: <ul style="list-style-type: none"> Inviting Traditional Owners on site to provide cultural immersion activities, song and dance, storytelling, and knowledge sessions Organising toolbox sessions with invited guests Including First Nations inspired menus, decorations, and banners acknowledging the themes of NAIDOC Showing films and documentaries in the mess halls Conducting off-site cultural immersion activities 	July 2023, 2024	Indigenous Affairs Manager
	All Country Leadership Team members and senior leaders message employees to encourage them to recognise and celebrate NAIDOC Week	July 2023, 2024	Director, Brand and Communication



Opportunities

Creating meaningful and sustainable opportunities that benefit First Nations individuals and communities, as this has been a focus of our previous RAPs, and will continue in this Stretch RAP.

By the nature of Sodexo's service industry business, we recognise there are natural synergies between who we are, what we do, and our ability to create opportunities in direct employment, supply chain solutions, and new and innovative business models. We optimise our internal synergy in agreement with First Nations communities, thereby delivering opportunities sensitive to and within appropriate cultural frameworks.

Action	Target	Timeline	Responsibility
We will improve employment outcomes by increasing First Nations recruitment, retention, and professional development	Engage with First Nations staff to consult on our recruitment, retention, and professional development activities	February 2023	Indigenous Recruitment Specialist
	Achieve a target of 8% of First Nations-identifying employees across the organisation by the time Sodexo releases a new RAP	September 2024	Head of Talent Acquisition and Resourcing
	Undertake bi-annual review and update our First Nations Employment and Retention Strategy	December 2022	Indigenous Recruitment Specialist
	Advertise job vacancies to effectively reach First Nations stakeholders	December 2022, 2023	Head of Talent Acquisition and Resourcing
	Continue to offer the six streams of employment for First Nations peoples into Sodexo	December 2022, 2023	Indigenous Recruitment Specialist
	Continue to modify recruitment procedures to ensure that they are culturally sensitive and provide opportunities for First Nations candidates to join Sodexo	December 2022, 2023	Head of Talent Acquisition and Resourcing
	Provide access to the First Nations Team to attend Sodexo's leadership conference — learning the business and networking with leaders and managers	December 2022, 2023	Director, Brand and Communication

Action	Target	Timeline	Responsibility
<p>We will improve employment outcomes by increasing First Nations recruitment, retention, and professional development</p> <p>Continued</p>	Maintain culturally appropriate employment partners to advertise job vacancies to effectively reach First Nations stakeholders	December 2022, 2023	Head of Talent Acquisition and Resourcing
	Monitor the rate of conversion of trainee and intern roles to permanent positions and ensure that this rate maintains a positive trajectory	December 2022, 2023	Apprenticeship and Traineeship Manager
	Ensure all exiting First Nations staff are offered exit interviews and that results are shared with Sodexo Country Leadership Committee (CLC) on a bi-annual basis	December 2022, 2023	Indigenous Affairs Advisor
	Deliver a comprehensive mentoring support program for new First Nations employees	August 2023	Head of Indigenous Affairs
	Convene Sodexo's Review Panel when required to support candidates potentially restricted by the disadvantages of health and physical concerns, or associated with the justice system. Ensure that First Nations candidates are provided additional health and fitness plans to support them into employment	December 2022, 2023	General Manager, Indigenous Affairs, Diversity and Inclusion
	Provide ongoing information sessions and update online cultural protocol documents on cultural leave, Sorry Business, and other HR entitlements for all First Nations employees including supervisors and managers	August 2023	Head of Indigenous Affairs
	Develop and support two First Nations participants per year to complete the Sodexo's Art of Food Program. Participants will receive a Certificate III in Commercial Cookery and complete practical training at Sodexo sites	December 2022, 2023, 2024	Head of Talent Development and Total Reward
	Offer Sodexo's First Nations employees a dedicated Employee Assistance Program (EAP) helpline to provide a culturally safe counselling service	August 2022	General Manager, Indigenous Affairs, Diversity and Inclusion
	Implement a new First Nations Employee Resource Group which connects First Nations employees and aligns opportunities, networking, and career development	June 2023	Indigenous Affairs Manager
Continue to educate site leaders and contract managers on the opportunities for procurement of goods and services from First Nations businesses	Review annually	Supply Management Director	

Action	Target	Timeline	Responsibility
We will increase First Nations supplier diversity to support improved economic and social outcomes	Continue to further embed the use of First Nations businesses into our procurement framework	March 2023	Supply Management Director
	Develop and implement a First Nations business procurement strategy	December 2022	Supply Management Director
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses	December 2022	Supply Management Director
	Maintain commercial relationships with at least 40 First Nations businesses	December 2024	Supply Management Director
	Increase Sodexo's use of First Nation businesses from 4% in FY21 to: <ul style="list-style-type: none"> • 4.5% in FY22 • 5% in FY23 	September 2022, 2023	Supply Management Director
	Train all relevant staff in contracting First Nations businesses through Supply Nation or an equivalent organisation	March 2024	Supply Management Director
	Maintain 14-day payment terms for First Nation identified businesses	August 2022	Supply Management Director
	Continue to support the growth of the First Nations businesses through collaboration and advocacy with, but not limited to Supply Nation, Indigenous Business Australia and Indigenous Chambers of Commerce	March 2023	Supply Management Director
	Review and update Indigenous Supplier Catalogue to be shared internally to all Supply Chain Team members	September 2022, 2023	Supply Management Director



Tracking Progress and Reporting

Action	Target	Timeline	Responsibility
Continue our reconciliation journey by developing our next RAP	Liaise with Reconciliation Australia to begin developing our next RAP	March 2024	Indigenous Affairs Manager
Report on RAP achievements, challenges, and learnings internally and externally	Participate in Reconciliation Australia's Workplace RAP Barometer with minimum 5% of employees completing the survey	May 2024	Indigenous Affairs Manager
	Report RAP progress to all staff and senior leaders quarterly	June 2023, 2024	Indigenous Affairs Manager
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings	June 2023, 2024	Director, Brand and Communications
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	September 2022, 2023	Indigenous Affairs Manager
	Maintain an internal RAP Steering Committee to meet bi-monthly to drive RAP actions and monitor RAP implementation	November 2022 April 2023 November 2023 April 2024	Indigenous Affairs Manager
	The RAP Steering Committee to have at least two First Nations employee representatives	ongoing	Indigenous Affairs Manager
	RAP Steering Committee Terms of Reference reviewed annually	November 2022, 2023	Indigenous Affairs Manager
	Measure RAP KPIs quarterly	January 2023 March 2023 June 2023 September 2023 January 2024 March 2024 June 2024	Indigenous Affairs Manager

Action	Target	Timeline	Responsibility			
Report on RAP achievements, challenges, and learnings internally and externally Continued	Report quarterly on RAP KPIs, activity outcomes, challenges, and successes to the Country Leadership Committee (CLC)	November 2022 March 2023 June 2023 September 2023 December 2023 March 2024 June 2024	Head of Indigenous Affairs			
	Have our RAP achievements verified and assured by an independent organisation, as agreed with Reconciliation Australia	May 2024	Indigenous Affairs Manager			
Provide appropriate support for effective implementation of RAP commitments	Maintain RAP Steering Committee of Senior Business Executives and Function Heads as an internal panel of RAP Champions from senior management	Review annually	Indigenous Affairs Manager			
	Embed appropriate systems and capability to track, measure, and report on RAP commitments	September 2022	Indigenous Affairs Manager			
	Include our RAP as a standing agenda item at senior management meetings		November 2022 March 2023 June 2023 September 2023 December 2023 March 2024 June 2024	Head of Indigenous Affairs		
			Maintain an internal RAP Champion from senior management		December 2022, 2023	Head of Indigenous Affairs
			Embed resource needs for RAP implementation		December 2022, 2023	Head of Indigenous Affairs
			Embed key RAP actions in performance expectations of senior management and all staff		December 2022, 2023	Head of Indigenous Affairs



We are proud to continue to use Supply Nation registered, Snap Underwood, to print this document.

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