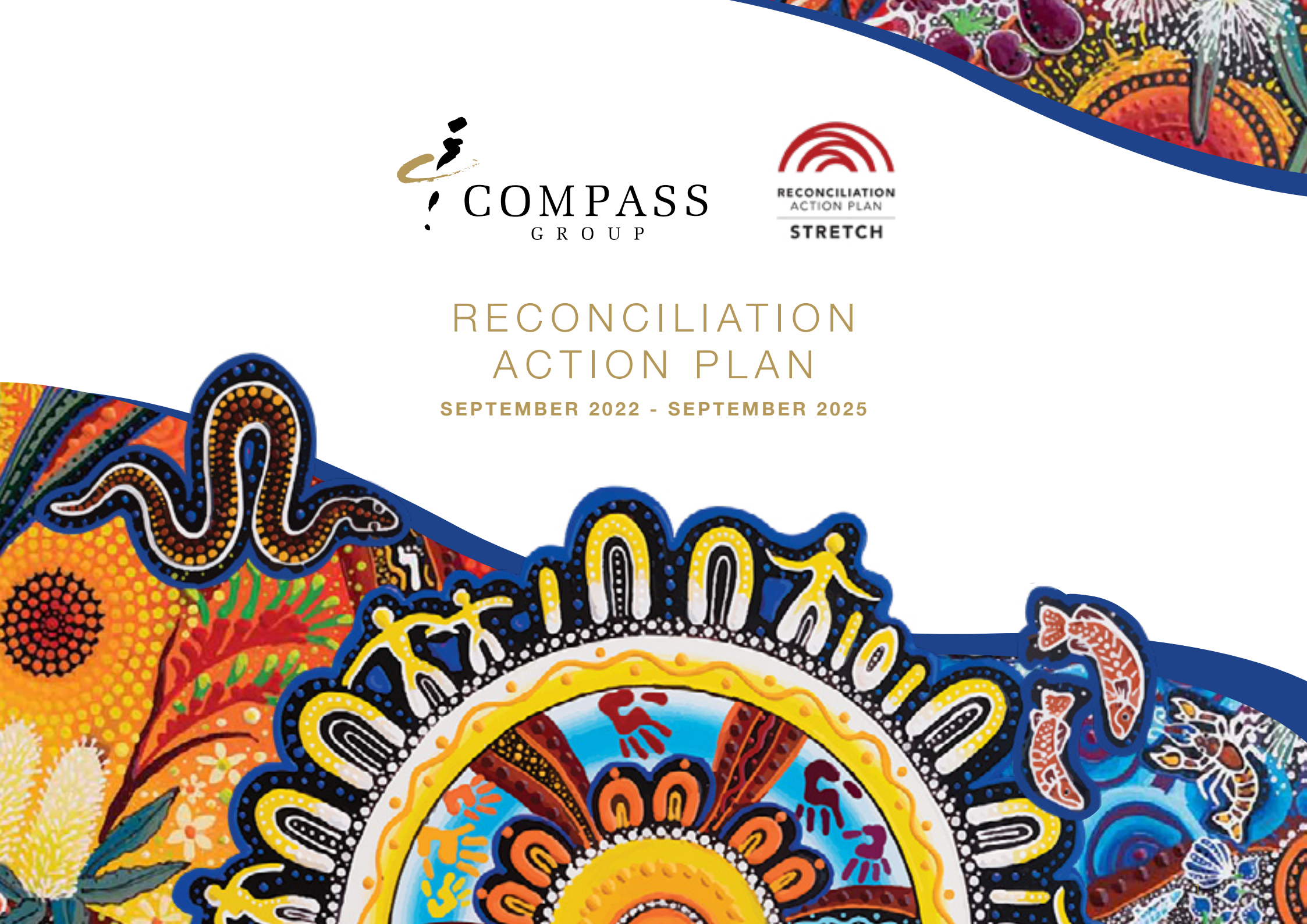




RECONCILIATION ACTION PLAN

SEPTEMBER 2022 - SEPTEMBER 2025





COMPASS GROUP'S JOURNEY BY CHERN'EE SUTTON

Our RAP artist, Chern'ee Sutton is a contemporary Indigenous artist from the Kalkadoon people, this painting is her interpretation of Compass Group, its journey and the amazing work that everyone at Compass Group does.

In her painting the yellow and orange community symbol in the centre represents Compass Group, Australia's largest food and support service company. The handprints which surround this community symbol, in all the different colours and sizes, represents the support and care that Compass Group gives to people from all walks of life. The central yellow and white rings along with the people (U symbols) around the outside of the rings represents Australia and the team members from around the country that are a part of Compass Group and the quality of work it does, to help close the gap on employment and business engagement.

The painting is separated into six sections, these sections represent Chern'ee's interpretation of the six seasons on the annual calendar. Starting from the top centre is the first season (Noongar Language) Birak. This season is the first Summer, the time of year Noongar people burnt country, frogs enter adulthood and lizards are shedding their skin. To the right is the season of (Noongar Language) Bunuru which is the second Summer, and the hottest time of year. White flowers are in bloom, such as the flowering Jarrah gums, and seafood and freshwater foods are found along the rivers and coast. (Noongar Language) Djeran is the next season, which is

Autumn. Red flowers, like the red flowering gum, are blooming and banksias are showing their displays of flowers. Freshwater fish, frogs, turtles and bullrush bulbs are among the many things which are eaten at this time of year.

The next season is (Noongar Language) Makuru, which is Winter. This is the wettest and coldest time of the year, when the rain falls, and the waterholes fill and flow. In some parts of Australia, the mountains are even covered in snow. Flowers such as the Blueberry Lilly and Purple Flags begin to bloom, and animals start to pair up, like the black swan. The kangaroo is the main part of the menu.

(Noongar Language) Djiilba is the 'first spring', when many different flowers bloom, such as the wattle and the grass trees. Many new baby animals are born. It is also a time when emu, possum and kangaroo are the main food sources. Finally, (Noongar Language) Kambarang is the last season of the year. It is a 'second spring', and many native flowers are continuing to flourish and bloom, such as the Kangaroo Paw, Banksia and the Australian Christmas Tree. Snakes and reptiles are abundant at this time of year.

The footprints represent Compass Group's Reconciliation Action Plan journey and the far-reaching effects, impact and vision we have for our new RAP to continue to 'close the gap' for Aboriginal and Torres Strait Islander peoples across multiple pillars, ranging from training and employment, to community engagement and supplier diversity.

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Acknowledging Country

Compass Group Australia (Compass Group) acknowledges the Traditional Owners of the lands on which we operate, and we pay respect to their Elders past, present and emerging. We acknowledge Aboriginal and Torres Strait Islander peoples as the First Nations peoples of this country and recognise their continued connection to land, water and community.

We recognise that Australian Aboriginal and Torres Strait Islander peoples' history and rich cultures are engrained in Australia's history, and this is something that all Australians should recognise, be proud of and celebrate.

Terms Used

Throughout this Reconciliation Action Plan (RAP), we have respectfully used the inclusive term Aboriginal and Torres Strait Islander peoples of Australia. However, this term does not reflect the rich diversity of Aboriginal and Torres Strait Islander peoples and Compass Group acknowledges that many individuals and families prefer to be known by their language groups or other cultural names.



MESSAGE FROM OUR MANAGING DIRECTOR

I AM PLEASED TO
INTRODUCE THE
COMPASS GROUP
AUSTRALIA SEPTEMBER
2022-SEPTEMBER 2025
RECONCILIATION
ACTION PLAN.

We value and recognise Aboriginal and Torres Strait Islander peoples, cultures and heritage as a proud part of our shared Australian national identity. 2022 marks 30 years since we started our reconciliation journey and engagement with Aboriginal and Torres Strait Islander peoples across Australia. Over that time, our understanding of how we can make a positive impact on Aboriginal and Torres Strait Islander peoples has grown exponentially. Today we are a recognised leader in Aboriginal and Torres Strait Islander engagement.

In our previous 2017- 2021 Elevate RAP we accomplished many outstanding achievements. We made a considerably positive contribution to increasing Aboriginal and Torres Strait Islander participation across multiple pillars, ranging from training and employment, community engagement and supplier diversity.

As industry leaders in food, supply chain and support services, Aboriginal and Torres Strait Islander participation and engagement is a critical part of our business and operations. However, we understand that we can, and should, do more. Our new RAP builds on our reconciliation journey and achievements. It provides a springboard to further advance our reconciliation vision to aspire and achieve even greater and more sustainable benefits for Aboriginal and Torres Strait Islander peoples in the areas of up-skilling, employment, career development, retention, business incubation and engagement, and capacity building in communities and community lead organisations. By delivering on this vision, one day we have the real possibility of all walking forward and together with our embraced Aboriginal and Torres Strait Islander cultures shared as a gift to our country.

As one of Australia's largest food and support service organisations, our care extends beyond our customers and clients to the issues that are important to the communities we operate in. Corporate Responsibility underpins our culture and operations, guiding us to achieve our business goals in a responsible and sustainable way. Our approach to addressing reconciliation and creating social value in Aboriginal and Torres Strait Islander communities has four key components:

- **Employing Aboriginal and Torres Strait Islander peoples** – using a co-design process we work directly with local stakeholders, communities, job services, training organisations and agencies to source, pre-screen, up-skill and employ candidates.
- **Providing training and up-skilling** – pathways to employment can vary based on local issues, needs, capability and skill base. It is critical to have access to a range of co-designed training, development and employment programs that suit different needs.
- **Engaging Aboriginal and Torres Strait Islander businesses** – onboarding Aboriginal and Torres Strait Islander businesses into our supply chain and subcontracting scopes of work is an amazing way to sustainably improve local economies, grow wealth and provide employment opportunities. Given our purchasing power, numerous contracts, and operating locations throughout the country we can offer greater opportunities for the engagement of Aboriginal and Torres Strait Islander owned businesses and are committed to providing support for their development and expansion.

- **Co-design with community** – listening to Aboriginal and Torres Strait Islander voices to understand what is important to communities is vital to genuine engagement. Working within the principles of co-design to sustainably impact and empower Aboriginal and Torres Strait Islander communities underpins everything we do as an organisation.

While no easy feat, Compass Group understands that innovative approaches and new directions, co-designed with Aboriginal and Torres Strait Islander communities are needed. Leveraging our influence and leadership, we fully commit to partnering and working with Aboriginal and Torres Strait Islander peoples, communities and stakeholders to co-design and create sustainable solutions.

We are also thrilled to be able to partner with clients who share our commitment to reconciliation and closing the gap and who support us in providing training, employment, business, and community engagement opportunities for Aboriginal and Torres Strait Islander peoples.

Compass Group is proud to have formed a partnership with the Glass Jar/Shooting Stars Foundation and we are continuing our partnership with the Clontarf Foundation. Both fantastic organisations provide education, life-skills, and employment prospects to young Aboriginal and Torres Strait Islander people who will be our future leaders.

Committed to these partnerships, our people contribute to events and activities which will help students broaden their horizons, build life skills, participate in training opportunities, gain work experience and employment. We are very supportive of the great work that both organisations provide to Aboriginal and Torres Strait Islander youth.

Our business is all about people. Being led by an Aboriginal and Torres Strait Islander Voice framework is considered critical to the ultimate success of our RAP vision and aspiration to make a real difference to the lives and communities of Aboriginal and Torres Strait Islander peoples and reconcile Australia.

As the plans and goals laid out in our September 2022-September 2025 RAP come to life, we look forward to forging stronger ties with Reconciliation Australia – to measure our progress and share best practice with other businesses interested in contributing to the reconciliation journey.

Jo Taylor
Managing Director
Compass Group Australia





MESSAGE FROM RECONCILIATION AUSTRALIA'S CEO

ON BEHALF OF RECONCILIATION AUSTRALIA, I CONGRATULATE COMPASS GROUP ON ITS FORMAL COMMITMENT TO RECONCILIATION, AS IT IMPLEMENTS ITS FOURTH RECONCILIATION ACTION PLAN (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides a framework for organisations to contribute to the reconciliation movement. With this Stretch RAP, Compass Group continues to be an exemplary and aspirational leader in this ever-growing network.

Compass Group has a long and commendable history of leveraging its sphere of influence to advance reconciliation. Since starting its first RAP in 2009, it has had many achievements; maintaining strong relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities, and focussing on creating change through economic opportunities and empowerment. Successes include a 200 per cent increase in Aboriginal and Torres Strait Islander supplier spend in its last Elevate RAP; as well as far exceeding its employment target with the hire of 1,926 new First Nations staff. Compass Group achieved this remarkable result by engaging with Aboriginal and Torres Strait Islander communities, as well as supporting jobseekers with training and upskilling. This forward thinking, holistic and purposeful approach is one of the hallmarks of Compass Group's contributions to reconciliation.

Moving ahead with a Stretch RAP, Compass Group is intentionally and thoughtfully turning its focus to strengthening its foundations. It is transparent about the challenges it has faced on its journey to date, and it is using these learnings to guide and direct its new commitments. For instance, Compass Group learnt through its previous RAPs that cultural competency needs to be constantly developed and reengaged with to be successful. Consequently, this Stretch RAP sees it rolling out business-wide Indigenous Leadership Training to build competency and mitigate unconscious bias in its leadership.

Other promising initiatives continue its legacy of increasing opportunities for Aboriginal and Torres Strait Islander peoples – such as introducing new retail products by First Nations owned businesses to its outlets. These projects, among many others, show Compass Group approaching this RAP with deliberation and thoughtful attention to continuously evolving and reassessing its contributions.

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR VISION FOR RECONCILIATION

COMPASS GROUP IS COMMITTED, AS AN INDUSTRY LEADER, TO CONTINUE PROVIDING AND BUILDING UPON IMPACTFUL AND SUSTAINABLE OPPORTUNITIES FOR THE ENGAGEMENT OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES, COMMUNITIES AND BUSINESSES.

Every day, we see that great food, great service and great experiences have the power to transform people's lives. As leaders in the food and services industry, our vision for reconciliation is to build relationships, create sustainable economic opportunities and promote the appreciation and respect for Aboriginal and Torres Strait Islander cultures in Australia through the delivery of our hospitality services. We will do this by elevating First Nations voices through the hospitality services we deliver, by creating an appreciation for Aboriginal and Torres Strait Islander cultures and foods, and by creating a space for truth telling to build greater understanding and acceptance between non-Aboriginal and Torres Strait Islander peoples and Aboriginal and Torres Strait Islander peoples in Australia.

Underpinning this vision is our acknowledgement that Aboriginal and Torres Strait Islander peoples are the Traditional Owners of the lands where we live and work. We support the process that enables and empowers Aboriginal and Torres Strait Islander peoples to have a Voice and to participate in decisions that affect them. We believe that having and promoting an Aboriginal and Torres Strait Islander Voice in Australia is critical in reaffirming and recognising the unique status and contribution of Aboriginal and Torres Strait Islander peoples and will lead Australia in becoming an inclusive and reconciled nation.

By delivering on this vision, one day we all have the real possibility of all walking forward and together with our embraced Aboriginal and Torres Strait Islander cultures shared as a gift to our country.

With operations across Australia, Compass Group continues to be fully committed to reconciliation and collaboration with Reconciliation Australia and the RAP community to promote and publicly champion campaigns and initiatives that will advance Australia's reconciliation journey. We have a responsibility and an important role to play in reconciliation and closing the considerable gap between Aboriginal and Torres Strait Islander peoples and other Australians by providing sustainable employment and business opportunities. We take pride in being a RAP organisation and proactively sharing our experiences and journey in working and walking with Aboriginal and Torres Strait Islander peoples in this country.

We encourage other companies and organisations to join us in raising the bar and making a real difference in achieving a reconciled Australia.

OUR BUSINESS

Compass Group operates in 45 countries around the world, employs over 500,000 people and serves more than five and a half billion meals each year. In Australia, we are one of the largest dedicated food and support services companies. We deliver hospitality and facilities services across the government, resources, education, healthcare, senior living, and corporate sectors.

OUR OPERATIONAL INDUSTRY SECTOR BRANDS INCLUDE:



OFFSHORE REMOTE

Supplying food and associated support services to remote mining and construction camps and offshore platforms.

DEFENCE

Supplying food and associated support services to the Australian Department of Defence.



EDUCATION

Providing specialist food, hospitality and management services to schools and universities throughout Australia.



FACILITIES MANAGEMENT

Offering our clients both hard and soft FM services, supported by intelligent FM technology.



BUSINESS & INDUSTRY

Meeting the food and support service needs of clients from consumer retail in-house staff canteens.



VENUES & EVENTS

Providing catering, special events and support services to leading leisure venues including galleries, museums and zoos.



HOSPITALS & SENIOR LIVING

Providing non-clinical services to hospitals and residential aged care homes including catering, cleaning, laundry and maintenance.



SECURITY SERVICES

A specialised division providing clients with tailored security services including personnel, electric monitoring, and emergency response.

In Australia, Compass Group employ more than 12,000 people in over 700 locations across all states and territories. Many of our site locations are within or near regional and remote Aboriginal and Torres Strait Islander communities.

We have 7,155 permanent employees and we currently employ over 512 or 7.2% Aboriginal and Torres Strait Islander staff members. In our national resources business over 10.1% of our permanent staff are Aboriginal and Torres Strait Islander peoples. In addition to our operational site locations, we have offices in Perth, Sydney, Melbourne, Brisbane, and Adelaide.

We create bonds and connections between people and communities across Australia. Our corporate footprint is designed for people, the planet, and communities in which we work to thrive now and long into the future. Some of our key clients include corporations such as: Westpac Group, BHP, Chevron Australia, INPEX, Woodside, Santos, Anglo Gold Ashanti and the Australian Government.

It is through these partnerships and service delivery contracts that we collaborate and leverage our impactful influence to increase the commitment and engagement with Aboriginal and Torres Strait Islander peoples and communities to address:

- **Training and Employment** – focusing in the first instance on the local region with an extension to the broader States and metropolitan regions as required across the country. This includes entry level training, employment commencement, as well as career development and extension opportunities for existing Aboriginal and Torres Strait Islander employees within our operations.
- **Business Development** – targeting subcontract and supply opportunities by encouraging the creation, incubation, engagement, and expansion of sustainable Aboriginal and Torres Strait Islander businesses that can provide goods and services and subcontracting opportunities to our Company and our Clients.

We address these through our Aboriginal and Torres Strait Islander recruitment and employment program and our commitment to engaging Aboriginal and Torres Strait Islander businesses in sustainable economic opportunities.

We have the track record and capacity to influence national systemic change in reconciliation. Compass Group can achieve this with hundreds of clients, existing relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations, existing relationships with RAP partners and operational footprints in each state and territory. We partner, collaborate and work with First Nations peoples, communities, clients, and stakeholders to co-design and create sustainable positive economic, social solutions and cultural outcomes.





COMMITMENT TO THE ABORIGINAL AND TORRES STRAIT ISLANDER VOICE AND CO-DESIGN PROCESS

**CURRENTLY 7.2% OF OUR
NATIONAL PERMANENT
STAFF ARE ABORIGINAL
AND TORRES STRAIT
ISLANDER PEOPLES.
IN OUR NATIONAL
RESOURCES BUSINESS
OVER 10.1% OF OUR
PERMANENT STAFF
ARE ABORIGINAL AND
TORRES STRAIT ISLANDER
PEOPLES.**

Many of our site locations are within or near regional and remote Aboriginal and Torres Strait Islander communities. We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands where we live and work. We partner, collaborate and work with First Nations peoples, communities, clients and stakeholders to co-design and create sustainable positive economic, social solutions and cultural outcomes. Aboriginal and Torres Strait Islander participation and engagement is both in Compass Groups DNA and culture. It is a critical part of our business and operations. We are fully committed and have a proven track record of continuously improving the ways in which we contribute directly or indirectly to the general wellbeing in these communities, across Australia.

Our Support for an Aboriginal and Torres Strait Islander Voice and Co-design Process

We continue to be fully committed to reconciliation and collaborate with Reconciliation Australia and the RAP community, promoting and publicly championing campaigns and initiatives that advance Australia's reconciliation journey. It is with pride and conviction that we fully support the Commonwealth Government's commitment to establish a structure and process to include an Aboriginal and Torres Strait Islander Voice. Enabling, empowering, and allowing Aboriginal and Torres Strait Islander people to have a say when the government and parliament make decisions and laws that affect them.

Our support for an Aboriginal and Torres Strait Islander Voice also aligns to the United Nations (UN) Declaration on the Rights of Indigenous peoples. The UN Declaration sets minimum standards for the survival, dignity, and well-being of Aboriginal and Torres Strait Islander peoples. It expands on existing human rights standards and fundamental freedoms as they apply to Indigenous people around the world, including Australia.

We believe that having and promoting a constitutionally enshrined Aboriginal and Torres Strait Islander Voice in this country is critical in reaffirming and recognising the unique status and contribution of Aboriginal and Torres Strait Islander people. It will lead Australia in becoming an inclusive and reconciled nation. Understanding and accepting the wrongs of the past and their impact has a profound bearing on increasing awareness and understanding between Australia's First Peoples and other Australians. It significantly aids the efforts to close the disparity gap for Aboriginal and Torres Strait Islander peoples. We support constitutional recognition for Aboriginal and Torres Strait Islander peoples to allow continuity of Voice, and the opportunity to continue to make impactful, sustainable long-term change.

At Compass Group we will support Aboriginal and Torres Strait Islander peoples by ensuring that their voices are heard when making any decisions that affect them or their communities. We implement this Co-Design process by listening to our First Nations Working Group, First Nations employees and our Aboriginal and Torres Strait Islander community stakeholders on how we shape our business to create an even better culturally safe and inclusive environment.



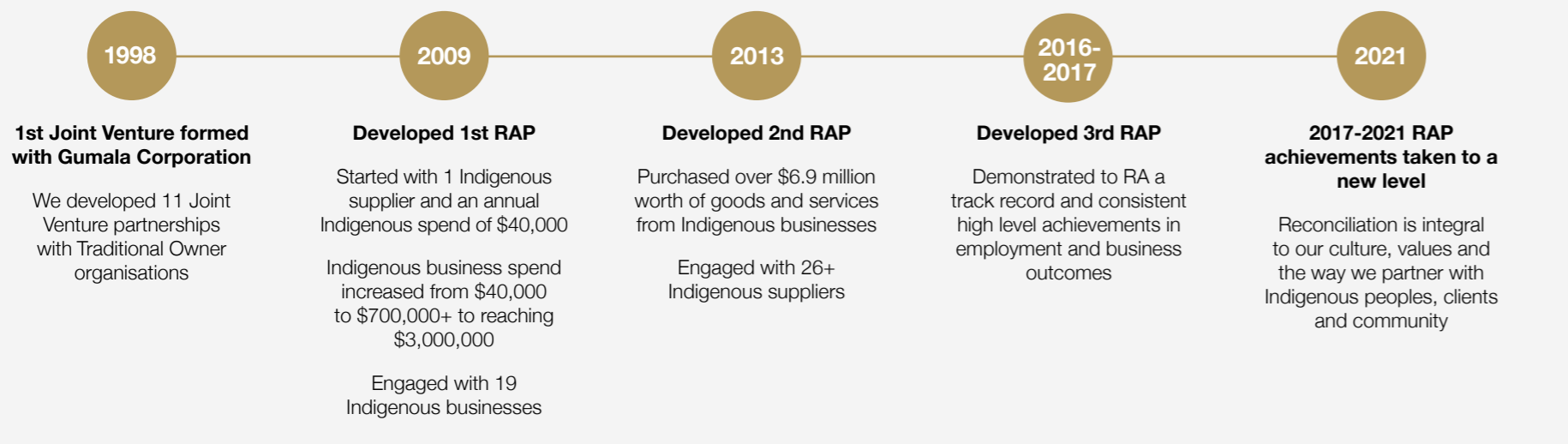
OUR RECONCILIATION JOURNEY

WE STARTED OUR RECONCILIATION JOURNEY AND ENGAGEMENT OVER 30 YEARS AGO WITH ONE ABORIGINAL SUPPLIER AND AN ANNUAL SPEND OF \$40,000 DOLLARS.

Since then, Compass Group has fully embraced the national reconciliation movement. We have continued to work consistently to improve Aboriginal and Torres Strait Islander rights to self-determination, providing a platform for Aboriginal and Torres Strait Islander peoples, communities, employees, and businesses to have a Voice.

Compass Group published our first RAP in 2009, as shown in Figure 1 below. Since then, we have built hundreds of substantial and robust relationships with clients, Aboriginal and Torres Strait Islander peoples, communities, and organisations. We have existing affiliations with fellow RAP partners and significant operational footprints in each state and territory. We are committed to using our track record and capacity to continue influencing national systemic change in reconciliation and to address ongoing Aboriginal and Torres Strait Islander inequity.

FIGURE 1: COMPASS GROUP'S RECONCILIATION ACTION PLAN JOURNEY



BELOW WE HAVE HIGHLIGHTED OUR PREVIOUS 2017-2021 RAP ACHIEVEMENTS WHICH WILL SET US UP FOR OUR NEW SEPTEMBER 2022-SEPTEMBER 2025 RAP SUCCESS.



IN ADDITION TO THE INFORMATION SHOWN ON THE PREVIOUS PAGES, OUR 2017– 2021 RECONCILIATION ACTION PLAN KEY ACHIEVEMENTS ALSO INCLUDE:

200% increase in Aboriginal and Torres Strait Islander supplier spend

The number of Aboriginal and Torres Strait Islander businesses on our supply chain list and our Aboriginal supplier spend has grown over 200% per year. This increase has provided significant dividends and opportunities to First Nation Peoples at a local level. In this RAP our intent is to further expand business opportunities for Aboriginal and Torres Strait Islander peoples.

7.2% increase in Aboriginal and Torres Strait Islander employment nationally

Compass Group was an inaugural corporate partner of the Aboriginal and Torres Strait Islander Employment Parity Project Initiative, a Federal Government initiative launched in 2015. This initiative invited employers to commit to ensuring 3% of their employees are Aboriginal and Torres Strait Islander people by 2021. As a signatory, we committed to employing 1,250 new Aboriginal and Torres Strait Islander jobseekers, increasing our national Aboriginal and Torres Strait Islander employment to 7.2% and over 10.1% in our national Offshore and Remote business sector.

100 Certificate II up-skilling training programs and 190 professional development programs

We are proud to say that by December 2021, we had employed 1,926 new Aboriginal and Torres Strait Islander staff, exceeding our 1,250-employment commitment. Much of our success came from engaging with the Aboriginal and Torres Strait Islander communities in which we operate and supporting local Aboriginal and Torres Strait Islander jobseekers, offering them training, upskilling and employment opportunities within our business. Building upon our achievements, we will continue to increase our employment program and career advancement opportunities. Furthermore, since the beginning of our RAP journey, we have delivered 100 Certificate II up-skilling training programs for job seekers and since January 2017 over 190 Aboriginal and Torres Strait Islander staff members have undertaken professional development programs.

As demonstrated by all our achievements, we took our 2017–2021 RAP to a new level and leveraged off our leadership and influence to be impactful towards the five dimensions of reconciliation: historical acceptance, race relations, equality and equity, institutional integrity, and unity. It is also part of our broader commitment to diversity and inclusion, which is an integral part of our culture, values, and the way we partner with our clients and the community.



RECONCILIATION ACTION PLAN GOVERNANCE

Our Reconciliation Action Plan governance structure is inclusive and underpinned by Aboriginal and Torres Strait Islander peoples' voices. Experienced Aboriginal and Torres Strait Islander employees have a place at the table in developing, executing, providing advice, and monitoring our RAP initiatives and achievements.

Our Reconciliation Action Plan governance, championed by our Managing Director, helps build an environment of inclusivity, trust, transparency, and accountability. This is critical in fostering and building respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians to create a fair and equal society. Our Reconciliation Action Plan governance structure consists of:

- **Managing Director (MD), as the Reconciliation Action Plan sponsor**, responsible for overseeing the development and implementation of the Reconciliation Action Plan and chairs our quarterly Diversity and Inclusion Advisory Committee meeting. The MD advocates for First Nations peoples from a global perspective and holds the Australian Leadership Team accountable for reconciliation progress.
- **Australian Leadership Team (ALT)**, responsible for approving and driving Reconciliation Action Plan progress and initiatives and for driving outcomes within their own leadership and specific business units.
- **Diversity and Inclusion Advisory Committee (DIAC)**, who provide subject matter expertise and leadership on our overarching Reconciliation Action Plan framework. The DIAC ensure the commitments outlined in our Reconciliation Action Plan are monitored, evaluated, and embraced across our business. Our overarching DIAC will cooperate with the First Nations Working Group to address our annual commitments for each of the RAP areas.

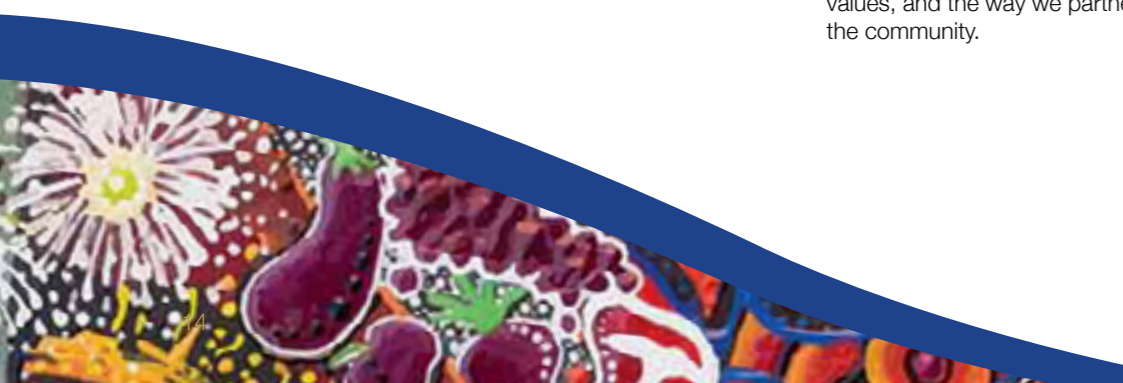
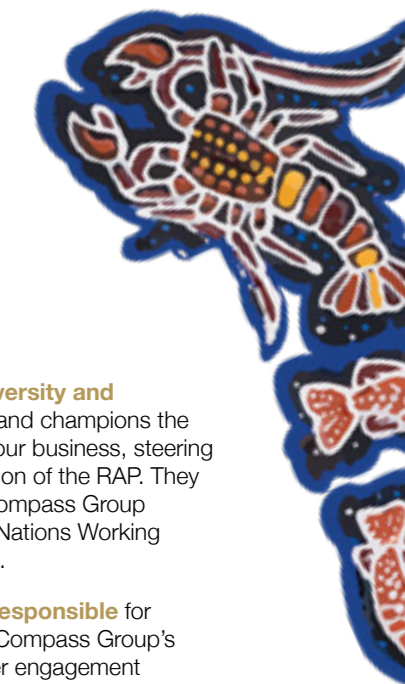
The DIAC comprises a mix of employees from across the business, including Aboriginal and Torres Strait Islander representation. Membership includes:

- Managing Director
- Executive Director – Healthcare
- Executive Director – People and Safety
- Executive Director – Finance & Technology
- National General Manager – Diversity and Inclusion
- Appointed key leadership management representatives from our various business sectors
- **First Nations Working Group (FNWG)**, who provide subject matter expert advice, initiatives, and support to our DIAC and Diversity and Inclusion Unit to address the annual commitments and key initiatives embedded in our Reconciliation Action Plan. We maintain a minimum 20% Aboriginal and Torres Strait Islander representation in this working group. FNWG representation is flexible and may change depending on business focus. Areas of the business represented in the FNWG including:
 - Diversity and Inclusion team member
 - Operations
 - Contracting and Procurement
 - Local Content
 - Aboriginal and Torres Strait Islander staff member

• **National General Manager – Diversity and Inclusion** is an Aboriginal person and champions the Reconciliation Action Plan across our business, steering the development and implementation of the RAP. They prepare quarterly reports for the Compass Group Australia MD, ALT, DIAC and First Nations Working Group and Reconciliation Australia.

• **Diversity and Inclusion Unit is responsible** for the day-to-day implementation of Compass Group's Aboriginal and Torres Strait Islander engagement activities including identifying and upskilling new employees, coordinating training and mentoring programs and issuing monthly Aboriginal and Torres Strait Islander engagement 'dashboards' (detailing employment and retention rates, training programs delivered, and spend on Aboriginal and Torres Strait Islander owned businesses).

• **Managers and Supervisors, including our Executive Directors and General Managers**, take leadership roles in driving our Reconciliation Action Plan. Key performance indicators in respect to Aboriginal and Torres Strait Islander employment, retention rates and business engagement are embedded in roles from Supervisor level through to the MD to engender support for the business's Aboriginal and Torres Strait Islander engagement aspirations. These key performance indicators will be reviewed monthly, informing our ALT and DIAC on progress and achievements.



REPORTING

The table below describes our framework for responding to Reconciliation Australia's annual reporting requirements, ensuring we respond in a timely and accurate manner:

Deliverable	Timeline	Responsibility
DIAC	Quarterly	Diversity and Inclusion Unit
First Nations Working Group	Quarterly	Diversity and Inclusion Unit
Mid-year Reporting	Annually July/September	National General Manager Diversity and Inclusion
End of Year reporting	Annually – commencing September 2023	National General Manager Diversity and Inclusion
Reconciliation Australia Engagement	Quarterly	Diversity and Inclusion Unit



OUR SUSTAINABLE IMPACT AND PROGRESS ON RECONCILIATION

Compass Group has made a considerably positive contribution increasing Aboriginal and Torres Strait Islander participation across multiple pillars, ranging from training and employment, community engagement and supplier diversity.

OUR SELECTION OF SUCCESS STORIES

As an industry leader with operations across Australia, we have a responsibility and an important role to play in reconciliation and closing the gap between Aboriginal and Torres Strait Islander peoples and other Australians. We take pride in being a RAP organisation, proactively sharing our experiences and journey in working and walking with First Nation peoples in this country.

ABORIGINAL AND TORRES STRAIT ISLANDER CAREER DEVELOPMENT



Sherridan Sarmardin – Apprentice Plumber

Sherridan is a proud Yulluna Aboriginal and Torres Strait Islander Woman whose career dream was to gain a trade qualification. With a preference for outdoor work and roles that are not traditionally filled by women, Sherridan is now based on a remote mine site completing an apprenticeship in plumbing. She constantly takes on additional training and already has her sights on her next goal after completing her apprenticeship. Sherridan wants to specialise in gas or irrigation plumbing, which we have no doubt she will achieve.

“If I was not given this amazing opportunity with ESS Phosphate Hill, I would probably be working in retail or administration and no doubt be unhappy and bored.”



Nathan Rodd – Unit Site Manager

Nathan was originally placed in a town-based position at Whaleback Village in Mount Newman as a Storeman. During this time, he was put through various training programs to help him develop in his role. He stayed at Whaleback Village for a year and half, and during this period, also worked in mine-site cleaning and the kitchen when required. He had the opportunity to move to Spinifex Village where he started in the kitchen and stayed in this role for several years. He then moved into housekeeping. Based on his experience, knowledge, and capability, he was always getting asked to work in the kitchen area and after a few years, he was offered a role as Kitchen Supervisor. During his time in the kitchen, he excelled and has recently moved departments and progressed in his career to the position of Unit Site Manager.

“Compass Group offered me the opportunity in 2019 to join their national Closing the Gap Steering Committee to make a difference. I feel really honoured to be able to work with senior leaders inside our business and work on some key Aboriginal and Torres Strait Islander projects and initiatives. It excites me that I have the chance to be part of something so great.”



Jumbo Prior – Utility at ESS Phosphate Hill

Jumbo Prior has recently completed the ESS Hospitality Training Program to assist jobseekers to gain meaningful employment in the remote hospitality industry. The program was two weeks of live-in training at ESS Phosphate Hill. When asked of his experiences with the program, Jumbo commented that he has learnt a lot from the great teachers and has loved working in a team environment.

Since completing the program, Jumbo has taken on a full-time position with ESS Phosphate Hill as a Utility, alongside the other program trainees, where he hopes to continue gaining new skills.

“I was very impressed with Jumbo and all the graduates, especially their ethic and initiative,” shared Project Manager, Aaron Meizner. “We had an emergency on site during their stay and they all volunteered to pitch in. This just shows their excellent character.”

BUSINESS ENGAGEMENT

As a true market leader in supplier diversity in Australia, we have a dedicated program ensuring our procurement and contracting teams work effectively with and incubate, mentor, and grow Aboriginal and Torres Strait Islander businesses.

Below are some examples of existing and ongoing successful partnerships we have with several Aboriginal and Torres Strait Islander owned and Supply Nation certified suppliers. Each of these suppliers provides a diverse range of products and services for Compass Group and our Member clients.



CMJ Wholesale Partnership

We are proud of our partnership with the team at CMJ and especially how we have been able to positively support them (and other Aboriginal and Torres Strait Islander and broader SME Supply Partners across Australia) during the difficulties of COVID-19. Since 2017, we have invested in and enjoyed a deep relationship with Catherine and Chris, founded on our shared values, especially trust. This relationship underpinned our work with CMJ who were severely impacted by the bushfires that hit in early 2020 and then furthermore by COVID-19. Our unique Foodbuy business was able to work together with our ESS Defence team and their clients, to create new opportunities and collaboration to support them through these challenges. We continue to work closely with CMJ and support their further growth across our business sectors.



Waddi Springs

In 2017, Waddi Springs Coffee was identified and introduced into Compass Group’s Micro-Kitchen concept within a client Support Office in Sydney, NSW. Foodbuy completed a tasting with the customer where feedback was overall very positive, and the coffee introduced as a permanent line item.

Additionally, Waddi Springs natural spring water is a quality complement to coffee with several key member clients including this product as part of their core range. Since their incubation, spend across all Waddi Springs products has increased at an impressive average of 26% per month.

OUR KEY LEARNINGS

WITH OVER 700 OPERATIONAL SITES ACROSS AUSTRALIA, REACHING OUR GEOGRAPHICALLY SPREAD AND DIVERSE WORKFORCE TO EDUCATE PEOPLE ON RECONCILIATION TAKES HARD WORK AND CONSISTENT ACTION.

It hasn't always been easy, and there have been many bumps along the way. Changes in our management, leadership and staff turnover will always present challenges in our efforts to create and maintain an inclusive and culturally sensitive workplace. We have outlined three key learnings we will apply to better engage and educate our people.

Key Learning #1 Continually building cultural competence

Our Workplace Reconciliation Action Plan Barometer Survey results for 2018 and 2020 show the need for us to continually provide Cultural Competency and Awareness Training to increase the understanding of reconciliation and the inclusion and recognition of Aboriginal and Torres Strait Islander peoples' history and contributions. We plan to boost the delivery of our ongoing Cultural Competency and Awareness Training with multiple delivery methodologies via online, face to face and cultural immersion activities for staff. We will design and roll out business-wide Indigenous Leadership Training to build cultural competency and mitigate unconscious bias tailored for emerging and existing leaders in Compass Group operations. *Ultimately, we want to close the view that 'Australian history' and Aboriginal and Torres Strait Islander histories are distinct.*

Key Learning #2 Supporting commercial sustainability

Engaging with Aboriginal and Torres Strait Islander businesses, often in very isolated geographical areas, presents challenges in creating and incubating sustainable commercial business opportunities. The situation can often build over-reliance upon a few dependable Aboriginal and Torres Strait Islander suppliers or make it difficult for them to grow and meet other supply opportunities. We will engage with Supply Nation, Industry Capability Network (ICN) and Traditional Owners to identify and onboard new Aboriginal and Torres Strait Islander suppliers.

We will incubate businesses through coaching delivered by our Foodbuy and Local Content teams. Throughout the RAP period, we will continue to expand our Aboriginal and Torres Strait Islander business engagement, increasing our geographical and category coverage. This will provide opportunities to partner with more First Nations businesses and give our clients a wider range of goods and services. In addition, this will positively impact business and communities in regions which we operate.

Key Learning #3 Co-designing economic, social and cultural solutions

Another key learning from our reconciliation journey is the need for us to continue to partner, collaborate and work with Aboriginal and Torres Strait Islander peoples, communities, and stakeholders. This needs to be done to co-design and create sustainable positive economic, social solutions and cultural outcomes. Importantly, Compass Group fully supports a process that enables and empowers Aboriginal and Torres Strait Islander people to have a Voice and to participate in decisions that affect them. We believe that having and promoting an Aboriginal and Torres Strait Islander Voice in Australia is critical in reaffirming and recognising the unique status and contribution of Aboriginal and Torres Strait Islander people. This is intrinsic to our core business and long-term vision for reconciliation. An Indigenous Voice framework is vital to the ultimate success of the development and implementation of this Reconciliation Action Plan. This is pivotal for us in Australia to support and form an inclusive and reconciled nation.

OUR CHALLENGES

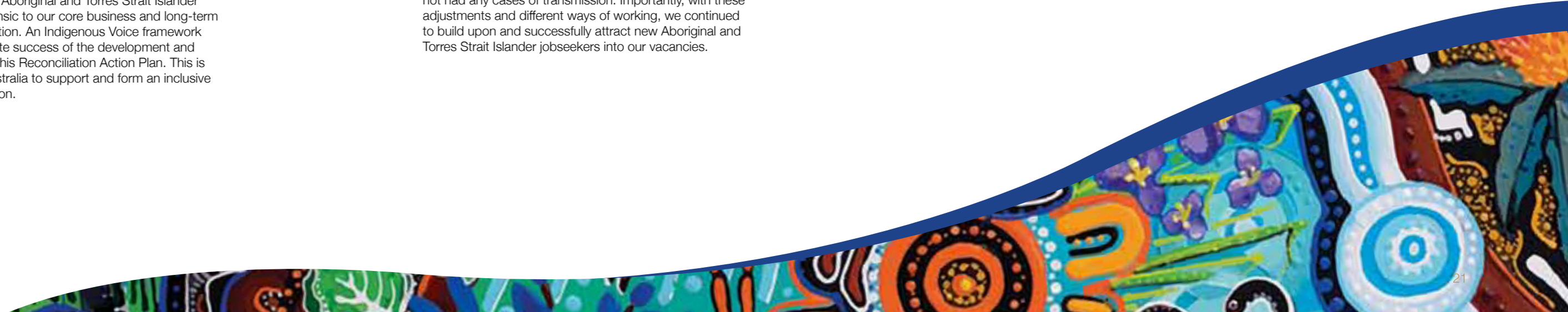
Impact of COVID-19

With the impact of COVID-19, we experienced closure and challenges for our hospitality contracts and operations. Standing down staff, reducing employee working hours, and mobilising existing staff into vacancies has impacted our Aboriginal and Torres Strait Islander employment and training commitments. We took a proactive approach in quarantining vacancies where we worked with other companies to accommodate Aboriginal and Torres Strait Islander staff that were stood down during this difficult period. We had to implement innovative adjustments to source, recruit, train and upskill Aboriginal and Torres Strait Islander jobseekers. We used Zoom, Microsoft Teams and other technologies to meet, screen and interview potential employees. We also had to adjust timing and design different ways to deliver training to inexperienced Aboriginal and Torres Strait Islander jobseekers. This involved on the job competency-based training, where our new employees have been shadowed by trainers and mentors.

We are cognisant of the health risks associated with COVID-19 on Aboriginal and Torres Strait Islander peoples and communities. Our COVID-19 protocols and risk management practices have been rigorous, and we have not had any cases of transmission. Importantly, with these adjustments and different ways of working, we continued to build upon and successfully attract new Aboriginal and Torres Strait Islander jobseekers into our vacancies.

Changes in our Management, Leadership and Staff Turnover

Changes in our management, leadership and staff turnover will always present challenges in our efforts to create and maintain an inclusive and culturally sensitive workplace. Our aim is to always strive to improve our employees' understanding and recognition of historical acceptance, race relations, equality and equity, institutional integrity, and unity. We have an ongoing commitment to deliver Aboriginal and Torres Strait Islander cultural competency training, ensuring that our staff are engaged and proactively participate in reconciliation activities. Through the identification of these gaps we commit to working with our Leadership Academy to develop a specific and tailored Leadership Program. This Program develops senior leaders as allies which underpins a culturally secure environment. The Leadership Program will grow and support our talent pipeline and provide opportunities to both high potential Aboriginal and Torres Strait Islander and non-Indigenous employees to progress into senior positions within Compass Group, with an aim to promote a reconciled Australia.



OUR SEPTEMBER 2022 – SEPTEMBER 2025 RAP COMMITMENTS

RELATIONSHIPS

It is imperative that Compass Group maintains our relationships with Aboriginal and Torres Strait Islander peoples, businesses, and communities because their voices help shape our commitments and our continuing reconciliation journey throughout Australia.

Compass Group actively develops relationships and collaborates with Aboriginal and Torres Strait Islander peoples, communities, organisations, businesses, clients, and other stakeholders to create sustainable and impactful employment and business opportunities for Aboriginal and Torres Strait Islander peoples in Australia.



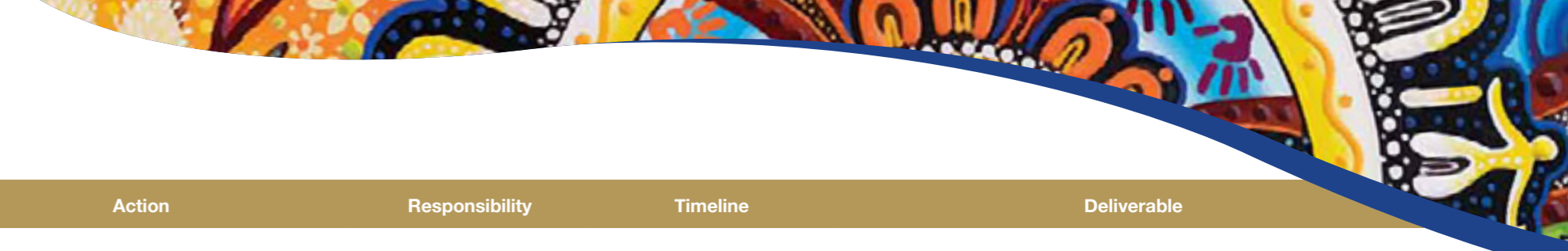
Action	Responsibility	Timeline	Deliverable
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Social Inclusion and Engagement Manager	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.
	National General Manager Diversity and Inclusion; Social Inclusion and Engagement Manager	September 2022, 2024 & 2025	<ul style="list-style-type: none"> Review, update and implement Aboriginal and Torres Strait Islander Engagement Plan (AEP) to work with Aboriginal and Torres Strait Islander stakeholders.
	Social Inclusion and Engagement Manager	September 2025	<ul style="list-style-type: none"> Establish and maintain two new formal two-way partnerships with Aboriginal and Torres Strait Islander communities and organisations.
2 Promote positive race relations through anti-discrimination strategies.	HR Business Partner	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Continuously improve HR policies and procedures concerned with anti-discrimination.
	HR Business Partner; General Manager Safety & Environment; National Manager Learning & Development	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Ensure Compass Group Fair Treatment Policy and Respectful Behaviour Campaign Tools and Materials are made available and accessible to our employees through 'My Compass', our online portal management system and are reviewed annually.

Action	Responsibility	Timeline	Deliverable
	Diversity and Inclusion Manager; General Manager People	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Become a visible supporter of anti-discrimination through promoting Compass Group award winning initiative: Respectful Behaviour Campaign.
	Diversity and Inclusion Manager; General Manager People	March, June, September, December 2023, 2024, 2025	<ul style="list-style-type: none"> Roll out Respectful Behaviour campaign across sites, through tool-box meeting, pre-starts and quarterly presentations. Include this through online Allies and Bystanders training.
	General Manager People; Social Inclusion and Engagement Manager	March, June, September, December 2023, 2024, 2025	<ul style="list-style-type: none"> Roll out Respectful Behaviour campaign throughout Compass Group support offices on a quarterly basis.
	Social Inclusion and Engagement Manager	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander Employment Coordinator on regular basis to seek feedback and recommendation on creating a psychologically safe and inclusive workplace.
	HR Business Partner	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Implement and communicate an anti-discrimination policy for our organisation.
	Leadership Academy Manager	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Provide ongoing education opportunities for senior leaders and managers on the effects of racism annually.
	National General Manager Diversity and Inclusion	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Provide opportunities for senior leaders to publicly support anti-discrimination campaigns, initiatives, or stances against racism through: <ul style="list-style-type: none"> Compass Group Respectful Behaviour Campaign National Apology Day – 13 February National Sorry Day – 26 May.



Action	Responsibility	Timeline	Deliverable
3 Build relationships through celebrating National Reconciliation Week (NRW).	National General Manager Diversity and Inclusion	27th May - 3rd June 2023, 2024 & 2025	<ul style="list-style-type: none"> Adopt a national approach to NRW with social media campaigns and internal communications through leadership and innovation in marketing and communication.
	DIAC Members	May 2023, 2024 & 2025	<ul style="list-style-type: none"> DIAC members to partake in at least but not limited to three external NRW event.
	National General Manager Diversity and Inclusion	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Organise an annual virtual / F2F NRW event that is promoted and accessible to all Compass Group sites and office-based employees and external stakeholders. Organise a minimum of 20 internal NRW events at Compass Group offices and sites.
	National General Manager Diversity and Inclusion; National Communication Manager	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Promote NRW across our 700+ sites using our internal intranet and Compass Life magazine.
	National Communication Manager	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Circulate National Reconciliation Week internal and external event celebration on Compass Group LinkedIn, Nudge, Yammer, Instagram and Facebook.
	National General Manager Diversity and Inclusion	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Create a targeted truth telling story video by inviting external Aboriginal and Torres Strait Islander peoples impacted by the past and current state to share their stories. Promote this project by utilising our internal and external communication channels to promote NRW activities.
	Social Inclusion and Engagement Manager	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Register our NRW events on the NRW website each year.
	National General Manager Diversity and Inclusion	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Encourage and support staff to participate in at least one external event to recognise and celebrate NRW.

Action	Responsibility	Timeline	Deliverable
4 Promote reconciliation through our sphere of influence.	National General Manager Diversity and Inclusion	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Participate in the WA Department of Aboriginal Affairs NRW Banners Project each year (applies to other states and territories with similar campaigns).
	National Communication Manager	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Send an annual email refresher during NRW regarding the protocols of incorporating Acknowledgement of Country and Welcome to Country in meetings/site events.
	Diversity and Inclusion Manager; National Communication Manager; Social Inclusion and Engagement Manager	March, June, September, December 2023, 2024 & 2025	<ul style="list-style-type: none"> Implement strategies to engage all staff to raise awareness of reconciliation across our business operations including: Provide RAP Update on WUU (internal newsletter) to promote RAP outcomes on a quarterly basis.
	National Communication Manager	May 2023, 2024, 2025	<ul style="list-style-type: none"> Promote reconciliation through internal social media platform using My Compass and Yammer to promote our different events and initiatives promoting reconciliation as listed.
	Social Inclusion and Engagement Manager	March, June, September, December 2023, 2024 & 2025	<ul style="list-style-type: none"> Hold quarterly yarning circles on topical issues regarding reconciliation through online and offline platform led and facilitate by First Nations Working Group.
	National Communication Manager	May 2023, 2024, 2025	<ul style="list-style-type: none"> Share good news and success stories of our Aboriginal and Torres Strait Islander employees and media collateral for use across the organisation to promote reconciliation.
	Diversity and Inclusion Manager; National Communication Manager	March, June, September, December 2023, 2024 & 2025	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly through communication campaigns and promotion of internal and external events.
	National Communication Manager; Diversity and Inclusion Manager	May 2023, 2024, 2025	<ul style="list-style-type: none"> Managing Director to record and promote through videos Compass Group vision for reconciliation. This is to be shared on internal and external social media platforms.





Action	Responsibility	Timeline	Deliverable
	National Communication Manager	May 2023, 2024, 2025	<ul style="list-style-type: none"> Promote reconciliation through external social media platform using our Compass Group Facebook page, LinkedIn and web page by providing information on industry awards, case studies, updates on achievements and good news stories and collaboration with our clients who are RAP partners.
	National Communication Manager; Diversity and Inclusion Manager	May 2023, 2024, 2025	<ul style="list-style-type: none"> Distribute a minimum of five media releases on Compass Group Aboriginal and Torres Strait Islander engagement initiatives/ achievements through mainstream and Aboriginal and Torres Strait Islander media outlets per year.
	National General Manager Diversity and Inclusion	March, June, September, December 2023, 2024 & 2025	<ul style="list-style-type: none"> Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.
	Social Inclusion and Engagement Manager	March, June, September, December 2023, 2024 & 2025	<ul style="list-style-type: none"> Provide comprehensive report on data for Aboriginal and Torres Strait Islander Participation (employment and Aboriginal and Torres Strait Islander Business spend) and RAP activities for a minimum of ten of our key client accounts on quarterly basis.
	National General Manager Diversity and Inclusion; Social Inclusion and Engagement Manager	September 2025	<ul style="list-style-type: none"> Establish and maintain two new formal two-way partnerships with community programs targeting Aboriginal and Torres Strait Islander peoples. Including, but not limited to the following organisations: <ul style="list-style-type: none"> Clontarf Foundation Shooting Stars Foundation.
	Social Inclusion and Engagement Manager	May 2023, 2024, 2025	<ul style="list-style-type: none"> Engage a minimum of 2 stakeholders, clients, and organisations each year without an existing RAP by providing support and share knowledge and experience in building and developing RAP.

Action	Responsibility	Timeline	Deliverable
	National General Manager Diversity and Inclusion; Social Inclusion and Engagement Manager	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Participate in a minimum two external forums each year that include reconciliation initiatives.
	National General Manager Diversity and Inclusion; Social Inclusion and Engagement Manager	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Leverage and proactively advocate Aboriginal and Torres Strait Islander engagement to the broader business community including: <ul style="list-style-type: none"> providing a minimum of two business incubation opportunities each year to Aboriginal and Torres Strait Islander enterprises/ businesses increase the number of engaged Aboriginal and Torres Strait Islander businesses in our Foodbuy Supply Chain by 10 each year.
	Social Inclusion and Engagement Manager, Marketing & Design Manager	September 2023, 2024 & 2025	<ul style="list-style-type: none"> Include a QR code on business cards linked to the RAP and Aboriginal and Torres Strait Islander art around the business cards.
	National Communication Manager	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Promote good news stories regarding Compass Group RAP achievements through external media platform including but not limited to LinkedIn and Facebook and Yammer.
	National Communication Manager; Social Inclusion and Engagement Manager	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Promote our Aboriginal and Torres Strait Islander engagement and achievement through our existing collaboration with external stakeholders and partners media platforms including Chambers of Mineral & Energy (CME) Western Australia, Business Council Australia, Supply Nation Conference and Trade Show and other numerous clients' Aboriginal and Torres Strait Islander engagement media platforms.
	National General Manager Diversity and Inclusion; Social Inclusion and Engagement Manager	March, September 2023, 2024, 2025	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to implement ways to advance reconciliation, including <ul style="list-style-type: none"> Reconciliation WA, Reconciliation NSW, Reconciliation VIC and Elevate and Stretch RAP Partners including attend at least two quarterly Leadership Gatherings per year.

Action	Responsibility	Timeline	Deliverable
5 Engage with local communities, Traditional Owners and Aboriginal and Torres Strait Islander organisations to strengthen our relationships.	National General Manager Diversity and Inclusion; Learning & Development Manager	September 2022; 2023, 2024	<ul style="list-style-type: none"> Roll out on ten sites a bi-lingual language project in collaboration with local Traditional Owners, which teaches staff to use simple local words to greet clients.
	Social Inclusion and Engagement Manager; Learning & Development Manager	May 2023,2024 & 2025	<ul style="list-style-type: none"> Create a short greeting video of employees greeting residents in local language on sites and display this in dining rooms to raise awareness and promote reconciliation.
	Social Inclusion and Engagement Manager	May 2023,2024 & 2025	<ul style="list-style-type: none"> Collect a minimum one case study each year of our work and relationships with local communities and Traditional Owners. Sharing this information with clients, residents, and staff.
6 Develop and maintain our relationship and sponsorship of Foundations to support young Aboriginal and Torres Strait Islander People by funding In-kind training services and volunteering on community initiatives	National General Manager Diversity and Inclusion	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> FNWG to identify and sponsor a minimum of one organisation (e.g., Shooting Stars and Stars Foundation) focused on young Aboriginal and Torres Strait Islander women.
	National General Manager Diversity and Inclusion	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Continue to provide sponsorship to Clontarf Foundation and support the work of the Clontarf Foundation through delivery of: <ul style="list-style-type: none"> Hosting/ supporting National year 12 end of year School camp A talent pipeline to employ a minimum of 6 Clontarf graduates “Value add” complementary training including Barista courses, Food Safety courses etc.
	Australia Leadership Team & Operations Managers	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Deliver and participate in a minimum of five in-kind training and volunteer activities for the Clontarf Foundation per year.



RESPECT

With operations in many remote and regional areas of Australia and staff from culturally diverse backgrounds, we have an ongoing obligation to ensure that we engage our staff and increase our overall participation in reconciliation activities. It is important to Compass Group that we have a culturally safe environment for Aboriginal and Torres Strait Islander employees to work in.

Our goal is to improve our employees understanding and respect of historical acceptance, race relations, equality and equity, institutional integrity, and unity. We want to close the view that 'Australian history' and Aboriginal and Torres Strait Islander histories are distinct.

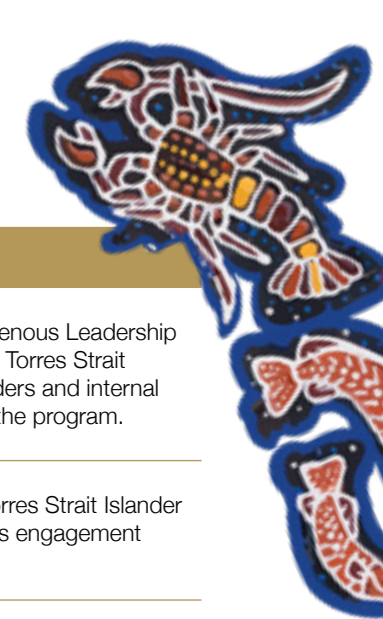


Action	Responsibility	Timeline	Deliverable
1 Create a workforce that embraces reconciliation and diversity and is aware, understands and celebrates the uniqueness of Aboriginal and Torres Strait Islander cultures, histories, and achievements.	National General Manager Diversity and Inclusion	March 2023, 2024 & 2025	<ul style="list-style-type: none"> Conduct an annual review of cultural learning needs within our organisation.
	National General Manager Diversity and Inclusion	March 2023, 2024 & 2025	<ul style="list-style-type: none"> Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.
	National General Manager Diversity and Inclusion; Learning & Development Manager	March 2023, 2024, 2025	<ul style="list-style-type: none"> Implement and communicate a cultural learning strategy for our staff.
	National General Manager Diversity and Inclusion	March 2023, 2024 & 2025	<ul style="list-style-type: none"> All members of the DIAC and FNWG will participate in annual cultural immersion events.
	National General Manager Diversity and Inclusion; Learning & Development Manager; Diversity & Inclusion Unit, General Manager People	March 2023	<ul style="list-style-type: none"> Develop and implement refreshed diversity and cultural awareness training packages nationally with different delivery methodology and for different levels and business functions including: <ul style="list-style-type: none"> Frontline employees. Leadership cultural training. Recruitment cultural training.

Action	Responsibility	Timeline	Deliverable
	National General Manager Diversity and Inclusion; Learning & Development Manager; Diversity & Inclusion Unit, General Manager People	September 2023, 2024 & 2025	<ul style="list-style-type: none"> Ensure all training is registered through Compass College and circulate the training calendar per annum.
	National General Manager Diversity and Inclusion; Learning & Development Manager	March 2023, 2024 & 2025	<ul style="list-style-type: none"> Create and roll out video series of four Aboriginal and Torres Strait Islander keynote speakers to talk about Truth Telling involving Elders and Community Leaders.
	Diversity and Inclusion Manager; Social Inclusion and Engagement Manager; Learning & Development Manager	March 2023	<ul style="list-style-type: none"> Design cultural competency training accessible for all employees on being an ally and advocate to support Aboriginal and Torres Strait Islander Allies and staff in our business operations.
	National General Manager Diversity and Inclusion; Learning & Development Manager	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Refresh online induction modules each year for new starters to complete at the commencement of employment.
	Learning & Development Manager	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Communicate to all staff that a compulsory Diversity and Inclusion (D&I) Team Training module is allocated in July on Compass College for all staff to complete. This contains online Cross-Cultural Awareness Training. 70% of all new employees are to complete online cultural awareness training module. 80% of all existing employees are to complete annual cultural awareness training module.
Diversity and Inclusion Manager; all Managers & Supervisors	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Engage with Traditional Owners and local peoples to continue delivering cultural awareness training in 20 operational locations per year and extend participation to contractors and clients. Including a minimum of five face to face training sessions each year. Each session will aim at a minimum of 10 participants or 10-50% of total staff at each site. The target is 100% completion by these participants. 	



Action	Responsibility	Timeline	Deliverable	
2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	National General Manager Diversity and Inclusion	March 2023, 2024 & 2025	<ul style="list-style-type: none"> Update the Compass Cultural Policy to provide further support to Aboriginal and Torres Strait Islander employees (e.g., Cultural Leave). 	
	Social Inclusion and Engagement Manager; National Communication Manager	July 2023, 2024 & 2025	<ul style="list-style-type: none"> Communicate and distribute to all state offices and sites an updated fact sheet on the protocols of incorporating Acknowledgement of Country and Welcome to Country in meetings/site events. 	
	Social Inclusion and Engagement Manager; Indigenous Employment Coordinator	July 2023, 2024 & 2025	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	
	National General Manager Diversity and Inclusion	March 2023, 2024 & 2025	<ul style="list-style-type: none"> Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country. 	
	National General Manager Diversity and Inclusion	March 2023, 2024 & 2025	<ul style="list-style-type: none"> All staff and Australian Leadership Team members to provide Acknowledgement of Country at all public events including Acknowledgement of Country at all internal events and meetings. 	
3 Support Aboriginal and Torres Strait Islander voices through all practices.	Social Inclusion and Engagement Manager	May 2023, 2024 & 2025	<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, including: <ul style="list-style-type: none"> 20 National Reconciliation Week Celebrations 20 NAIDOC Week Celebrations. 	
	National General Manager Diversity and Inclusion; General Manager People & Talent; Recruitment Business Partner	September 2022	<ul style="list-style-type: none"> Include input from internal and external Aboriginal and Torres Strait Islander representatives, staff and stakeholders to co-design our Aboriginal and Torres Strait Islander employment program. 	
		September 2022		
		Social Inclusion and Engagement Manager	September 2025	<ul style="list-style-type: none"> Install plaques with Acknowledgement of Country in local language and English in all five key shared offices.
			September 2025	<ul style="list-style-type: none"> Incorporate a minimum of one Aboriginal and Torres Strait Islander artwork in our support offices.



Action	Responsibility	Timeline	Deliverable
	Social Inclusion and Engagement Manager	September 2022	<ul style="list-style-type: none"> Use a Co-Design approach in developing our Indigenous Leadership Program. We will work with external Aboriginal and Torres Strait Islander consultants, external community stakeholders and internal Aboriginal and Torres Strait employees to develop the program.
	National General Manager Diversity and Inclusion	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Ensure representation of external Aboriginal and Torres Strait Islander stakeholders are involved in our co-design business engagement program annually.
4 Continue to build acceptance and understanding of cultural differences and needs by promoting cultural practices and knowledge.	National General Manager Diversity and Inclusion; General Manager Procurement and Supply Chain; Social Inclusion and Engagement Manager	June 2023	<ul style="list-style-type: none"> Embed knowledge to Aboriginal and Torres Strait Islander native food through our Foodbuy supply chain database. This is promoted through our inventory lists through all 700 sites across Australia.
		June 2023, 2024 & 2025	<ul style="list-style-type: none"> Make an Aboriginal and Torres Strait Islander ingredients list and supplier list available for all sites to access and use.
		June 2023, 2024 & 2025	<ul style="list-style-type: none"> Promote native food ingredients by working with Aboriginal and Torres Strait Islander suppliers to share their knowledge and use of native ingredients using internal media communication platform such as Yammer and the twice-yearly Compass Life Magazine.
5 Promote and demonstrate employee understanding and awareness of local Aboriginal and Torres Strait Islander cultures and sites of significance.	Social Inclusion and Engagement Manager; all Managers & Supervisors	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Work with Traditional Owners to co-develop Aboriginal and Torres Strait Islander cultural 'snapshots' for regional areas where Compass Group has long-term contracts and operations, including specific local protocols and place this information at 20 of our site operational locations nationally per year.
	Social Inclusion and Engagement Manager; Marketing & Design Manager	September 2025	<ul style="list-style-type: none"> Install plaques with Acknowledgement of Country in local language and English in all five key shared offices.
		September 2025	<ul style="list-style-type: none"> Incorporate a minimum of one Aboriginal and Torres Strait Islander artwork in our support offices.

Action	Responsibility	Timeline	Deliverable
	Social Inclusion and Engagement Manager; all Managers & Supervisors	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Each year maintain a list of updated key contacts for organising a Welcome to Country and cultural events.
6 Celebrate NAIDOC Week across our business and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community.	Social Inclusion and Engagement Manager	July 2023, 2024, 2025	<ul style="list-style-type: none"> Provide annual guidelines and suggestions on how staff can celebrate NAIDOC Week and distribute this information to all our operational and Support Office sites across Australia.
	Social Inclusion and Engagement Manager	July 2023, 2024, 2025	<ul style="list-style-type: none"> First Nations Working Group to participate in an external NAIDOC Week event. In consultation with Aboriginal and Torres Strait Islander stakeholders, support a minimum of five external NAIDOC Week events each year, including: <ul style="list-style-type: none"> NAIDOC Ball NAIDOC Week Celebration held by numerous clients and external Aboriginal and Torres Strait Islander organisations.
	HR Business Partner; Diversity & Inclusion Manager	May 2023, 2024 & 2025	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.
	Social Inclusion and Engagement Manager	July 2023, 2024 & 2025	<ul style="list-style-type: none"> Ensure a minimum of 60+ sites across Australia per year hold site events to celebrate NAIDOC Week.
	National Communication Manager	July 2023, 2024 & 2025	<ul style="list-style-type: none"> Post NAIDOC Week events on Compass Group LinkedIn and Facebook and Yammer.
	Social Inclusion and Engagement Manager	1st Week of June 2023, 2024 & 2025	<ul style="list-style-type: none"> Ensure that a local Traditional Owner is engaged to provide a Welcome to Country at our scheduled annual shared Office NAIDOC events.



OPPORTUNITIES

As a Company with a large geographic footprint, we want to utilise our resources and operations to create genuine opportunities and positive employment and business outcomes for Aboriginal and Torres Strait Islander peoples throughout Australia.

We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands where we live and work. We believe that having and promoting Aboriginal and Torres Strait Islander peoples' engagement is critical in reaffirming and recognising the history, unique status and contributions of Aboriginal and Torres Strait Islander peoples in this country.



Action	Responsibility	Timeline	Deliverable
1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	National General Manager Diversity and Inclusion; all Operational Managers & Supervisors	September 2025	<ul style="list-style-type: none"> Increase our National Aboriginal and Torres Strait Islander Employment participation rate from our existing 7% baseline to 9%.
	National General Manager Diversity and Inclusion; General Manager – People & Talent	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions. We commit to supporting five Aboriginal and Torres Strait Islander high potential employees into the Indigenous Leadership program annually.
			<ul style="list-style-type: none"> Build career pipelines and opportunities for young Aboriginal and Torres Strait Islander women by providing two chef apprenticeship annually.
			<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.
			<ul style="list-style-type: none"> Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.

Action	Responsibility	Timeline	Deliverable
	National General Manager Diversity and Inclusion; General Manager – People & Talent	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Provide specific Aboriginal and Torres Strait Islander engagement marketing tools for recruitment campaign.
		September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.
	HR Business Partner, General Manager – People & Talent	January 2023, 2024 & 2025	<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.
	National General Manager Diversity and Inclusion; Diversity and Inclusion Unit; all Operational Managers & Supervisors	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Employ 240 new Aboriginal and Torres Strait Islander jobseekers per year into a range of positions including a minimum of one trainee Manager per year.
	National General Manager Diversity and Inclusion; all Operational Managers & Supervisors	September 2022, 2023, 2024 & March 2025	<ul style="list-style-type: none"> Commence a minimum of eight new Aboriginal and Torres Strait Islander Apprenticeships and 12 Traineeships per year.
	Recruitment Business Partner; National General Manager Diversity and Inclusion	Jan 2023, 2024 & 2025	<ul style="list-style-type: none"> Set up a graduate internship program with Career Trackers for two graduate positions with Compass Group across the RAP duration.
	National General Manager Diversity and Inclusion; all Operational Managers & Supervisors	March 2023	<ul style="list-style-type: none"> Develop the Compass 'Inspire' Indigenous Leadership Program tailored for emerging and existing Leaders identified as potential champions to advocate and lead the reconciliation journey within Compass Group.



Action	Responsibility	Timeline	Deliverable
	Social Inclusion and Engagement Manager	March 2023, 2024 & 2025	<ul style="list-style-type: none"> Form a cultural immersion program as part of the Leadership program which is linked to our RAP commitments and milestones. To promote, lead and advocate reconciliation within Compass Group, we will have five Aboriginal and Torres Strait employees and five non- Indigenous employees join the Indigenous Leadership Program.
2 Expand our network of specialist providers of Aboriginal and Torres Strait Islander engagement services to achieve our commitment to Aboriginal and Torres Strait Islander Employment Outcomes.	National General Manager Diversity and Inclusion	September 2025	<ul style="list-style-type: none"> Establish two new relationships with new Aboriginal and Torres Strait Islander recruitment service providers to source candidates and support new employees.
	Diversity & Inclusion Manager	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Deliver a minimum of 20 information sessions with our Aboriginal and Torres Strait Islander employment program partners and their jobseekers per year.
	Social Inclusion and Engagement Manager	Jan 2023, 2024 & 2025	<ul style="list-style-type: none"> Create and update a national database that lists our Aboriginal and Torres Strait Islander employment program partners.
3 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Executive Director Foodbuy; General Manager Procurement & Supply Chain	September 2022, 2023,2024 & 2025 March 2025	<ul style="list-style-type: none"> Increase our Total Aboriginal and Torres Strait Islander business spend by 5% per year.
	Digital & Technology Manager; General Manager Procurement & Supply Chain	September annually	<ul style="list-style-type: none"> Train all relevant Foodbuy team members in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.
	Digital & Technology Manager; Operations General Manager	September annually	<ul style="list-style-type: none"> Digital & Technology training online to promote Aboriginal and Torres Strait Islander retail products on our Guesst APP.
	Executive Director Foodbuy; General Manager Procurement & Supply Chain	September 2025	<ul style="list-style-type: none"> Increase the number of engaged Aboriginal and Torres Strait Islander businesses in our supply chain by five each year, increasing our engaged Aboriginal and Torres Strait Islander businesses from 84 to 114 by 2025.

Action	Responsibility	Timeline	Deliverable
	General Manager Procurement & Supply Chain; Manager – Retail & Merchandise	September 2023, 2024 & 2025	<ul style="list-style-type: none"> Actively seek, support, and introduce a minimum of one new retail product produced by Aboriginal and Torres Strait Islander owned businesses as potential saleable items in Compass Group's client outlets across Australia per year.
	Executive Director Foodbuy; General Manager Procurement & Supply Chain	September 2023	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.
	Executive Director Foodbuy; General Manager Procurement & Supply Chain	September 2023	<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.
	Executive Director Foodbuy; General Manager Procurement & Supply Chain	September 2023	<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.
4 Continue to foster and grow Compass Group's association, relationship and opportunities with Supply Nation and its members.	Executive Director Foodbuy	September 2022, 2023,2024 & 2025	<ul style="list-style-type: none"> Continue Supply Nation membership.
	General Manager Procurement and Supply Chain; Social Inclusion and Engagement Manager	September 2022, 2023,2024 & 2025	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander procurement is embedded in the Local Content Strategy.
	General Manager Procurement and Supply Chain; Social Inclusion and Engagement Manager	September 2022, 2023,2024 & 2025	<ul style="list-style-type: none"> Actively participate in local Aboriginal and Torres Strait Islander business forums, national forums and localised networks including: <ul style="list-style-type: none"> Supply Nation Annual Connect Tradeshow ICN Network event AEMEE Wirra Hub event Numerous Local and regional Aboriginal and Torres Strait Islander business forums.



Action	Responsibility	Timeline	Deliverable
	General Manager Procurement and Supply Chain; Social Inclusion and Engagement Manager	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Host a minimum of one bespoke client / industry event per year to both showcase and promote new Aboriginal and Torres Strait Islander peoples, suppliers and / or innovations.
5 Implement Aboriginal and Torres Strait Islander social contribution, pro bono support and community capacity- building opportunities in areas where we operate.	General Manager Procurement & Supply Chain; National General Manager Diversity and Inclusion; Offshore/Remote & Urban General Manager	September 2022, 2023,2024 & 2025	<ul style="list-style-type: none"> Each year in collaboration with our operation teams and Tastelife Coaches, deliver community initiatives including a workplace learning program, movie night, community fitness classes, nutrition and cooking classes and other local engagement activities for local Aboriginal and Torres Strait Islander communities.
	General Manager Procurement & Supply Chain; National General Manager Diversity and Inclusion	September 2022, 2023,2024 & 2025	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff members, advisors, and external stakeholders to consult on our community capacity building opportunities.

GOVERNANCE

Tracking and reporting the progress of the RAP is critical, as is sharing success stories with employees and other stakeholders.



Action	Responsibility	Timeline	Deliverable
1 Establish and maintain an effective Diversity and Inclusion Advisory Committees (DIAC) to drive governance of the RAP.	National General Manager Diversity and Inclusion	September 2022,2023,2024 & 2025	<ul style="list-style-type: none"> Establish, review and maintain the DIAC.
	National General Manager Diversity and Inclusion	October, December 2022, March, July, October, December 2023, 2024 & 2025	<ul style="list-style-type: none"> DIAC meetings held four times per year to monitor and report on RAP implementation and progress.
	National General Manager Diversity and Inclusion	October, December 2022, March, July, October, December 2023, 2024 & 2025	<ul style="list-style-type: none"> FNWG meetings held four times per year to provide support to our DIAC and Diversity and Inclusion Unit to address the annual commitments and key initiatives embedded in our Reconciliation Action Plan
	DIAC Members	September 2022	<ul style="list-style-type: none"> Oversee the finalisation, endorsement and launch of our new RAP.
	National General Manager Diversity and Inclusion	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> FNWG includes a minimum of 20% Aboriginal and Torres Strait Islander staff members.
	National General Manager Diversity and Inclusion	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> DIAC includes a minimum of 2 representation of Aboriginal and Torres Strait Islander staff members.
2 Provide appropriate support for effective implementation of RAP commitments.	National General Manager Diversity and Inclusion & First Nations Working Group	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Embed resources needed for RAP implementation.



Action	Responsibility	Timeline	Deliverable
	National General Manager Diversity and Inclusion	September 2022	<ul style="list-style-type: none"> Reconfirm that the National General Manager Diversity and Inclusion to be the internal RAP champion.
	Social Inclusion and Engagement Manager	October, December 2022, March, July, October, December 2023, 2024 & 2025	<ul style="list-style-type: none"> Include our RAP as a standing agenda item at DIAC & FNWG quarterly meetings.
	National General Manager Diversity and Inclusion	September 2022, 2023, 2024 & 2025	<ul style="list-style-type: none"> Embed relevant key RAP actions in senior leaders and all staff' Key Performance Indicator (KPI) across our business operations.
	Social Inclusion and Engagement Manager	September 2023	<ul style="list-style-type: none"> Embed appropriate systems and capability to track, measure and report on RAP commitments using Tableau and WEAVR reporting platform.
3 Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	National General Manager Diversity and Inclusion; Social Inclusion and Engagement Manager	June annually	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.
		October, December 2022, March, July, October, December 2023, 2024 & 2025	<ul style="list-style-type: none"> Measure and report quarterly on RAP KPIs, activity outcomes, challenges, and successes to Australian Leadership Team.
		September annually	<ul style="list-style-type: none"> Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings.
		September 2025	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.

Action	Responsibility	Timeline	Deliverable
	National General Manager Diversity and Inclusion; Social Inclusion and Engagement Manager	August annually	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.
		30 September annually	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.
		May 2024	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.
4 Continue our reconciliation journey by developing our next RAP.	National General Manager Diversity and Inclusion; Social Inclusion and Engagement Manager	February 2025	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP.





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