



MARS AUSTRALIA PTY LTD.

REFLECT Reconciliation Action Plan
16th February 2023 – August 2024

MARS
Tomorrow starts today



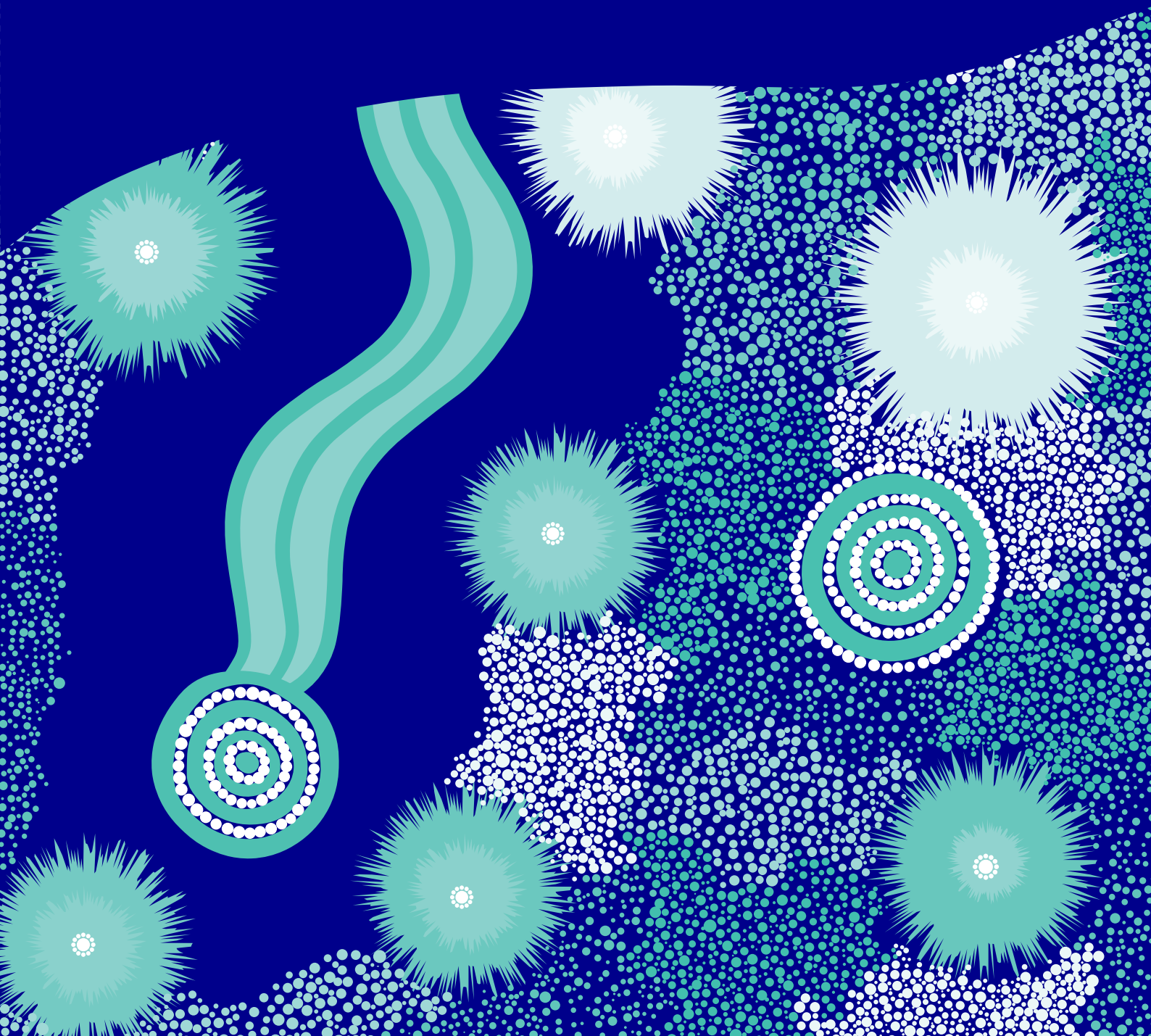
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ACKNOWLEDGMENT OF COUNTRY

Mars Australia Acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we live and work. We acknowledge that sovereignty over these lands was never ceded.

We pay our respects to Elders past, present and emerging and thank them for upholding the cultures and traditions of Australia's First Peoples.

Aboriginal and Torres Strait Islander people should be aware that this document may contain images and names of deceased persons.



Reconciliation Australia welcomes Mars Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Mars Australia joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Mars Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Mars Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



We are proud to launch this first Reconciliation Action Plan (RAP) as we begin our Mars reconciliation journey. Our vision is to develop long-term, beneficial and reciprocal partnerships with First Nations peoples in ways that are respectful, inclusive and culturally appropriate. Our RAP is a roadmap that details the actions we will take over the next 18 months to authentically engage with Aboriginal and Torres Strait Islander peoples. We acknowledge that we are at the very beginning of our journey, but our RAP will enable us to deepen our understanding of the contribution we can make as a business towards reconciliation in Australia.

At Mars we believe that the world we want tomorrow starts with how we do business today. Mars is committed to bringing our reconciliation vision to life by promoting cultural understanding among our Associates, increasing opportunities for Aboriginal and Torres Strait Islander employment, building partnerships with Aboriginal and Torres Strait Islander owned businesses and driving reconciliation and inclusion across our business. This will enrich our workplace through increased understanding of and respect for traditional cultures whilst also creating opportunities for Aboriginal and Torres Strait Islander peoples.

As leaders within Mars Australia, we have each committed to making a formal Acknowledgement of Country at the beginning of significant events and Associate meetings. We do this to take a visible leadership role in showing respect for the Traditional Custodians of the lands on which we live and work to create a culture of true inclusion.

We would like to acknowledge and express our appreciation for the Mars Reconciliation Action Plan Working Group and to our Advisors from the Killara Foundation for the dedication they have shown in bringing our RAP vision to life. Mars Associates are passionate about creating a truly inclusive workplace for all peoples and this RAP is an important part of that journey.

Aboriginal and Torres Strait Islander peoples hold a unique position as the Original Custodians of Australia. Mars is proud to be contributing to reconciliation for all Australian peoples through the launch of our inaugural RAP.



Andrew Leakey

GM Mars Wrigley ANZ

Wurundjeri of the Kulin Nation



Bill Heague

GM Mars Food Australia

Gadigal of the Eora Nation



Craig Sargeant

GM Pet Care ANZ

Wurundjeri of the Kulin Nation



Matt Foster

GM Royal Canin ANZ

Guringai of the Darramuragal



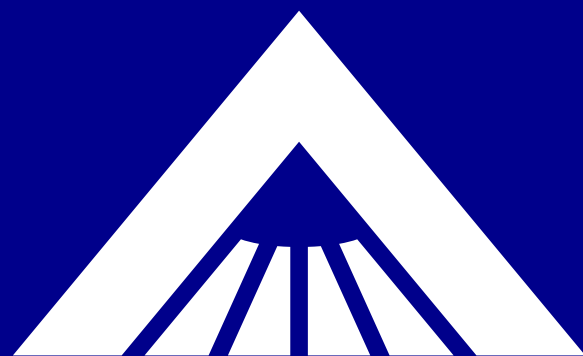
CEO Killara Foundation - Worimi and Yuin Peoples

The Killara Foundation is an Indigenous-led organisation. Killara believes every Aboriginal and Torres Strait Islander person is capable of achieving great things – all they need is belief in themselves and an opportunity. Killara provides that opportunity and belief. Part of our core mission is about empowering organisations around Australia to embark on and continue their own genuine and meaningful Reconciliation Journey. One of the most significant impacts an organisation can have on reconciliation is creating an even deeper, culturally safe environment for Aboriginal and Torres Strait Islander employees to conduct their work and prosper within their workplaces and at home. Killara's proud partnership and, more importantly, our genuine friendship with Mars helps to pave the way for a safer cultural environment for Mars and for them to inspire other organisations around Australia and the world to do more to meaningfully recognise their nation's Indigenous peoples so that one day all of us will have the equal chance to achieve great things."

Mars Inc. is an iconic, globally recognised brand that remains family owned and maintains a reputation for innovation and excellence. Mars Petcare Australia, Mars Wrigley Confectionary, Mars Food and Royal Canin lead Mars Inc’s commitment to quality, delivered through our regional manufacturing operations in Victoria, New South Wales and Queensland.

As a global company with the footprint of a small country, we have the responsibility – and the opportunity – to leave a lasting impact on the world. As a family-owned business, we have the ability to think in generations, rather than just business quarters and have our Purpose to guide us on our way. What we do is only as good as how we do it, a goal reflected in our Purpose. We challenge our Associates, partners and suppliers to join us in transforming the way we do business every day.

In Australia, Mars has been operating since 1916 and has a strong presence of almost 2000 Associates, working across six Manufacturing Sites and two Corporate offices. We firmly believe that the long-term future of our business and the planet depends on us to stand for more and take bold action. That’s why we take every opportunity to make a positive impact in this ever-changing world by leveraging our guiding philosophy that has always differentiated us – the Five Principles which form the foundation of how we do business today and every day.



The Five Principles

We put The Five Principles at the centre of every decision we make. This means:

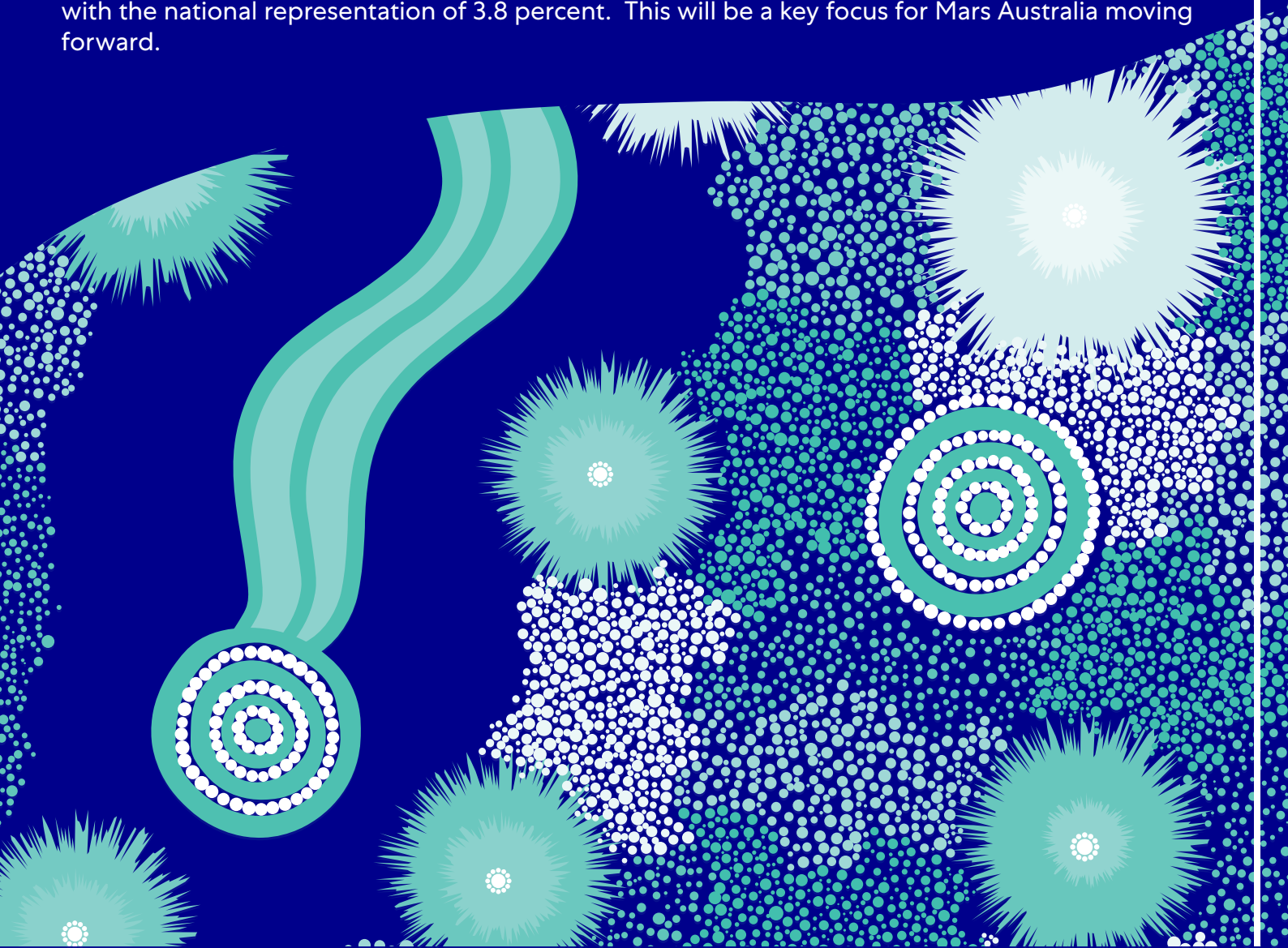
- We are committed to Quality of work and contributions to society.
- We embrace our Responsibility (as individuals and a company) to act now.
- We base decisions on Mutuality of benefit to our stakeholders.
- We harness the power of Efficiency to use our resources to maximum effect.
- We have the financial Freedom to make our own decisions, unrestricted by motivations of others.

We know that what we do is only as good as how we do it, and our actions help us build a better world for generations to come.

In 2022 Mars Australia participated in our first Diversity Council Australia (DCA) Inclusion@Work Index achieving Inclusive Employer status for 2022–2023. To be deemed an inclusive employer, organisations must invite at least 65% of their employees to participate in the survey and achieve results that exceed the National Index Benchmark on at least five measures. Mars Australia is proud to have exceeded the National Index Benchmark on all measures!

At Mars, we're committed to fostering an environment where our Associates feel valued and respected, regardless of any visible or invisible differences. Where they are comfortable bringing their authentic selves to work, where they enjoy equal opportunities to be heard, where they feel supported to reach their full potential. This philosophy underpins how we engage with First Nations communities to build trust and long-term mutually beneficial relationships.

Our DCA Inclusion@Work Index results show that one percent of our 2000 Associates in Australia identify as being of Aboriginal and/or Torres Strait Islander heritage. This will make for a strong foundation upon which to grow our Aboriginal and Torres Strait Islander representation, in line with the national representation of 3.8 percent. This will be a key focus for Mars Australia moving forward.



Our RWG is sponsored by Mars Wrigley General Manager and Board Member, Andrew Leakey illustrating the importance that Mars places on reconciliation as a business and as a leadership team. The RWG will be responsible for implementing this RAP and reporting progress to our internal and external stakeholders.

Our Working Group Comprises of the following Associates:

Andrew Leakey	General Manager Mars Wrigley	Wurundjeri of the Kulin Nation
Sheetal Mehta	People & Organisation Director	Wadawurrung Country
Troy Townsend	(Gomerioi Man) Field Sales Representative	Wiradjuri Nation
Bianca Werkmeister	Portfolio Marketing Lead	Woiwurrung Country
Claire Groom	Category, Insights & SRM Lead	Wadawurrung Country
Kelly Quirke	Advocacy Director, Royal Canin	Bunurong Country
Keri Le Page	Inclusion & Diversity Lead	Wurundjeri of the Kulin Nation
Mitch Brown	Director of Strategy, Killara Foundation	Bunurong Country

At Mars we believe that the world we want tomorrow starts with how we do business today. This Purpose underpins our culture across the globe and is evident at every Mars site and office. It conveys what we stand for, and it is our opportunity to make a positive difference.

Our four segment Purpose Statements provide clarity of the world we are working towards tomorrow – a world that’s full of better moments that make the world smile, A BETTER WORLD FOR PETS, a world with better food today for a better world tomorrow and better lives through nutrition.

However, while different parts of our business are working towards our four segment destinations we have three overarching, business wide destinations that we are all committed to and are making progress against every day:

In the world we want tomorrow

Everyone is thriving

The planet is healthy

Society is inclusive

Together these Seven Purpose Destinations provide a clear vision that connects the specific actions and commitments we’re taking to leave the world a better place for future generations.

We established our Reconciliation Action Plan Working Group to explore opportunities to create a stronger representation of Aboriginal and Torres Islander peoples within Mars. We also recognized the need to ensure that the Mars environment is one where Aboriginal and Torres Strait Islander Associates can thrive.

At Mars, we put our Five Principles at the centre of every decision we make. This means that we have approached the implementation of our RAP with these principles at the core. In particular, our RAP is based on the concept of Mutuality to ensure a shared/mutual benefit with Aboriginal and Torres Strait Islander communities. We are committed to ensuring that this shared benefit is enduring, and we are committed to Quality of work and meaningful contributions to society.

Through this RAP we will begin the journey of developing long-term partnerships with Aboriginal and Torres Strait Islander peoples in ways that are respectful, inclusive and culturally appropriate. Through this, our workplaces will be enriched through an increased understanding of and respect for First Nations cultures. Our ultimate goal is to create meaningful opportunities that benefit Aboriginal and Torres Strait Islander peoples and communities.

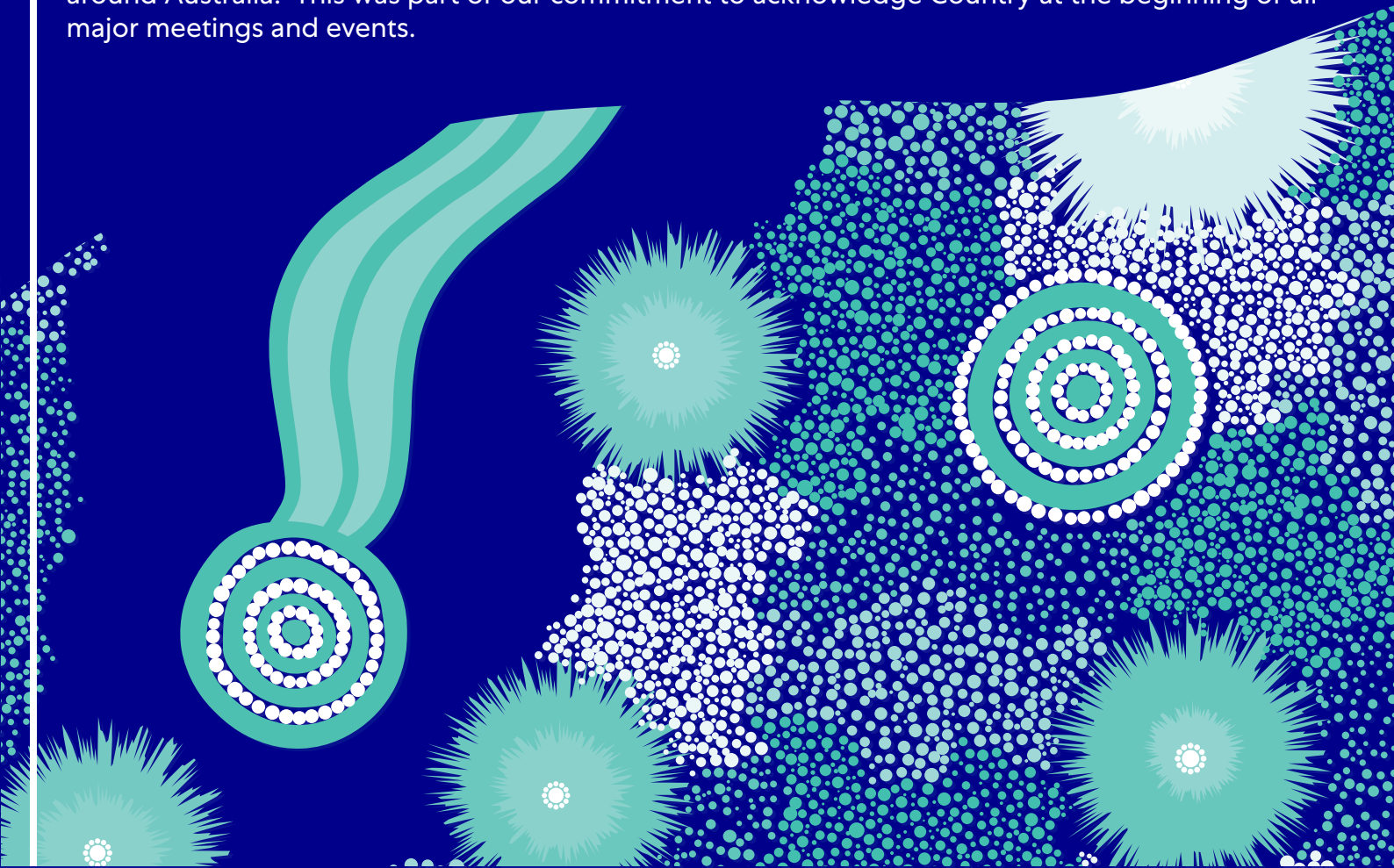
This RAP provides a practical roadmap that builds on our long-standing respect for Aboriginal and Torres Strait Islander peoples and highlights the specific actions we will take to make reconciliation a reality. It is an important vehicle to support our ambitions and demonstrate our commitment formally, not only to our existing Associates, but also to future generations of Associates who may be considering a career with Mars.

We established our inaugural Mars ANZ Inclusion & Diversity Committee in February 2021 with the aim of building a truly inclusive environment for all Associates across our ANZ business. One of the first key priorities that the I&D Committee identified was the need for all Mars Associates to gain an understanding of Aboriginal and Torres Strait Islander cultures and histories.

In May 2021 we hosted our first National Reconciliation Week event for all ANZ Associates - a virtual fireside chat with AFL legend and 2014 Australian of the Year, Adam Goodes. With over 350 Associates joining the event, this was our initial campaign to increase cultural competence about Aboriginal and Torres Strait Islander peoples and the part organisations such as Mars can play in influencing the socio-political landscape. The strong attendance and participation in this event became the impetus for us to identify how Mars could become more actively involved in driving reconciliation.

Following on from the strong engagement with our National Reconciliation Week event, we also celebrated NAIDOC Week in 2021. This included a series of educational content shared with Associates and culminated in a virtual yarning session with First Nations writer, filmmaker and musician, Victor Steffensen. As part of the NAIDOC 2021 Week theme - Heal Country - Victor shared his experience in reviving traditional knowledge values - particularly Aboriginal fire management - in a highly engaging and educational session.

Another key initiative of ANZ Inclusion & Diversity Committee was placing Aboriginal designed 'Acknowledgement of Country' plaques in the reception area of each of our offices and factories around Australia. This was part of our commitment to acknowledge Country at the beginning of all major meetings and events.





For NAIDOC Week 2022, Associates from our factories and offices came together to learn more about Australian history, and to celebrate the diverse cultures of First Nations peoples.

This included:

- A panel presentation and Q&A with Guest Speaker Madison Connors. Madison is a visual artist, mum, proud Yorta Yorta, Dja Dja Wurrung and Gamilaroi woman. Madison currently runs her own graphic design and art business, Yarli Creative and has worked in a number of different government agencies within Aboriginal Affairs policies and programs. She spoke about the importance of cultural awareness, connection and immersion, and her story and work as an artist.
- During the panel presentation we shared some First Nations role models and the NAIDOC 2022 Winners, to celebrate their contributions. This was in line with the 2022 theme – GET UP! STAND UP! SHOW UP! Which encourages all of us to champion institutional, structural, collaborative, and cooperative change while celebrating those who have already driven and led change in Aboriginal and Torres Strait Islander communities over generations.
- At the end of the panel presentation we discussed things our Associates could do during NAIDOC Week and beyond. Examples included taking a cultural competence quiz, supporting First Nations businesses, or immersing themselves in First Nations media, music or literature.



In July 2021, we formally established our RAP Working Group (RWG) to build a pathway to our first Reconciliation Action Plan. Whilst forming the RWG, we established a formal partnership with the Killara Foundation to assist with the development of our RAP and reconciliation initiatives and provide a First Nations perspective. This partnership with Killara and reconciliation initiatives, including the development of a RAP, were shared with Associates during National Reconciliation Week 2021. The RWG hosted a virtual event that was streamed across all our sites featuring Kyle Vander Kyup, CEO of Killara Foundation, talking with Andrew Leakey, General Manager of Mars Wrigley Australia and the Executive Sponsor of the RWG.





In September 2022 our Royal Canin Leadership Team took part in a cultural and leadership experience with the Tjungu Project. As part of the experience, senior leaders spent time on Country with a family of Traditional Owners of Piralpakalarintja, about 1.5 hours from Uluru in Central Australia. During the week, our leaders had the opportunity to connect with culture, language and storytelling, while learning more about Aboriginal traditions, values and connection to land.

“Our devices were switched off and we were disconnected from everything, with the exception of what was happening in the present, so that we could be fully immersed in the experience. We learned about this sacred culture and how critical storytelling is to inform future generations of these traditions and culture, we learned about ourselves and we connected as a team.

It is actually quite a challenge to sum up this experience in words, but I feel I left with a better understanding of this amazing culture, a better sense of what matters and a renewed motivation to keep my story and our business story alive through storytelling and the transfer of knowledge”

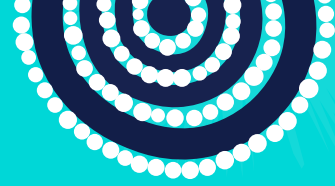
Darren Dempsey, Director of Sales and Marketing, Royal Canin



“Completely humbled by my experience last week spending time with the Jingo family, an Anangu family based in Mutitjulu in Central Australia.

We took away all of the distractions of our modern world and were able to learn about and connect with this sacred culture that has been passed down from generation to generation for 80,000+ years. So many lessons to take away into our own teams and families on how we pass on knowledge, tell stories and truly connect with what is most important”

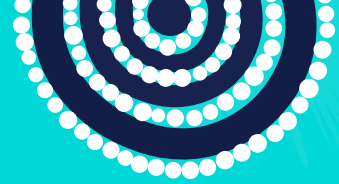
Kelly Quirke, Advocacy Director, Royal Canin



Action	Deliverable	Timeline	Responsibility
<p>1.</p> <p>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Aug 2023	Inclusion and Diversity Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2023	Corporate Affairs Partner
<p>2.</p> <p>Build relationships through celebrating National Reconciliation Week (NRW).</p>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023 and May 2024	Inclusion and Diversity Lead
	RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 2023 and 27 May - 3 Jun 2024	RWG Events Lead
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun 2023 and 27 May - 3 Jun 2024	RWG Events Lead
<p>3.</p> <p>Promote reconciliation through our sphere of influence.</p>	Communicate our commitment to reconciliation to all staff.	Feb 2023	GM sponsor
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Jul 2023	Inclusion and Diversity Lead
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Nov 2023	RWG Chair
<p>4.</p> <p>Promote positive race relations through anti-discrimination strategies.</p>	Research best practice and policies in areas of race relations and anti-discrimination.	Dec 2023	Inclusion and Diversity Lead
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Aug 2024	Inclusion and Diversity Lead



Action	Deliverable	Timeline	Responsibility
<p>5.</p> <p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2023	Inclusion and Diversity Lead
	Conduct a review of cultural learning needs within our organisation.	Jun 2023	RWG Learning Lead
	Identify cultural learning opportunities for Associates.	Nov 2023	RWG Learning Lead
<p>6.</p> <p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	May 2023	GM Sponsor Inclusion & Diversity Lead
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023	Inclusion and Diversity Lead
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2023	GM Sponsor RWG Chair
<p>7.</p> <p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	Jun 2023 and Jun 2024	RWG Chair
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	Jun 2023 and Jun 2024	RWG Chair
	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2023 and 2024	Inclusion and Diversity Lead



Action	Deliverable	Timeline	Responsibility
<p>8.</p> <p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Dec 2023	RWG Employment Lead
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jul 2023	RWG Employment Lead
	Investigate piloting an Aboriginal and Torres Strait Islander internship program	Aug 2023	Early Talent Manager Inclusion & Diversity Lead
<p>9.</p> <p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Aug 2023	Inclusion & Diversity Lead
	Investigate Supply Nation membership.	Aug 2023	Inclusion & Diversity Lead



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	Feb 2023	GM Sponsor
	Draft a Terms of Reference for the RWG.	Mar 2023	RWG Chair
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Feb 2023	RWG Chair
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2023	RWG Chair
	Engage senior leaders in the delivery of RAP commitments.	Feb 2023	GM Sponsor
	Maintain a senior leader to champion our RAP internally.	Feb 2023	GM Sponsor
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Sep 2023	Inclusion & Diversity Lead
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	Jun 2023 and Jun 2024	Inclusion & Diversity Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug 2023 and 1 Aug 2024	Inclusion & Diversity Lead
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep 2023	Inclusion & Diversity Lead
11. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2024	Inclusion & Diversity Lead



This painting by Nyinku Jingo was inspired by the Mars visit to Piralpakalarintja.

This is the tjukurpa (dreaming story) of a journey. The Mars (Piranpa Tjuta) people who came from the cities (represented by Melbourne bottom left) came via Uluru (depicted in the middle) and went to my homeland, Piralpakalarintja (top right). Attila (Mt Connor) and Kata Tjuta are also depicted in the painting (bottom right and top left, respectively). But the group did not go to these two sacred places, so they are not connected as part of the brown road. But they remain important parts of the tjukurpa story being told here. Each key sacred landform of the region is depicted. These places are considered home to the Anangu. Ngura.

Piralpakalarintja is my (Nyinku) and my family's home (Ngura) My Ngura was shared with the Mars guests who came from the city/Melbourne. This was good, they learned the Tjukurpa there.

The other colours depicted on the canvas are important parts of the land/Anangu home. Bright green and yellow surrounding a white dot in the painting is the southern grass (tjanpi) and the yellow is the desert grass/spinifex. The brown background is trees (punu), the blue is rain and water holes (kapi), the red and yellow are the desert flowers and the light colouring around the road between Melbourne, Uluru and Piralpakalarintja is sand dunes and plains.

All of this is of special significance, as this was shared with Piranpa, and they are now connected to this place.



Nyinku Jingo has lived in Central Australia all her life. She has travelled Australia to broaden her experience and worked in her community of Mutitjulu in various roles. Her vibrant art is sought after, and her calm, knowledge, and manner mean family and authorities consult her on community and cultural issues.

Nyinku began working in Uluru Kata Tjuta National Park 25 years ago as a 16-year-old trainee. She has built up her western skill base at the same time as learning Tjukurpa from her elders. Nyinku has worked in other parks (such as Booderee, another joint-managed national park) to extend her knowledge. She is the first Anangu woman to pass her exams and become a ranger under the Environment Protection and Biodiversity Conservation Act. Nyinku shares her knowledge and mentors other young women to come and work in the park. She is a talented artist and mother, but she still finds time to sit on community organisations.

An Indigenous Women's Leadership award winner, Nyinku is a role model for young people in the Mutitjulu community.

Nyinku also works closely with the Tjungu Project, providing the cultural program that forms the basis of a five-day experience in the desert for executive teams. She and her sister Rita, husband Cyril, nephews Lachlan and Petersen, and many other family members take the time to share their Tjukurpa with small groups of people - all of whom come away with a deep appreciation and connection to land and culture.

Between Tjungu programs, Nyinku and the rest of the Jingo family pursue a variety of other paid activities. Nyinku works for the Cultural Centre and paints, while others work in community roles and with Parks Australia or the Central Land Council.

Nyinku's art has been produced to reflect the positive relationship and true connection she and her family have developed with the team from Royal Canin and Mars, who came and showed great respect for Anangu culture.





Design and Artwork Graphics
created by Aboriginal Art by Lani

www.aboriginalartbylani.com.au

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<http://indigi-print.com.au/>



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Wadawurrung Country

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MARS
Tomorrow starts today