



Illustration by Dr. Bronwyn Bancroft

# Innovate Reconciliation Action Plan

September 2023 – August 2025



*Hardie Grant*



# Acknowledgment of Country

Hardie Grant acknowledges the Traditional Owners of the lands on which we work and live in Australia. We pay our respects to their Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander Australians across the country.

## About the artwork

Cover illustration by Dr. Bronwyn Bancroft, from *Why I Love Australia*, published by Little Hare, 2016.

'Boab tree families, bountiful in shape standing on the plains.'

Hardie Grant

# Innovate RAP CEO statement

## Second Innovate RAP



*Karen Mundine  
Chief Executive Officer  
Reconciliation Australia*

Reconciliation Australia commends Hardie Grant on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Hardie Grant continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Hardie Grant will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Hardie Grant using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

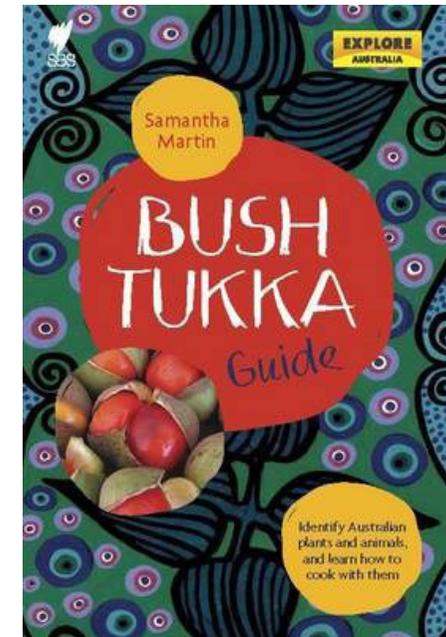
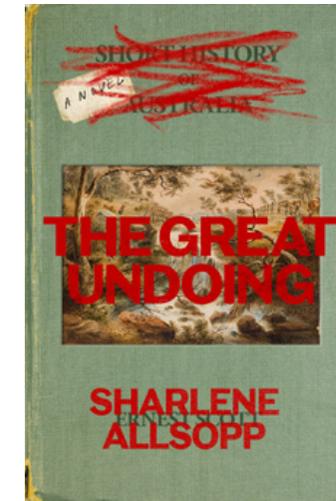
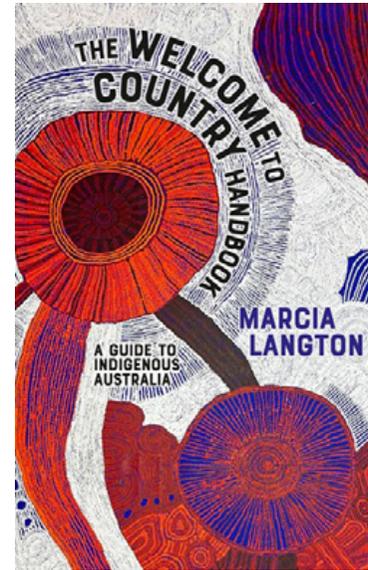
This Innovate RAP is an opportunity for Hardie Grant to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Hardie Grant will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Hardie Grant's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Hardie Grant on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

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From left to right: *The Welcome to Country Handbook* by Marcia Langton; *The Great Undoing* by Sharlene Allsopp; *The Voice to Parliament* by Thomas Mayo & Kerry O'Brien; *Bush Tukka Guide* 2nd edition by Samantha Martin.

# Our vision for reconciliation

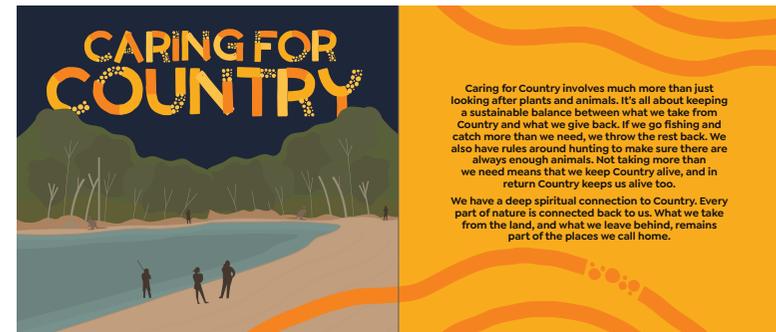
Hardie Grant's vision for reconciliation is for Aboriginal and Torres Strait Islander histories, cultures and voices to be heard and respected, providing the foundation for a united and equitable Australian society.

As a publishing and media business, we are uniquely positioned to amplify Aboriginal and Torres Strait Islander voices and provide platforms for them to tell their stories. We will change thinking, attitudes and behaviours by raising awareness about reconciliation through our publishing, as well as through our actions. We will effect change within Hardie Grant, among our partners, in our industry and in the wider community. A core value for Hardie Grant is to produce work that is Best In Class – our vision in amplifying Aboriginal and Torres Strait Islander stories is to achieve the highest quality outcomes when publishing and disseminating that work. We also would like to aspire to Best in Class when sharing our learnings and passion for Aboriginal and Torres Strait Islander reconciliation with our wider industry network, with business partners and with the readers or consumers of the work we produce through our business.

Our publishing business already has a dedicated strand within one of our imprints to deliver a message of reconciliation and respect for Aboriginal and Torres Strait Islander stories. This work is shared widely within the business and is at the core of what we stand for. In the months and years to come it is our aim to platform and amplify Aboriginal and Torres Strait Islander stories throughout the business and the work we do with both consumers and corporate partners, and to continue to show our support for reconciliation.

Pages from *Come Together* by Isaiah Firebrace with illustrations by Jaelyn Biunaiwai and design by Keisha Leon.

We will build understanding and respect for Aboriginal and Torres Strait Islander peoples and their cultures, acknowledge the ongoing and intergenerational injustices and inequities affecting them as a result of colonisation, and actively support reconciliation to underpin a society that shares common core values and provides equal opportunity to all its citizens.



# Our business

Hardie Grant is a global media business with its head office in Melbourne and other offices in Sydney, Brisbane, Berkeley and Manila. The largest part of our business is book publishing (Hardie Grant Publishing). We produce books for global markets as well as Australia, with specialisations in food, wine, travel, sport, culture, environment, health, humour, adult fiction and children's books.

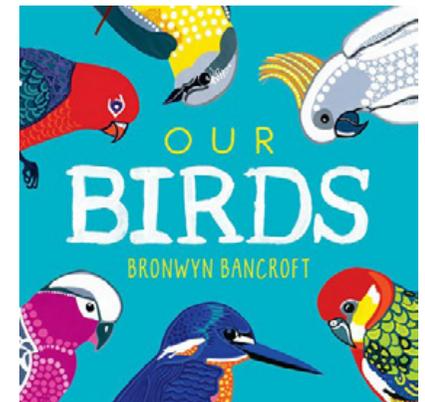
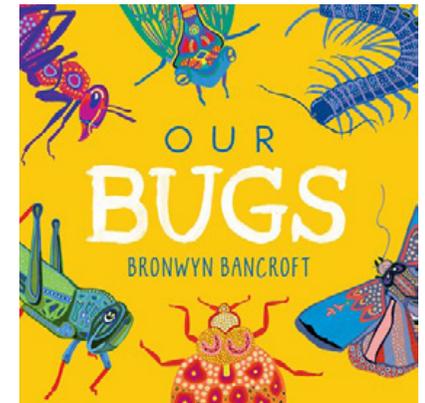
In addition to book publishing, we have an agency business (Hardie Grant Media) – a network of marketing agencies that work with clients in the areas of content marketing (across print and digital platforms), advertising, digital marketing, video and PR. Our third division, HGX, produces content across platforms including magazines, events, video and websites that connects directly with consumers. HGX currently focuses on two businesses – in wine and gifting; and HGX Studios invests in Research and Development (R&D) for new business ideas.

In a world dominated by large, internationally-owned media companies, our ambition is to be the world's best independent publishing and media business. As a medium-sized private company of over twenty-five years standing, with our founders still active in the business, our culture has been established by the people who started the business and is expressed daily through the staff who work at Hardie Grant.

Our worldwide business employs around 300 people, approximately 220 of them in Australia. We are proud of the culture we have established in our twenty-five years of business, which is similar in both our Australian and international offices. We currently have one role advertised for a First Nations trainee in our Melbourne office, and host one intern from the CareerTrackers Indigenous Intern program annually. We are part of the Open Book internship program and have hosted one First Nations intern in 2022 and again in 2023. We hope to grow our First Nations employment base further with more interns and permanent staff, as well as a broader commitment to diversity in general within our business. We are taking our First Nations Trainee Program, which provides training and permanent employment for First Nations applicants, to Brisbane in 2023, recruiting a role in our digital marketing business.

We are proud to publish many works by Aboriginal and Torres Strait Islander authors and illustrators, and on Aboriginal and Torres Strait Islander subjects, across our entire range of books from children's books to travel, from oral history to art.

From top to bottom: *Our Bugs* by Bronwyn Bancroft and *Our Birds* by Bronwyn Bancroft.



# Our values (what we stand for) are:

## • Do the right thing

Honesty, respect and inclusiveness are ingrained in how we treat our people, our partners and deliver our work.

## • Work together

We collaborate in ways that inspire both ourselves and those around us, seeking out and exploring new opportunities together.

## • Best in class

We take pride in what we do and the quality of our work, setting the benchmark in every category we operate.

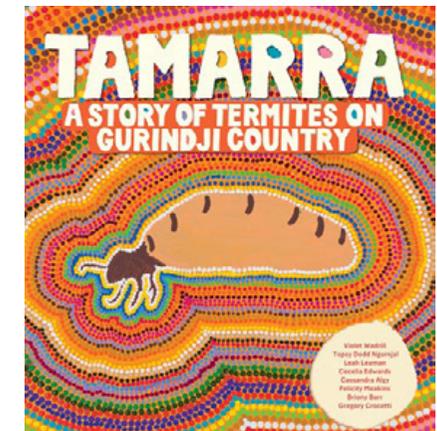
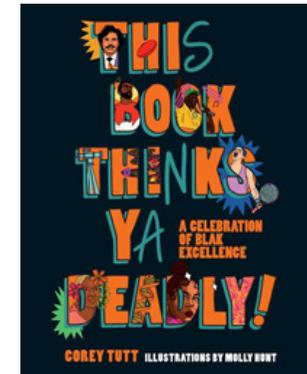
## • Nothing is fixed

We push boundaries and embrace change through continuously improving our work, our products, our services, our practice.

## • Make an impact

We recognise our role in the broader community and act in ways to make a positive contribution to the issues we believe matter the most.

This last value, make an impact, was added to our business strategy in 2021 as a Fundamental Goal of the business. It is defined as ‘making a positive impact through our publishing, employment, supply chain integrity and community outreach.’ Our commitment to developing a Reconciliation Action Plan (RAP) and working towards reconciliation is an authentic expression of our values and is one of our success measures. We do not have a RAP to ‘tick a box’ – we genuinely want to make a difference through our actions.



From left to right: *Come Together* by Isaiah Firebrace with illustrations by Jaelyn Biumaiwai and design by Keisha Leon; *This Book Thinks Ya Deadly: A Celebration of Blak Excellence* by Corey Tutt with illustrations by Molly Hunt; *Tamarra: A Story of Termites on Gurindji Country* co-created by Violet Wadrill, Topsy Dodd Ngarnjal, Leah Leaman, Cecelia Edwards, Cassandra Algy, Felicity Meakins, Briony Barr and Gregory Crocetti.

# Our RAP

Even before we knew about RAPs, we recognised the importance of supporting the economic empowerment of Aboriginal and Torres Strait Islander peoples, uplifting their voices and acknowledging the depth of their cultural knowledge and history. To make a small difference, we began training and employing Aboriginal and Torres Strait Islander staff in our business, and our first step was to join the CareerTrackers Indigenous intern program. This program brought Aboriginal and Torres Strait Islander students into our business and sparked the idea of having a RAP, as it was a CareerTrackers intern who suggested we begin our journey to developing a Reconciliation Action Plan. We achieved our first Reflect RAP in 2019.

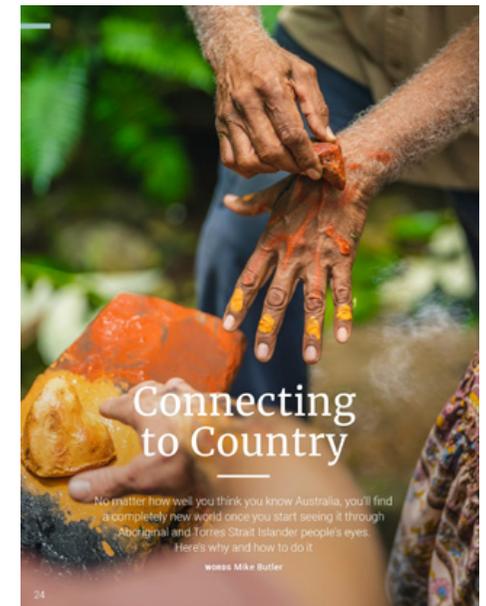
Our RAP Committee members are drawn from across our different business units, and each state we operate in. We have two representatives from two external partners on the committee, ensuring ongoing representation of First Nations peoples – from CareerTrackers and the Indigenous Literacy Foundation (ILF). Our RAP Committee includes: Fiona Hardie, Chair; Robert Watkins, Alisa Ahmed, Joanne Foster, Brooke McCarthy, Shana Rohn, Georgie Meaney, Ana Jacobsen, Gabby O'Hagan, Laura Jarrett, Sophie Wallace, Ben Bowen (ILF), Maeve Mitchell (CareerTrackers).

As a publishing and media business, we have a unique opportunity to interact with contemporary culture and influence thinking and behaviour through the work we produce. Our interest in social justice and the growing

community interest in Aboriginal and Torres Strait Islander cultures and histories led us to develop a substantial Aboriginal and Torres Strait Islander publishing program. Having a RAP provides us with a solid foundation for this program, ensuring that we maintain, develop, and advance our activities in support of reconciliation.

Our RAP is championed by one of our founders, Fiona Hardie, and the members of the RAP Working Group. It is also an integrated part of the business, with RAP activities supported by our Engagement Committee. Regular staff training on cultural awareness and unconscious bias is an essential part of our staff-training calendar. Additionally, all of our Corporate Social Responsibility Partners are involved in working with Aboriginal and Torres Strait Islander peoples in different ways.

In 2021, we created our RAP Advisory Group, which includes representatives from two of our Aboriginal and Torres Strait Islander partners, CareerTrackers and the Indigenous Literacy Foundation (ILF). We wanted our advisors to have an existing relationship with Hardie Grant and be invested in our RAP, rather than it being a purely transactional relationship. Our Advisory Group meets with us quarterly, and we consult them in between meetings on issues as they arise.



Article extract from *Flourish* magazine  
Winter 2023 Issue on *Connecting to Country*  
with words by Mike Butler.



# Our reconciliation journey (cont.)

While on our RAP journey, the most significant recent changes to the Hardie Grant business have been:

- **Creating employment opportunities, in addition to internships, for First Nations people – through the creation of trainee programs.**
- **Changing our staff terms and conditions to be inclusive of Aboriginal and Torres Strait Islander staff needs including broadening the definition of family to include kinship groups (for personal, carer's and compassionate leave), and allowing public holidays to be swapped out and used for community/cultural/ ceremonial events. This has also benefited other minoritised groups (e.g. other faiths).**
- **Creating advocates among our staff by ensuring they are well informed, proud of and actively involved in our RAP. These staff members become advocates in proposals to clients and authors, and in meetings with people from outside the company.**
- **Making Cultural Awareness Training compulsory for all staff, and provide annual training for new staff.**
- **Supporting our industry and networks by becoming a reference for others interested in starting a RAP.**
- **Showing visible support for Aboriginal and Torres Strait Islander authors and illustrators whose work we publish as advocates for broader change.**
- **Realising we need to be active in seeking and building relationships and trust with Aboriginal and Torres Strait Islander peoples and organisations – over the long term.**
- **Growing cultural awareness in the business – from training, meeting people, steps we have taken; and a growing familiarity and contact with a broader range of Aboriginal and Torres Strait Islander people.**
- **Heightening our awareness of cultural protocols has been increased, which has impacted not only our approach to commissioning and editing, but also publicity and marketing, to ensure we respect and honour not only language and visual integrity, but also the individual identifications of authors and illustrators, and respect for broader Aboriginal and Torres Strait Islander cultural and intellectual property (IP).**
- **Producing a First Nations style guide incorporating all of these learnings, and making this available (at the urging of the First Nations RAP consultants) not only to Hardie Grant staff but to our broader industry networks.**

# Case study – Gemma Taylor



“ For a lot of First Nations creatives, the barrier to entry can often feel insurmountable. Lack of access and availability to resources, language discrepancies and tokenistic invitation to consultation often deters us from engaging in industries that have long since been our domain – artistry and storytelling, to name just two.

This is why when an opportunity to interview for the Trainee Editor role arose, I leapt at the chance. Hardie Grant, through the William Cooper Institute at Monash University, was offering a First Nations student a paid position within the publishing divisions of the company, cycling through each of these divisions to garner a holistic and expansive perspective on the industry as a whole. The job description of this role appealed to me for three key reasons.

- 1. A publishing degree/experience was not necessary. When choosing where to pursue my tertiary education, a strong backbone of First Nations inclusivity was important to me, which is why I chose Monash University despite their lack of comprehensive publishing programs. Being able to major in Indigenous Cultures and Histories – my truest passions – while also being invited to work in the career I had only dreamed of as a child was of instant appeal to me.**
- 2. Longevity of the role. Both of my interviewers stressed to me that, even when the traineeship concluded, the idea was to curate an editor well-versed in the Hardie Grant way to stay on in one of the divisions. As I mentioned, this industry is notoriously difficult to get a foothold in, and I was grateful that stability and a future was built into the role.**

- 3. Lack of tokenism. Easily the most important point. While the increase of First Nations-centred publishing can only be a good thing, the natural by-product is that a predominantly white industry can fail to see what a blackfella might give up to operate within such white media. It was important to me that I wasn't being hired to specifically be an 'Aboriginal editor', that I would be consulted on a basis that felt genuine and open to criticism. I would not have accepted a role where my Aboriginality was the only valued part of my personhood, and I'm pleased to say that not only is this reflected in my job description, but also in my day-to-day life at the company.**

Positions like this just don't exist. For a role such as this one to have cultural differences not only encoded but celebrated should be the benchmark, not the outlier, and I'm so fortunate to have been invited to be part of the positive changes being made in the publishing world. From working on a company First Nations style guide to hosting a Lunch and Learn on best practice, it's easy to see that a role such as this one, replicated over and over in every publishing house, would ensure that progressiveness remains not the prerogative of social media but an entrenched part of the way storytelling industries operate.

Hardie Grant plans to run this traineeship again and I hope the successful applicant is met with the same enrichment and satisfaction in their role as I have. ”

– Gemma Taylor



# Relationships

Our Australian identity fuels our pride as a local company with global success. This pride intertwines with our commitment to reconciliation, fostering unity among the people we work with, consumers we reach and Aboriginal and Torres Strait Islander communities. These relationships are integral to our success, connecting us with creators, clients, and broader communities. Our engagement with Aboriginal and Torres Strait Islander creators underscores respect and knowledge, laying the foundation for collaboration on Cultural and Intellectual Property matters.

In our steadfast support of reconciliation, we wholeheartedly embrace National Reconciliation Week, promoting understanding and unity. By emphasising the significance of NRW, we underscore the importance of respect and harmony between Aboriginal and Torres Strait Islander communities and the broader population.

Embedded in our role as publishers and content creators is the power to drive change. Collaboration runs deep in our veins, weaving connections with our team, authors and communities. Through these connections, we amplify Aboriginal and Torres Strait Islander voices, rallying partners to champion stories that ignite transformative action.

Guided by our commitment to positive race relations, we actively implement strategies to counter discrimination and staunchly oppose biases as we strive to foster an environment of inclusivity and respect. Through nurturing relationships and open dialogue, we contribute to a society founded on fairness and equality.

Centering our efforts in 2023, we passionately advocated for the YES campaign, a movement supporting the Voice to Parliament referendum. Our commitment to reconciliation materialises through our active participation in this endeavor. By championing the YES campaign, we stand hand in hand with communities, driving progress and amplifying voices that seek substantive change.

## Focus Area:

Hardie Grant's strategic purpose is 'to make emerging ideas thrive', to give form to ideas so that they can be expressed creatively and in multiple ways that can be shared with the community to entertain, inform and inspire. Building relationships between Aboriginal and Torres Strait Islander peoples and other Australians is integral because it's important the experiences, ideas and stories we tell are both authentically told and received with respect. Our business is based on communication, which in itself is a relationship: telling and listening, writing and reading, showing and seeing – both sides of the communication equation made with an open heart and mind.

Our core value 'work together' is also relevant, referencing our commitment to collaboration and inclusivity. Through our value 'work together' we aim to collaborate in ways that inspire both ourselves and those around us, seeking out and exploring new opportunities together. By promoting the culture of Aboriginal and Torres Strait Islander peoples through our published work, staff activities, training initiatives and interactions with clients, we aim to build relationships that increase knowledge and understanding among all Australians so that together we can bring about change.

Finally, 'make an impact' which is both a Fundamental Goal of the business strategy and one of our values, also relies on building relationships. We recognise our role in the broader community and aim to act in ways to make a positive contribution to the issues we believe matter the most. This includes building relationships for outreach and advocacy with Aboriginal and Torres Strait Islander peoples and other Australians.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	· Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2024/25	LEAD Director, Fiona Hardie SUPPORT (Melb) Editor, Ana Jacobsen SUPPORTS (Syd) Publishing Director, Robert Watkins SUPPORTS (Bris) Performance Marketing Executive, Brooke McCarthy; Sales Manager, Joanne Foster
	· Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Nov 2023/24/25	LEAD Director, Fiona Hardie SUPPORT Publishing Director, Robert Watkins
2. Build relationships through celebrating National Reconciliation Week (NRW).	· Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024/25	LEAD Head of Marketing, Shana Rohn SUPPORT (Syd) Managing Editor, Alisa Ahmed SUPPORT (Bris) Performance Marketing Executive, Brooke McCarthy
	· RAP Working Group members to participate in an external NRW event.	27 May– 3 June, 2024/25	LEAD Head of Marketing, Shana Rohn SUPPORT (Syd) Managing Editor, Alisa Ahmed SUPPORT (Bris) Performance Marketing Executive, Brooke McCarthy
	· Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May–3 June, 2024/25	LEAD Head of Marketing, Shana Rohn SUPPORT (Syd) Managing Editor, Alisa Ahmed SUPPORT (Bris) Performance Marketing Executive, Brooke McCarthy
	· Organise at least one NRW event each year.	27 May–3 June, 2024/25	LEAD Head of Marketing, Shana Rohn SUPPORT (Syd) Managing Editor, Alisa Ahmed SUPPORT (Bris) Performance Marketing Executive, Brooke McCarthy
	· Register all our NRW events on Reconciliation Australia's NRW website.	May 2024/25	LEAD Head of Marketing, Shana Rohn SUPPORT (Syd) Managing Editor, Alisa Ahmed SUPPORT (Bris) Performance Marketing Executive, Brooke McCarthy

3. Promote reconciliation through our sphere of influence.	· Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Sept 2023/24/25	LEAD Director, Fiona Hardie SUPPORT People & Culture Director, Troy Lewis
	· Communicate our commitment to reconciliation publicly.	Oct 2023/24/25	Publishing Director, Robert Watkins
	· Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2024/25	Publishing Director, Robert Watkins
	· Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	April 2024/25	Publishing Director, Robert Watkins
4. Promote positive race relations through anti-discrimination strategies.	· Conduct an annual review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Nov 2023/24/25	Director, Fiona Hardie
	· Continue implementation and communication of our organisations's anti-discrimination policy including requirement for mandatory reporting.	Sept 2023	Director, Fiona Hardie
	· Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Nov 2023	Director, Fiona Hardie
	· Plan ongoing education of managers and staff on the effects of racism including Cultural Awareness and unconscious bias training.	Feb 2024/25	People & Culture Director, Troy Lewis
5. Advocate for the YES campaign for the Voice to Parliament referendum.	· Disseminate information to support the YES vote to the general public through our publishing including the publication of <i>The Voice to Parliament Handbook</i> by Thomas Mayo and Kerry O'Brien	Sept 2023	LEAD Director Fiona Hardie SUPPORT RAP Committee
	· Disseminate information to support the YES vote to our staff through the establishment of a Voice Action Group, holding a Lunch & Learn session about the Voice to Parliament.	Sept 2023	LEAD Director Fiona Hardie SUPPORT RAP Committee
	· Disseminate information to support the YES vote to our clients and networks through developing an industry support toolkit.	Sept 2023	LEAD Director Fiona Hardie SUPPORT Voice Action Group



# Respect

Respecting the deep-rooted cultures, histories, knowledge and rights of Aboriginal and Torres Strait Islander communities is pivotal for Hardie Grant. As a publisher of Aboriginal and Torres Strait Islander creators, our integrity hinges on genuinely honouring their narratives. This respect is etched in our actions, spanning from the local to the global stage.

Our allegiance to respect echoes through three pillars:

Firstly, cultural learning enriches our understanding, empowering us to genuinely engage with these communities.

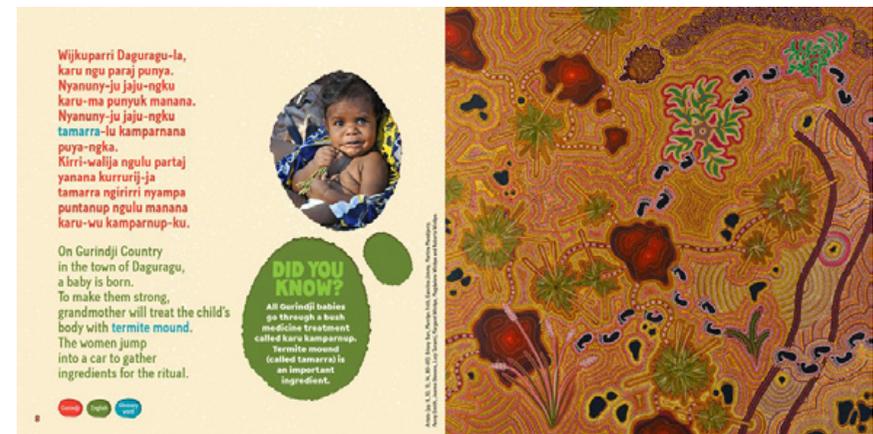
Secondly, adherence to cultural protocols showcases our appreciation for traditions and fosters mutual respect.

Lastly, our active participation in NAIDOC Week underscores our commitment to celebrating Aboriginal and Torres Strait Islander cultures and histories, bridging connections and amplifying voices.

From *Tamarra: A Story of Termites on Gurindji Country* co-created by Violet Wadrill, Topsy Dodd Ngarnjal, Leah Leaman, Cecelia Edwards, Cassandra Algy, Felicity Meakins, Briony Barr and Gregory Crocetti.

## Focus Area:

One of Hardie Grant's five values is 'do the right thing' and this encompasses the notion of respect in its definition: 'honesty, respect and inclusiveness are ingrained in how we treat our people, our partners and deliver our work'. This value plays out in our publishing and our relationships with Aboriginal and Torres Strait Islander authors, illustrators, staff and partners. Another of our values, 'make an impact', is also relevant, recognising our role in the broader community and our commitment to making a positive contribution to the issues we believe matter the most. Integral to this value is respect for Aboriginal and Torres Strait Island peoples and a commitment to doing what we can to bring about much needed change.



Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	· Conduct an annual review of cultural learning needs within our organisation.	Feb 2024/25	People & Culture Director, Troy Lewis
	· Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a national cultural learning strategy.	Oct 2023	LEAD Director, Fiona Hardie SUPPORT People & Culture Director, Troy Lewis
	· Annually communicate and implement the cultural learning strategy document for our staff.	Feb 2024/25	People & Culture Director, Troy Lewis
	· Provide opportunities for all staff to participate in formal and structured cultural learning.	Feb 2024/25	People & Culture Director, Troy Lewis
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	· Ensure all staff, in particular new staff, understand the purpose and significance behind cultural protocols.	July/Dec 2024/25	LEAD People & Culture Director, Troy Lewis SUPPORT HR Manager, Penny Rankin
	· Continually update and share the Hardie Grant cultural protocol document with staff and networks.	March/Sept 2023/24/25	LEAD Editor, Ana Jacobsen; SUPPORT Editor, Amanda Louey; Editor, Megan Cuthbert; Managing Editor, Alisa Ahmed
	· Reignite relationships and invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2024/25	LEAD Director, Fiona Hardie SUPPORT (Syd) Managing Editor, Alisa Ahmed SUPPORT (Bris) Performance Marketing Executive, Brooke McCarthy
	· Review and update as necessary, and communicate company protocol to include an Acknowledgement of Country or other appropriate protocols at significant events each year.	Sept 2023/24/25	Publishing Director, Robert Watkins

<p><b>8.</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> <li>· RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2024/25	LEAD Head of Marketing, Shana Rohn SUPPORT (Syd) Managing Editor, Alisa Ahmed, SUPPORT (Bris) Performance Marketing Executive, Brooke McCarthy
	<ul style="list-style-type: none"> <li>· Encourage staff to utilise HR policies to remove barriers to staff participating in NAIDOC Week, such as flexible work, floating public holidays etc.</li> </ul>	June 2024/25	People & Culture Director, Troy Lewis
	<ul style="list-style-type: none"> <li>· Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	June 2024/25	LEAD Head of Marketing, Shana Rohn SUPPORT (Syd) Managing Editor, Alisa Ahmed SUPPORT (Bris) Performance Marketing Executive, Brooke McCarthy
<p><b>9.</b> Demonstrate respect to Aboriginal and Torres Strait Island peoples by honouring the language, visual integrity and individual identifications of our authors and illustrators, and respecting Aboriginal and Torres Strait Islander peoples' cultural and intellectual property rights.</p>	<ul style="list-style-type: none"> <li>· Maintain protocols to protect Aboriginal and Torres Strait Islander peoples' cultural and intellectual property.</li> </ul>	Sept 2023/24/25	LEAD Editor, Ana Jacobsen SUPPORTS Editor, Amanda Louey; Editor, Megan Cuthbert; Director, Fiona Hardie
	<ul style="list-style-type: none"> <li>· Ongoing and regular updates, distribution, training and discussion of the Hardie Grant First Nations Style Guide – to staff.</li> </ul>	Sept 2023/24/25	LEAD Editor, Ana Jacobsen SUPPORTS Editor, Amanda Louey; Editor, Megan Cuthbert; Director, Fiona Hardie
	<ul style="list-style-type: none"> <li>· Continue to nurture relationships with Aboriginal and Torres Strait Islander partners who can advise on emerging/ changing protocols incl the William Cooper Institute, Terri Janke.</li> </ul>	Sept 2023/24/25	LEAD Editor, Ana Jacobsen SUPPORTS Editor, Amanda Louey; Editor, Megan Cuthbert; Director, Fiona Hardie
	<ul style="list-style-type: none"> <li>· Extend beyond staff and promote the Hardie Grant First Nations Style Guide to our authors and illustrators, partners, networks.</li> </ul>	Sept 2023/24/25	LEAD Editor, Ana Jacobsen SUPPORTS Editor, Amanda Louey; Editor, Megan Cuthbert; Director, Fiona Hardie
	<ul style="list-style-type: none"> <li>· Continue to take a leadership role in the Publishing and Marketing industries, communicating the significance of respecting Aboriginal and Torres Strait Islander people's cultural and intellectual property rights.</li> </ul>	Sept 2023/24/25	LEAD Editor, Ana Jacobsen SUPPORTS Editor, Amanda Louey; Editor, Megan Cuthbert; Director, Fiona Hardie



# Opportunities

A pivotal facet of attaining industry excellence lies in our approach to talent acquisition. Our ambition is to be industry leaders – this entails a deliberate pursuit of individuals from diverse backgrounds and identities. This inclusiveness holds the potential to shape products that authentically mirror society and resonate across a wide spectrum of communities. It goes beyond that; it nurtures an environment where team members, partners, and clients alike feel esteemed, honoured and uplifted in their interactions with us.

First and foremost, we are committed to enhancing employment outcomes by proactively elevating the recruitment of Aboriginal and Torres Strait Islander individuals. This commitment extends beyond initial engagement, encompassing their retention and fostering their professional growth.

Our next core focus area echoes the first: bolstering employment outcomes through heightened Aboriginal and Torres Strait Islander recruitment, underpinned by robust retention strategies and avenues for professional advancement.

Furthering our dedication, we aim to amplify Aboriginal and Torres Strait Islander supplier diversity. This step, in turn, bolsters economic and social progress, rendering our commitment to inclusivity truly transformative.

Lastly, we underscore our pledge to elevate the visibility of Aboriginal and Torres Strait Islander authors and illustrators. We achieve this by actively participating in HG and industry book awards, providing a platform where their invaluable work receives the recognition it merits.

In essence, our endeavour towards comprehensive excellence hinges on these interwoven pursuits, in a way that resonates with the principles of equity, representation and empowerment.

## Focus Area:

Our Reconciliation Action Plan (RAP) places a strong focus on inclusive talent retention, with a particular emphasis on supporting employees who come from First Nations backgrounds. We recognise that retention is key to building a diverse and inclusive workforce, and we are committed to creating a supportive and welcoming workplace for all employees. To achieve this, we are implementing best practice HR protocols that are culturally sensitive and tailored to the needs of our diverse workforce. Through these efforts, we aim to ensure that our workplace is a place where everyone can thrive and grow.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, and then retention and professional development.	· Maintain relationships with organisations to support our Aboriginal and Torres Strait Islander internship and employment plan.	Dec 2023	Director, Fiona Hardie
	· As part of the HG Aboriginal and Torres Strait Islander internship and employment strategy, identify relationships that are important to its success.	Dec 2023	Director, Fiona Hardie
	· Develop and implement a plan for maintaining ongoing relationships with organisations and universities that are part of the Aboriginal and Torres Strait Islander internship and employment pipeline.	Dec 2023	Director, Fiona Hardie
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment (first), and then retention and professional development.	· Build understanding of current Aboriginal and Torres Strait Islander staffing to inform first employment and later professional development opportunities.	Sep 2023	Director, Fiona Hardie
	· Expand First Nations internship pool – extend networks to universities in more diverse catchment areas, and across whole eastern seaboard.	Oct 2023	Director, Fiona Hardie
	· Employment – ongoing review of the trainee book editor program, and implementation of the trainee digital marketer program.	Oct 2023	Director, Fiona Hardie
	· Document HR practices for Aboriginal and Torres Strait Islander interns and staff.	Oct 2023	Director, Fiona Hardie
	· Implement retention strategies for Aboriginal and Torres Strait Islander interns and staff.	Nov 2023	Director, Fiona Hardie
	· Implement professional development needs for Aboriginal and Torres Strait Islander interns and staff.	Nov 2023	Director, Fiona Hardie
	· Engage with Aboriginal and Torres Strait Islander staff and RAP Working Group members including advisors to consult on our recruitment, retention and professional development strategy.	December 2023/24/25	LEAD Director, Fiona Hardie SUPPORT People & Culture Director, Troy Lewis
	· Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2024	LEAD Director, Fiona Hardie SUPPORT People & Culture Director, Troy Lewis
	· Promote intern and job vacancies to effectively reach Aboriginal and Torres Strait Islander applicants.	Nov/June 2023/24/25	LEAD Director, Fiona Hardie SUPPORT HR Manager, Penny Rankin
	· Document and continue to update networks of universities, and Aboriginal and Torres Strait Islander support services at universities.	Sept/March 2023/24/25	Director, Fiona Hardie
	· Ongoing review of HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Nov 2023/24/25	LEAD Director, Fiona Hardie SUPPORT People & Culture Director, Troy Lewis
	· Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to 4%.	March 2024/25	Director, Fiona Hardie

<b>12.</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>· Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	Nov 2023	Finance Manager, Georgie Meaney
	<ul style="list-style-type: none"> <li>· Investigate Supply Nation membership.</li> </ul>	Sept 2023	Finance Manager, Georgie Meaney
	<ul style="list-style-type: none"> <li>· Continue to develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	March 2024	Finance Manager, Georgie Meaney
	<ul style="list-style-type: none"> <li>· Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	Nov 2023	Finance Manager, Georgie Meaney
	<ul style="list-style-type: none"> <li>· Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses beyond the obvious, eg to all supply opportunities.</li> </ul>	March 2024	Finance Manager, Georgie Meaney
<b>13.</b> Increase visibility of the work of Aboriginal and Torres Strait Islander authors and illustrators through participation in HG and industry book awards.	<ul style="list-style-type: none"> <li>· Promote HG book awards to effectively reach Aboriginal and Torres Strait Islander authors and illustrators.</li> </ul>	Nov 2023/24/25	LEAD Publishing Director, Robert Watkins SUPPORT Managing Editor, Alisa Ahmed
	<ul style="list-style-type: none"> <li>· Implement initiatives that encourage Aboriginal and Torres Strait Islander authors and illustrators to participate in awards.</li> </ul>	Nov 2023/24/25	LEAD Publishing Director, Robert Watkins SUPPORT Managing Editor, Alisa Ahmed
	<ul style="list-style-type: none"> <li>· Publish annually the winners of the SBS Emerging Writers Competition, which always includes First Nations emerging authors.</li> </ul>	Aug 2024/25	LEAD Publishing Director, Pam Brewster
	<ul style="list-style-type: none"> <li>· Tender to partner with State Library of Queensland's black&amp;write! project, which includes publishing 2 annual award-winning First Nations authors/illustrators, and supporting 2 First Nations trainee editors each year of the multi-year partnership.</li> </ul>	Nov 2023/24/25	LEAD Publishing Director, Robert Watkins SUPPORT Managing Editor, Alisa Ahmed



# Governance

Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	· Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Dec 2023/24/25	Director, Fiona Hardie
	· Establish and apply a Terms of Reference for the RWG.	Nov 2023	Director, Fiona Hardie
	· Meet monthly to drive and monitor RAP implementation.	Monthly 2023/24/25	Director, Fiona Hardie
	· Meet with the RAP Advisory Group quarterly, and continue to consult with them during the year as issues arise.	Quarterly 2023/24/25	Director, Fiona Hardie
15. Provide appropriate support for effective implementation of RAP commitments.	· Define resource needs and annual budget for RAP implementation.	March 24/25	Director, Fiona Hardie
	· Engage our senior leaders and all staff in the delivery of RAP commitments.	March/Nov 2023/24/25	Director, Fiona Hardie
	· Set up and maintain appropriate systems to track, measure and report on RAP commitments.	Nov 2023/24/25	Metadata Manager, Sophie Wallace
	· Appoint and maintain an internal RAP Champion from executive management.	Dec 2023	Director, Fiona Hardie
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	· Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date to ensure we do not miss out on important RAP correspondence.	June, annually	Publishing Director, Robert Watkins
	· Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	1 August, annually	Publishing Director, Robert Watkins
	· Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Publishing Director, Robert Watkins
	· Report RAP progress to all staff and senior leaders quarterly.	March/June/Sept/Nov 2023/24/25	Director, Fiona Hardie
	· Publicly report our RAP achievements, challenges and learnings, annually.	Sept 2023/24/25	Publishing Director, Robert Watkins
	· Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Publishing Director, Robert Watkins
	· Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Sept 2023	Publishing Director, Robert Watkins

<p><b>17.</b> Continue our reconciliation journey by developing our next RAP.</p>	<ul style="list-style-type: none"> <li>· Register via Reconciliation Australia’s website to begin developing our next RAP.</li> </ul>	<p>Dec 2024</p>	<p>Director, Fiona Hardie</p>
<p><b>18.</b> Ensure our commitment to a RAP is sustained, regardless of changes of management in the business.</p>	<ul style="list-style-type: none"> <li>· Explore how to ensure that one member of the Executive Management Group always chairs and maintains the RAP Working Group.</li> </ul>	<p>Oct 2023</p>	<p>Director, Fiona Hardie</p>
	<ul style="list-style-type: none"> <li>· Implement and maintain plan.</li> </ul>	<p>Jan 2024/25</p>	<p>Director, Fiona Hardie</p>



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*Hardie Grant*