



Winc Reconciliation Action Plan.

December 2022 – December 2025



RECONCILIATION
ACTION PLAN

STRETCH

winc.®

Acknowledgement.

In the spirit of reconciliation, we at Winc acknowledge Australian First Nations Peoples as the Traditional Custodians of the lands on which we conduct our business.

We pay our respects to Elders, past, present and emerging. We are committed to honouring Australian First Nations Peoples unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society as the oldest continuing cultures in the world.

Artist Acknowledgement.

The front and back covers of the Winc Reconciliation Action Plan feature excerpts from a painting by Murray ‘Murrajuaie’ Belford, a PITTA-PITTA man from Channel Country surrounding the Boulia district in South-West Queensland. The artwork was inspired by the story of Mandura, a First Nations workplace supplies company which is a joint venture partnership with Winc.

“This painting represents the Jaithmathang Mandura Trading Places held by other invited First Nation Groups within Jaithmathang Bimble. The handprints represent the sharing of Ancient Stories, Song Lines and Dance Rites for future generations to pass on as this is never forgotten knowledge including Jaithmathang Morning Star Dreaming. The four directions being north, south, east and west, the mountains and river systems of Jaithmathang Bimble. This Ancestral Knowledge is incorporated into this painting as it is in today’s timeline for the different enterprises Mandura trades with to create the solid foundations for future generations to positively live.”

Murray ‘Murrajuaie’ Belford

Introduction from Peter Kelly.

Our Reconciliation Action Plan captures the commitment we have made at Winc to contribute to the economic and social empowerment of First Nations Australians. It is well established that great disparity exists between the First Australians and non-Indigenous Australians in many areas including employment, education, business ownership as well as both physical and mental health.

By formalising goals behind actions designed to have meaningful impacts, we seek to embed our approach to reconciliation into our ways of doing business. At the heart of that lies our commitment to Mandura, a First Nations workplace supplies company and joint venture with Jaithmathang Senior Elder Roderick McLeod and Awabakal Worimi descendant Scott Allen.

At Winc, we believe the economic advancement of First Nations Peoples is critical to creating positive social change and equity for First Nations communities. Not only does this create jobs for First Nations Peoples, but in the case of Mandura, economic success directly delivers positive social change for young First Nations Australians through the donation of 20% of Mandura profits to the Pauline E. McLeod Foundation.

As part of our new Stretch RAP we will seek to increase overall spend on goods and services procured from First Nations owned businesses, continue to review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses and train our people on how best to procure from First Nations businesses. In addition, we will continue to grow the representation of First Nations Peoples in the Winc workforce and support their career development through mentorship and training.

We will measure our performance and continue to report annually to Reconciliation Australia.

We look forward to developing and evolving new and lasting partnerships with First Nations Peoples, communities and businesses as part of our reconciliation journey.



Peter Kelly

Chief Executive Officer
Winc Australia

Statement from CEO of Reconciliation Australia.

On behalf of Reconciliation Australia, I congratulate Winc on its formal commitment to reconciliation, as it implements its third Stretch Reconciliation Action Plan (RAP), its fifth overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program offers organisations a proven framework to contribute to the reconciliation movement. As the first organisation in its industry to implement a RAP – under the Staples brand in 2010 – Winc has a long track record of achievements in the reconciliation space. Focussing on increasing opportunities and parity for Aboriginal and Torres Strait Islander businesses through its supply chain, Winc was a founding member of Supply Nation. Taking this one step further, Winc launched Mandura – a joint venture First Nations-owned workplace supplies company – to support Aboriginal and Torres Strait Islander success and leadership in its industry. Winc has also taken steps to create opportunities for Aboriginal and Torres Strait Islander people in its own organisation, increasing the number of its First Nations staff by 70% with thoughtful initiatives such as its First Nations Peoples Pathway, and by addressing unconscious bias in its recruitment processes.

This Stretch RAP continues this impressive trajectory, with a range of projects aimed at creating further impact through Winc's reconciliation activities. It is investing in the growth and development of Mandura, with the hope of increasing its scope to offer procurement and employment opportunities for First Nations people and businesses. Winc is also looking within its own walls and its internal cultural safety, growing the capabilities of its senior leadership with extended cultural learning, and committing to 100% of its staff completing online training. These initiatives, among many others, show Winc embedding and expanding on its contributions to reconciliation to create tangible benefits for Aboriginal and Torres Strait Islander people.

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

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation.

Winc's vision for reconciliation is of a unified Australia, where First Nations histories and cultures are recognised and celebrated, and where First Nations Peoples have equitable opportunities to participate in all aspects of Australian society.

Winc is in a unique position to support and champion the growth of First Nations businesses and products in our daily business, and to encourage our customers to contribute to sustainable and meaningful change within First Nations communities.

To support First Nations People and communities to thrive, Winc will focus on three key areas which are aligned to our core business and operations, and the sectors in which we operate.

1. Support First Nations businesses to have equitable opportunities to succeed economically, and to take their place among the leading organisations in Australia.
2. Lead the way as an employer of choice, to support First Nations employees to develop professionally, personally and to have fulfilling careers.
3. Take a holistic approach to community outcomes by investing in educational development, employment and capability programs, and mental health support and education.

As a Stretch RAP organisation, Winc is committed to educating our people about First Nations histories and cultures, and to advocating for First Nations Peoples within our sphere of influence.

In taking these actions, we look to address the imbalance in opportunities for First Nations Peoples, to provide support and empowerment to influence outcomes for future generations



Our Business.

With a broad and extensive range of workplace supplies, Winc supports customers with everything a workplace needs from office products, kitchen supplies, furniture, health and safety, cleaning and hygiene supplies or technology.

Our customer base includes all organisations from large enterprise to smaller businesses, in education or health, private sector or government. Our fulfilment capabilities are supported by a best-in-class National Distribution Centre located in New South Wales and a nation-wide distribution network.

Our purpose, to help every Australian achieve a better work-life, means that we look to have a positive impact on every worker, learner, carer and teacher across the country, every day, while also making a genuine impact on our local communities. Our values underline who we are as a business – we are better and smarter together, always improving, passionate and professional, and we are accountable for today and tomorrow.

Our accountability extends to both people and planet. In taking care of everything a workplace needs to work, we have an underlying obligation to do the right thing by the communities in which we live and operate. We recognise this obligation, as well as our ability to influence our team of 1,150 permanent employees working across 24 sites nationally, of which 2.8% identify as First Nations.

Within this sphere of influence, our key stakeholders include our highly engaged Executive Leadership Team and RAP Working Group, our customers – particularly those also committed to reconciliation, and our suppliers, who represent every industry within Australia.

Winc’s Social Agenda, developed in 2021, outlines meaningful and measurable annual targets against six pillars designed to make a difference in our communities. We have aligned our priorities and commitments with the UN Sustainable Development Goals (SDGs) and we are committed to reporting our progress on a bi-annual basis.

Winc’s six pillars are:

	Pillar		Our Commitment
01	Safe Work Practices		Be proactive to keep our people safe ensuring they go home unharmed, every day
02	First Nations Peoples Support & Empowerment		Take action to address the imbalance in opportunity for First Nations Peoples
03	Climate Change		Reduce carbon emissions from Winc’s business activities
04	Responsible Packaging / Management of Waste		Improve the sustainability of our Own Brand packaging Improve Winc’s recycling rates and reduce waste to landfill Reduce the use of shipping cartons per thousand dollars of revenue Facilitate the move away from single use plastic products
05	Gender Equality		Ensure inclusiveness and equality is expected and valued at Winc
06	Ethical Sourcing		Trade ethically and take action to protect human rights in the supply chain



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Our RAP.

Reconciliation at Winc is a key element of Winc's Social Agenda. We are committed to embedding knowledge, understanding and support for First Nations Peoples and cultures into the way we work and do business, to create positive change and provide equitable opportunities. We commit to supporting First Nations Peoples to achieve secure economic independence by creating opportunities for employment and building capability through our Career Pathways Program, by supporting the growth and development of First Nations businesses, and by making investments in First Nations mental health, employment and education activities.

Our 2022-2025 Stretch Reconciliation Action Plan is focused on implementing longer-term measurable strategies to further embed reconciliation initiatives into our business processes. Developed in consultation with key stakeholders internally and externally, this group included our RAP Working Group of which 50% identify as First Nations People, First Nations business partners and suppliers, and our community partners.

Our key commitments are:

> Target 1

Promote First Nations economic development by partnering with First Nations business leaders to create an authentic and legitimate First Nations majority owned joint venture (Mandura), trading from September 2021. Mandura is a Supply Nation certified "Tier 1" First Nations workplace supplies company.

> Target 2

Build the economic success of Mandura by winning customers contracts totalling at least \$5 million by the end of 2022, \$10 million by the end of 2023.

> Target 3

Deliver tangible support and change for young First Nations Australians by donating 20% of profits from Mandura to the Pauline E. McLeod Foundation. Donation targets are \$100,000 by the end of 2022, \$170,000 by the end of 2023.

> Target 4

Make Winc a great place to work for First Nations Australians. Grow and maintain representation in the Winc workforce to 3%, providing opportunities for internal advancement by supporting career development. Foster a culture of inclusion and respect.

We will do this by:

1. First Nations Peoples support and empowerment

- Help First Nations controlled entities to succeed commercially.
- Launch five new Mandura products in the first 12 months of operation.
- Continue to leverage the breadth of Winc's customer base to provide opportunities for trade to Tier 2 First Nations businesses through both Winc and Mandura, helping businesses to reach a broader audience and increase commercial outcomes.
- Leverage Winc's national distribution footprint, unrivalled scale and industry leading expertise in workplace supplies to support the growth of Mandura as a unique Tier 1 workplace supplies company, which is profitable from year 1.
- Create procurement and employment opportunities for First Nations businesses via the expansion of a Mandura branded range of products.

2. Become an employer of choice for First Nations Peoples.

- Attract and retain First Nations talent with Winc's First Nations Career Pathways program. The program offers work experience, intern and graduate opportunities in partnership with the Clontarf Foundation and First Nations recruitment agencies.
- Develop First Nations employees to be first rate business people by providing mentorship, career development opportunities, leadership training and regular performance reviews.
- Deliver 2,000 hours of cultural awareness training each year. Target a 90% employee satisfaction rating for this training. Conduct annual training on unconscious bias.
- Leverage Winc's Reconciliation Action Plan, and the Plan's working group members, to provide advocacy, practical support and mentorship to First Nations recruits. Committee members will also help drive Winc's reputation as an employer of choice and destination for First Nations Peoples to grow their careers.
- Build further understanding by celebrating the culture of our First Nations Peoples at key milestones throughout the year including National Reconciliation Week and NAIDOC Week.

3. Generate funds to support youth in First Nations communities.

- Generate profitable revenue streams for Mandura by attracting and retaining a strong customer base. Use these revenue streams to deliver tangible and genuine benefits for First Nations Peoples by donating 20% of Mandura profits to the Pauline E. McLeod Foundation.
- Support the Pauline E. McLeod Foundation by establishing community partnerships to deliver measurable benefits for young First Nations Australians in the areas of mental health, education and employment. The Westerman Jilya Institute for Indigenous Mental Health and Clontarf Foundation are two organisations that will benefit from the Pauline E. McLeod Foundation.



Careers and Development.

At Winc, we're committed to increasing representation of First Nations Peoples in our business and to providing an equitable opportunity for First Nations Peoples to participate in the workforce. In 2020, Winc increased its First Nations workforce, raising employment from 0.5% to 1% of total employment. Throughout 2021, we partnered with a number of First Nations recruitment agencies, including AES, Shine People, Pipeline Talent and others, to source and place First Nations candidates in a variety of roles across our business. Today, Winc's First Nations workforce represents 2.8% of the total Winc workforce. We are committed to building and maintaining our target of 3% employment over the coming years.

We want to provide First Nations candidates with a great onboarding experience and the right support throughout their employment, doing our part towards building successful careers at Winc. The Winc Social Impact team participates throughout the interview and onboarding process and provides individualised support for team members to aid in their career development and build their professional capability. We partner with each of our people leaders to work toward the best outcomes for each First Nations employee. We believe that all our team members are responsible for creating and contributing to a welcoming and culturally safe culture.

First Nations Suppliers.

At Winc, we believe that the success of our organisation and the wider community depends on our ability to do business with diverse suppliers. We're dedicated to increasing representation of First Nations business in our supply chain by supporting their growth and promoting their products to our customers. This helps our customers contribute to sustainable and meaningful change within First Nations communities that goes beyond financial donations and fulfils important social impact requirements and social change goals.

As a founding member of Supply Nation, we're currently working with 10 First Nations brands. We are continually looking for opportunities to add First Nations businesses to our portfolio and to grow the offering available to our customers. We also partner with several First Nations businesses to procure services for our own operations. When our customers purchase from a First Nations business through our supply chain, they're contributing to growth and development, funding education on critical business acumen, and sustaining income for First Nations communities across Australia.



RAP Working Group.

Winc's RAP Working Group (RWG) is responsible for the development and outcomes of our RAP. The RWG consists of an executive sponsor from Human Resources, and cross-functional members primarily representing Social Impact, Sales, Communications and Merchandising. First Nations employees are represented from several areas of the business and make up 50% of the working group. Our RAP is championed by our Head of Social Impact, who liaises with each area of the business to drive actions and outcomes.

These members are:

- **Narelle Carter** – Account Manager – Sales
- **Sally Dickson** – Group HR Director ANZ
- **Darren Fox** – State Logistics Manager WA
- **Samantha Jennings** – Capability Specialist, Sales
- **Kayla McGregor** – Category Specialist - Furniture, Merchandising
- **Linda Reid** – Head of Marketing and Communications
- **Hayley Scott** – Head of Social Impact
- **Nicole Smallwood** – Customer Experience Agent, Sales

First Nations Peoples are represented in the RWG by employees Narelle Carter, Samantha Jennings, Kayla McGregor and Nicole Smallwood.



Narelle Carter is a descendant of Bungaree, a Kuringgai man from the Broken Bay area of NSW. Passionate about equality in the workplace, Narelle has leveraged her interest in First Nations cultures and histories in serving as a long-term member of Winc's RAP Working Group. Narelle works with our First Nations business partners and community partners to help educate and promote inclusion in the workplace for First Nations and non-First Nations employees.



Samantha Jennings is from the Bundjalung People, whose country ranges from the far North East Coast of NSW to the South Eastern coast of Queensland. While her mother was adopted as a young child, throughout Samantha's life, she and her mother have learnt about their culture and reconnected with her mother's family. Samantha is passionate about sharing what she learns with those around her and encourages further education and awareness of First Nations cultures.



Kayla McGregor is a proud Wiradjuri woman with family connections originating from Gulargambone and whose country extends across a vast stretch of central New South Wales. Kayla was born and raised in her culture and community and has had a continual awareness of her culture and cultural connections. She is passionate about positive change for First Nations Peoples in all areas of society. She actively works towards cultural rejuvenation and awareness for all First Nations people, demonstrating this through her study of her Traditional Language and involvement in many First Nations and Women driven and occupied networking spaces.



Nicole Smallwood is from the Bindal, Walkurukaba and Juru People, from country extending from Townsville to Bowen, Queensland. Nicole's Grandmother was moved with her family from Cooktown, while her Grandfather was from Ayr. Nicole has grown up learning about First Nations culture and stories of old from her Great Grandmother and Nanna. Family is most important to Nicole, and reflects the cultural values with which she was raised, and how she is teaching and instilling these values in her own children and grandchildren.



Learnings, Challenges, Achievements.

Winc implemented its first Reconciliation Action Plan under the Staples brand in 2010, and were the first in our industry to make this commitment. Our fourth Reconciliation Action Plan, a Stretch RAP, launched in 2018, reflected our dedication to supporting the growth of First Nations businesses to increase representation in our supply chain, and our strong commitment to education and employment opportunities. This in turn helped our customers contribute to sustainable and meaningful change within their First Nations communities, beyond financial donations, fulfilling important Corporate Responsibility requirements and social change goals.

The global pandemic put a hold on activities and limited Winc's ability to deliver to plan. Many planned events were cancelled, requiring a rethink on how celebrations and training were delivered. The move to online working enabled greater engagement than we would have otherwise anticipated for online delivery of NAIDOC and National Reconciliation Week celebrations, however cultural awareness training was paused until it was possible to resume face to face. We learnt that without focused resources and education, First Nations employment rates will remain stagnant. In mid-2020, we applied our resources to support the success of candidates and employees, built process and protocols around First Nations employment, and as a result, Winc saw an increase in employment outcomes. To date, Winc's attrition of First Nation's employees is aligned with Australian Bureau of Statistics standards at below 10%.

Recognising that many of Winc's First Nations employees have commenced in entry-level roles which reflect their level of work experience, Winc has implemented a focused development plan to provide First Nations employees with additional support to reach their individual career goals. Through one-to-one coaching and mentoring, employees are provided with support to identify growth opportunities, with the goal of providing career opportunities and promotion through our business. At the commencement of this RAP, 18% of First Nations employees have been promoted into roles with higher responsibilities, or into different areas of the business to learn new skills.

From 2018, as our business went through change following the integration of Winc and OfficeMax, our ability to provide significant opportunities to new First Nations businesses was limited. Recognising the barriers that this change presented, Winc has employed a Product Manager – Indigenous Range, to focus on supporting our First Nations business partners and representing their range within each category.



Our Achievements to Date Include:

- The launch of Mandura, an authentic and legitimate First Nations majority owned joint venture with Winc, trading from September 2021. Mandura is a Supply Nation certified "Tier 1" First Nations and Torres Strait Islander workplace supplies company, leveraging Winc's unrivalled scale and customer base.
- Winc is a founding member of Supply Nation. Our ongoing commitment to supplier diversity supports the development of First Nations owned businesses, which may not otherwise be able to do business with large corporates. By meeting this commitment, we enable our customers to achieve their corporate responsibility goals.
- Top tier sponsorship of Supply Nation's Connect Conference for three years running enabled Supply Nation to host the Knowledge Forum event, providing First Nations business people with a platform for learning, as well as the opportunity to connect with customers at the event.
- Winc offers 700 products from 10 First Nations brands to support First Nations entrepreneurs and economic development. In 2020, purchases from Supply Nation certified businesses through Winc generated a social return of \$55 million. A new role of Product Manager – Indigenous Range was created to support the growth of these businesses.
- In 2020, Winc established a First Nations Peoples Pathways program. Winc has increased its employment of First Nations team members by over 70% with new team members from the Pathways program in positions right across the company. A relationship with First Nations recruitment agencies New Start and Shine People Solutions were key to accelerating our progress.
- Winc's online Cultural Awareness Program was launched in 2019, built in partnership with Supply Nation Certified business Evolve Communities. Winc's support to build the online component, combined with Evolve Communities' cultural capability, delivered a six module program with ownership handed to Evolve Communities, building capability within this small business. 100% of Winc employees have completed the program, with the modules included in onboarding for new employees.
- Annually, NRW provided an opportunity for learning and understanding. Events held at sites in Sydney, Melbourne, Brisbane, Adelaide and Perth included First Nations businesses and built upon Winc's cultural awareness program. In 2019, face to face cultural awareness sessions were also presented by Auntie Munya Andrews, complimenting the online program.
- NAIDOC Week is celebrated annually at Winc, with events held at all major Winc sites across the country. In 2019, Perth hosted a 'Meet the Supplier' event for 80 Winc customers, providing First Nations suppliers with a direct opportunity to engage with customers. Events moved online in 2020 and 2021 due the pandemic, with over 300 employees tuning in to each event to hear from our suppliers and employees about their experiences as First Australians.
- In 2018 and 2019, Winc partnered with Clontarf Academy and Girls Academy to provide opportunities for workplace tours, work experience and employment, and supported both organisations with funding and in-kind donations of furniture, IT equipment including computers, stationery, and home schooling packs during the pandemic and lockdowns.
- A one-week Work Experience program was developed, enabling the participation of eight students from Girls Academy. Students rotated through the different areas of the business to gain an understanding of the roles and responsibilities with each department.
- Online workplace tours were delivered for Clontarf students, providing an opportunity for students around Australia to 'visit' our NSW warehouse and understand the roles and responsibilities in operations and logistics.
- Acknowledgement of Country has been embedded as a protocol at company hosted events.
- An appropriate local Elder has been invited to provide a Welcome to Country at events of significance across the country, included the RAP launch in 2018.
- In 2021, recruitment processes were re-engineered to remove unconscious bias from decision making. These processes now include diverse interview panels, shorts lists and talent pools.
- Our 2021 pay equity review found Winc to be offering equal pay for equal work.
- Winc introduced paid Cultural Leave in 2021 to support First Nations team members to participate in NAIDOC Week activities with their community.
- Winc's Sorry Business policy supports First Nations employees to take additional bereavement leave for extended periods of Sorry Business.
- We trained over 50 leaders in Mental Health Mastery and First Aid, to deliver appropriate support for team members experiencing mental health issues, a factor known to significantly impact First Nations communities.

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Mandura.

Working together for future generations.

Mandura translates as ‘trading place’ in the Jaithmathang Nation language. Mandura is a unique First Nations workplace supplies company dedicated to supporting future generations.

First Nations managed and controlled, Mandura is led by Jaithmathang Senior Elder Roderick McLeod (Chairman) and Scott Allen (CEO). Scott Allen is a descendent from the Awabakal Worimi Nations, and a non-executive board member of the NSW Indigenous Chamber of Commerce. In early 2021, Roderick established the Not for Profit, Pauline E McLeod Foundation in honour of his late sister.

With a ‘First Nations First’ employment strategy, every dollar spent with Mandura works even harder, creating a strong ripple effect in First Nations communities. Mandura offers a range of Mandura own brand products including copy paper, office chairs, notebooks, sticky notes, envelopes, pens, manilla folders and other office essentials as well as water, tissues and washroom paper. To help deliver even stronger benefits to Australia’s First Nations Peoples, the Mandura range will be extended over time.

Winc makes Mandura possible by providing access to the country’s largest workplace warehousing and distribution network to fulfill every order. This includes Mandura’s desktop or doorstep deliveries made by Winc’s 200+ drivers and delivery partners. With the support of Winc, Mandura provides innovative supply chain, compliance and cost management reporting, as well as transparent data and analytics.

Mandura story and purpose as told by its logo.

GREEN CURVES

People from all walks of life gathering together to share stories around a campfire in the same way as our ancestors have done over many generations for thousands of years since the first dawn.



GREEN DOTS

The current generation of young First Nations Australians whose lives Mandura seeks to improve through the Pauline E. McLeod Foundation.

BLACK DOT

The eternal flame representing future generations.



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Community Partnerships

Winc partners with community organisations that support the wellbeing and education of young First Nations Peoples.

Pauline E. McLeod Foundation.

Pauline E. McLeod was born in Delegate, Southern NSW. She was a member of the Stolen Generation and was removed from her natural family in 1962. In 1986 she returned home and became an author, master storyteller, cultural learning educator, director and performer. Popularly known as ‘Pauline from Playschool’, she was one of the first First Nations performers to appear regularly on a nation-wide television show in Australia. Throughout her lifetime Pauline presented her cultural stories at schools, working with children and youth from preschool to high school grades. She was also a guest lecturer at TAFE colleges and universities throughout New South Wales and a storyteller at the Opera House, Australian Museum and the National Gallery in Canberra.

Roderick McLeod, Pauline’s brother, is the Founder of the Pauline E. McLeod Foundation (PEM). Under his leadership, the Foundation seeks to continue Pauline’s journey of building acceptance, understanding and healing with a focus on creating opportunities for the next generation. Roderick leads by example and seeks to encourage First Nations Peoples to persist with their Traditional Culture and education as well as to have healthier lifestyles and achieve greater self-determination. He is a strong advocate for the rights and education of children, who are the heartbeat of our next generation.

PEM’s vision is of an Australia where First Nations Peoples are genuinely recognised as being equal in all respects and where they can realistically achieve the same wellbeing, educational and career opportunities as other Australian people. This will be achieved by promoting reconciliation and equality as core principles of who we are and by recognising the painful memories of history as lessons for us to move forward together with a spirit of positive change and mutual respect.

PEM’s vision is underpinned by various priority areas as follows:

- Support First Nations Peoples and communities by providing commercial, personal and cultural support in all aspects of their lives, directly and indirectly, and by representing and advocating their interests wherever possible
- Develop First Nations Peoples and communities to achieve real self-determination through engagement and enhanced capability with education and career development opportunities
- Support First Nations Peoples and communities by helping them achieve improved levels of physical and mental health, wellbeing and quality of life.

PEM currently partners with two organisations to deliver outcomes to communities – The Westerman Jilya Institute for Indigenous Mental Health, and Clontarf Foundation.



Community Partnerships

Winc partners with community organisations that support the wellbeing and education of young First Nations Peoples.

The Westerman Jilya Institute for Indigenous Mental Health

Dr Tracy Westerman launched the Westerman Jilya Institute for Indigenous Mental Health in October 2018 to address the significant gap between the needs of Aboriginal & Torres Strait Islander communities and access to clinical and culturally skilled psychologists. This innovative scholarship program provides eligible psychology students with \$10,000 per year to help with study, living and transport costs, affording vital financial assistance at any stage of their undergraduate or postgraduate degree.

By eliminating the very real financial barrier for Aboriginal & Torres Strait Islander students to study, Dr Westerman's scholarship program aims to facilitate the training of more psychologists skilled in Indigenous-specific mental health, suicide prevention and intervention programs, ultimately taking their experience back to the most disadvantaged, high-risk communities to facilitate real change.

We are delighted to have sponsored our first Indigenous psychologist Daniel McDougell, a third year psychology student. Daniel intends to continue his studies through Honours and Masters to become a fully qualified clinical psychologist. The support of PEM will enable Daniel's studies and his future plans of working with First Nations communities.



Clontarf Foundation

The Clontarf Foundation exists to improve the education, discipline, life skills, self-esteem and employment prospects of young First Nations men, and by doing so, equips them with the foundation to transition into meaningful employment and achieve better life outcomes.

Using the existing passion these boys have for sport allows Clontarf to encourage them to attend school, and then keep them coming. The Foundation partners with schools and communities to create Clontarf Academies which are embedded within the school grounds and education program. Full time Clontarf staff counsel and mentor students while the school caters for their education needs. Academy activities are planned within the focus areas of education, leadership, employment, wellbeing, life skills and sport.

The Clontarf Foundation commenced in 2000 with a single academy located at the Clontarf Aboriginal College in Waterford, WA. The program catered for 25 students. More than 20 years on, the Foundation operates 140 academies and supports more than 10,000 participants.

Funding from the Pauline E. McLeod Foundation has been directed to the Clontarf Foundation's new James Fallon Academy at James Fallon High School in Albury, NSW. This money has helped to pay for daily activities designed to keep enrolled boys engaged with their studies.



Relationships.



Winc recognises that working closely with First Nations communities is necessary to enhance opportunities for individuals and businesses. We acknowledge that building and strengthening our network of relationships within our sphere of influence is important in order to meet our reconciliation goals, and to support our customers, our suppliers, and our people in their own journey toward reconciliation.

Focus area: Support employment and capability outcomes by developing strong partnerships with First Nations employment providers as detailed in Winc’s Social Agenda Pillar: First Nations Peoples Support & Empowerment and Sustainable Development Goal: 8 Decent Work and Economic Growth

Action	Deliverable	Timeline	Lead
1.Maintain and leverage mutually beneficial relationships with First Nations stakeholders and organisations	Partner with First Nations Peoples, stakeholders and organisations to foster productive relationships and improve guiding principles for engagement.	January 2023	Head of Social Impact
	Review, update and implement a strong and meaningful engagement plan to partner with First Nations stakeholders.	February 2023, 2024, 2025	Director Merchandising Head of Social Impact
	Establish and maintain at least five formal two-way partnerships with First Nations Peoples, communities and/ or organisations and partner with them to create improved outcomes for First Nations communities.	March 2023	Head of Social Impact
2. Build relationships through celebrating National Reconciliation Week (NRW)	Build understanding by acknowledging and learning about First Nations Peoples during National Reconciliation Week (NRW) through events and educational experiences including: <ul style="list-style-type: none">Face to face training and events led by First Nations suppliersOnline panel discussions with expertsOnline communications to all employees.	NRW 27 May to 3 June 2023, 2024, 2025	Head of Social Impact Head of Marketing and Communications
	Share NRW information and resources with Winc’s workforce.	May 2023, 2024, 2025	Head of Social Impact Head of Marketing and Communications
	Encourage staff to participate in at least one internal and one external event to recognise and celebrate NRW every year.	May 2023, 2024, 2025	Head of Social Impact Head of Marketing and Communications
	RAP Working Group members and Senior Leaders to participate in at least two internal and external NRW events.	NRW 27 May to 3 June 2023, 2024, 2025	Group HR Director Head of Social Impact
	Deliver annual NRW events to the Winc workforce at each major site (five in total), including at least one organisation-wide NRW event.	NRW 27 May to 3 June 2023, 2024, 2025	Head of Social Impact
	Register all our NRW events on Reconciliation Australia’s NRW website.	April 2023, 2024, 2025	Head of Social Impact

Action	Deliverable	Timeline	Lead
3. Promote reconciliation through our sphere of influence	Clearly communicate the action we will take to drive reconciliation outcomes and engage Winc employees to contribute by: <ul style="list-style-type: none">Working with First Nations employees and stakeholders to understand their personal goals for reconciliationInternal communications that educate and inspire our people to participateBuilding cultural competency within our business through training and targeted messagingEngaging with our customers in their RAP development and delivery.	June 2023, 2024, 2025	Head of Marketing and Communications Head of Social Impact
	Attend a minimum of two RAP Leadership Gatherings annually.	September 2023, 2024, 2025	Head of Social Impact
	Communicate Winc’s commitment to reconciliation publicly.	December 2022	Head of Marketing and Communications Head of Social Impact Director Sales
	Implement strategies that positively influence our external stakeholders, our customers and our suppliers, to drive reconciliation outcomes, including: <ul style="list-style-type: none">Communications to educate customers on spending with First Nations businessesHost customer-focused events that provide an opportunity for First Nations suppliers to commercial success storiesInclusion of Mandura business partners and Winc First Nations employees at Winc’s Connect Supplier events, to educate and influence how suppliers can partner with First Nations communities to build business outcomes for First Nations entrepreneurs.	March 2023	Head of Marketing and Communications Head of Social Impact Director Sales
	Work with at least five like-minded organisations within the RAP network to identify ways to advance reconciliation.	March 2023	Head of Social Impact
4. Promote positive race relations through anti-discrimination strategies	Continue to review and improve HR policies and procedures concerned with anti-discrimination, and communicate these policies to all employees.	July 2023, 2024, 2025	Group HR Director Head of Social Impact Head of Marketing and Communications
	Create online education materials for Winc team members to understand and address unconscious bias, racism and its effect.	February 2023, 2024, 2025	Group HR Director Head of Social Impact
	Executive team to publicly support anti-discrimination campaigns, initiatives or stances against racism, and to lead internal communications to support this position.	February 2023, 2024, 2025	Group HR Director Head of Social Impact
	Engage with First Nations employees and advisors to continuously improve our anti-discrimination policy and support communication of these policies internally.	February 2023, 2024, 2025	Head of Social Impact
	Provide ongoing education opportunities for our leadership to address unconscious bias, racism and its effect.	December 2022, 2023, 2024	Group HR Director Head of Social Impact
	Publish evidence of the unconscious bias training we conduct with our team in our biannual Winc Social Agenda report.	December 2022, 2023, 2024	Head of Marketing and Communications Head of Social Impact Director Sales

Respect.



Winc promotes respectful relationships with First Nations communities in the way we work and do business. We commit to cultivating awareness and respect within our business, of First Nations Peoples and communities and their relationship to land, their histories and cultures. This respect is important for fostering an inclusive workplace where all Australians can celebrate their shared history, for attracting and retaining a diverse workforce, and for creating a culturally safe workplace for our First Nations employees and candidates.

Focus area: Embedding cultural competency and respect into our business operations, as detailed in Winc’s Social Agenda Pillar: Ethical Sourcing and Sustainable Development Goal: 10 Reduced Inequalities

Action	Deliverable	Timeline	Lead
5. Increase understanding, value and recognition of First Nations Peoples culture, histories, knowledge and rights through cultural learning	Review cultural learning needs within our organisation as part of the Winc Capability Framework.	January 2023, 2024, 2025	Head of Social Impact
	Continue to consult with First Nations Peoples on content and delivery of cultural competency training.	February 2023, 2024, 2025	Head of Social Impact RWG
	Implement and communicate a cultural learning strategy for our staff and include in our Winc Capability Framework, to include training on racism and unconscious bias. Deliver 2,000 hours of cultural awareness training each year via Winc’s eLearning platform.	December 2023, 2024, 2025	Group HR Director Head of Social Impact
	Commit all RAP Working Group members and senior leadership group to undertake extension cultural learning.	December 2022, 2023, 2024	Group HR Director RWG
	100% of Winc employees to undertake online cultural learning, including new starters through onboarding.	December 2023, 2024, 2025	Group HR Director
	40% of Winc employees to undertake face to face cultural learning.	December 2024	Head of Social Impact
	20% of Winc employees to undertake cultural learning on Country.	November 2025	Head of Social Impact
6. Demonstrate respect to First Nations Peoples by observing cultural protocols	Through leadership and targeted communications, demonstrate the purpose and significance behind cultural protocols to increase understanding with our workforce.	December 2023, 2024, 2025	Group HR Director Head of Social Impact
	Continue to ensure that a Welcome to Country or an Acknowledgement of Country is provided at Winc hosted events, larger internal meetings and other meetings as appropriate.	December 2023, 2024, 2025	Head of Social Impact Head of Marketing and Communications
	Invite a local Traditional Owner to provide a Welcome to Country, to at least two company events each year including at a Winc all-staff meeting and a cultural celebration.	December 2023, 2024, 2025	Head of Social Impact
	Continue to communicate a cultural protocol document tailored for each local community / traditional Country we operate in.	December 2023, 2024, 2025	Head of Social Impact
	Continue to display an Acknowledgment of Country plaque in Winc’s eight capital city office sites.	December 2023, 2024, 2025	Head of Social Impact Manager Facilities

Action	Deliverable	Timeline	Lead
7. Build respect for First Nations Peoples cultures and histories by celebrating NAIDOC Week	In consultation with First Nations stakeholders, support the delivery of internal events at all major Winc sites, six in total, including one national event.	June 2023, 2024, 2025	Group HR Director Head of Social Impact Head of Marketing and Communications
	Encourage staff to attend NAIDOC Learning Labs, and other employee capability and awareness delivered during NAIDOC.	July 2023, 2024, 2025	Group HR Director Head Of Social Impact
	Develop a calendar of internal and external NAIDOC week activities, to be distributed with NAIDOC resources to all employees.	June 2023, 2024, 2025	Head of Social Impact Head of Marketing and Communications
	Support employees to participate in one internal and one external NAIDOC Week events per Winc HR policies and procedures.	July 2023, 2024, 2025	Group HR Director Head of Social Impact
	Continue to provide paid leave for First Nations employees to participate in various events of their choice.	July 2023, 2024, 2025	Head of Social Impact
	RAP Working Group to participate in at least two internal and one external NAIDOC Week events.	July 2023, 2024, 2025	Head of Social Impact RWG
	Register all events on the NAIDOC website.	June 2023, 2024, 2025	Head of Social Impact

Opportunities.



Winc is committed to becoming an Employer of Choice for First Nations Australians by supporting career development and fostering a culture of inclusion and respect. We will provide opportunities for candidates in our recruitment process, and include First Nations owned businesses in our procurement. Promoting these opportunities will contribute to providing positive social, economic and health outcomes for First Nations Peoples, and progress the sustainability of the communities in which we operate. Our actions will empower First Nations controlled entities to succeed commercially.

Focus area: Supporting the sustainable economic growth of First Nations businesses as detailed in Winc’s Social Agenda Pillar: First Nations Peoples Support & Empowerment and Sustainable Development Goal: 8 Decent Work and Economic Growth.

Action	Deliverable	Timeline	Lead
8. Increase employment opportunities for First Nations Peoples at Winc	Increase to, and maintain a minimum of 3% First Nations employment.	December 2023, 2024, 2025	Group HR Director Head of Social Impact
	Achieve an attrition target of 10% (or lower) to align with Australian Bureau of Statistics standards	December 2023, 2024, 2025	Head of Social Impact
	Promote 50% of current First Nations employee cohort by 2025.	December 2023, 2024, 2025	Head of Social Impact
	Attract and retain First Nations talent with Winc’s First Nations Career Pathways program in partnership with community partners, universities and First Nations recruitment agencies by offering: <ul style="list-style-type: none">• Work experience twice per year for up to 10 students• 2 x intern opportunities per annum• 2 x graduate opportunities per annum.	December 2023, 2024, 2025	Group HR Director Head of Social Impact
	Continue to advertise job vacancies in ways that effectively reach First Nations Peoples, including First Nations job boards, social media and through community partners.	February 2023, 2024, 2025	Head of Social Impact
	Provide 1:1 support of First Nations candidates throughout the application, interview and onboarding stages to ensure a positive experience.	December 2023, 2024, 2025	Head of Social Impact
	Continue to consult with First Nations Peoples to develop Winc’s recruitment, retention and professional development strategy as part of Winc’s First Nations Peoples Pathways Program.	December 2023, 2024, 2025	Group HR Director Head of Social Impact
	Continue to engage First Nations Peoples to implement Winc’s recruitment, retention and professional development strategy as part of Winc’s First Nations Peoples Pathways Program.	December 2023, 2024, 2025	Group HR Director Head of Social Impact
	Support Mandura in recruitment and retention strategies to reach and maintain its target of 40% First Nations employment.	December 2023, 2024, 2025	Group HR Director Head of Social Impact

Action	Deliverable	Timeline	Lead
9. Improve employment and capability outcomes by increasing First Nations Peoples retention and professional development	Conduct monthly check ins and performance reviews for all First Nations employees with line managers and Head of Social Impact to identify opportunities and growth areas.	December 2023, 2024, 2025	Head of Social Impact
	Develop the capability of First Nations employees by providing individualised mentorship in the area of employees’ interest.	December 2023, 2024, 2025	Head of Social Impact
	Provide targeted career development opportunities for talented First Nations employees, including bi-annual leadership training and secondment to alternative areas of the business.	December 2023, 2024, 2025	Head of Social Impact
	Create a network for First Nations employees through buddy systems and monthly yarning circles with other First Nations employees.	December 2023, 2024, 2025	Group HR Director Head of Social Impact
	Leverage the cultural and professional knowledge and experience of RAP Working Group members to provide advocacy, practical support and mentorship to all First Nations recruits	March 2023, 2024, 2025	Head of Social Impact RWG
	Continue to review HR and recruitment procedures and policies to remove barriers to First Nations Peoples participation in our workplace as part of our First Nations Peoples Pathways Program.	March 2023, 2024, 2025	Head of Social Impact
	Engineer our performance, career and recruitment processes to remove unconscious bias. Provide managers with resources that educate, enable and support equitable outcomes within these processes to support First Nations candidates and employees.	March 2023, 2024, 2025	Head of Social Impact
	Continue to provide and communicate cultural leave for First Nations employees for NAIDOC Week and Sorry Business.	March 2023, 2024, 2025	Head of Social Impact
10. Increase opportunities for First Nations businesses	Conduct annual compensation reviews to ensure we have equal pay for equal work, compared to market value for First Nations employees.	June 2023, 2024, 2025	HR Director
	Promote First Nations economic development by continuing to invest in the ongoing growth of First Nations majority owned joint venture, Mandura, a Supply Nation certified ‘Tier 1’ workplace supplies company. This includes access to: <ul style="list-style-type: none">• Winc’s supply chain and vast distribution network giving Mandura instant scale to service large national customers from day one• Over 300 hours of time from Winc website developers to create a best in class e-commerce platform for Mandura• Regular website enhancements to ensure the ordering experience for Mandura customers is continually optimised• Winc’s business support functions including marketing, pricing, category, finance and legal teams throughout the start-up phase of the joint venture• Senior Winc leaders with at least 26 hours a month dedicated to supporting and mentoring Mandura’s CEO.	December 2023, 2024, 2025	Director Merchandising

Opportunities.

Action	Deliverable	Timeline	Lead
10. Increase opportunities for First Nations businesses (continued)	To support Mandura's goal to become profitable in year 1, leverage: <ul style="list-style-type: none">Winc's supply chain and vast distribution network giving Mandura instant scale to service large national customersWinc expertise with a 80 plus hours a month dedicated to providing Mandura sales and marketing servicesSocial impact reporting for all Mandura customers on a bi-annual basis to demonstrate the difference they are making by continuing to purchase via Mandura.	March 2023, 2024, 2025	Director Merchandising Director Sales Head of Marketing and Communications
	Build the economic success of Mandura by winning customers contracts totalling at least \$5 million by the end of 2022, and \$10 million by the end of 2023.	December 2022, 2023	Director Sales
	Create procurement and employment opportunities for First Nations businesses via the expansion of a Mandura branded range of products. This includes launching five new Mandura products in the first 12 months of operation and ensuring all suppliers make commitments of their own to the economic and social development of First Nations Peoples (eg First Nations employment programs, donations to the Pauline E. McLeod Foundation).	December 2023, 2024, 2025	Director Merchandising Head of Marketing and Communications
	Generate profitable revenue streams for Mandura by attracting and retaining a strong customer base with at least five Foundation Customers signed by the end of 2022.	December 2022	Director Sales
	Consult with and engage key stakeholders to develop the Tier 2 procurement strategy, supporting the development of the First Nations supplier eco-system within the Winc portfolio.	December 2023, 2024	Director Merchandising
	Maintain commercial relationships with at least 5 First Nations businesses and promote their products as Tier 2 spend to Winc and Mandura customers.	December 2023, 2024, 2025	Director Merchandising Director Sales Head of Marketing and Communications
11. Support the wellbeing of First Nations employees	Provide mental health support for First Nations employees and communicate how these services can be accessed.	March 2023, 2024, 2025	Group HR Director Head of Social Impact
	Train leaders to identify and manage mental health issues and promote a psychologically safe workplace, with a focus on cultural safety and First Nations Peoples mental health for managers.	August 2023, 2024, 2025	Group HR Director

Action	Deliverable	Timeline	Lead
12. Increase First Nations supplier diversity to support improved economic and social outcomes	Review Winc's First Nations Peoples Procurement Strategy to ensure inclusion of Supply Nation Certified businesses within Winc's supply chain.	December 2024	Director Merchandising
	Increase overall spend on goods and services procured from First Nations owned businesses from 0.1 to 1% by 2025.	December 2024	Director Merchandising
	Continue to review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	December 2023	Director Merchandising
	Communicate opportunities for procurement of goods and services from First Nations businesses to employees purchasing for business purposes.	March 2023, 2024, 2025	Director Merchandising
	Continue to train all relevant staff in contracting First Nations businesses through Supply Nation or an equivalent organisation.	December 2023, 2024, 2025	Head of Marketing and Communications
	Continue Supply Nation membership. Engage in events and programming to support First Nations businesses.	September 2023, 2024, 2025	Head of Social Impact
	Provide customers with quarterly information detailing their spend with First Nations businesses.	January, March, July, October 2023, 2024, 2025	Director Merchandising
13. Build Capability and Support for First Nations Communities	Deliver tangible support and change for young First Nations Peoples by donating 20% of profits from joint venture Mandura to the Pauline E. McLeod Foundation. Donation targets are: <ul style="list-style-type: none">\$100,000 end 2022\$170,000 end 2023	December 2022, 2023	Director Merchandising
	Maintain formal two-way partnerships that support employment and education opportunities for First Nations Peoples. These relationships will focus on employment, capability building and improved economic outcomes through First Nations - owned business opportunities. Partnerships will include First Nations majority owned joint venture, Mandura, as well as employment and education partners.	December 2023, 2024, 2025	Head of Social Impact
	Partner with recipient organisations of funding to deliver positive community outcomes. <ul style="list-style-type: none">Westerman Jilya Institute for Indigenous Mental Health – 5 psychology bursaries per annumClontarf Foundation – funding for up to 20 boys to attend the program	December 2023, 2024, 2025	Director Merchandising Head of Marketing and Communications Head of Social Impact

Governance.



Winc recognises that appropriate governance and protocols are crucial to achieving the targets set out in this RAP. We are committed to establishing and maintaining clear ownership and accountability within our business to ensure our targets are met each year, and to support the success of Reconciliation Australia's program of work.

Action	Deliverable	Timeline	Lead
14. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Maintain the RAP Working Group, including representatives of our First Nations Peoples team members and cross functional representatives.	June 2023, 2024, 2025	Group HR Director Head of Social Impact
	Communicate the purpose and function of the RWG to the organisation.	May 2023, 2024, 2025	Head of Marketing and Communications
	Meet as required to ensure the Working Group objectives are met, at least quarterly.	February, May, August, November 2023, 2024, 2025	Head of Social Impact
	Review and update the Terms of Reference for the RWG.	December 2022, 2024	Head of Social Impact
	Establish resource requirements for RAP implementation.	December 2022, 2023, 2024	Head of Social Impact RWG
15. Provide appropriate support for effective implementation of RAP commitments	Link key RAP actions, as per Winc's Social Agenda, to performance expectations of key internal stakeholders and all employees.	January 2023, 2024, 2025	Group HR Director
	Maintain appropriate systems and capability to track, measure and report on RAP commitments.	July 2023, 2024, 2025	Head of Social Impact
	Maintain an internal RAP Champion from Winc's Leadership Team.	December 2022, 2023, 2024	Group HR Director
	Include Winc's RAP, linked to the Social Agenda, as a standing agenda item at Leadership Team meetings.	Monthly 2023, 2024, 2025 Review practice March 2024	Group HR Director

Action	Deliverable	Timeline	Lead
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	1 August 2023, 2024, 2025	Head of Social Impact
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June 2023, 2024, 2025	Head of Social Impact
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023, 2024, 2025	Head of Social Impact
	Report RAP progress to all staff and senior leaders quarterly as per communications plan.	February, April, August, November 2023, 2024, 2025	Head of Marketing and Communications Head of Social Impact
	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	July 2022, 2023, 2024	Head of Marketing and Communications Head of Social Impact
17. Continue our reconciliation journey by developing our next RAP	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	Head of Social Impact
	Register with Reconciliation Australia to commence process for next RAP.	December 2024	Head of Social Impact



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