

EBOS Group Limited

# Reflect Reconciliation Action Plan

August 2021 – July 2022



RECONCILIATION  
ACTION PLAN  
REFLECT

 **EBOS**  
GROUP LIMITED





**Gavin Wanganeen**

Gavin Wanganeen is an Australian Football League (AFL) legend, acclaimed contemporary Aboriginal artist, a businessman and an advocate for Indigenous empowerment.

**The artist**

Born in Mount Gambier, South Australia, Gavin is a proud descendent of the Kokatha Mula people of the Western Desert in South Australia. The Kokatha people hold the Tjukupa (lore) and have a strong connection to country, the night sky and stories in the stars – a deep source of inspiration for Gavin’s paintings.

Growing up, Gavin spent time on South Australia’s west coast where his maternal great-grandfather, Dick Davey, was a respected leader of the people of Koonibba Mission and the community at large. Davey was one of the first Indigenous people to be “permitted” to purchase land, and was a talented footballer, playing for the Koonibba Football Club, today recognised as the country’s oldest surviving Aboriginal football club.

From a young age, Gavin embraced a love of colour and storytelling through art. Yet it wasn’t until his twenties, through a friendly competition with his Indigenous Port Adelaide Football Club teammates to produce an artwork from their respective regions, that Gavin made the life changing decision to start painting.

Gavin began exploring his ancestral links on canvas, recreating memories and capturing the beauty of the Australian outback. Today Gavin’s astonishing natural talent continues to blossom, attracting national attention and acclaim and firmly establishing him as a contemporary Aboriginal artist to watch.

**About the painting**

“This painting is called Shooting Star. Imagine you are sitting at the highest point of the universe, looking through the stars, and even through the Milky Way, to Country or home. For me, home is my mum’s Country, my Kokatha heritage over on the West Coast of South Australia.

But in this instance, it’s the view down to EBOS and a recognition of all the great work that EBOS is doing in the healthcare and animal care industries.”

– Gavin Wanganeen

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**Our vision for reconciliation is to create a society that is fair, equal and just for all Australians, where relationships are strengthened between Aboriginal and Torres Strait Islander and non-Indigenous peoples, for the benefit of all Australians.**

## Our Vision for Reconciliation

Our vision for reconciliation is to create a society that is fair, equal and just for all Australians, where relationships are strengthened between Aboriginal and Torres Strait Islander and non-Indigenous peoples, for the benefit of all Australians.

We seek to understand and embrace reconciliation at EBOS Group and develop a greater understanding of Aboriginal and Torres Strait Islander Peoples and cultures.

### Our Objectives

EBOS Group's Reflect Reconciliation Action Plan seeks to demonstrate our commitment to reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

The key objectives of our RAP are to:

- Build organisational awareness of Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge, rights and achievements and encourage staff to seek out more information specific to their local areas
- Support career opportunities for Aboriginal and Torres Strait Islander peoples in our businesses
- Build relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support our reconciliation journey
- Recognise dates of significance relating to Aboriginal and Torres Strait Islander peoples and participate and celebrate National Aboriginal and Islander Day Observance Committee (NAIDOC) Week and National Reconciliation Week (NRW) to promote awareness of histories and communities
- Maintain a RAP Working Group to implement the initiatives outlined in our Reconciliation Action Plan.



## Message from the CEO, John Cullity

**It is very pleasing to look back over the first year of EBOS Group's first Reflect Reconciliation Action Plan (RAP) and see the progress that we have made since embarking on our RAP journey.**

Our first RAP was launched in July 2020, in the midst of the COVID-19 pandemic and as such many of the launch activities we had planned had to be reconfigured to virtual events. In many ways holding the events in this format allowed us to connect and engage with more of our people across Australia than we may have been able to do via on site physical activities.

The commission of the wonderful artwork by Gavin Wanganeen provided EBOS the opportunity to show graphically the diverse and broad work we do for our communities across Australia. This artwork was then used to acknowledge the traditional owners of the land on which our offices and distribution centres across Australia sit, with each location receiving a print of the artwork along with an Acknowledgement of Country statement. This was an important first step in our RAP journey – showing our acknowledgement and awareness of, and respect for, First Nations Traditional Owners of the land on which we live and conduct our business.

A particularly pleasing aspect following the launch of our RAP has been the level of engagement by our people including a desire to use the correct language when acknowledging Country and pronunciation of First Nation peoples, places and communities. Our online activities around NAIDOC week were also very well received. With the theme 'Always Was, Always Will Be', recognising that our First Nations peoples have occupied and cared for this continent for over 65,000 years, EBOS developed a program that offered a range of options for our Australian staff to take part in. Our activities included interviews with prominent First Nations peoples, movie-viewing suggestions, daily profiles featuring a noteworthy Aboriginal and/or Torres Strait Islander and a selection of resources to watch, listen and read.

During our first year, our overall focus has been on educating staff around cultures, histories, knowledge and rights of our First Nations peoples. As part of this focus, cultural awareness training commenced for management in the second half of 2020 with many participants expressing that their awareness of Aboriginal and Torres Strait Islander peoples had improved by attending the training.

As we move into the second year of our Reflect RAP the focus on education will continue together with investigation of career opportunities for Aboriginal and Torres Strait Islander peoples and the procurement of goods and services from First Nations suppliers. To assist us in the area of procurement we will partner with Supply Nation to better understand the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.

EBOS is proud to have commenced its reconciliation journey. We will continue to drive the EBOS Vision for Reconciliation across our organisation and initiate the many actions listed on the following pages to meet the objectives we have set ourselves in making a meaningful contribution to the reconciliation process.

Together with all our people across EBOS' Australian operations, I look forward to continuing to participate in this journey and for EBOS to make its contribution to the reconciliation of our nation.

**John Cullity**  
Chief Executive Officer –  
EBOS Group Ltd

## Our Business

**EBOS Group is the largest and most diversified Australasian marketer, wholesaler and distributor of healthcare, medical and pharmaceutical products. It is also a leading marketer and distributor of recognised consumer products and animal care brands.**

Servicing the needs of thousands of customers across Australia, New Zealand and more recently across Asia, EBOS Group is committed to building better communities through an unwavering commitment to the provision of high-quality healthcare and animal care products.

Our staff of 2400+ employees across Australia, positively impact the lives of millions of people and animals across the region every day through the timely delivery of healthcare and consumer products to metropolitan, regional and remote locations.

As at May 2021, no EBOS employees who participated in the annual Engagement Survey identified as Aboriginal and/or Torres Strait Islander people.

Investigating Aboriginal and Torres Strait Islander employment is a focus area in our second Reflect RAP and we hope this number will increase next year.

EBOS Group strives for leadership in its business segments and continues to pursue a robust strategic investment plan designed to strengthen its core business and target new opportunities that extend the Group's capabilities and enables it to deliver more for its stakeholders.

EBOS Group is publicly listed on the New Zealand and Australian stock exchanges.





# Relationships

## Our Reconciliation Journey

EBOS Group recognises that it has a role to play in helping to reconcile our nation.

Our offices and distribution centres are located in all Australian states and we positively value the many contributions that a culturally diverse workforce brings to our business. Our national reach means that we have the ability to effect change both locally and nationally.

During our first Reflect RAP, we formed a RAP Working Group (RWG) to drive governance of our RAP. Members include:

- CEO Symbion (RAP Champion)
- Executive General Manager Human Resources
- Head of Communications and Corporate Affairs
- Corporate Communications Manager
- CSR and Corporate Communications Officer

We are now in the second year of our reconciliation journey, and this Reflect RAP captures our learnings from the past year.

- Identifying the need for Cultural Awareness training and extending this training to all Executives, Operations Managers and other leaders across the business. Following the training, a survey was distributed asking if participants felt their awareness of First Nations peoples had improved by attending the program. 98% of respondents felt their awareness of First Nations peoples had improved by attending the program.
- Raising the internal understanding of Aboriginal and Torres Strait Islander people’s cultural protocols and commencing Welcome to Country and Acknowledgement of Country protocols. Since communicating these protocols internally, we have had many staff reach out via our dedicated RAP email address requesting the Traditional Owners of

land for their area to include in Acknowledgement of Country introductions at the beginning of meetings, conferences, etc. Staff could benefit from regular communications regarding these protocols so that Acknowledgement of Country language becomes more widely used across the business.

- Celebrating NAIDOC Week and holding events at all businesses as well as sharing resources internally including interview with keynote speaker Marlee Silva. Given lock down restrictions in some states during NAIDOC Week, we are looking forward to attending events in person in 2022. Our staff responded positively to the digital format of the internal events held across the business.

In our second RAP, our focus areas include:

- Extending Cultural Awareness training sessions
- Encouraging and supporting staff to participate in external events to recognise and celebrate NRW and NAIDOC Week
- Improving Aboriginal and Torres Strait Islander supplier diversity. More can be achieved to build and maintain positive relationships with First Nations employees, stakeholders and organisations and we look forward to partnering with Supply Nation.
- Investigating Aboriginal and Torres Strait Islander employment opportunities. This will be a focus area of our second Reflect RAP, and we are committed to facilitating growth in Aboriginal and Torres Strait Islander employment.

These areas will provide the solid foundations to ensure our future RAPs are meaningful, mutually beneficial and sustainable.

Action	Deliverable	Timeline	Responsibility
1. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedure to identify existing anti-discrimination provisions, and future needs.	January 2022	Executive General Manager – Human Resources (EGM HR)
2. Promote reconciliation through our sphere of influence.	• Communicate EBOS Group’s ‘Vision for reconciliation’ internally annually.	September 2021	CEO EBOS Group
	• Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2022	Head of Comms and Corp Affairs
	• Reference RAP in staff induction pack and review and update annually.	March 2022	HR Advisor
	• Hold an official event to unveil RAP artwork by Gavin Wanganeen and invite representatives of local Aboriginal and Torres Strait Islander communities to the launch.	May 2022	CEO Symbion
	• Update reconciliation focused section on the staff intranet at least quarterly.	September 2021, December 2021, March 2022, June 2022 (Quarterly)	Corporate Communications Manager and CSR and Corporate Communications Officer
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Feb 2022	Head of Comms and Corp Affairs
• Communicate quarterly RAP updates to staff via Town Halls, newsletters and the intranet.	September 2021, December 2021, March 2022, June 2022 (Quarterly)	Head of Comms and Corp Affairs	





Action	Deliverable	Timeline	Responsibility
3. Participate and celebrate National Reconciliation Week (NRW).	• RAP Working Group and at least one senior leader to participate in an external event to recognise and celebrate NRW.	May 2022	RAP Working Group (RWG)
	• Encourage and support staff to participate in external events to recognise and celebrate NRW.	May 2022	Corporate Communications Manager
	• Host at least one internal NRW event, sharing resources to raise awareness and promote reconciliation.	May 2022	Head of Comms and Corp Affairs
4. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Feb 2022	Head of Comms and Corp Affairs
	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Feb 2022	Head of Comms and Corp Affairs and EGM HR
	• Continue relationship with MALPA Young Doctors program.	April 2022	Corporate Communications Manager
	• Investigate partnership opportunities, to support programs that improve Aboriginal and Torres Strait Islander health outcomes.	April 2022	CEO Symbion and Corporate Communications Manager

Action	Deliverable	Timeline	Responsibility
5. Create opportunities for Aboriginal and Torres Strait Islander cultural learning and development.	• Conduct an annual review of cultural awareness training needs within our organisation.	October 2021	EGM HR
	• Extend Cultural Awareness training sessions.	September 2022	EGM HR
	• Provide awareness to staff about external information sources, such as Reconciliation Australia's online tool Share Our Pride.	December 2021	Corporate Communications Manager and CSR and Corporate Communications Officer
	• Capture data and measure our leaders current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	June 2022	EGM HR
	• Hold one organisational guest speaker session each year to bolster organisational cultural awareness.	June 2022	Corporate Communications Manager
	6. Explore opportunities to showcase First Nations contemporary art and design.	• Research local First Nations artists in areas where new sites are built.	March 2022
• Commission artwork from local artists for all new sites.		March 2022	Corporate Communications Manager
• Display artwork in new sites along with description of artwork and artist.		March 2022	Corporate Communications Manager
7. Raise internal understanding of Aboriginal and Torres Strait Islander people's cultural protocols.	• Include an Acknowledgement of Country at the commencement of Town Halls, Gem Awards, and all other important internal and external meetings and events.	June 2022	Head of Comms and Corp Affairs
	• Invite an Elder to provide a Welcome to Country at significant internal events.	April 2022	Head of Comms and Corp Affairs



# Opportunities

Action	Deliverable	Timeline	Responsibility
7. Raise internal understanding of Aboriginal and Torres Strait Islander people's cultural protocols. (continued)	• Acknowledge the Traditional Land Owners of all EBOS sites including new businesses.	May 2022	Corporate Communications Manager
	• Continue to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols.	March 2022	Corporate Communications Manager and CSR and Corporate Communications Officer
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2022	Corporate Communications Manager and CSR and Corporate Communications Officer
	• Host at least one internal event to celebrate NAIDOC Week.	July 2022	Head of Comms and Corp Affairs
	• Promote external NAIDOC week events.	July 2022	Corporate Communications Manager and CSR and Corporate Communications Officer
	• RAP Working Group and at least one senior leader to participate in an external NAIDOC Week event.	July 2022	RWG
9. Ensure dates of significance relating to Aboriginal and Torres Strait Islander peoples are recognised internally and promoted externally.	• Recognise Aboriginal and Torres Strait Islander dates of significance internally placing on the dedicated reconciliation section on the intranet.	Jan 2022	Corporate Communications Manager and CSR and Corporate Communications Officer
	• Promote key dates of significance externally through social media.	June 2022	Corporate Communications Manager and CSR and Corporate Communications Officer

Action	Deliverable	Timeline	Responsibility
10. Improve Aboriginal and Torres Strait Islander supplier diversity.	• Review our procurement processes to identify opportunities to be inclusive of Aboriginal and Torres Strait Islander businesses.	February 2022	Head of Comms and Corp Affairs
	• Utilise Supply Nation membership.	December 2021	Head of Comms and Corp Affairs
	• Educate relevant procurement team members about supplier diversity and EBOS Group's membership of Supply Nation.	December 2021	Head of Comms and Corp Affairs
11. Investigate Aboriginal and Torres Strait Islander employment opportunities.	• Build understanding of current Aboriginal and Torres Strait Islander staffing via the Staff Engagement Survey to better understand levels of participation.	June 2022	EGM HR
	• Explore partnerships with specialist organisations to understand how to build participation levels of Aboriginal and Torres Strait Islander people in our business.	June 2022	EGM HR
	• Include an optional question for new staff to self-identify as Aboriginal and/or Torres Strait Islander people.	June 2022	EGM HR



 Governance

Action	Deliverable	Timeline	Responsibility
12. Provide appropriate support for effective implementation of RAP commitments.	• Engage EBOS Executive Leadership Team in the delivery of RAP commitments.	December 2021	CEO – Symbion
	• Continue to track, measure and report on RAP commitments.	May 2022	Head of Comms and Corp Affairs and Corporate Communications Manager
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 2021	Corporate Communications Manager
14. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	• Draft a Terms of Reference for the RWG.	November 2021	Head of Comms and Corp Affairs
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2022	Head of Comms and Corp Affairs and EGM HR
	• Actively monitor implementation of actions, track progress and provide quarterly updates to the Executive Leadership Team.	June 2022	Head of Comms and Corp Affairs and CEO Symbion
15. Continue our reconciliation journey by gaining endorsement for EBOS Group's next RAP.	• Submit new RAP to Reconciliation Australia for review and endorsement.	April 2022	Corporate Communications Manager

For media enquiries please contact:

EBOS Group  
 RAP Working Group  
 Ph: +61 3 9918 5555  
 E: RAP@ebosgroup.com





