



Front cover image:
Wakartu Cory Surprise
Mukurrutu 2007

Wesfarmers Limited

2011

Reconciliation Action Plan
Progress Report

and

2012

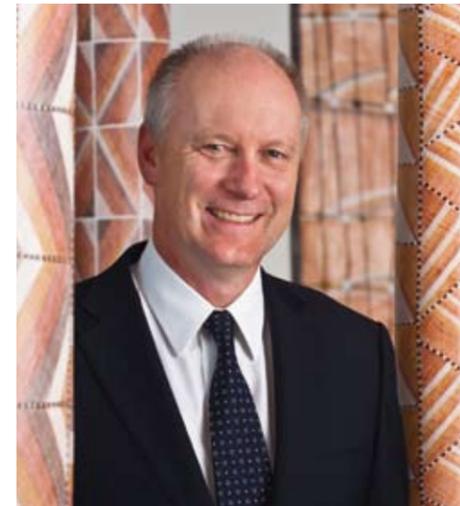
Reconciliation Action Plan



Wesfarmers Arts Indigenous Fellows and Associate Fellows at the National Gallery of Australia.

From left: Sharyn Egan (WA); Jirra Harvey (Vic); Franchesca Cubillo, Senior Curator Aboriginal and Torres Strait Islander Art, National Gallery of Australia; Kimberley Moulton (Vic); Emma Loban (Torres Strait Islands); Gabriel Nodea (WA); Glenn Iseger-Pilkington (WA); Ron Bradfield Jr (WA); Alison Furber (NT); Nadeena Dixon (NSW); Tahjee Moar (NSW); Freja Carmichael (Qld); and Renee Johnson (SA).

Message from the Managing Director



Two years after the launch of our Reconciliation Action Plan (RAP), I am pleased to report that there is rising awareness and ownership of our RAP across the Wesfarmers Group. Our divisions are finding ways to promote respect, build relationships and create opportunities that align with their core business and engage their team members.

Divisions have started to implement their Aboriginal strategies and this is reflected in our growing Aboriginal workforce. I am pleased to report an increase of approximately 100 Aboriginal and/or Torres Strait Islander* team members since our last RAP report, which represents one per cent of team members surveyed. In 2012, we will seek to better understand the experience of this Aboriginal workforce, with respect to retention and career development.

In our third RAP, we will continue to educate our workforce about our role in 'closing the gap'. We will focus on understanding, sharing and building on Aboriginal employment success where it occurs, and we will take steps to ensure that our RAP work is sustainable.

Richard Goyder
Managing Director



Wesfarmers corporate office team members help to refurbish the Noongar Seasons Shelter on Rottneest Island in March 2011. Plaque at front reads: 'The Rottneest Island Authority acknowledges the assistance of Wesfarmers during the refurbishment of this shelter in 2011.'

* In this document, the term 'Aboriginal' reflects all Aboriginal and/or Torres Strait Islander peoples.

Our vision for reconciliation

Our vision for reconciliation is an Australia that affords equal opportunities to all.

As one of Australia's largest private sector employers, we realise the role that we can play in providing genuine, sustainable employment opportunities for all Australians. We understand the importance of employment as one of a suite of factors integral to 'closing the gap' between Aboriginal and non-Indigenous Australians.

Wesfarmers will work to ensure that Aboriginal people feel welcome in our businesses as employees, customers and visitors. We will know that we have succeeded when we have a workforce that reflects the diversity of the communities in which we operate.

Our 2011 Reconciliation Action Plan

2011 saw increased divisional engagement in the Wesfarmers RAP. There was rising awareness of the RAP and growing ownership of the Group's genuine, long-term commitment to increasing its Aboriginal workforce. This was reflected in greater resourcing of Aboriginal affairs activities, with four full-time and two part-time Aboriginal affairs positions created in the divisions.

Divisions partnered with external Aboriginal and community organisations to inform and support their Aboriginal engagement efforts. Aboriginal community sponsorships were developed and benefited divisions in terms of team member engagement (see case study page 9).

Employment pilots were either continued or expanded. The most significant of these was the development of the Coles First Step program, which was informed by the previous year's pilot program in Edmonton, Cairns (see case study page 17).

Summary and key learnings

Cultural change takes time. At Wesfarmers, we are beginning to see heightened awareness of Aboriginal issues, on both the individual and organisational levels. There is increased resourcing of these activities, as we realise that change requires drive and coordination.

We have found that success occurs when we capitalise on local engagement, leadership and enthusiasm, and combine it with executive support. Success is often correlated with strong external Aboriginal community partnerships.



The Coles First Step program is built on the success of the Coles Edmonton Aboriginal employment pilot (see case study page 17). Pictured are Coles Edmonton team members Sharon Daylight and Dean Hegarty.

Our most significant changes

The importance of executive champions

In our divisions, there is a strong correlation between visible executive champions and change. Our partnership with Jawun Indigenous Corporate Partnerships has engaged more of our leaders, through their executive engagement visits to communities in the East Kimberley, Cape York and Redfern (see case study page 17).



Wesfarmers Curragh Human Resources Superintendent Scott Purdie, left, receives a visit from Wesfarmers Board member Tony Howarth while on secondment in the East Kimberley.

The power of local champions

Local managers can be powerful change agents in their communities. For many of our businesses, store and branch managers have the ability to drive change within their individual stores and branches. Their success can give the whole business the inspiration and confidence to drive broader change (see case study below).

Working together

The most success happens when managers and team members work together – strong local leadership with visible executive support. Transparent communication between managers and team members leads to realistic expectations and informed, strategic and sustainable programming (see case study page 17).

Case study: Cross-divisional employment pilot in Shepparton

Wesfarmers businesses are participating in an Aboriginal employment pilot facilitated by Jawun in Shepparton. Together, the five major Wesfarmers retailers have recruited and retained 44 new Aboriginal team members since 2010. The pilot uses a broker model, where Jawun facilitates connections between local community support organisations, Aboriginal career-seekers and our stores. The community organisations ensure the job-readiness of candidates, and the Wesfarmers retailers interview and employ candidates in accordance with standard recruitment processes.

Of Wesfarmers' 44 new Aboriginal team members in Shepparton, 15 are working at Kmart, where the Store Manager Wayne Dagger is a long-time, active member of the local community. Wayne's experience employing Aboriginal people in Shepparton is helping to inform Kmart's broader Aboriginal employment strategy.

Given Wesfarmers' size and diversity, we are well-placed to make a positive impact in communities like Shepparton, using a multi-brand approach.

– Richard Goyder, Managing Director



Kmart Shepparton team member Nathan Turner.

Outcomes

Exceeded Completed On track Not achieved



Creating opportunities

Action	Target	Actual progress	Key learnings	Outcomes
Wesfarmers Group				
Each division will implement its Aboriginal strategy, with the objective that our workforce should reflect the demographics of the Australian community.	Divisions report on progress against their Aboriginal strategy actions. Workforce to reflect Aboriginal representation in the community.	Divisions reported on progress against Aboriginal strategy actions. Increase in Aboriginal employee numbers across the Group from 948 to 1,052 (based on a 56 per cent survey response rate).	Different divisions had varied opportunities and challenges with respect to recruitment generally. Methods to recruit and retain Aboriginal team members must complement the broader operating conditions. We have observed that there is a direct correlation between resourcing and results in Aboriginal employment.	
Each division will report updated Aboriginal employee numbers.	Updated statistics to be reported.	Complete. The Group reported an overall increase in Aboriginal employee numbers from 948 to 1,052.	Collecting Aboriginal employee data remains a challenge across such a large and diverse company. Wesfarmers businesses are refining how they collect data to improve accuracy.	
Each division will report annually on all Aboriginal employee statistics and programs through Wesfarmers' publicly available Sustainability Report.	Report on implementation of Aboriginal strategy and Aboriginal employee statistics.	Complete. Statistics reported in 2011 Sustainability Report.	Sharing success stories is vital to ongoing internal engagement.	
Each division will participate in volunteering or secondment opportunities with organisations that work to improve the life outcomes of Aboriginal peoples.	At least 20 secondees from across the Group to participate in the Jawun secondment program.	All divisions participated in the Jawun secondment program. A total of 19 team members were seconded, including one long-term (three month) secondment. Some secondees have continued to contribute to their secondment projects following their return to work. Corporate office team members volunteered to refurbish the Noongar Seasons Shelter (interactive information booth) on Rottnest Island, Western Australia.	Secondment experiences educate and empower our people to be Aboriginal affairs champions. Additionally, Jawun executive visits are effective ways to engage our leaders in our Aboriginal affairs strategy. Stronger processes are required to engage and support secondees, for example, to prepare them for the secondment and to debrief after the secondment.	
Investigate opportunities to support Aboriginal businesses.	Enter contracts, or give detailed feedback and guidance on areas for development, in respect of at least three opportunities.	Wesfarmers is a member of the Australian Indigenous Minority Supplier Council (AIMSC), which is a useful vehicle for accessing Aboriginal suppliers. Three AIMSC-certified suppliers were engaged to perform discrete tasks, mostly in relation to marketing and communications activities (design, photography and performing).	These smaller contracts help to raise awareness of opportunities to engage Aboriginal suppliers and may lead to larger, longer-term contracts.	

Action	Target	Actual progress	Key learnings	Outcomes
Wesfarmers corporate office				
Continue to support the divisions' Aboriginal employment programs by providing contacts and resources.	Report in next RAP.	The Wesfarmers Manager, Aboriginal Affairs provided advice and assistance to divisions through regular face-to-face, telephone and email contact. A cross-divisional employment pilot continues in Shepparton, where 44 new Aboriginal team members have been recruited and retained since 2010.	All divisions have different opportunities with respect to Aboriginal employment. It is important to profile diverse success stories so that divisions can work out what is right for them. In Shepparton, relationships with Jawun and local community organisations helped us to access potential team members.	
Continue the corporate office Aboriginal cadetship program.	Support existing Aboriginal cadets.	Two Aboriginal cadets continue to work at corporate office. The cadets and corporate office colleagues are providing positive feedback about the program.	Having Aboriginal team members helps to raise awareness of the Group's work in Aboriginal affairs. Aboriginal cadets are important internal stakeholders as we grow and refine our RAP.	
Support Aboriginal arts professionals through the Wesfarmers Arts Indigenous Fellowship program at the National Gallery of Australia (NGA).	Two Fellowships and 10 Associate Fellowships to commence in 2011.	Complete. Two Fellowships (two-year) and 10 Associate Fellowships (10 day leadership course) offered and undertaken. Associate Fellows achieved a certificate II in Indigenous Arts Leadership.	Participant feedback indicated that the initiative was positive and met expectations.	
Enter community partnership or sponsorship arrangements to support our long-term goal of increasing Aboriginal employment outcomes.	Double our existing financial commitment for sponsorships in this area.	Key sponsorships include: the Clontarf Foundation, Graham 'Polly' Farmer Foundation, Red Dust Role Models, The Indigenous Students' Guide to Undergraduate Scholarships, Jawun Emerging Leaders Tour, Western Australia Indigenous Citizenship Awards and Western Australia Sorry Day.	Our community partnerships support the development of employment pathways for Aboriginal people. Our partnership with the Clontarf Foundation, for example, allows our businesses to forge relationships with Aboriginal communities and potential employees. Our community partnerships provide us with opportunities to engage our team members in our Aboriginal affairs strategy, through site visits and events.	

Building relationships

Action	Target	Actual progress	Key learnings	Outcomes
Wesfarmers Group				
Maintain and build the Wesfarmers Indigenous Network.	Wesfarmers Indigenous Network Day held bi-annually.	The Wesfarmers Indigenous Network met face-to-face twice in 2011 and three times via teleconference.	The Wesfarmers Indigenous Network is a valuable means by which to grow awareness and engagement across the Group.	
Wesfarmers corporate office				
Consult with external Aboriginal advisers at least bi-monthly.	Informal meetings and six-monthly attendance at RAP Working Group meetings.	On average, Aboriginal advisers were consulted bi-monthly. A new Aboriginal adviser was engaged in Melbourne.	Aboriginal advisers are a rich source of advice and practical information. Our Aboriginal advisers have diverse careers. Our relationship could benefit from more structured terms of engagement.	
RAP Working Group to meet at least quarterly.	Four RAP Working Group meetings.	Three RAP Working Group meetings were held, with participation of four external Aboriginal advisers.	RAP Working Group meetings were less frequent this year, in part due to a transition in the Wesfarmers Manager, Aboriginal Affairs. External Aboriginal Working Group members challenge and support Wesfarmers to refine its RAP.	
Build knowledge and understanding within corporate office employees.	Hold at least two corporate office cultural awareness events in 2011.	Approximately 150 corporate office team members participated in cultural awareness activities during the corporate office retreat (March 2011). Approximately 100 internal and external guests attended a talk by Ivan Namirrkki, an esteemed artist from Arnhem Land. Three lunchtime Aboriginal affairs updates were held.	Internal engagement events raise awareness of and support for Aboriginal affairs initiatives.	

Building respect

Action	Target	Actual progress	Key learnings	Outcomes
Wesfarmers Group				
Include an overview of the Wesfarmers RAP and divisional Aboriginal strategies in induction processes.	Brochure and/or presentation included in induction processes.	Overviews of divisional strategies have been included in some divisional inductions.	Highlighting a commitment to diversity in induction processes signifies the Group's commitment to non-discrimination and inclusion.	
Hold cultural awareness training for senior leaders and at Aboriginal employment pilot sites.	At least one cultural awareness training session for each division.	Cultural awareness training was carried out as required, for example, when a number of Aboriginal team members were starting in a specific location. In addition, some divisions conducted cultural awareness training for their leaders, including: <ul style="list-style-type: none"> All Wesfarmers Resources Brisbane office team members 40 Coles leaders in the national Store Support Centre 14 Wesfarmers Insurance leaders underwent cultural awareness training as part of the '2WILD' leadership development program 40 Group executives attended an Aboriginal cooking demonstration by Mark Olive The Blackwoods Queensland Leadership Team completed cultural awareness training. Condensed cultural awareness training will be mandatory for key line managers and optional for other employees. 	Cultural awareness training was more effective when it was delivered immediately before the commencement of employment of Aboriginal team members. Existing team members commented that they appreciated receiving training and support in advance of the commencement of new Aboriginal team members.	
Build the intercultural awareness of Wesfarmers leaders.	At least five Board members and/or executive team members attend an off-site cultural awareness trip.	Eight Wesfarmers Board members and senior divisional leaders visited Aboriginal communities.	Community visits are an effective way of educating and engaging our leaders. Participating leaders reported a heightened appreciation of, and commitment to, our Aboriginal affairs activities.	
Celebrate successful Aboriginal initiatives across the Group through internal publications.	At least five internal publications per year.	Aboriginal affairs initiatives were featured in internal publications in most divisions.	Communicating success engages and inspires team members to actively support Aboriginal affairs initiatives.	



Building respect (continued)

Action	Target	Actual progress	Key learnings	Outcomes
Wesfarmers corporate office				
Continue to actively and ethically collect the work of past and current Aboriginal artists.	Approximately 15 per cent of The Wesfarmers Collection of Australian art will comprise work by Aboriginal artists.	Completed.	Ensuring that Aboriginal art is ethically acquired is an important but complex task. A lot of our Aboriginal art is obtained in communities, from art centres with which Wesfarmers has long-standing relationships.	●
Continue to display Aboriginal art throughout our office and appropriately in our publications and make it available to the community through exhibitions and loans to museums and galleries.	Aboriginal art visible in corporate office and RAP-related documents, with artist acknowledgments. Requests for loans appropriately addressed.	Completed.	Aboriginal art is a good 'conversation starter' to engage our people in thinking about Aboriginal affairs. Aboriginal art helps to demonstrate to all team members and visitors that Wesfarmers respects Aboriginal culture.	●
Recognise Aboriginal leaders through sponsoring the Western Australia Indigenous Leadership Award and Indigenous Youth Scholarship.	Award and scholarship granted.	Completed. Curtis Taylor was awarded the Wesfarmers Indigenous Youth Scholarship and Adjunct Professor Dennis Eggington was awarded the Indigenous Leadership Award.		●
Support national and local external campaigns and events where appropriate, such as National Aboriginal and Islander Day Observance Committee (NAIDOC) Week and National Reconciliation Week, to promote reconciliation and cultural celebration.	One event respectively in NAIDOC Week and National Reconciliation Week. Requests for in-kind or financial support addressed. Invitations to support local campaigns and events distributed amongst corporate office team members, as appropriate.	Arnhem Land artist Ivan Namirrkki presented at an art 'floor talk' during NAIDOC Week in the Perth corporate office. An Aboriginal affairs update was held at the Melbourne corporate office during National Reconciliation Week. Wesfarmers sponsored a NAIDOC Week banner on St Georges Terrace, Perth. Wesfarmers sponsored Western Australia Sorry Day. Invitations to external events were placed on the Wesfarmers intranet site, WESi.	NAIDOC Week and National Reconciliation Week initiate conversations about Aboriginal affairs. Many of our team members commented that they learnt something new about contemporary Aboriginal lives and cultures.	●
Assist divisions in customising RAP materials for induction processes.	Introductory materials distributed to divisions.	Brochure and electronic presentation distributed to divisions.	It is important to raise internal awareness of the Group's RAP commitments.	●
Advise divisions as required in relation to published Wesfarmers 'Welcome to Country' and 'Acknowledgement of Country' guidelines.	Recommend 'Welcome to Country' or 'Acknowledgement of Country' at all appropriate events.	Completed. 'Welcome to Country' ceremonies were held at new Kmart and Bunnings stores, Coles Store Support Centre and the Group Annual General Meeting. 'Acknowledgement of Country' has been introduced at key divisional and Group forums.	Different team members have different levels of comfort with the practice of acknowledging Country. Greater education about the practice is required, together with ongoing modelling by our leaders (that is, leading by example).	●

Tracking progress and reporting

Action	Target	Actual progress	Key learnings	Outcomes
Wesfarmers Group				
Conduct an annual review and refresh of our RAP.	Review conducted and new RAP published.	Completed.	Reporting is helpful to understanding success and maintaining momentum.	●
Report RAP initiatives and progress in our annual Sustainability Report.	Aboriginal affairs covered in the Wesfarmers Sustainability Report.	All divisions reported against their Aboriginal strategies in the Wesfarmers Sustainability Report.		●
Make this RAP and future reports available on the Wesfarmers and Reconciliation Australia websites.	Current RAP and RAP report published on Wesfarmers and Reconciliation Australia websites.	Completed.		●
Share learnings with other companies.	Contribute knowledge to RAP community, Business Council of Australia (BCA) and other groups.	Wesfarmers participated in the BCA Business Indigenous Network, and contributed to research conducted by Jawun, Reconciliation Australia and the BCA on best practice. Many discussions were had with other companies also developing or implementing RAPs.	Other organisations implementing RAPs provide peer support and are a valuable source of learnings, contacts and information.	●

Case study: Mutually beneficial community partnerships - Blackwoods partnership with The Fred Hollows Foundation



Outback eye screening enabled by The Fred Hollows Foundation is just one of the initiatives benefiting from the Blackwoods partnership.
Photo courtesy of The Fred Hollows Foundation.



Every time a 'Foresight' product is sold, a percentage of the sale goes to The Fred Hollows Foundation.

Since 2010, Wesfarmers Industrial and Safety business Blackwoods has partnered with The Fred Hollows Foundation, raising funds for its health, education and sight-restoring work in Aboriginal communities.

In addition to an initial company donation and an employee giving scheme, under which team members can make tax deductible contributions to The Foundation via payroll, Blackwoods has selected a range of fundraising products, called the 'Foresight' range. Every time a customer buys a 'Foresight' product, a percentage of the sale goes to The Fred Hollows Foundation. To date, the Blackwoods program has generated more than \$150,000 worth of donations for The Fred Hollows Foundation.

As part of Blackwoods' sponsorship, five Blackwoods team members had the opportunity to experience The Foundation's work in the Northern Territory. These team members have become informal ambassadors for Blackwoods' Aboriginal engagement strategy and for the work of The Fred Hollows Foundation.

The generosity of Blackwoods is truly making a difference in the remote Indigenous communities of Australia where The Fred Hollows Foundation works. Thank you, Blackwoods!

- Penny Tribe, The Fred Hollows Foundation

Case study: Wesfarmers Resources mining traineeships

Working in partnership with Salvation Army Employment Plus, Wesfarmers Curragh has welcomed 10 Aboriginal mining trainees to its mine site. Of these trainees, four are employed by Wesfarmers Curragh and six are employed by contractor Thiess. Following a rigorous selection and training process (including a paid, four-week mine site orientation program), the trainees commenced a two-year traineeship, scheduled for completion in 2013.



Mining trainees Peta Thompson, Ross Heness (front row left to right), Shannon Gibson and Jamie Hill (middle row left to right) with Wesfarmers Curragh Human Resources Superintendent Recruitment and Projects Rosalyn Mann and Executive General Manager Rod Bridges.

Case study: The Wesfarmers Indigenous Network

The Wesfarmers Indigenous Network (WIN) consists of representatives from all divisions who are responsible for driving the Group's Aboriginal affairs efforts. Meeting face-to-face every six months and via teleconference every two months, the WIN is a vital source of information, contacts and support for our divisions.

Pictured below are the WIN members at a meeting in August. Following the day, the WIN members celebrated with divisional colleagues, enjoying a cooking demonstration by Aboriginal celebrity chef Mark Olive. Guests dined on Collie Valley Marron, which was harvested by Aboriginal enterprise Ngalang Boodja from the aquaculture facility that is located on the Premier Coal mining lease.



Pictured above: Kent Beasley (left) and Keana Hunter (right) from Wesfarmers Resources enjoying Collie Valley Marron prepared by Mark Olive. Photos courtesy of Carl Attard.

Case study: The Jawun Emerging Leaders tour



Jawun's Emerging Leaders take in the sights of Redfern.



Wesfarmers team members and the Wurundjeri Tribe welcome Jawun's Emerging Leaders to Melbourne. Photo courtesy of Wayne Quilliam.

In 2011, Wesfarmers was proud to sponsor the inaugural Jawun Emerging Leaders tour. Recognising the wealth of experience and learnings in the four Jawun host communities (Cape York, the East Kimberley, Redfern and Shepparton) Jawun sought the support of Wesfarmers to conduct a tour of all four communities, attended by emerging Aboriginal leaders from those communities.

Over two weeks in August and September, 11 Aboriginal emerging leaders and two Wesfarmers team members, Ivan Slunjski, Regional Manager NSW/ACT Coles Express, and Wayne Dagger, Kmart Shepparton Store Manager, travelled to Redfern, Cape York, Shepparton and the East Kimberley. The emerging leaders attended local Aboriginal community organisations to learn about their challenges and successes, and to ascertain common or transferable learnings. On the way, they received leadership training delivered by Wesfarmers General Manager Leadership Development and Talent Management, Patricia O'Connor.

The tour opened my eyes to part of Australia that I have never been exposed to before. I have come back with a wealth of information that I will share in my business to improve the ways that we recruit and retain Aboriginal team members.

– Ivan Slunjski, Regional Manager NSW/ACT, Coles Express

This has been an experience I will never forget, the local Indigenous identities I've met were inspiring, the Redfern Mob were really outstanding, what they showcased has provoked a lot thinking. My time spent with the entire crew from four different regions has been one of the most special moments in my life. Nguthaan gal gugu banndiil, Yurra garri myan mahnia, Ngayu thawun yurraan (Don't be shy to keep in touch, I'm a friend of yours).

– Harold Ludwick, Cape York Emerging Leader

Message from Reconciliation Australia



Reconciliation Australia is pleased to offer congratulations to Wesfarmers at the launch of their third Reconciliation Action Plan. By developing, implementing and reporting on their RAP, organisations such as Wesfarmers commit to turning good intentions into real actions by identifying mutually beneficial actions that are aligned to business objectives.

Since starting their RAP journey in 2009, Wesfarmers has emphasised the importance of securing both strong local leadership and visible executive support in the successful implementation of RAP actions.

As one of Australia's largest private sector employers, Wesfarmers has embraced its potential to provide genuine employment opportunities to Aboriginal and Torres Strait Islander people. This has included expanding pilot programs, partnerships with community organisations and secondment opportunities. Increased divisional engagement and the tailoring of employment strategies to suit is another way in which Wesfarmers has ensured realistic, strategic and sustainable employment outcomes.

Reconciliation Australia thanks Wesfarmers for its leadership in promoting reconciliation, and for the dynamic role played by their RAP team. On behalf of Reconciliation Australia, I wish you well for the important actions you have set for yourself for the coming years - I am positive that your RAP journey will continue to be a success.

Leah Armstrong
Chief Executive Officer
Reconciliation Australia



Creating opportunities

We will work towards our objective of increasing Aboriginal representation in our workforce, in order to reflect and relate to the communities in which we operate. We realise that Aboriginal employment success will happen when our workplaces are appreciative of cultural diversity and that such appreciation will benefit our entire workforce. We will endeavour to directly employ Aboriginal people, in addition to creating opportunities through commercial arrangements, sponsorships and secondments.

Action	Responsibility	Timeline	Target
Wesfarmers Group			
Each division will continue to implement its Aboriginal strategy, with the objective that our workforce should reflect the demographics of the Australian community.	Divisional Human Resources and Corporate Affairs teams	May and November 2012 December 2012 2019	<ul style="list-style-type: none"> Divisions report on progress against their Aboriginal strategies. Each division has an individual Aboriginal employment goal. Workforce to reflect Aboriginal representation in the community.
Each division will report updated Aboriginal employee numbers.	Divisional Human Resources teams	July 2012 November 2012	<ul style="list-style-type: none"> Updated statistics reported to corporate office. Aboriginal employee numbers published in the Wesfarmers Sustainability Report.
Each division will participate in volunteering or secondment opportunities with organisations that work to improve the life outcomes of Aboriginal peoples.	Divisional Human Resources teams Wesfarmers Manager, Aboriginal Affairs	January 2012 December 2012	<ul style="list-style-type: none"> Promotional materials distributed to all divisions. At least 20 secondees from across the Group participated in Jawun secondments.
Promote internally the Australian Indigenous Minority Supplier Council (AIMSC) and opportunities to procure from Aboriginal suppliers.	Procurement Council Wesfarmers Indigenous Network Wesfarmers Manager, Aboriginal Affairs	December 2012	<ul style="list-style-type: none"> Contracts commenced or detailed feedback and guidance provided on areas for development, in respect of at least three opportunities.
Wesfarmers corporate office			
Continue to support the divisions' Aboriginal employment programs by providing contacts and resources.	Wesfarmers Manager, Aboriginal Affairs	December 2012	<ul style="list-style-type: none"> At least bi-monthly communication between the Wesfarmers Manager, Aboriginal Affairs and divisional counterparts.
Continue the corporate office Aboriginal cadetship program.	Wesfarmers Manager, Aboriginal Affairs Human Resources Adviser	December 2012 Ongoing	<ul style="list-style-type: none"> Aboriginal cadetship program evaluated for continual improvement. Minimum two cadets employed at all times.
Support Aboriginal arts professionals through the Wesfarmers Arts Indigenous Fellowship program at the National Gallery of Australia.	Manager Wesfarmers Arts	December 2012	<ul style="list-style-type: none"> Two Aboriginal Fellowships and 10 Associate Fellowships selected.
Enter or maintain Aboriginal community sponsorships that support our long-term goal of increasing Aboriginal employment outcomes.	Executive General Manager Corporate Affairs Wesfarmers Manager, Aboriginal Affairs	December 2012	<ul style="list-style-type: none"> Current level of sponsorship maintained.



Building relationships

We will deepen our connections between the Wesfarmers Group and the broader Aboriginal community so that we better understand the needs and ambitions of our local regions. We will also strengthen our internal network of people committed to celebrating Aboriginal cultural and addressing Aboriginal disadvantage.

Action	Responsibility	Timeline	Target
Wesfarmers Group			
Maintain and build the Wesfarmers Indigenous Network.	Wesfarmers Manager, Aboriginal Affairs	February, August 2012 Ongoing	<ul style="list-style-type: none"> Two Wesfarmers Indigenous Network Days held. Wesfarmers Indigenous Network teleconference held every two months.
Wesfarmers corporate office			
Consult with external Aboriginal advisers at least bi-monthly.	Wesfarmers Manager, Aboriginal Affairs	Bi-monthly Half-yearly End 2012	<ul style="list-style-type: none"> Informal meetings every two months. Attendance at RAP Working Group meetings twice a year. Charter developed for external Aboriginal advisers.
Support external National Reconciliation Week events and campaigns. Promote National Reconciliation Week internally.	Wesfarmers Manager, Aboriginal Affairs	May - June annually Ongoing	<ul style="list-style-type: none"> One event for National Reconciliation Week. National Reconciliation Week events publicised via the Wesfarmers Indigenous Network. Invitations to support local campaigns and events distributed amongst corporate office team members, as appropriate.
RAP Working Group to meet at least quarterly.	Wesfarmers Manager, Aboriginal Affairs	Quarterly	<ul style="list-style-type: none"> Four RAP Working Group meetings held.

Case study: Wesfarmers Arts Indigenous Fellowship program

The Wesfarmers Arts Indigenous Fellowship program at the National Gallery of Australia (NGA) was launched in June 2010, with a view to addressing the under representation of Aboriginal people in the administrative and operational side of the arts sector.

The first group of 10 Wesfarmers Arts Emerging Leaders and two Indigenous Fellows underwent an intensive Indigenous arts leadership program in late November 2010. Over 10 days, the Indigenous arts leaders were introduced to the many career pathways in the arts and museum sector. They also completed a Certificate II in Indigenous Arts Leadership delivered by the Australian Indigenous Leadership Centre.

The Indigenous Fellows, Jirra Lulla Harvey and Glenn Iseger-Pilkington, are now one year into their two-year fellowship, in which they are working on individual projects with mentoring support from the NGA.

Wesfarmers' strong support of Indigenous art and artists will continue in 2012, with a new intake of Emerging Leaders and Fellows, as well as the recent announcement of Wesfarmers as the NGA's National Indigenous Arts Partner.

www.nga.gov.au/wesfarmersfellowship

This program has enabled me to develop new skills and exposed me to the dynamics of a large gallery at work. It has helped me to become more confident in promoting my ideas and has assisted me to build new networks as well as great friendships. I have been able to draw out my strengths and focus on becoming a positive role model in my community. My new skills will help me make a significant contribution through sharing my knowledge and participating in community activities that celebrate our culture and identity.

– Freja Carmichael, 2010 Wesfarmers Arts Indigenous Emerging Leader



Building respect

We will grow our collective knowledge of Aboriginal histories and cultures to ensure that we have workplaces that are respectful of Aboriginal and Torres Strait Islander peoples. We will celebrate the success of our Aboriginal programs, both internally and externally, and learn from our challenges. We will continue to promote Aboriginal artists and curators.

Action	Responsibility	Timeline	Target
Wesfarmers Group			
Include an overview of the Wesfarmers RAP and/or divisional Aboriginal strategies in induction processes.	Divisional Human Resources teams	Reported June 2012	<ul style="list-style-type: none"> Reference made to Aboriginal strategies in all divisional inductions.
Support existing team members by making cultural awareness training available, particularly where Aboriginal employees might be joining teams for the first time.	Divisional Human Resources teams	December 2012	<ul style="list-style-type: none"> Cultural awareness training provided as required.
Build the intercultural awareness of Wesfarmers leaders.	Wesfarmers Manager, Aboriginal Affairs	December 2012	<ul style="list-style-type: none"> At least five Wesfarmers Board members and/or executive team members attend an off-site cultural awareness program.
Celebrate successful Aboriginal initiatives across the Group through internal publications.	Corporate Affairs teams	December 2012	<ul style="list-style-type: none"> At least five internal publications per year.
Wesfarmers corporate office			
Continue to actively and ethically collect the work of past and current Aboriginal artists.	Manager Wesfarmers Arts	Report annually in November	<ul style="list-style-type: none"> Approximately 15 per cent of The Wesfarmers Collection of Australian Art will comprise work by Aboriginal artists.
Continue to display Aboriginal art throughout our office and appropriately in our publications and make it available to the community through exhibitions and loans to museums and galleries.	Manager Wesfarmers Arts	Report annually in November	<ul style="list-style-type: none"> Aboriginal art visible in corporate office and RAP-related documents, with artist acknowledgments. Requests for loans appropriately addressed.
Support local and national NAIDOC Week events and celebrate NAIDOC Week internally.	Wesfarmers Manager, Aboriginal Affairs	July annually Ongoing	<ul style="list-style-type: none"> One event held during NAIDOC Week. External NAIDOC Week events publicised via the Wesfarmers Indigenous Network. Invitations to support local campaigns and events distributed amongst corporate office team members, as appropriate.
Continue to advise divisions in relation to published Wesfarmers 'Welcome to Country' and 'Acknowledgement of Country' guidelines.	Wesfarmers Manager, Aboriginal Affairs	February 2012	<ul style="list-style-type: none"> Review and recirculate Wesfarmers 'Welcome to Country' and 'Acknowledgement of Country' guidelines.
Build knowledge and understanding of corporate office employees.	Wesfarmers Manager, Aboriginal Affairs	December 2012	<ul style="list-style-type: none"> Hold at least three corporate office cultural awareness events in 2012 (two in Perth, one in Melbourne).

Tracking progress and reporting

Action	Responsibility	Timeline	Target
Wesfarmers Group			
Conduct an annual review and update of our RAP.	Wesfarmers Manager, Aboriginal Affairs	November 2012	<ul style="list-style-type: none"> Conduct review and new RAP published.
Report RAP initiatives and progress in the Wesfarmers Sustainability Report.	Wesfarmers Manager, Aboriginal Affairs	November 2012	<ul style="list-style-type: none"> RAP report included in the Wesfarmers Sustainability Report, reflecting Wesfarmers' strategy to embed the RAP in broader Group business.
Make this RAP and future reports available on the Wesfarmers and Reconciliation Australia websites.	Wesfarmers Manager, Aboriginal Affairs	November 2011	<ul style="list-style-type: none"> Current RAP and RAP report published on Wesfarmers and Reconciliation Australia websites.
Share learnings with other companies.	Wesfarmers Manager, Aboriginal Affairs Wesfarmers Indigenous Network	Ongoing	<ul style="list-style-type: none"> Contribute knowledge to RAP community, Business Council of Australia Business Indigenous Network and other groups.

Case study: Clontarf Foundation relationship

Wesfarmers has renewed and increased its long-term sponsorship of the Clontarf Foundation, which exists to improve the education, discipline, self-esteem, life skills and employment prospects of young Aboriginal men. Using the passion that Aboriginal boys have for football allows the Clontarf Foundation to attract the boys to school and engage them in education.

In 2011, Wesfarmers committed to deepening its relationship with Clontarf, by networking local Wesfarmers businesses with Clontarf academies. These relationships have led to Wesfarmers' participation in Clontarf careers fairs nationally; store visits including 'do it yourself' workshops at Bunnings; and employment outcomes across many divisions including Target, Coles and Wesfarmers Chemicals, Energy & Fertilisers. For example, a Clontarf graduate has been employed as a sales trainee at Kleenheat Gas, initially starting in the Customer Service Team.

Wesfarmers will continue to strengthen local relationships with Clontarf academies in 2012.



A Clontarf Foundation student learns to 'DIY' with Bunnings in Warrnambool.

Case study: Leadership in the community

Many Wesfarmers executives are supporting community organisations that work with Aboriginal people. Current appointments include:

- Richard Goyder, Chief Executive Officer, Wesfarmers Limited
Member of the Business Council of Australia's Indigenous Engagement Task Force
(www.bca.com.au)
- Ben Lawrence, Chief Human Resources Officer, Wesfarmers Limited
Non-Executive Director of Red Dust Role Models
(www.reddust.org.au)
- Stuart Machin, Store Development and Operations Director, Coles
Non-Executive Director of the Aboriginal Employment Strategy
(www.aes.org.au)
- Tom O'Leary, Managing Director Wesfarmers Chemicals, Energy & Fertilisers
Director of the Clontarf Foundation
(www.clontarffootball.com)

Case study: Coles First Step program and diversity training

Building on the success of the Coles Edmonton Aboriginal employment pilot (see last year's RAP), Coles launched the Coles First Step program in May 2011. Supported by the Australian Government Department of Education, Employment and Workplace Relations, Coles First Step engages Aboriginal career-seekers in two weeks of pre-employment training and one week of in-store experience. Upon successful completion of the three-week program, Coles First Step participants commence permanent part-time employment for a minimum of 15 hours per week. New team members are supported by mentors and a growing team of Coles Indigenous employment coordinators.



Canberra and Queanbeyan Coles team members after a day's cultural diversity training.

So far, the program has been implemented in five locations in New South Wales, with over 50 Aboriginal team members recruited and retained across more than 20 stores.

Before the new team members start the program, existing store management teams participate in diversity training. This training highlights key aspects of Aboriginal and Torres Strait Islander culture and gives team members the opportunity to ask questions. Store teams are encouraged to think about how they can make their own stores more welcoming to people of diverse cultural backgrounds.

For me, with zero knowledge about this topic, I am walking out with a lot of excitement and respect.

– Coles diversity training participant



The Coles Indigenous Steering Committee pledges their commitment on the Coles Reconciliation Wall.

Coles' progress demonstrates the success that can be achieved when diverse teams work together. Having returned from a Jawun executive engagement visit to the East Kimberley, Coles Store Development and Operations Director Stuart Machin assembled a Steering Committee to drive Coles' Indigenous strategy. The Steering Committee consists of a number of leaders from relevant departments within Coles, including Human Resources, National Recruitment, Procurement, Corporate Affairs, Coles Liquor and the Indigenous Project Team. The Steering Committee meets bi-monthly to discuss how the strategy is progressing against its goals. Through regular communication and meetings, the Steering Committee ensures the alignment and sustainability of Coles' efforts.



This page:

Timothy Cook, Tiwi Islands

Born 1958 Goose Creek, Milikapiti, Melville Island, NT

Lives and works Melville Island

Language: Tiwi

Kulama 2010 ochre and acrylic binder on linen 120 x 200cm

The Wesfarmers Collection of Australian Art, Perth

Reproduced courtesy of the artist and Jilamara Arts and Crafts

The Kulama ceremony is performed in the late wet season (March-April) when a ring appears around the moon. Kulama is a traditional initiation for young men which coincides with the harvest of a certain wild yam species. Elders of both sexes sing and dance for three days welcoming the boys into adulthood. Boys are then re-named with their adult male name.

For more information contact us

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Front cover image:

Wakartu Cory Surprise, 1929-2011

Born Tapu, Great Sandy Desert, WA; Lived and worked Fitzroy Crossing WA

Language: Walmajarri

Mukurrutu 2007 acrylic on canvas 120 x 120cm

The Wesfarmers Collection of Australian Art, Perth

© Cory Surprise Licensed by Viscopy 2011

There is a jila (permanent waterhole) next to Wanti (my country); my father died there. When I paint, I think about my country and where I have been travelling across that country. When I paint I am thinking about law from a long time ago. Nobody taught me how to paint, I put down my own ideas. I saw these places myself, I went there with the old people. I paint jilji (sandhills), pamarr (hills and rock country), I think about mangarri (vegetable food) and kuyu (game) from my country and when I was there.

The work of Wakartu Cory Surprise is held in major public and private collections across Australia. In 2009, the artist won the Western Australian Premier's Indigenous Art Award. Surprise passed away in October 2011.