



LION

LION AUSTRALIA

REFLECT
RECONCILIATION
ACTION PLAN

MAY 2021 - APRIL 2022



RECONCILIATION
ACTION PLAN

REFLECT



Statement of Acknowledgement

We would like to acknowledge the traditional custodians of the lands across Australia.

We recognise and respect Aboriginal and Torres Strait Islander peoples historical and ongoing connection to land and waters.

We pay our respects to Elders past and present.

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Message from the CEO

I am very proud to present Lion's first Reconciliation Action Plan (RAP), which outlines our contribution to the process of reconciling with Aboriginal and Torres Strait Islander people in Australia. As one of Australia's leading adult beverage companies we wish to foster a more equitable society and ensure that our purpose of championing sociability and helping people to live well has meaning beyond the products we sell.

This RAP will lay the foundations and support us as we develop more meaningful engagement with Aboriginal and Torres Strait Islander peoples.

Our first steps are to reflect on our understanding of Aboriginal and Torres Strait Islander communities, and how we can build strong and respectful partnerships that provide greater opportunities with Aboriginal and Torres Strait Islander peoples in the communities where we work across Australia.

There is a lot we can learn from the perspective of the world's oldest living cultures if we are prepared to listen and engage with our First Australians.

I thank everyone at Lion who has helped initiate this journey, our leaders who have supported its implementation, and our RAP Working Group.

I encourage all our people at Lion to embrace our commitment to build stronger relationships with Aboriginal & Torres Strait Islander people, communities, and business partners and I look forward to embarking on our reconciliation journey together.




Stuart Irvine
CEO, Lion Group

Message from Reconciliation Australia



*Karen Mundine, CEO Reconciliation Australia
(Photo courtesy of Reconciliation Australia).*

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

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

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

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

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

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

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

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Artist & Artwork



LION



DREAMTIME ART
CREATIVE CONSULTANCY



Photos courtesy of Dreamtime Art Creative Consultancy (Page 8-9) and its Artists (Top Left and Right)

LION & DREAMTIME ART CREATIVE CONSULTANCY

Lion partnered with Dreamtime Art Creative Consultancy to commission an artwork by Gurindji artist Sarrita King for our very first RAP Statement. Titled 'Waterhole', the artwork represents to the importance of water for the nurturing and growth of all living things. The social and sustaining aspects of the waterhole are also significant for Lion, reflecting our purpose to enrich our world everyday by championing sociability and helping people to live well.

The partnership with Dreamtime Art Creative Consultancy will extend to other avenues of engagement with our people at Lion, helping to embed cultural understandings and new learnings within the business.

The original painting showcased in this document hangs proudly in the Lion Sydney office.

ABOUT THE ARTIST & ARTWORK

Artist: Sarrita King
Tribe: Gurindji NT
Title: Waterhole
Medium: Acrylic paints on canvas
Year Created: 2020

Sarrita's father, the late William King, was a great artist and through his art he shared his philosophy with the world. Sarrita learnt about her tribe, the Gurindji tribe, her Aboriginal culture and other important life lessons from her father.

The philosophy Sarrita reflects on the most is the connection to all things including each other. Through the elements, especially water, William taught his daughter that we are connected to the land, the people around us and our ancestors. Sarrita believes these connections can only be achieved through long lasting relationships which

are built and nurtured to enable change, a vision which we at Lion hope to emulate.

This painting shows the waterways underground and the places on the surface where the water rises. During a visit to the Northern Territory during the recent droughts, Sarrita learnt that Aboriginal people can always survive in dry times because of these same waterways and waterholes that supplied her ancestors for thousands of years. The continuation of Australian Indigenous culture was made possible through the passing down of knowledge to the next generation, and it is only by listening and seeking to understand that we can come together and move forward as a community.

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Our Partnerships & Current Activities



NOV 2019

Lion announces plans to commit to a Reflect Reconciliation Action Plan (RAP) at 2019 Leaders Conference

MAY 2020
Lion participates in National Reconciliation Week.

First Reflect RAP draft submitted to Reconciliation Australia for feedback.



JULY 2020
Appointment of Dreamtime Art Creative Consultants and Artist - Sarrita King.

Lion announces a range of carbon abatement projects as part of its journey to carbon neutrality including fire management in Arnhem Land, Northern Territory.

OCT 2020
Participated in Woolworths supplier event with Adam Goodes.



DEC 2020

Corporate Culcha appointed as Lion's cultural capability training provider and training plans for 2021 developed.

AUG 2020
Internal RAP awareness sessions commence across Lion alongside Cultural Capability pilot sessions with external provider. Over 1,000 Lion employees attend between August & November.

NOV 2020
Keynote speech for all Lion employees by Shelley Reys AO, CEO of Arrilla.

Participated in NAIDOC Week - Always Was, Always Will be. Cultural competency session for Introduction to Indigenous art and understanding protocols run by Dreamtime Art Creative Consultancy.

Lion artwork 'Waterhole' revealed at Lion's York Street Office.



JUNE 2020
Lion launches tender process for Cultural Capability provider and design partner.



FEB 2020
Two Point Co. - a 100% Aboriginal and Torres Strait Islander owned consultancy appointed to support the RAP development. RAP Working Group and Steerco established.

OCT 2019
Lion joins Supply Nation



Our Business



Our Leading Brands

a portfolio that includes many of our region's favourite brands

For this RAP, 'Lion' refers to Lion's Australian adult beverage business which hosts a portfolio that includes many of our region's favourite brands. Lion operates historic breweries, such as Tooheys and XXXX Castlemaine Perkins, and is a leader in craft brewing, with brands such as James Squire and Malt Shovel, Little Creatures, Kosciuszko, and Furphy. Lion is part of the Lion Group, which is a group of companies ultimately owned by Kirin Holdings and includes other adult beverage businesses globally. Lion employs approximately 2,700 people in Australia, including casuals and contractors. An internal survey called '3 things about you' conducted in 2019 indicated that 8 people across the business reported as identifying as Aboriginal and/or Torres Strait Islander people.

Our Business

-  Major office
-  Major brewery
-  Craft brewery
-  Micro brewery
-  Hospitality venue



XXXX, Brisbane



Little Creatures Brewery, Geelong



James Boag's, Launceston



Toohays, Lidcombe

Our RAP

At Lion, championing sociability and helping people to live well is at the heart of who we are. We are an organisation that cares for people and communities across our operations; we listen and seek different views to improve our understanding of our communities and their needs. We seek to acknowledge the experiences and value the perspectives of Aboriginal and Torres Strait Islander Peoples. We work to help all Australians to be sociable and live well.

Lion's Reconciliation Action Plan is being led by a group of senior leaders from across the business who are passionate about the communities in which we operate. In 2020, Lion established a 14-member RAP Working Group to develop this Reflect RAP and engage in initiatives and activities to support Lion's vision for reconciliation. Lion's Group General Counsel & External Relations Director and the Managing Director for Lion Australia are Executive co-sponsors of the RAP.

To drive internal awareness and engagement, Lion RAP Champions have been identified and recruited.

There have been 6 meetings of the RAP Working Group to explore, develop and design Lion's vision for reconciliation and build the core initiatives. Going forward, the RAP Working Group will meet quarterly to review progress. Within the key action areas of Respect, Relationships and Opportunities, we have identified workstream leaders across the business that will report back on progress to the RAP Working Group.

Lion is a member of Supply Nation and is establishing procurement policies that aim to support economic development, social outcomes and sustainability through our purchasing choices. We recognise that it is not always a level playing field for Aboriginal and Torres Strait Islander businesses, and that as a market



Lion Australia RAP Working Group run by Two Point Co

we will continue to build and grow our RAP

leader in our industry, we have a role to play in actively promoting opportunities for suppliers to participate in our procurement processes and ultimately win business.

Lion's RAP will be owned by all Lion people, a living document, designed to build long term sustainable and respectful relationships across our communities. Lion's Reflect RAP is the first step in this journey and we will continue to build and grow our RAP to support long term sustainable growth and change for Aboriginal and Torres Strait Islander Peoples across Australia.

RAP WORKING GROUP	
NAME	POSITION
James Brindley	Managing Director, Lion
Libby Davidson	General Counsel and External Relations Director
Kathryn Wightman-Beaven	Sustainability Director
Sarah Abbott	Inclusion & Diversity Leader
Todd Phillips	Manager, Indigenous & Reconciliation Partnerships
Jamie Horsley	RAP Coordinator
Dan Holland	External Relations Director
Margherita Maini	Lion Talent Director
Idris Jama	Customer Supply Director
Malcolm Eadie	Brand Director, Premium and Craft
Justin Merrell	Environment Director
Rebecca Loch	Procurement Strategy and Best Practice Leader
Swaroop Mistry	Customer Marketing Manager
Nathan Brown	Regional Sales Manager
Mary-Sinead McMullen	Sustainability Advisor
Ruth Gamblin	Executive Assistant

RAP CHAMPIONS	
Trina Toh	P&C Coach
Tim Symons	Packaging Manager, Tooheys
Erin Williams	Change & Capability Lead

At Lion, we care for people – our people, customers, consumers, suppliers and community. For Lion, that extends to all communities. We want to champion sociability and living well in all communities and we know that we cannot do this alone. We wish to have open, frank and uninhibited dialogue with

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen positive relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Create an Aboriginal and Torres Strait Islander stakeholder map for all Lion operational sites in Australia, including suppliers, customers, community partners, peak bodies, industry bodies within our sphere of influence that we could partner with on our reconciliation journey.	June 2021	Manager, Indigenous and Reconciliation Partnerships
	Increase our understanding of the issues relating to harmful alcohol consumption in Aboriginal and Torres Strait Islander communities. This can inform how Lion, as an alcohol producer, can respond through partnerships and the development of co-designed programs and initiatives, as part of our reconciliation journey and future RAPs.	June 2021	Manager, Indigenous and Reconciliation Partnerships External Relations Director (Policy)
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2021	Manager, Indigenous and Reconciliation Partnerships
	Design community engagement guiding principles.	June 2021	Manager, Indigenous and Reconciliation Partnerships
2. Build relationships through celebrating National Reconciliation Week (NRW).	Build an engagement and communications plan for National Reconciliation Week 2021 and circulate Reconciliation Australia's NRW resources and reconciliation materials to all Lion people.	May 2021	Sustainability Advisor RAP Champions
	The RAP Working Group members will be involved in at least one external event during National Reconciliation Week.	May 2021	Sustainability Advisor Manager, Indigenous and Reconciliation Partnerships RAP Champions
	Encourage all Lion people and senior leadership to participate in at least one external event to recognise and celebrate National Reconciliation Week.	May 2021	Sustainability Advisor RAP Champions

Aboriginal and Torres Strait Islander Peoples to understand their perspectives, histories, cultures, concerns and ambitions.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all Lion people through a dedicated change and communications program.	June 2021	Inclusion & Diversity Leader Sustainability Director
	Develop and implement a communication plan to raise awareness across the organisation of our RAP commitments, including the development of an internal SharePoint site	June 2021	Sustainability Advisor
	Identify and connect with RAP organisations and other like-minded organisations, including customers that we could approach to collaborate with on our reconciliation journey.	Aug 2021	External Relations Director (Policy) Manager, Indigenous and Reconciliation Partnerships
	Develop partnerships with key Aboriginal and Torres Strait Islander organisations and peak bodies within Lion's operational footprint.	Dec 2021	External Relations Director (Policy) Manager, Indigenous and Reconciliation Partnerships
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Jun 2021	Inclusion & Diversity Leader
	Conduct a review of People & Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	Feb 2022	P&C Director – Future of Work

we want to build relationships
to promote dialogue
and understanding

Our core purpose is championing sociability and helping people to live well. We believe that a sense of belonging, openness and equality are integral to the pursuit of our core purpose. As our operations reach into many communities across Australia, we want to build our understanding of and connections to those places, lands and people.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Review levels of cultural awareness within our organisation.	July 2021	Inclusion & Diversity Leader
	Develop a cultural competency plan to increase understanding and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	May 2021	Inclusion & Diversity Leader
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2021	Manager, Indigenous and Reconciliation Partnerships
	Increase the understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols for all Lion people.	June 2021	Manager, Indigenous and Reconciliation Partnerships
	Implement Acknowledgement of Country protocols and introduce Acknowledgement of Country plaques at our sites.	October 2021	Manager, Indigenous and Reconciliation Partnerships Sustainability Advisor

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Lion is a business that operates with humility. We believe that organisational humility will stand us in good stead, and active, committed, open-minded listening is needed. We want to listen, learn and understand and, while respecting the past, to lean into a better future.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst Lion people about the meaning of NAIDOC Week.	July 2021	Sustainability Advisor RAP Champions
	Introduce Lion people to NAIDOC Week by promoting external events in our local area.	July 2021	Sustainability Director Inclusion & Diversity Director Sustainability Advisor
	RAP Working Group to participate in an external NAIDOC Week event.	July 2021	Sustainability Advisor Manager, Indigenous and Reconciliation Partnerships

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At Lion we are committed to helping our people be the best they can be, really make a difference, and have a great time doing it. We recognise that our size and position in the marketplace enables us to create opportunities for Aboriginal and Torres Strait Islander Peoples through employment, procurement and business relationships and we are ready to uplift our engagement and invest in partnerships with businesses to facilitate growth and enable change.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Evolve Lion's employment value proposition to explicitly include Aboriginal and Torres Strait Islander Peoples.	Nov 2021	Inclusion & Diversity Leader & Talent Acquisition Leader
	Build an understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.	June 2021	Inclusion & Diversity Leader
	Investigate, assess and understand internship opportunities through opportunities such as 'listen and learn' sessions with Career Trackers, higher education providers, industry bodies and customers and build an internal understanding of Aboriginal and Torres Strait Islander internship programs.	Feb 2022	Talent Acquisition Leader
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review current procurement policies and practices to assess capability to increase Aboriginal and Torres Strait Islander business engagement.	June 2021	Procurement Strategy & Best Practice Leader
	Create guiding principles on Supplier Diversity at Lion.	June 2021	Procurement Strategy & Best Practice Leader
	Facilitate a "meet the supplier" event to learn more about the Aboriginal and Torres Strait Islander business sector and potential suppliers to Lion.	Dec 2021	Procurement Strategy & Best Practice Leader,
	Introduce three or more Aboriginal and Torres Strait Islander businesses to our supply chain.	June 2021	Environment Director Procurement Strategy & Best Practice Leader
	Develop a preferred Aboriginal and Torres Strait Islander supplier database based on Lion's key categories.	June 2021	Procurement Strategy & Best Practice Leader
Commit to an ongoing annual membership with Supply Nation.	April 2021 2022	Procurement Strategy & Best Practice Leader	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain and support the RAP Working Group to ensure comprehensive governance of the RAP implementation.	Feb 2022	Sustainability Director Inclusion & Diversity Leader Manager, Indigenous and Reconciliation Partnerships
	Review Terms of Reference for the RAP Working Group.	June 2021	Sustainability Director
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	June 2021	Manager, Indigenous and Reconciliation Partnerships
2. Provide appropriate support for effective implementation of RAP commitments.	Review resource needs for RAP implementation.	June 2021	Inclusion & Diversity Leader Sustainability Director
	Engage senior leaders in the delivery of RAP commitments via Change and Communication Plan.	June 2021	Inclusion & Diversity Leader Sustainability Director
	Define appropriate systems and capability to track, measure and report on RAP commitments (via RAP Scorecard and Tracking).	June 2021	Sustainability Director
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep 2021	Sustainability Director
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Dec 2021	Sustainability Advisor

we are ready to uplift our employment opportunities, supplier diversity, and business relationships

Thank you to our RAP working group.

Photography Credits:

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Lion will actively promote
sociability and living well
for all Australians

Lion Raw Ingredient, Barley



LION