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# Reflect

Hanes Australasia Reconciliation Action Plan  
**November 2020 – December 2021**



**HANES** *Brands Inc*

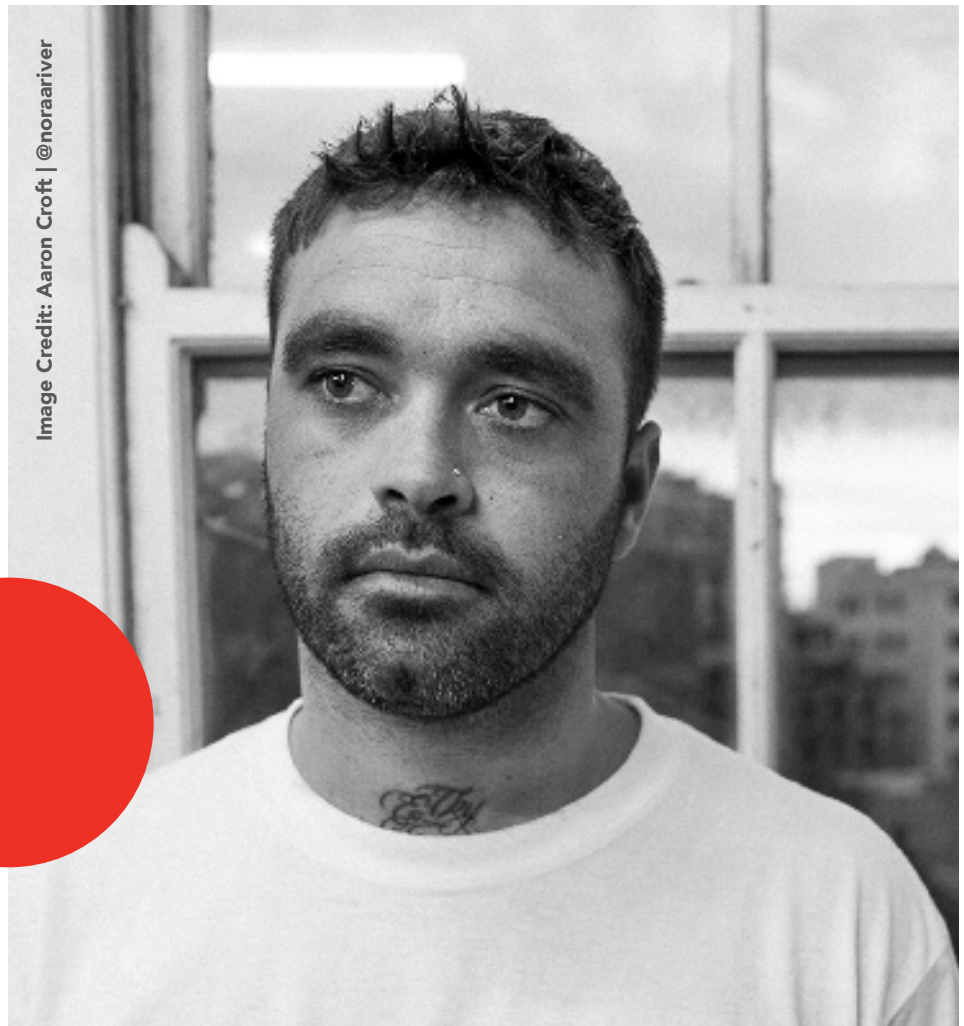


Our Reconciliation Artwork was  
created by artist Otis Hope Carey

# Acknowledgement of Country

Hanes Australasia acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of our lands. We pay our respects to their Elders past, present and emerging. We thank them for upholding the cultures and traditions of Australia's First Peoples.





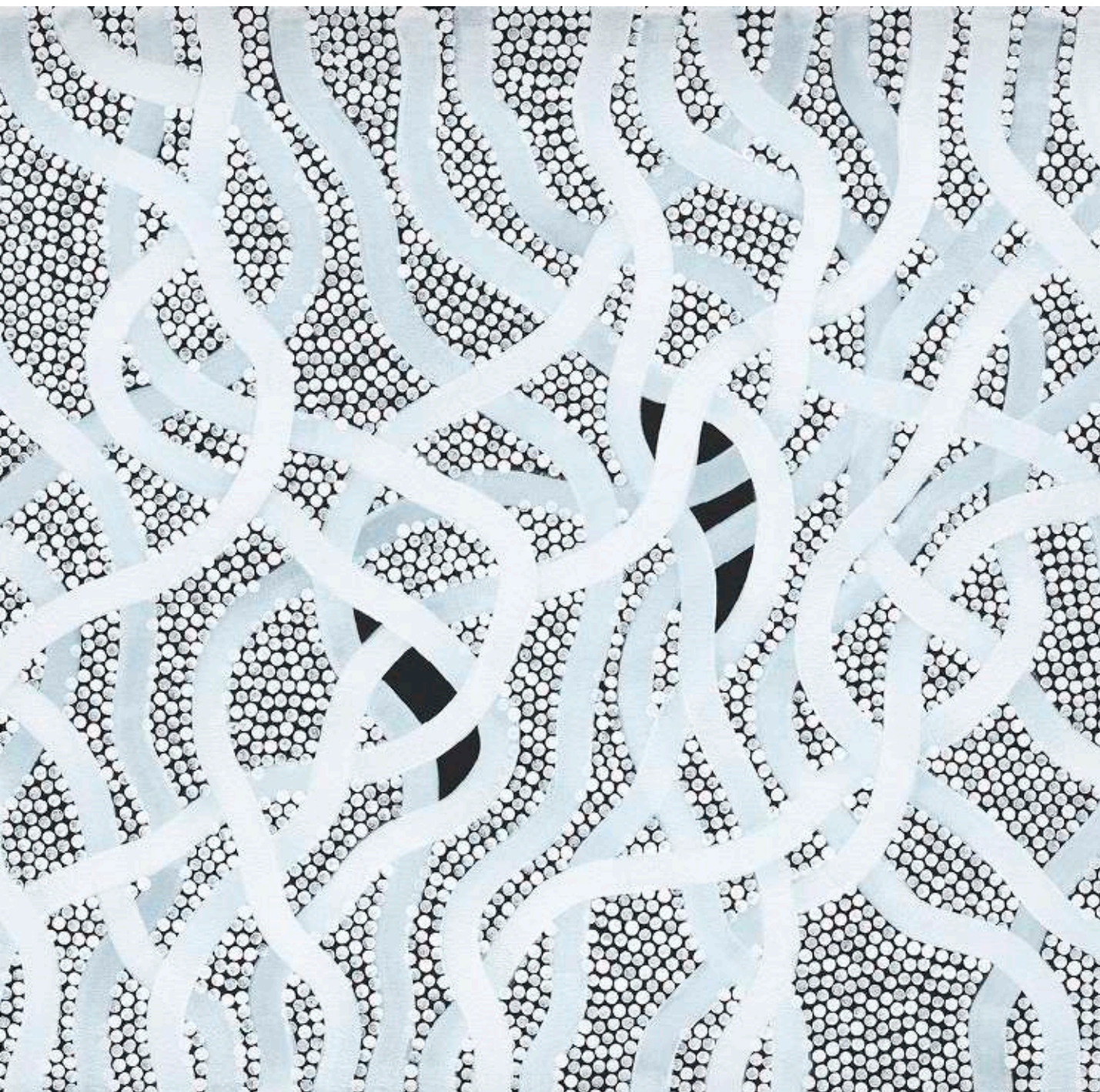
# Otis Hope Carey

Otis Hope Carey is a proud Gumbaynggirr/Bundjalung Man, artist and professional surfer. Otis had his first solo exhibition with China Heights Gallery in 2016 and continues to exhibit his work both in Sydney and internationally.

To date, his three main bodies of work essentially focus on the ocean, an important clan totem for the Gumbaynggirr people of the mid-north coast of New South Wales – Gaagal, The Ocean; Ngalunggirr Miinggi, Healing Spirit, which focuses on its healing qualities; and Ngiinda Darrundang Gaagal, I Thank the Ocean, which incorporates his interpretation of Gaagal Yuludarla, a ceremonial Ocean Dreaming dance.

While working mainly in acrylic on canvas, Carey has recently started using wood sculpture to explore his chosen themes. He has also created a number of large-scale murals. His work, distinctive in its boldness and undeniably contemporary character, can be found in a number of private and corporate collections. He has, as well, received a number of private commissions. Carey was a finalist for the Brett Whiteley Travelling Art Scholarship 2018, and is a 2020 finalist in the Wynne Prize at the Art Gallery of NSW.





**Ngalunggirr Miinggi (healing spirit)**  
**Otis Hope Carey**

We call the ocean Gaagal – it’s a really important clan totem and holds a lot of healing elements for us. I started painting Healing Spirit soon after my grandmother, a Gumbaynggirr woman, passed; it’s about her going back into the ocean. The whole body of work is about us healing as one, and us knowing she’s back with the ocean, back home.

The paintings of Ngalunggirr Miinggi are entangled, but soft at the same time. The lines represent connection to country, the spiritual being – basically being connected to the earth. The dots are the struggles and the healing elements, reflecting the armour around my family.

When I’m doing them, I think about my grandmother a lot, so the dots are like medicine. I always leave some gaps in my paintings, which are the past, present and future for me. Working on the past, healing the past; being in the present and working on the present; healing towards the future and making sure I don’t pass intergenerational trauma onto my children.

These paintings are my way of showing people that a healing process can be a beautiful process. I’d like to think they are healing other Indigenous people as well as healing our relationship with non-Indigenous people.





GROUP PRESIDENT STATEMENT

# Hanes Australasia

## It is with great pride that I introduce Hanes Australasia's first Reflect Reconciliation Action Plan (RAP).

At Hanes Australasia, making meaningful progress towards reconciliation is fundamental in achieving our purpose of 'creating the fabric of a better life for people and planet'. This RAP marks the beginning of our reconciliation journey.

As custodians of iconic brands with long histories – including Bonds, Berlei, Bras N Things, Champion, and Sheridan – and as a significant employer in the Australian retail industry, we have a responsibility to increase the cultural understanding and awareness of our 3,800-strong team.

Our first RAP is underpinned by learning, and our intent to build respectful and meaningful relationships that create opportunity for and celebrate the unique contributions and cultures of Aboriginal and Torres Strait Islander peoples. We will raise the cultural understanding of our team, make plans for sustainable employment and career development, and create an authentic partnership with the Aboriginal and Torres Strait Islander arts community.

We are proud of our existing partnerships with *Reach Australia*, *SleepSafe*, *GIVIT*, and *Breast Cancer Network Australia* and of the engagement

we've had as an organisation and as individuals with the Aboriginal and Torres Strait Islander communities they support.

This RAP formalises our commitment to embark on a long-term journey of learning and action with greater impact across our organisation and our communities. Our RAP will enable us to build from this platform and make a meaningful and wider reaching difference to the Aboriginal and Torres Strait Islander people.

I believe that Australia is made stronger by the long histories and unique cultures of Aboriginal and Torres Strait Islander peoples and that by embracing and celebrating this we will create a richer future, together.

We're excited by what we can achieve together with Aboriginal and Torres Strait Islander communities, our team and customers, and the broader Australian community.

**David Bortolussi**  
Group President

“ Our first RAP is underpinned by learning, and our intent to build respectful and meaningful relationships that create opportunity for and celebrate the unique contribution and culture of Aboriginal and Torres Strait Islander peoples.”



CEO STATEMENT

# Reconcilliation Australia



**“ The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways.”**

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

Hanes Australasia 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 Hanes Australasia 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 Hanes Australasia, 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

# Our Business

Hanes Australasia is home to some of Australia's most recognised apparel and lifestyle brands including Bonds, Berlei, Bras N Things, Champion, and Sheridan.

Hanes Australasia brands are sold via our wholesale partners and our retail network of over 500 stores (including our concession stores) and portfolio of online websites. Hanes Australasia previously operated as Pacific Brands and was acquired by Hanes in July 2016.

Headquartered in Melbourne Australia, Hanes Australasia operates throughout Australia, New Zealand, China, Indonesia, South Africa and the United Kingdom. In Australia we operate out of four locations in New South Wales and three locations in Victoria. The passion of our 4,440 employees, 3,800 of which are in Australia, is the driving force behind our success. One of our commitments in this Reflect Reconciliation Action Plan is to develop strategies to understand how many Aboriginal and Torres Strait Islander people are employed within our organisation currently, and to implement processes to capture this information for new employees.

Hanes Australasia is part of HanesBrands Inc. Based in North Carolina, US, Hanes is a socially responsible market leader in underwear and activewear apparel in the Americas, Europe, Australia and Asia-Pacific. Hanes takes pride in its strong reputation for ethical business practices.

Hanes Australasia has developed a Sustainability and Community framework that demonstrates its commitment and contribution to the wellbeing of the communities in which it works and operates.

At Hanes Australasia we unite under the Purpose of creating the fabric of a better life for people and planet. We encourage a culture that celebrates diversity and is inclusive and supportive of all people. An essential part of our Diversity and Inclusivity strategy is the implementation of our first Reconciliation Action Plan (RAP).

Our RAP provides a structured approach to reconciliation and will help guide our actions as we work to build respectful relationships in the community and collaboratively create opportunities that are aligned with the aspirations of Aboriginal and Torres Strait Islander peoples.

We seek to become a recognised leader in understanding and respecting Aboriginal and Torres Strait Islander peoples, cultures and histories.

# Our Contribution to Australian Communities

We are proud to have a number of community partnerships that work toward a better life for people and planet;

- A key part of our partnership with *Reach*, which has been in place since 2018, has been to enable them to conduct workshops in Alice Springs and remote areas to connect with and to contribute to meeting the unique challenges Aboriginal and Torres Strait Islander youth may be faced with today.
- We ensure that a significant proportion of our product donations via *GIVIT* go to Aboriginal and Torres Strait Islander communities
- *Our Breast Cancer Network Australia* (BCNA) support has enabled them to provide essential services to Aboriginal and Torres Strait Islanders remote communities as well as the post-surgery product that we donate to communities that may not have access to these products due to their physical locations.
- Sleep Safe supports people who are experiencing, or at risk of experiencing homelessness. Through our provision of sleep kits we have directly supported a number of shelters that directly support Aboriginal and Torres Strait Islander communities.





# Our RAP

We believe that citizenship comes with responsibilities and a commitment to, and acknowledgement of, place. Our offices, distribution centres and our stores are located on Country traditionally owned by First Nations Peoples.

Our business has an important role to play in supporting Aboriginal and Torres Strait Islander communities and voices and helping to address some of the challenges that face Aboriginal and Torres Strait Islander peoples. We recognise the importance of reconciliation and collaboration between the First Peoples of Australia and the wider Australian community.

Central to reconciliation is the exploration and fulfillment of mutually-beneficial opportunities in partnership and consultation with Aboriginal and Torres Strait Islander cultures, communities, businesses and networks. We're committed to establishing strong and long-standing relationships with First Nations peoples, with the desire to learn from and better understand the unique perspectives, experiences and aspirations of Aboriginal and Torres Strait Islander communities.

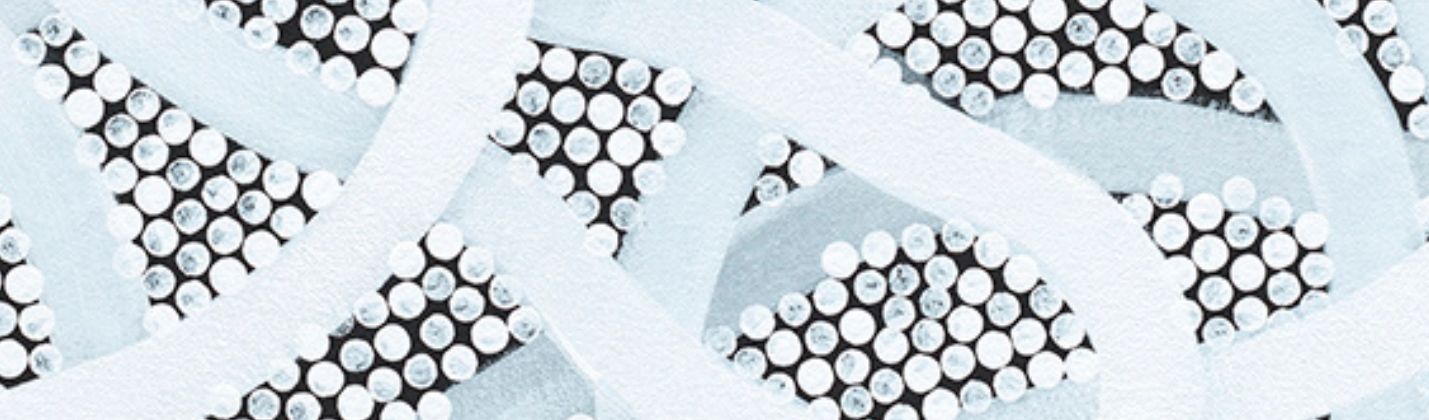
## WHAT IS A RAP?

A RAP is a business plan that uses a holistic approach to create meaningful relationships, enhance respect and promote sustainable opportunities for Aboriginal and Torres Strait Islander Australians.

The RAP program includes four types of plans, each offering a different level of engagement and support. In developing a Reflect RAP, Hanes Australasia commits to completing the following actions over the next 13 months to ensure we are well positioned to implement effective and mutually beneficial initiatives as part of future RAPs. Our future plans will identify relationships, respect and opportunities – actions specific to our business and our sphere of influence.

This plan will allow our organisation to focus on building relationships both internally and externally, and raise awareness with our employees to ensure there is shared understanding and ownership of our RAP within our organisation. Development of our future RAPs will involve consultation with interested staff from across Hanes Australasia including Aboriginal and Torres Strait Islander staff and/or stakeholders to achieve our vision for reconciliation.

“ Central to reconciliation is the exploration and fulfillment of mutually-beneficial opportunities in partnership and consultation with Aboriginal and Torres Strait Islander cultures, communities, businesses and networks.”



### **RAP STEERING COMMITTEE & WORKING GROUP**

Our RAP is championed and developed by our Group President, Hanes Australasia, our Group General Manager of People & Culture and our Group General Manager of Sheridan, as well as the entire RAP Steering Committee. We have adopted both a RAP Steering Committee and Working Group to ensure that we deliver our commitments.

### **RAP WORKING GROUP**

Our RAP Working Group is directly responsible for actioning the deliverables within our commitments across the business, and are accountable to the RAP Steering Committee. The Working Group will convene monthly to review the status of actions, problem solve and escalate any risks or concerns, and ensure that actions are incorporated into relevant business areas.

The Working Group contains over 30 staff members from across the Australian business, which representation across each function and business unit including People & Culture, Design, Product & Brand, Finance, Retail and Sales, Supply Chain, Strategy & Business Development, and Legal.

### **RAP STEERING COMMITTEE**

Our RAP Steering Committee is ultimately accountable for developing and the delivery of our RAP commitments, as well as providing strategic oversight. We have Aboriginal and Torres Strait Islander advisory within our Steering Committee.

The Steering Committee members will advocate for and raise the profile of the RAP and our commitments, engage and mobilise the wider business and lead the way in raising of the cultural competency of HAA. The Committee will convene Quarterly to review the status of deliverables, agree on upcoming priorities, and discuss any risks or issues that may impact the delivery of initiatives.

#### **David Bortolussi**

Group President, Hanes Australasia  
Melbourne

#### **Sandra Blackburn**

Group General Manager, People & Culture  
Melbourne

#### **Paul Gould**

Group General Manager, Sheridan  
Sydney

#### **Brianne Burbury**

Manager, Business Development  
& Communications  
Melbourne

#### **Jo Holding**

Divisional Manager, Champion  
Melbourne

#### **Renee Stuart**

Head of Design & Innovation, Apparel Group  
Sydney

#### **Chris Naish**

Indigenous Advisor  
Melbourne

# Relationships

Action	Deliverable	Timeline	Responsibility
1. 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.	November, 2020	Manager, Business Development (BD) & Communications
	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December, 2020	Manager, BD & Communications
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2021	HAA Group General Manager (GGM) People & Culture
	RAP Steering Committee members to participate in an external NRW event.	27 May – 3 June, 2021	RAP Steering Committee Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2021	Group General Manager (GGM), Sheridan
3. Promote reconciliation through our sphere of influence.	Publish our RAP on the intranet for easy access by the team	November, 2020	HAA GGM People & Culture
	Communicate our commitment to reconciliation to all staff.	November, 2020	HAA GGM People & Culture
	Develop and implement a plan to engage our Senior Leaders and inform of their responsibilities within our RAP.	January, 2021	HAA GGM People & Culture
	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations that we could approach to connect with on our reconciliation journey.	December, 2020	Manager, BD & Communications
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December, 2020	GGM, Sheridan
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December, 2020	HAA GGM People & Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March, 2021	HAA GGM People & Culture



# Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	December, 2020	Manager, BD & Communications
	Create and circulate a calendar of Aboriginal and Torres Strait Islander dates of significance	December, 2020	Manager, BD & Communications
	Conduct a review of cultural learning needs within our organisation.	March, 2021	Manager, BD & Communications
	Investigate face to face and on line training opportunities for cultural competency	March, 2021	Manager, BD & Communications
6. 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 where we have each Support Office and Distribution Centre	December, 2020	HAA GGM People & Culture
	Increase our teams understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February, 2021	HAA GGM People & Culture
7. 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.	8-15 November, 2020 & 4-11 July 2021	HAA GGM People & Culture
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	8-15 November, 2020 & 4-11 July, 2021	HAA GGM People & Culture
	RAP Steering Committee to participate in an external NAIDOC Week event.	8-15 November, 2020 & 4-11 July, 2021	RAP Steering Committee Chair

# Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March, 2021	HAA GGM People & Culture
	Develop a business case for Aboriginal and Torres Strait Islander employment within HAA.	June, 2021	HAA GGM People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a plan for procurement from Aboriginal and Torres Strait Islander owned businesses.	September, 2021	GGM, Sheridan
	Investigate Supply Nation membership.	October, 2021	GGM, Sheridan
10. Investigate Aboriginal and Torres Strait Islander product design opportunities and the diversity of talent for our marketing campaigns across our brands	Identify opportunities to collaborate with Aboriginal and Torres Strait Islander art communities to develop commercial and business skills and outcomes, which may include products designed with unique Aboriginal and Torres Strait Islander art.	April, 2021	GGM, Sheridan
	Investigate mutually beneficial opportunities of incorporating Aboriginal and Torres Strait Islander talent in our marketing campaigns.	June, 2021	Divisional Manager, Champion

# Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Steering Committee (RSC) to drive governance of the RAP.	Form a RSC to govern RAP implementation.	November, 2020	HAA GGM People & Culture
	Draft a Terms of Reference for the RSC.	November, 2020	Manager, BD & Communications
	Establish Aboriginal and Torres Strait Islander representation on the RSC.	December, 2020	HAA GGM People & Culture
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	November, 2020	HAA GGM People & Culture
	Engage senior leaders in the delivery of RAP commitments.	February, 2021	HAA GGM People & Culture
	Define appropriate systems and capability to track, measure and report on RAP commitments.	November, 2020	RAP Steering Committee Chair
13. 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 September, 2021	HAA GGM People & Culture
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website <a href="https://reconciliation.org.au/reconciliation-action-plans/submit-your-rap/">reconciliation.org.au/reconciliation-action-plans/submit-your-rap/</a> to begin developing our next RAP.	September, 2021	HAA GGM People & Culture

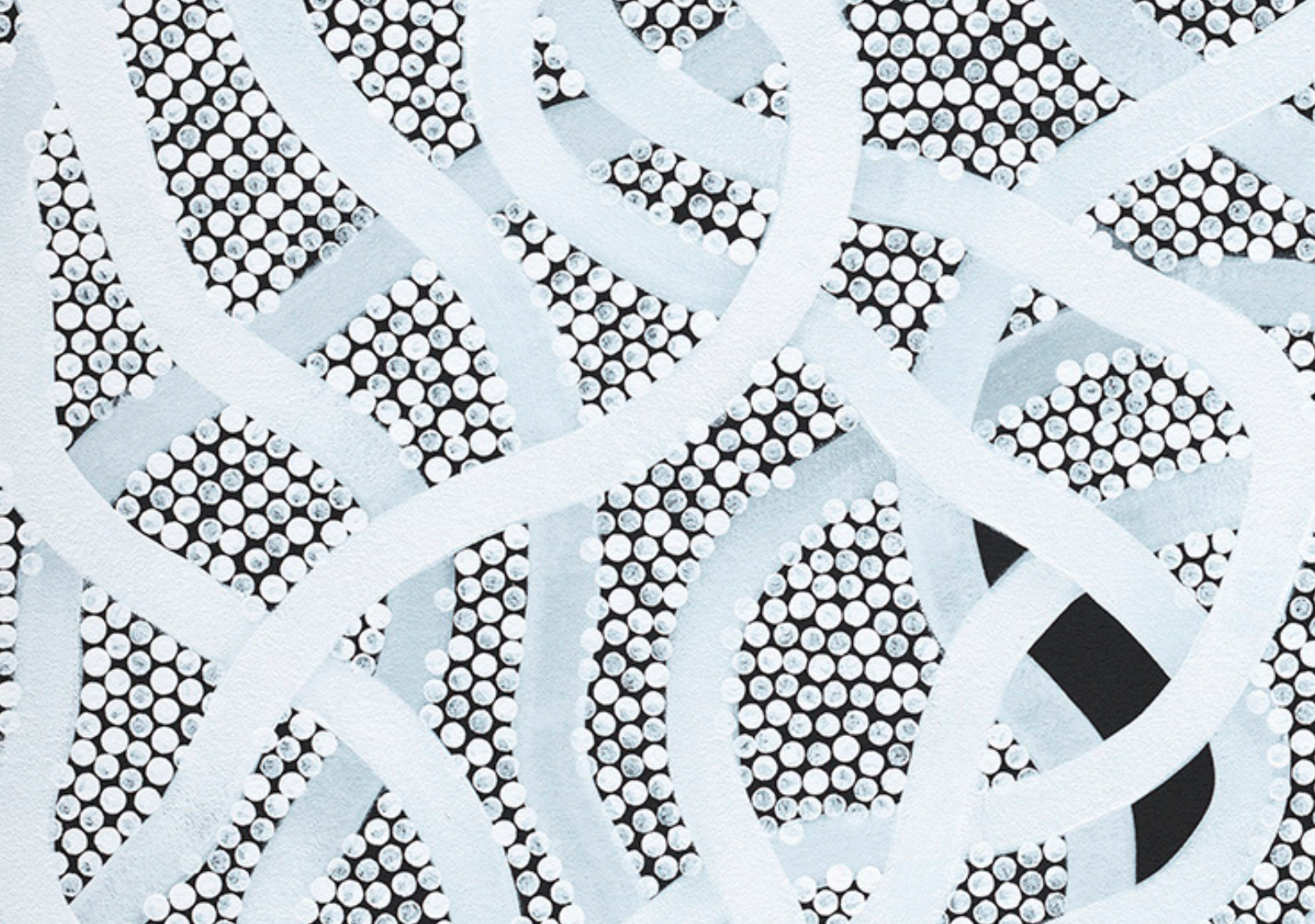


“ ...a healing process can  
be a beautiful process.”

OTIS HOPE CAREY







# HANES *Brands Inc*

**Sandra Blackburn**

*Group General Manager People & Culture*

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