



The Kraft Heinz Company Reflect RAP

September 2021 to September 2022

Kraft*Heinz*

LET'S MAKE
LIFE
Delicious
Kraft*Heinz*

We Demand Diversity

A Message from our Managing Director.

I am proud to introduce the first Reconciliation Action Plan (RAP) for Kraft Heinz here in Australia.

Kraft Heinz employees are global citizens inspired by our company Purpose, 'Let's Make Life Delicious'. We believe in helping to create a healthier, more sustainable environment, and are guided by our company values, including striving for healthy living & community support.

Our first Reconciliation Action Plan has originated from our commitment to diversity and inclusion at Kraft Heinz, and will provide a pathway to improving cultural awareness, understanding of, and inclusion of Aboriginal and Torres Strait Islander communities; strengthen the relationship between Kraft Heinz Australia and the communities we operate within; and help Kraft Heinz support the improved prospects of all Aboriginal and Torres Strait Islander communities.

I am excited to take the first step of many on this important journey for Kraft Heinz to contribute to the reconciliation process in Australia.



Simon Laroche
Managing Director



THE POWER OF WE

Kraft *Heinz*

Our Company

Formed in 2015 through the merger of Kraft Foods Group, Inc. and H.J. Heinz Company, The Kraft Heinz Company is a globally trusted producer of high quality, great-tasting and nutritious foods. Kraft Heinz is co-headquartered in Chicago and Pittsburgh. At the end of 2019, Kraft Heinz globally had 83 company-owned factories, 5,200 packaging and ingredient suppliers, 383 external manufacturers, and 38,757 employees in over 40 countries around the world. Within Australia we have 1 head office in Melbourne and 4 factory sites in Northgate, Seven Hills, Wagga Wagga and Echuca, and employ 942 employees.

We currently do not have an understanding of how many aboriginal and/or Torres Strait Islander People are employed by Kraft Heinz, however as part of our Reconciliation Action Plan we will develop a respectful way of building this knowledge.

At Kraft Heinz employees are the Company's most important resource, sharing a common purpose Let's Make Life Delicious. Reconciliation speaks to the heart of our Vision and Values, particularly We Demand Diversity and We Do the Right Thing.



Our Purpose, Vision, Values



To sustainably grow
by delighting more
consumers globally.

OUR PURPOSE

Our Purpose is our call to action, our reason to exist
- reminding each of us why the work we do each
day matters.

OUR VISION

Our Vision is an internal declaration of what we
aspire to do. It points the way to where want to go
as a Company, and what we plan to achieve in the
years ahead. It makes our ambition clear.

**We are
consumer
obsessed.**

**We dare to
be better
every day.**

**We
champion
great people.**

**We demand
diversity.**

**We do the
right thing.**

**We
own it.**

OUR VALUES

Our Values represent our beliefs and define our shared culture.
They reflect what we stand for and who we want to be.
We walk in our Purpose by living our Values.



Our Reconciliation Action Plan

Here at Kraft Heinz we choose to welcome everyone at our table. We choose to be inclusive because diverse backgrounds and perspectives make us stronger, more thoughtful, and more innovative.

We demand diversity and commit to not only listening but to truly working to hear different points of view. We live our commitment by focusing on three strategic areas: hiring and growing talent from diverse backgrounds and perspectives, developing inclusive leaders, and tracking and reporting on our progress.

Kraft Heinz is committed to Environmental and Social Governance. We designed our governance structure in 2019 to enable us to live our Vision and Values, and we have identified and prioritized the issues that are of greatest concern to our stakeholders, consumers, customers, and employees and which impact the success of our business.

A key part of our corporate strategy is naturally a commitment to people, to nutrition and health, and making life delicious all at once. Some of the actions we are taking to support this commitment include supporting communities in need, working to end world hunger, and building partnerships for good.

The Kraft Heinz Australia RAP will help put our vision and values into action. It will provide an opportunity for everyone to join our commitment to Diversity, Inclusion and Belonging.

We have established a RAP Working Group consisting of employees from across different functions and levels of the organization, who are responsible for the development, implementation and reporting phases of the RAP.

Our RAP working group is supported by sponsor and champion Rebecca Preston, Chief Marketing Officer ANJ, who will provide regular updates to the Executive Leadership Team.

Our Reconciliation Journey To Date.

In 2020 Kraft Heinz launched a new company direction, and globally made a commitment to become a more diverse and inclusive organisation for employees, customers, and consumers.

The timing is pertinent, as 2020 saw an increase in protests and calls for justice around the world. Not surprisingly, the overwhelming view is that everyone is part of the solution, both individuals and corporations.

Demanding diversity has never felt more important or more urgent. It is only when we try to see the world through other people's eyes, truly hear their perspectives and work to eliminate our own biases that we can become better and stronger as a Company, and as human beings who live in this world together. On 8 June 2020, our CEO, Miguel Patricio, announced a number of actionable steps to ensure positive change and advancement in equality at Kraft Heinz and in our communities. One of those actions was an annual Global Day of Service for all employees to support this change. Locally in Australia, during a lockdown period, our Day of Service was dedicated to supporting employees to further educate

themselves on systemic racism within Australia. We had guest speaker Peter Morris, General Manager Reconciliation Action Plan Program, tell us about what reconciliation means and why it is important as well as a recorded interview with Ijeoma Oluwa, author of 'So you want to talk about race' who shared her thoughts on intersectionality and how to be more supportive. Further to this, employees were given a resource pack including podcasts, tv shows, documentaries, movies, books, and music to support companywide learning about reconciliation and Aboriginal & Torres Strait Islander communities.

Kraft Heinz in Australia celebrated NAIDOC Week in 2020 by sharing the history of the First Nation's Peoples at each of the locations we operate including our factory sites and corporate office. We ran a competition to share how employees were celebrating the week and awarded the winner with a pack of Aboriginal food and ingredients.

Our activities have been welcomed by our employees and ignited a drive to do more as we embark on our reconciliation journey.

“For us as a company, and for us as individual human beings, silence is not an option. It's ALL of us to listen first - and then to speak up, speak out and act.”

- Kraft Heinz CEO Miguel Patricio



RAP Working Group

Our RAP Working Group members:

| | |
|---|---|
| Rebecca Preston (RAP Champion) | Chief Marketing Officer, ANJ |
| Ellie Hitz (RAP Chair) | R&D Technologist |
| Stephanie Normoyle (RAP Project Lead) | Talent Development Manager |
| Joanne Corry | Procurement Director, ANJ |
| Theresa Paglia | Head of Marketing Taste Elevation |
| Natasha Wooderson | Internal Communications, Diversity & Inclusions Manager ANZ |
| Melody Wong | Supply Chain Quality Auditor Food Safety & Quality |

At present we do not have Aboriginal and/or Torres Strait Islander representation in the Working Group however, this will be a key action as outlined below.

Action and Deliverables

Relationships

| Action | Deliverable | Timeline | Responsibility |
|--|--|----------------------|---------------------|
| 1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | • Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. | September 2021 | RAP Project Lead |
| | • Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | December 2021 | RAP Project Lead |
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | • Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. | May 2022 | Comms Manager |
| | • RAP Working Group members to participate in an external NRW event. | 27 May – 3 June 2022 | RAP Champion |
| | • Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May – 3 June 2022 | RAP Champion |
| 3. Promote reconciliation through our sphere of influence. | • Communicate our commitment to reconciliation to all staff. | September 2021 | President |
| | • Identify external stakeholders that our organisation can engage with on our reconciliation journey. | October 2021 | RAP Project Lead |
| | • Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. | October 2021 | RAP Project Lead |
| 4. Promote positive race relations through anti-discrimination strategies. | • Research best practice and policies in areas of race relations and anti-discrimination. | January 2022 | HR Business Partner |
| | • Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | January 2022 | HR Business Partner |

Respect

| Action | Deliverable | Timeline | Responsibility |
|--|---|-------------------------|----------------|
| 1. 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. | February 2022 | Head of Talent |
| | • Conduct a review of cultural learning needs within our organisation. | December 2021 | Head of Talent |
| 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. | January 2022 | D&I Manager |
| | • Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | May 2022 | D&I Manager |
| | • Introduce Acknowledgement of Country at the beginning of town halls and other key company meetings. | September 2021 | Comms Manager |
| | • Introduce site specific Acknowledgement of Country posters & cards to be displayed at each factory. | September 2021 | Comms Manager |
| 3. 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. | 4-11 July 2022 | Comms Manager |
| | • Introduce our staff to NAIDOC Week by promoting external events in our local area. | 4-11 July 2022 | Comms Manager |
| | • RAP Working Group to participate in an external NAIDOC Week event. | First week in July 2022 | RAP Champion |



Kraft*Heinz*

LET'S MAKE
LIFE
Delicious
KraftHeinz

Enquiries and Feedback

Natasha Wooderson

Internal Communications, Diversity & Inclusions Manager ANZ

The Kraft Heinz Company

2 Southbank Blvd, Melbourne, Australia

Ph: (03) 9861 5757

natasha.wooderson@kraftheinz.com

Opportunities

| Action | Deliverable | Timeline | Responsibility |
|--|---|-----------|----------------------------|
| 1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development | • Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. | June 2022 | Talent Acquisition Manager |
| | • Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | May 2022 | Talent Acquisition Manager |
| 2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | • Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. | May 2022 | Head of Procurement |

Governance

| Action | Deliverable | Timeline | Responsibility |
|---|--|-------------------|------------------|
| 1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | • Maintain a RWG to govern RAP implementation. | November 2021 | RAP Champion |
| | • Gain Aboriginal and/or Torres Strait Islander representation in the group | August 2022 | RAP Champion |
| | • Draft a Terms of Reference for the RWG. | September 2021 | RAP Champion |
| | • Establish Aboriginal and Torres Strait Islander representation on the RWG. | November 2021 | RAP Champion |
| 2. Provide appropriate support for effective implementation of RAP commitments. | • Define resource needs for RAP implementation. | September 2021 | RAP Project Lead |
| | • Engage senior leaders in the delivery of RAP commitments. | September 2021 | RAP Champion |
| | • Define appropriate systems and capability to track, measure and report on RAP commitments. | December 2021 | RAP Champion |
| 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 September 2022 | RAP Chair |
| 4. Continue our reconciliation journey by developing our next RAP. | • Register via Reconciliation Australia's website to begin developing our next RAP. | July 2022 | RAP Chair |