



KONICA MINOLTA



RECONCILIATION  
ACTION PLAN

REFLECT

# REFLECT

## Reconciliation Action Plan

1<sup>st</sup> October 2021 - 30<sup>th</sup> September 2022



Giving Shape to Ideas

**Konica Minolta acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and Traditional Custodians of the lands where we live and work. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.**



**Konica Minolta Supports the aims of Reconciliation Australia to build better relationships between Aboriginal and Torres Strait Islander peoples, and the wider Australian community, for the benefit of all Australians.**

The work selected for our first Reflect Reconciliation Action Plan is part of a graphic artwork series that artist Jasmine Sarin created in 2018 to depict the way people move and connect through the various technological landscapes of our daily environment. It perfectly symbolises Konica Minolta's commitment towards Reconciliation.

Jasmine's work particularly appealed to Konica Minolta not only because of the resplendent natural colours, the Konica Minolta blue and the themes of her work, but also because of Jasmine's philosophy of bringing contemporary methods and concepts to the oldest culture on earth.

### ABOUT JASMINE SARIN

I am a proud Kamilaroi and Jerringa woman from NSW. I grew up predominantly on the South Coast in Nowra (Jerringa and Yuin country) and Wollongong (Dharawal country) but have family connections and ties to Coonabarabran in Central West NSW (Kamilaroi country). I currently live, work and play in the Sydney area.

A self-taught Aboriginal artist and graphic designer, I am also a rescue qualified Firefighter with Fire and Rescue NSW, a Rugby League Forward for the Helensburgh Tiger Lillies, and a lover of good coffee. My artwork tells the story of my experiences growing up and my ongoing journey in this world. This allows me to bring contemporary methods and concepts to the oldest culture on earth. Through my business, JS Koori Designs, I strive to build and grow a sustainable Aboriginal owned and operated business by celebrating the world's oldest living culture.

I pay my respects to my elders both past and present and acknowledge that the land on which we all live, work and play on was, is and always will be Aboriginal land.

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Konica Minolta and Jasmine Sarin are excited about the opportunity to work together closely to explore the creative possibilities of combining Konica Minolta's innovative layering print technologies with Jasmine's cultural influences, creativity, and vision..



“Creating artwork is something very personal to me. It allows me to be unrestricted, undefined, unlimited in the way I perceive my world. It is almost like yoga for the soul. Never be confined by the walls we build around ourselves”

The photographic images used in this document include First Nations people who gave permission for their images to be used

# A message from Reconciliation Australia CEO



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

Konica Minolta 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 Konica Minolta 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 Konica Minolta, 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



## A message from our Chair and Managing Director

At Konica Minolta, creating value for customers and society is at the core of our philosophy and I am pleased that we are now formalising our commitment to reconciliation with our first Reflect Reconciliation Action Plan.

It is through innovation that we continue to evolve as a company, as we aim to understand society's challenges and supply solutions that will create value for now and the future. We recognise the value and opportunities that enriching our understanding of Aboriginal and Torres Strait Islander cultures and histories can bring to our business, our customers, and our society. We look forward to working alongside Aboriginal and Torres Strait Islander peoples, growing and sharing new learnings and understandings in a meaningful way.

We are committed to respecting and protecting human rights within our business and supply chain. We look forward to building on the work that we have already undertaken to provide opportunities for First Nations peoples and all other Australians to work together towards achieving the pillars of reconciliation – respect, relationships, and opportunities.

**Yohei Konaka**  
Chair and Managing Director

## A message from the Chief People and Culture Officer

I am incredibly pleased that Konica Minolta has embarked on our first Reflect Reconciliation Action Plan, to formalise our commitments and continue to work together to create meaningful change.

Konica Minolta is a company that cares about our employees, our customers, and our community. Taking the time to understand challenges in our society and turning our hearts and minds to how we can make a difference is a big part of what we do, and we have taken this approach with the development of our RAP.

Our RAP seeks to best utilise our expertise, innovation, and resources in a way that is relevant and that genuinely contributes to reconciliation.

We want to create a company that enables and encourages all our employees to be their best, to respect diversity and foster inclusion. We want to support our customers on their reconciliation journey and help build relationships with First Nations businesses and communities that create opportunities through our procurement and participation plans.

When we listen to the voices of Aboriginal and Torres Strait Islander peoples and understand the challenges First Nations' communities have faced in the past, and continue to face today, we know we need to find ways to work together so that we can build a better future, together. A connected future in which the rich cultural contributions of First Peoples are understood, celebrated and naturally integrated.

**Gabrielle Stevens**  
Chief People and Culture Officer



# ABOUT KONICA MINOLTA

Konica Minolta Business Solutions Australia Pty Ltd (Konica Minolta Australia) is a fully owned subsidiary of Konica Minolta Incorporated (KMI) in Japan.

## Our Vision

A global company that is vital to society, bringing vision to reality.

A robust and innovative company, continually evolving and contributing to the sustainable growth of society and individuals.



## OUR BUSINESS

Konica Minolta Australia is a market leading provider of integrated print hardware and software solutions, 3D printing and robotics with the power to transform the business environment. Konica Minolta Australia combines hardware with software and consultancy services to assist Australian customers to reduce their operating costs, increase productivity and security, and achieve sustainability outcomes.

As a technology innovator, Konica Minolta invests continually in research and development to deliver inspiring products and give shape to ideas.

Our vision is to be a global company that is vital to society, and that is innovative, robust, and constantly evolving. We are a company that cares, with a global and local commitment to enhance the quality of life and our environment. We are committed to working with our employees, our customers, and the community to find ways to enhance both their work and life.

In Australia, we employ 500 people and have offices in Sydney, Melbourne, Adelaide, Perth, Brisbane, and Canberra. Our headquarters is located on Wallumedegal lands at Macquarie Park in Sydney.

Konica Minolta supplies sales and services to our customers directly, and through Authorised Representatives, Dealers and Resellers throughout Australia, New Zealand, and the Pacific Islands.

In a Diversity and Inclusion Survey conducted in November 2020, we had no direct employees that identified as Aboriginal and/or Torres Strait Islander people.

## OUR COMMITMENT TO HUMAN RIGHTS

Both globally and locally, Konica Minolta Australia takes the protection of human rights seriously. KMI, a Japanese Incorporated company, is an active member of the Responsible Business Alliance (RBA) which is a network of companies committed to supporting the rights and wellbeing of workers affected by the global electronics supply chain.

Locally, Konica Minolta Australia works to cascade global practice in our value-chain by acting to embed ethical sourcing. We also work with civil society to support efforts to uphold the rights of victims of modern slavery and sexual and gender-based violence in Australia and Cambodia.

Our Human Rights Position Statement, first published in December 2016 sets out Konica Minolta Australia's commitment and approach to promoting and supporting human rights across our business, which is aligned with the Sustainable Development Goals as well as key internationally recognized human rights laws and standards.

In 2018 we were awarded the Australian Human Rights Commission's Human Right Business Award for delivering on this commitment in three key areas:

**Our People** - by respecting and promoting the human rights of our employees, such as through the launch of our Gender Equality Strategy in December 2016 and the implementation of progressive policies, such as Domestic and Family Violence Support and our First Nations businesses procurement strategies.

**Our Customers** - by engaging with human rights in our value chain through the launch and implementation of our Ethical Sourcing Roadmap and our Supplier Code of Conduct, as well as our Modern Slavery Statement published for the first time in 2020.

**Our Community** - by supporting human rights through our non-profit partners, business, and human rights networks and in pursuing our vision of being a business leader in human rights in Australia and the region.

Konica Minolta aims to create value for our customers and society, and to contribute to a fair and sustainable world.

## Our 6 Values

### OPEN AND HONEST

We talk straight by being honest, respectful, direct and positive with one-another and our customers.

### CUSTOMER-CENTRIC

We put ourselves in our customers' shoes and strive to excel with every interaction.

### INNOVATIVE

We never give up exploring new ideas and solutions to satisfy our customers.

### PASSIONATE

We constantly challenge the norm, stand up for what is right and have courage to be honest and transparent.

### INCLUSIVE AND COLLABORATIVE

We work together and support one-another.

### ACCOUNTABLE

We do what we say we will do.

# OUR COMMITMENT TO RECONCILIATION

It is with a genuine spirit that we embark upon this journey towards reconciliation and build on the work that has already been undertaken to develop meaningful relationships and opportunities with Aboriginal and Torres Strait Islander peoples.

Our formal commitment towards reconciliation is an extension of our ongoing work to support and promote human rights and diversity and inclusion in our business and communities. In celebration of National Reconciliation Week 2020, we formed our Reconciliation Action Plan Taskforce.

We invited all employees to join the RAP taskforce and have 8 cross-functional members representing our national and branch offices.

Our aim is to create a workplace culture that encourages diversity and one that understands, values, and respects the cultures, languages, and the traditional and contemporary histories of Aboriginal and Torres Strait Islander peoples.

We aim to support our customer's Reconciliation Action Plans and goals through the development and implementation of our RAP and share our progress.

For our suppliers and partners, we aim to support where possible, First Nations businesses through our partnership with Supply Nation and by developing opportunities through our community and business partnerships.

## Working together towards diversity and inclusion

Konica Minolta has been actively working towards greater diversity and genuine inclusion within our workplace for many years, starting with the formation of a Gender Equality Committee in 2015 which became the Diversity and Inclusion Committee in 2017.

In 2019 we created sub-committees for Gender Equity, Culture, Sexuality and Gender Identity, and Disability. All employees were invited to join. We now have 30 people working in these committees.

In 2020 we received the Workplace Gender Equality Agency (WGEA) citation for Employer of Choice for the fourth consecutive year.



# BRINGING OUR RAP TO LIFE

Our RAP taskforce meets regularly to discuss ways that Konica Minolta can make a difference. Representing various functions and locations throughout Australia, our goal is to identify and progress initiatives, as well as lead by example as we develop our own understanding of, and commitments to reconciliation.

Starting each meeting with team members taking turns to do an Acknowledgment of Country and sharing a local history or insights has been a worthwhile creative space for learning. We have extended this recommendation to other teams.

Our aim is for all Konica Minolta employees to embrace the opportunities to work towards reconciliation in a way that is relevant and meaningful. To ensure our workplace offers employment opportunities as well as a safe and welcoming environment for Aboriginal and Torres Strait Islander peoples.

As a supplier, we want to inspire our customers to follow the path of reconciliation between Indigenous and non-Indigenous Australians through our leadership, advocacy and on-going communications.

And as a customer, we will encourage our employees to work with Aboriginal and Torres Strait Islander businesses and communities with the aim of building greater trusting and ongoing relations with First Nations people.

We have already developed opportunities through our community, business and charity partnerships. Our aim is to continue to find new ways to connect our people, resources and networks with Indigenous communities in meaningful and relevant ways.

Some of the ways we intend to launch and implement our RAP

- Paying respect to the traditional custodians of the land with an Acknowledgment of Country at events and meetings, on our website and emails, and in our offices.
- Celebrating and acknowledging significant days or weeks such as National Reconciliation Week and NAIDOC week
- Utilising our people, expertise, resources, and networks we will work with our Aboriginal and Torres Strait Islander customers and business partners to help support new opportunities and relationships with First Nations communities.

## Partnering with First Nation Businesses

### KIRRA SERVICES

In 2020, Konica Minolta Australia appointed Kirra Services as a Reseller. The partnership will see Kirra Services resell Konica Minolta Australia's printing and document management solutions, thereby bridging a gap in Kirra Services' offering to the government sector.

Established in 2017, Kirra Services is a majority-owned and Supply Nation-certified Indigenous information technology service provider.

"Kirra Services identified a need to be able to deliver printing and document services. After speaking with the team at Konica Minolta Australia, it was obvious that it was the right partner for Kirra Services to round out our portfolio. For government organisations that Kirra Services works with, it means we can extend our current offering and bring more to the table in terms of potential new contracts. Currently, Kirra Services is positioning the solutions as part of government tenders with Konica Minolta Australia providing the ongoing service and support; however, Kirra Services is exploring other opportunities with Konica Minolta Australia as well."

"Kirra Services' mission, and Konica Minolta Australia's corporate social responsibility (CSR) program, means that we can also work together beyond the traditional vendor-partner relationship. We are currently collaborating to establish a trainee program for First Nations candidates to learn how to service the printers. It's important for Kirra Services, as a Supply Nation business, to align with other organisations that have a similar mission. We look forward to exploring and evolving our relationship with Konica Minolta Australia into the future."

Brad Nagle, Founder and Managing Director, Kirra Services



## Relationships

Through our partnership with Landcare Australia, Konica Minolta has funded several Community Workplace Giving Grants including an Aboriginal Cultural Site Restoration project for the Ginninderra Catchment Group in the ACT. The project provided the opportunity for community members including the Aboriginal community, residents, Landcare volunteers and corporate partners to engage in Aboriginal land management activities such as revegetation, weed control and connecting with significant cultural sites.

In 2019, the United Nations International Year of Indigenous Languages, the Grant went to support a NAIDOC Week Event with the Royal Botanical Gardens Victoria (RBGV) Cranbourne which ran two native plant workshops with Aboriginal and non-Aboriginal community members focusing on local Aboriginal plant names and their uses, Aboriginal knowledge tours, Indigenous games, and a history of Treaty. In December 2019, a group of Konica Minolta volunteers had a fun day working with IndigiGrow nursery and learning about bush foods and plants indigenous to Australia.

Through our community partnership with The Smith Family, we have received help from the insights and knowledge of the former National Manager, Aboriginal and Torres Strait Islander Policy, Jason Smith, to develop our RAP taskforce and planning.



## Respect

We supply information and encourage our people to learn more about Aboriginal and Torres Strait Islander cultures by creating regular internal newsletter stories and updates on our RAP progress at team meetings.

Since 2019 we have included a Welcome to Country or conducted an Acknowledgement of Country at key internal and external events, including our annual sales events and customer events and meetings.

On 29 July 2019 at the opening of our refurbished Macquarie Park Headquarters, we celebrated with a traditional Smoking Ceremony, and heard from an Aboriginal Elder about the significance of Welcome to Country and Acknowledgment of Country as an acknowledgement of the Aboriginal and Torres Strait Islander Peoples inherent connection with the land and recognition of the Traditional Owners. This practice promotes awareness of and respect for Aboriginal and Torres Strait Islander cultures and is part of ending the history of silence and exclusion that has resulted in the economic and social imbalances experienced by Aboriginal and Torres Strait Islander people's today.



## Working with our First Nations Customers

### Print Junction

Print Junction is a certified supplier with Supply Nation. As a certified supplier it means that at least 51 per cent of the company must be owned by an Aboriginal or Torres Strait Islander person. In Print Junction's case, 60 per cent of the business is owned and managed by Narungga woman, Sheila Torzyn..

"Through Supply Nation, Print Junction is often asked to tender for opportunities that have an Indigenous flavour with regard to the community, practices, law, or other aspects. Consequently, Print Junction has engaged with some of Australia's best-known brands and enterprises, earning the right to provide print services as part of their budgets allocated for spend with Indigenous businesses.

"Print Junction has worked with Konica Minolta for a long time, so it's good to see Konica Minolta create a policy that connects it with the Indigenous sphere. A RAP provides Konica Minolta with a holistic approach to support Indigenous businesses like Print Junction.

"Working with suppliers like Konica Minolta that have a RAP and a culture of supporting Indigenous businesses strengthens the supply chain. Print Junction may be a minor link in a long, long supply chain; however, the opportunities a RAP provides the business can support projects and working with new organisations in the future

Leon Torzyn, Owner, Print Junction



## Opportunities

We encourage our teams to consider how they can incorporate working with Aboriginal or Torres Strait Islander people or businesses. These opportunities may be within our business, or with our partners or suppliers.

In our CSR strategy, we have committed to achieve targets for Aboriginal and Torres Strait Islander employment and/or talent development. To date, we have worked with employment agencies to recruit Aboriginal and Torres Strait Islander trainees. A trainee was engaged in our Canberra office for several weeks, learning about the role of service engineers and building skills that would support her work in similar roles in the future. We also engaged 2 students from the Macquarie University Professional and Community Engagement PACE program to support the development our diversity strategy and our ethical sourcing program. This was our way to help foster a talent pool for the future.

Through our partnership with The Smith Family we fund 2 Learning for Life scholarships for Aboriginal and Torres Strait Islander students.

Supply Nation supplies Australia's largest national directory of verified Aboriginal and Torres Strait Islander run businesses. Working with Supply Nation to procure goods and services from some of these businesses as part of our own business operations is part of our commitment to contributing positively to improving economic circumstances and opportunities for Aboriginal and Torres Strait Islander Australians.

We have worked closely with Muru Group to trial the performance and impact of different Muru paper stocks on Konica Minolta devices. Similarly, we have previously worked with Kulbardi, another Supply Nation company, to verify that their Bibbulmun paper range is compatible with Konica Minolta devices. A mining company in Western Australia is now procuring Bibbulmun paper stock through Kulbardi for use on their Konica Minolta devices. This was a direct result of the leadership shown by Konica Minolta Australia in this area, which had a flow on effect to a major customer.

Even amidst a global pandemic, we were able to meet our procurement goal, thanks to lateral thinking and proactive efforts by our facilities and service delivery teams, who secured Personal Protective Equipment PPE for our employees from Aboriginal and Torres Strait Islander businesses. Prior to the social distancing restrictions introduced in response to COVID-19, we regularly engaged an Aboriginal and Torres Strait Islander owned and run business, Kallico Catering, to cater at cultural and internal events at our national office. Over time we have built a strong relationship with that small business, helping them achieve even greater commercial success.

In our CSR strategy we committed to working with Supply Nation businesses and increasing our expenditure with them by 100% over our 2015 baseline by the end of 2020. We are proud to have not only delivered on that commitment but to have now exceeded that target, reaching 117% over our 2015 baseline, despite the challenges of the COVID-19 global pandemic, and how that affected our procurement needs for 2020. In 2021 we have commenced developing our Supplier Diversity Plan to further embed procurement from First Nations owned or controlled businesses.

## Working with Supply Nation

Supply Nation is the Australian leader in supplier diversity, and since 2009 has worked with Aboriginal and Torres Strait Islander businesses along with procurement teams from government and corporate Australia to help shape today's rapidly evolving Indigenous business sector.

Supply Nation's 5-step verification process ensures that all businesses listed on Australia's largest national directory of Aboriginal and Torres Strait Islander businesses (Indigenous Business Direct) are not only Indigenous owned but are also regularly audited for changes in company structure and ownership.

Supply Nation partners with its members from the government, corporate and not-for-profit sectors to include supplier diversity in procurement policies and develop and support supplier diversity practices, that can enable the greater participation of the Indigenous business sector.

Since 2014, Konica Minolta has been working with Supply Nation to increase procurement from First Nations businesses. As a Supply Nation Member, Konica Minolta understands that the impact of supporting Indigenous businesses goes further than just the business owners, it supports future generations and communities.

In 2015, Supply Nation released 'The Sleeping Giant: A Social Return on Investment Report' which found that every \$1 spent with a Certified Indigenous business, creates \$4.41 of social value. In addition to this, Indigenous businesses are 100 times more likely to hire Aboriginal and Torres Strait Islander people, providing genuine opportunities and economic growth for the wider community.

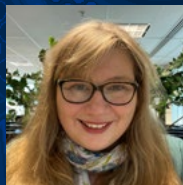
For more information about Supply Nation visit: [supplynation.org.au](http://supplynation.org.au)



# OUR RAP TASKFORCE



**Gabrielle Stevens**  
Chief People and Culture Officer  
(Executive Sponsor)



**Karen de Bruyn**  
Regional People and Culture  
Manager  
(Chair)



**Philip Archibald**  
General Manager



**Anastasia Konstantelos**  
Programs Manager Sustainability  
and CSR



**Darrell John**  
Technical Sales Specialist



**Havilah Polinati**  
Business Analyst



**Nora Velutini**  
Sales Analyst

# OUR RECONCILIATION JOURNEY TO DATE

Konica Minolta made a commitment to reconciliation, respect and creating opportunities for Aboriginal and Torres Strait Islander peoples in its CSR Strategy: Pathways to Sustainability and Shared Value.

One of our primary commitments was to launch a Reconciliation Action Plan by the end of Pathways in 2020. In a year where the National Reconciliation Week theme #InThisTogether2020, resonated so strongly with all of us, we commenced the development of our first Reconciliation Action Plan. The final published plan is a particularly proud achievement for all of us.

Our journey to date has been one of continuous learning and sharing of knowledge, with an understanding that reconciliation is a process that needs a genuine approach to bringing people together.

2014	We joined Supply Nation and began buying from Aboriginal and Torres Strait Islander owned businesses.
2015	Through our partnership with the Smith Family we began to sponsor Aboriginal and Torres Strait Islander students as part of the Learning for Life program.
2016	We were joined by 2 Aboriginal and Torres Strait Islander students for a practical learning experience through the Macquarie University PACE intern program.
2017	Our CSR strategy Pathways to Sustainability and Shared Value was created, which included commitments to Aboriginal and Torres Strait Islander participation and procurement, and to creating a RAP.
2018	Through our partnership with Landcare we provided a Grant for the Aboriginal Cultural Site Restoration project for the Ginninderra Catchment Group in the ACT.
2019	Our annual sales event on the Gold Coast began with a Welcome to Country, featuring a local Aboriginal leader who performed traditional music.
	At the opening of our newly refurbished offices we invited an Aboriginal Elder to conduct a Smoking Ceremony and share knowledge about Welcome to Country ceremonies and Aboriginal and Torres Strait Islander cultures.
	Konica Minolta employees attended a Landcare volunteering day at IndigiGrow, an Aboriginal and Torres Strait Islander run and operated nursery that propagates native plants, including bush food and the critically endangered Eastern Suburbs Banksia Scrub
	We supplied a Landcare Grant to the Royal Botanical Gardens Victoria (RBGV) Cranbourne to run two native plant workshops focussing on Aboriginal and Torres Strait Islander plant names.
2020	Our CSR team attended First Steps Training through Supply Nation to help grow our Aboriginal and Torres Strait Islander procurement program hearing first-hand from Aboriginal and Torres Strait Islander business owners. We achieved our target of increasing purchasing from Indigenous owned and controlled business by 100% from our 2015 base. We conducted a Diversity and Inclusion survey in which we asked if employees identified as being Aboriginal or Torres Strait Islander peoples. .
2021	CSR Manager attended the Ngaran Ngaran Deep Dive on Yuiin Country on the South Coast of NSW. The immersion explored the ceremonies and Sacred Places on Yuiin Country, and what can be learned about sustainability leadership from Aboriginal and Torres Strait Islander peoples. We held a company-wide webinar about the benefits and social impact of buying from Supply Nation registered businesses.

Through our partnerships and activities, we aim to develop respectful relationships and opportunities for Aboriginal and Torres Strait Islander peoples.

# RELATIONSHIPS

**Relationships.** A word when spoken conjures up thoughts of community, partnership, strength, and togetherness. Konica Minolta is a company that cares for our community and we as individuals and as an organisation appreciate the importance of contributing to community. We want to build positive relationships between First Nations people and our stakeholders in the broader Australian community. We want to engage with and value the knowledge, spirituality and celebrate the connection to the Land of Aboriginal and Torres Strait Islander peoples. The injustice against First Nations peoples is still heavily prevalent in the forms of racism and low trust that exist. By committing to improve our individual and communal understandings of First Nations' cultures and histories and by maintaining an openness to learn from shared stories, we hope to develop positive relationships and that over time form valued partnerships and a model for true reconciliation.

Deliverable	Timeline	Responsibility
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b>		
Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	November 2021	Chair RAP Taskforce, CSR Manager
Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	April 2022	Chair RAP Taskforce, CSR Manager
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>		
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2022	Chair RAP Taskforce, CSR Manager
RAP Taskforce members to take part in an external NRW event	27 May - 3 June 2022	Chair RAP Taskforce
Encourage and support staff and senior leaders to take part in at least one external event to recognise and celebrate NRW	27 May - 3 June 2022	Chief People and Culture Officer, Chair RAP Taskforce
<b>Promote reconciliation through our sphere of influence</b>		
Communicate our commitment to reconciliation by promoting the launch of RAP.	October 2021	Chair and Managing Director, Chief People and Culture Officer
Identify external stakeholders that our organisation can engage with on our reconciliation journey	February 2022	Chair RAP Taskforce, CSR Manager
Invite a representative from a peak body representing Aboriginal and/or Torres Strait Islander peoples to share their knowledge and expertise on a selected subject in at least one company-wide forum hosted by the Diversity & Inclusion Committee and the Reconciliation Taskforce.	June 2022	Chair RAP Taskforce, Chair Diversity and Inclusion Committee
Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	December 2021	Chair RAP Taskforce, CSR Manager
<b>Promote positive race relations through anti-discrimination strategies</b>		
Research best practice and policies in areas of race relations and anti-discrimination	May 2022	Chair Diversity and Inclusion - Culture Committee
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	December 2021	Chief People and Culture Officer



# RESPECT

**Respect** is a key element in learning about and acknowledging Indigenous peoples, cultures and histories. Respect helps to build empathy and knowledge between people and groups from diverse backgrounds. It is a fundamental foundation of any lasting and worthwhile engagement designed to achieve positive outcomes.

Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>		
Report on the progress against the business case that was developed for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	September 2022	Chair RAP Taskforce, CSR Manager
All RAP Taskforce members undertake ongoing cultural learning training to help develop and promote the company RAP objectives across the wider organisation and our external stakeholders such as customers and distributors.	May 2022	Chair RAP Taskforce, Chief People and Culture Officer
Conduct a review of cultural learning needs within our organisation.	May 2022	Chief People and Culture Officer, Chair Diversity and Inclusion Culture Committee
Utilise our Community Partnerships and volunteering program to create opportunities for learning about Aboriginal and Torres Strait Islander cultures and Countries for employees, customers and suppliers	March 2022	CSR Manager
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>		
Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October 2021	Chair RAP Taskforce
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	October 2021	Chief People and Culture Officer, Chair RAP Taskforce, CSR Manager
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>		
Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	July 2022	Chair RAP Taskforce, CSR Manager
Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2022	Chair RAP Taskforce, CSR Manager
RAP Taskforce to take part in an external NAIDOC Week event.	July 2022	Chair RAP Taskforce

# OPPORTUNITIES

Konica Minolta is committed to providing a safe and welcoming environment that understands and respects Aboriginal and Torres Strait Islander peoples. Working with Aboriginal and Torres Strait Islander peoples and Aboriginal and Torres Strait Islander led organisations, we aim to build a robust framework that genuinely supports future employment, internships, and professional development opportunities. Beyond this, our goal is to increase the scope of our supplier relationships with Aboriginal and Torres Strait Islander owned businesses and in turn, be part of their success and growth.

Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>		
Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	December 2021	Chief People and Culture Officer, Regional People and Culture Manager – Victoria
Formalise business case for retaining Aboriginal and Torres Strait Islander employees and trainees within our organisation	May 2022	Chief People and Culture Officer, Regional People and Culture Manager – Victoria
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	January 2022	Chief People and Culture Officer, Chair Diversity and Inclusion Committees, CSR Manager
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>		
Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2021	General Manager – Marketing, CSR Manager
Maintain Supply Nation membership. [Members since 2013]	Renewal due August 2022	Senior Manager Facilities, Quality and Environment; CSR Manager
Promote procurement from Aboriginal and Torres Strait Islander owned businesses through Supply Nation, through the development of a Supplier Diversity Action Plan.	December 2021	CSR Manager, Chair RAP Taskforce

# GOVERNANCE

We believe it is essential to have good governance underpinning our commitment to reconciliation, just as it is for all areas of organisational management. By clearly establishing the parameters around authority, accountability, leadership, direction and control we involve our whole organisation in our commitments, leading with integrity and authenticity. Thus ensuring that we are all moving forward together, and delivering on our vision for a future in which our First Nations peoples are truly embraced and respected and enjoy the same freedoms and opportunities as the rest of Australia.

Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Taskforce to drive governance of the RAP</b>		
Maintain a RAP Taskforce to govern RAP implementation	October 2021	CSR Manager, Chair RAP Taskforce
Terms of Reference for the RAP Taskforce.	December 2021	Chair RAP Taskforce, CSR Manager
Establish Aboriginal and Torres Strait Islander representation on the RAP Taskforce	January 2022	CSR Manager, Chair RAP Taskforce
<b>Provide appropriate support for effective implementation of RAP commitments</b>		
Define resource needs for RAP implementation	November 2021	Chief People and Culture Officer, Chair RAP Taskforce, CSR Manager
Engage senior leaders in the delivery of RAP commitments	October 2021	Chief People and Culture Officer
Define appropriate systems and capability to track, measure and report on RAP commitments	October 2021	CSR Manager, Chair RAP Taskforce
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>		
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2022	CSR Manager
<b>Continue our reconciliation journey by developing our next RAP</b>		
Register via Reconciliation Australia's website to begin developing our next RAP	April 2022	CSR Manager

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KONICA MINOLTA

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**Giving Shape to Ideas**