

# 3M Australia Innovate Reconciliation Action Plan

June 2019 – May 2021



RECONCILIATION  
ACTION PLAN

INNOVATE



# Warami. Welcome.

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3M Australia is working towards reconciliation in Australia and to strengthen the relationships between the wider Australian community and Aboriginal and Torres Strait Islander Peoples for the benefit of all Australians. We believe that by working together with our customers, employees, suppliers and other businesses, we can make a real difference in people's lives.

We want to build stronger relationships and respect between Aboriginal and Torres Strait Islander peoples and other Australians and to improve the educational opportunities for Aboriginal and Torres Strait Islander peoples and their communities.

Our Reconciliation Action Plan covers our plan for achieving these important goals.

# Our vision for reconciliation

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Our vision is for a unified Australia that is respectful and equitable for all people.

*3M Australia believes that reconciliation is a vital step in the development of a unified Australian nation and is a journey that will deliver increased opportunities for First Australians, as well as increased business success for 3M, suppliers and customers.*

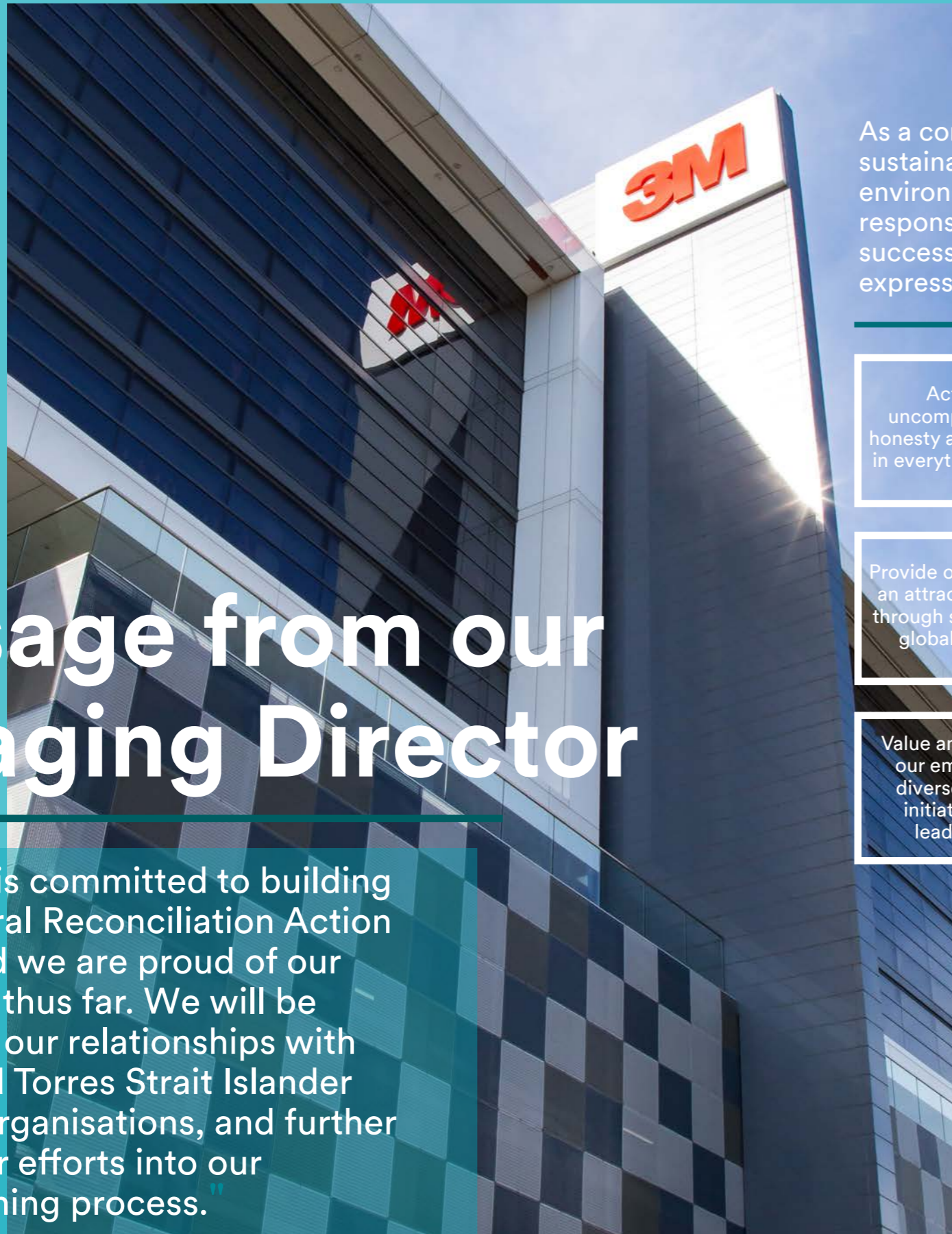
*We are committed to a company culture grounded in respect for our social and physical environment, valuing and developing our employees' diverse talents, and acting with uncompromising honesty and integrity in everything we do.*

*Our suppliers and customers represent the diversity of Australian society.*

*We will continue to invest in increasing access for Aboriginal and Torres Strait Islander Peoples to achieve greater skills in STEM and business, and to improve lives through investments in environment, health and safety programs.*

# Message from our Managing Director

"3M Australia is committed to building on our inaugural Reconciliation Action Plan (RAP) and we are proud of our achievements thus far. We will be strengthening our relationships with Aboriginal and Torres Strait Islander Peoples and organisations, and further integrating our efforts into our strategic planning process."



As a company, we are committed to sustainable development through environmental protection, social responsibility, and economic success, and this commitment is expressed by living our values.

Act with uncompromising honesty and integrity in everything we do.

Respect our social and physical environment around the world.

Provide our investors an attractive return through sustainable, global growth.

Earn the admiration of all those associated with 3M worldwide.

Value and develop our employees' diverse talents, initiative, and leadership.

Satisfy our customers with innovative technology and superior quality, value, and service.



Referencing these values, we are delighted to establish this RAP to publicly commit to our plan to achieve sustainable change within our company, and the industries and communities in which we operate.

This RAP reinforces our commitment to making a contribution to society, respecting diversity and supporting individual growth. I encourage all of our employees, customers and business partners to support the initiatives we have identified in this document.



# Our business

3M is a global science company with \$30 billion in sales and 90,000 employees connecting with customers all around the world. Scientists, researchers and marketers work across countries and across subjects to solve challenges big and small.



With over 100,000 patents, we apply science to life uniquely to produce thousands of imaginative products and are a leader in scores of markets - from health care, public security, personal and highway safety to industrial abrasives and adhesives.

At 3M, the commitment of our people to the highest ethical standard and to doing business the right way, promotes trust with our customers and in the quality of our products. Furthermore, it gives us confidence to grow our business anywhere in the world.

In the fast-paced world of global business, it takes much more than a written compliance policy to keep a company doing business the right way. That is why Ethisphere Institute, the global leader in defining and advancing the standards of ethical business practices, has named 3M as a 2018 World's Most Ethical Company® .

As one of the world's most ethical companies, 3M has worked with partners to develop and maintain meaningful contributions to First Australians. For example: 3M (through the 3M Foundation) has generously supported the 'The Nature Conservancy' which in partnership with the Pew Charitable Trusts, the Australian Government, and the Indigenous Land Corporation (ILC), purchased Fish River Station in Northern Australia—an acquisition which has protected over 450,000 acres of highly biodiverse land as well as important floodplains for the Daly River. 3M's support of this project enabled a new, three-way partnership between the Conservancy, the National Reserve System, (NRS) and Indigenous Land Council which allowed them to secure property for the Traditional Owners to manage for conservation over the long term.



In Australia, 3M is represented by 600 employees in key areas of manufacturing, logistics, sales and marketing, research and development. We have a branch office in each State and Territory, and representation in multiple rural and remote locations.

None of our current workforce have identified as Aboriginal and/or Torres Strait Islander Peoples. However, through our RAP's implementation we will promote a culturally safe workplace for employees to identify if appropriate. Through the implementation of employment strategies, we strive to increase Aboriginal and Torres Strait Islander Peoples employment at 3M.

# Our RAP

This Innovate Reconciliation Action Plan (RAP) is a commitment by 3M Australia to further its journey of reconciliation with Aboriginal and Torres Strait Islander Peoples, building upon the foundations laid in our Reflect RAP.

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We aspire to become known as a company where Aboriginal and Torres Strait Islander Peoples can readily build meaningful relationships across all aspects of our corporation: as team members and leaders, as suppliers and as business partners.

This Innovate RAP will allow 3M Australia to focus on building deeper relationships with Aboriginal and Torres Strait Islander communities, and to promote shared understanding and ownership of our RAP within our organisation.

We commit to completing the actions within it over the life of the RAP, which will ensure we are well positioned to implement both effective and beneficial initiatives as part of future RAPs.

Representing Executive Management, the Managing Director Makoto Itoh and Human Resources Manager Joe Marincic champion our RAP internally.

The RAP has been developed through internal and external consultation, overseen by our RAP working group, which includes representatives from sales and marketing, technical service, quality, procurement and human resources, as well as a representative from the Aboriginal and Torres Strait Islander community (external).



# Our Journey

3M's commitment to reconciliation will hold strong over the long term.

We acknowledge that we have many things to learn. We will build on our Reflect RAP, continuing to grow, improve and evolve.

Under our Reflect RAP, we have proactively engaged with Aboriginal and Torres Strait Islander partners to improve our organisation's awareness of Aboriginal and Torres Strait Islander cultures through multiple avenues. These include sharing stories and cultural insights at specific events such as NAIDOC Week in all our branches, as well as opportunities to attend relevant events externally.

We established an employee Reconciliation network, to embed our RAP actions across our organisation. We have joined Supply Nation to specifically include Aboriginal and Torres Strait Islander owned or led companies in our supplier base, and are continuing to explore partnerships to increase educational opportunities for Aboriginal and Torres Strait Islander youth.

In developing our Innovate RAP, we have aligned our activities to the corporate direction of supporting STEM education, and will leverage our relationships in the secondary, tertiary and vocational education sectors to improve outcomes for Aboriginal and Torres Strait Islander students.

# Relationships



Strong relationships with Aboriginal and Torres Strait Islander communities will assist 3M Australia to develop and grow our RAP to ensure social change and economic opportunities, as well as improve understanding, respect and relationships between our employees and Aboriginal and Torres Strait Islander Peoples.

Action	Deliverable	Timeline	Responsibility
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting on achievements.	• Establish Terms of Reference for the RWG and action tracking process.	June 2019	Diversity & Inclusion Committee leader
	• RWG oversees the development, endorsement and launch of the RAP.	June 2019	RAP Working Group Chair
	• Ensure Aboriginal and Torres Strait Islander Peoples are represented on the RWG and review annually.	June 2019, 2020	RAP Working Group Chair
	• Monitor and report to Management Operating Committee on RAP implementation.	December 2019, June and December 2020	RAP Working Group Chair
	• Develop and distribute an expression of interest in joining the RWG to Aboriginal and Torres Strait Islander employees to all 3M locations bi-annually.	June, December 2019, 2020	RAP Working Group Chair
	• Meet at least twice per year to monitor and report on RAP implementation.	June, December 2019, 2020	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander Peoples and other Australians.	• Organise an internal event for each branch during NRW with a guest speaker from the local Aboriginal and Torres Strait Islander community.	May 2020, 2021	RAP Working Group Chair
	• Register all NRW events via Reconciliation Australia's NRW website.	May 2020, 2021	RAP Working Group Chair
	• Encourage and support employee attendance at an external NRW events at branch locations.	May 2020, 2021	RAP Working Group Chair
	• Ensure our RWG participates in an external event to recognise and celebrate NRW.	May 2020, 2021	RAP Working Group Chair
	• Provide resources to employees at all locations during National Reconciliation Week.	May 2020, 2021	RAP Working Group Chair
	• Share stories and social media content during NRW, profiling organisations and individuals local to the area.	May 2020, 2021	RAP Working Group Chair
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander Peoples, communities and organisations to support positive outcomes.	• Build on and expand existing relationships within the Aboriginal and Torres Strait Islander community and other stakeholders, such as Macquarie University, NSW Aboriginal Education Consulting Group (AECG) and NSW TAFE.	July 2019	RAP Working Group Chair
	• Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	July 2019	RAP Working Group Chair
	• Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders through meetings with Aboriginal and Torres Strait Islander education providers and organisations.	July 2019	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	<ul style="list-style-type: none"> <li>Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.</li> </ul>	July 2019	Corporate Marketing Manager
	<ul style="list-style-type: none"> <li>Publish RAP to all employees via company intranet and make available externally on our company website.</li> </ul>	July 2019	Corporate Marketing Manager
	<ul style="list-style-type: none"> <li>Provide bi-annual RAP updates to all employees via company intranet.</li> </ul>	July, December 2019, 2020	Corporate Marketing Manager
	<ul style="list-style-type: none"> <li>Promote understanding of the Innovate RAP internally through communication meeting.</li> </ul>	July 2019	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Include an overview of the RAP as part of new employee orientation.</li> </ul>	July, Nov 2019, 2020	HR Manager
	<ul style="list-style-type: none"> <li>Promote reconciliation through ongoing active engagement with all stakeholders.</li> </ul>	July 2019, 2020, 2021	RAP Working Group Chair
5. Raise awareness of the importance of companies developing a RAP plan within our customer and supplier base.	<ul style="list-style-type: none"> <li>Work with other organisations to champion the development of more Reconciliation Action Plans, in partnership with Reconciliation Australia.</li> </ul>	January 2020	HR Manager
6. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.</li> </ul>	April 2020	HR Manager (all deliverables)
	<ul style="list-style-type: none"> <li>Develop, implement and communicate an anti-discrimination policy for our organisation.</li> </ul>	April 2020	
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	March 2020	
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of both overt and latent racism.</li> </ul>	April 2020	



# Respect

Respect is a core value of 3M Australia and we encourage and embrace diversity across our organisation and partnerships. We are committed to fostering community relationships that are respectful and focused on a better understanding of Aboriginal and Torres Strait Islander Peoples, histories and cultures. The Innovate RAP seeks to build on the Reflect RAP, increasing cultural awareness and addressing any barriers to expressing cultural identity and employment.



Action	Deliverable	Timeline	Responsibility
7. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"> <li>Define, develop and implement a training plan addressing Aboriginal and Torres Strait Islander cultural awareness: available to all employees in all areas of our organisation, and utilising appropriate resources, such as online, face to face workshops or cultural immersion.</li> </ul>	August 2019	Talent Development Manager and RWG chair
	<ul style="list-style-type: none"> <li>Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training for employees in all locations.</li> </ul>	September 2019	Talent Development Manager and RWG chair
	<ul style="list-style-type: none"> <li>Provide opportunities for RWG, Diversity and Inclusion Committee and Champions to participate in cultural training.</li> </ul>	August 2019	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Promote Reconciliation Australia's Share Our Pride online tool to all staff during National Reconciliation Week.</li> </ul>	May 2020	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Investigate local cultural experiences and immersion opportunities</li> </ul>	September 2019	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
8. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.</li> </ul>	July 2019	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Establish a procedure for employees to include an Acknowledgement of Country at the commencement of all important internal and external meetings.</li> </ul>	July 2019	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</li> </ul>	June 2019	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Invite a Traditional Owner to provide a Welcome to Country at significant events, including NAIDOC Week celebration.</li> </ul>	July 2019	Reconciliation Network Chair
9. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week or other RWG activities.</li> </ul>	April 2020, 2021	HR Manager
	<ul style="list-style-type: none"> <li>Provide opportunities for Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.</li> </ul>	July 2019, 2020	Reconciliation Network Chair
	<ul style="list-style-type: none"> <li>Communicate NAIDOC Week events to all staff.</li> </ul>	July 2019, 2020	Reconciliation Network Chair
	<ul style="list-style-type: none"> <li>In consultation with Aboriginal and Torres Strait Islander Peoples, host an event to celebrate NAIDOC Week at primary locations, and attend external community events in smaller locations.</li> </ul>	July 2019, 2020	Reconciliation Network Chair
	<ul style="list-style-type: none"> <li>RWG to participate in an external NAIDOC Week event.</li> </ul>	July 2019, 2020	Diversity & Inclusion Leader

# Opportunities



At 3M Australia, we will endeavour to create employment and development opportunities for Aboriginal and Torres Strait Islander peoples within our business and the industries in which we operate. As part of this RAP, we will implement initiatives to assist the education opportunities of Aboriginal and Torres Strait Islander Peoples. We will also strive to increase our employment of Aboriginal and Torres Strait Islander Peoples and our use of Aboriginal and Torres Strait Islander Peoples owned suppliers. We are committed to be a catalyst for change by supporting and enabling science education for Aboriginal and Torres Strait Islander Peoples.

Action	Deliverable	Timeline	Responsibility
10. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within 3M.	• Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	September 2019	HR Manager (all deliverables)
	• Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.	October 2019	
	• Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	October 2019	
	• Advertise all vacancies in Aboriginal and Torres Strait Islander media.	August 2019	
	• Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	August 2019	
	• Include as a standard in all job advertisements, 'Aboriginal and Torres Strait Islander Peoples are encouraged to apply'.	August 2019	
	• Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships).	December 2019	

Action	Deliverable	Timeline	Responsibility
11. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within 3M.	• Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2019	Procurement Manager (all deliverables)
	• Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	October 2019	
	• Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	February 2020	
	• Maintain and leverage our Supply Nation membership.	March 2020, 2021	
	• Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy.	February 2020	
	• Develop a relationship with local Aboriginal and Torres Strait Islander Chambers of Commerce	March 2020	
12. Promote STEM development and career pathways for Aboriginal and Torres Strait Islander students.	• Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders in promoting STEM education opportunities, such as AECG (NSW Aboriginal Education Consulting Group) STEM camps.	February 2020	Reconciliation Network Chair
	• Develop and implement a plan with NSW TAFE and Universities to provide educational opportunities and vocational support to Aboriginal and Torres Strait Islander students – such as supporting apprenticeship and intern programs.	February 2020	Reconciliation Network Chair



# Governance, Tracking Progress and Reporting

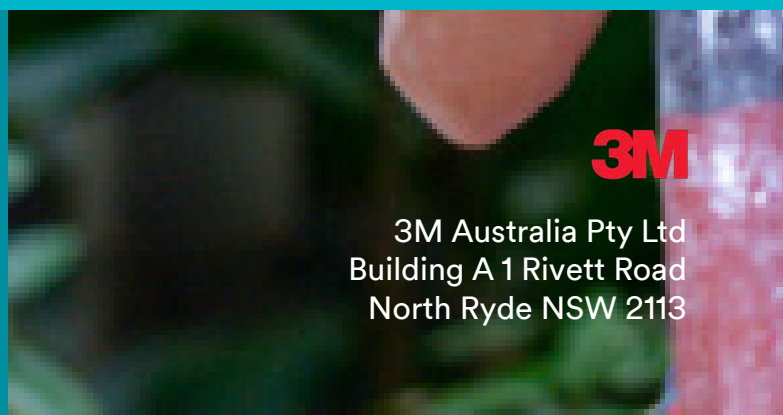
Action	Deliverable	Timeline	Responsibility
13. Report RAP achievements, challenges and learnings to Reconciliation Australia.	• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	Sept 2019,2020	RAP Working Group Chair (all deliverables)
	• Investigate participating in the RAP Barometer.	May 2020	
14. Report RAP achievements, challenges and learnings internally and externally.	• Report to employees and external stakeholders our RAP achievements, challenges and learnings on 3M intranet and 3M Website.	July 2019, 2020, June 2021	RAP Working Group Chair
15. Review, refresh and update RAP.	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	December 2020	RAP Working Group Chair (all deliverables)
	• Send draft RAP to Reconciliation Australia for review and feedback.	January 2021	
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	May 2021	

## Acknowledgements

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3M Australia acknowledges the many Traditional Owners and Custodians of the lands on which we work around Australia and their continuing connection to land, sea and community. We pay our respects to First Australians and to Elders both past and present. In particular, we would like to acknowledge the Traditional Owners and Custodians of the lands on which our branch offices are located around Australia:

- In Melbourne - the Wurundjeri people
- In Brisbane - the Turrbal people
- In Sydney - the Wallumettagal people
- In Adelaide - the Kaurna people
- In Perth - the Whadjuk people



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