



BARED FOOTWEAR

Reflect Reconciliation *Action Plan*

JUNE 2023 - DECEMBER 2024



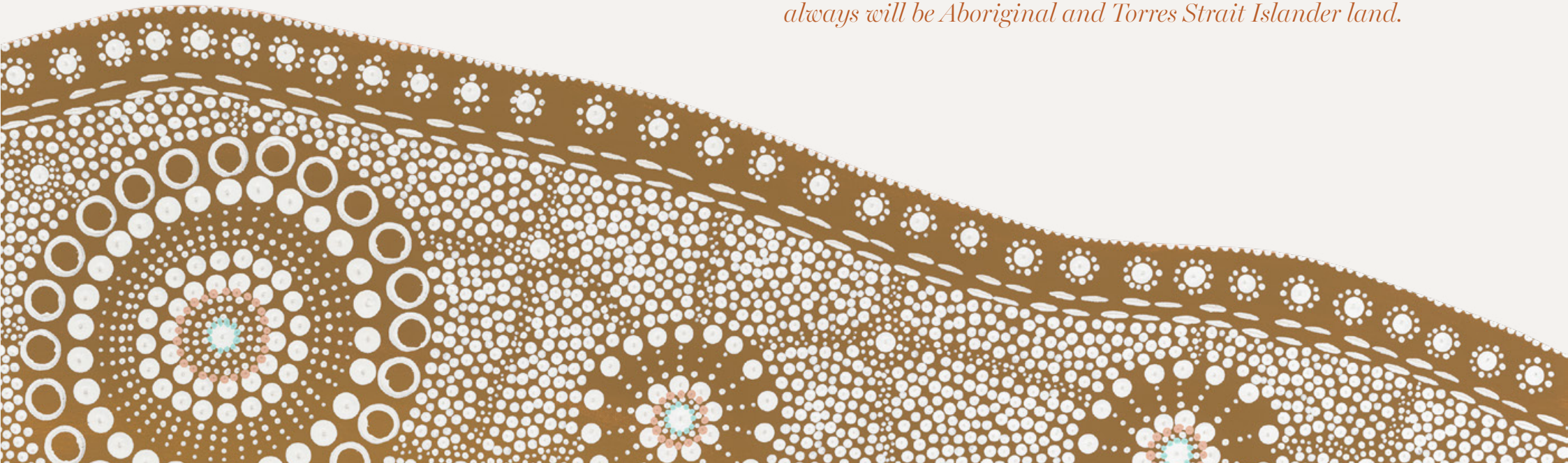
Acknowledgement of *Country*

We acknowledge that the Bared Footwear Head Office operates on the unceded lands of the Boon Wurrung people of the Kulin Nation. We honour the Boon Wurrung people as the Traditional Custodians and Owners of the land on which we work.

We pay our deepest respects to Elders past and present as Traditional Custodians of this land, and extend that respect to all Aboriginal and Torres Strait Islander peoples, on whose Country our staff members live, work, and play.

We recognise Aboriginal and Torres Strait Islander peoples' continuing connection to land, skies, waters, culture and community, which has been passed down over the last 60,000 years. We honour their strength and resilience, knowledges and wisdom.

We acknowledge that the land on which we live always was and always will be Aboriginal and Torres Strait Islander land.





About the *Artist*

Brad Turner is a proud Bundjalung man who has been painting professionally since 2020.

Brad first began his art practice as a way for himself and his daughter to learn more about their people, their culture and their traditions.

Painting has become a healing tool for Brad, a medium for self-exploration and expression. Brad often includes Yugambah Language in his pieces and uses bright colours to promote hope and positivity.

This artwork is called Nungalgiri Gwong Gubunga and is inspired by the lava rocks along the Moy Ngamgambi coastline (in northern NSW).

“ *This piece was inspired by an outcrop of old lava rocks, set sideways to the coastline; the reminisce of an old volcano forming a crystal clear rock pool. A dramatic backdrop of waves splashing up against it with what looks like a fireworks display. The ripples of the water, surrounded by shells and miniature sea life all working in harmony.*”

BRAD TURNER



Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

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

Bared Footwear joins a network of more than 2,200 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 close to 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 Bared Footwear 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 Bared Footwear, 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*

Bared Footwear is a high-end Australian footwear retailer, born in Melbourne in 2008 with a goal to design and produce high-quality, stylish footwear that are good for your feet.

Renowned for our fashion-forward designs, we make women's and men's footwear for every occasion that marry comfort and style. Owner and director Anna Baird had been a podiatrist for seven years when she noticed a gap in the market for modern, high-fashion shoes that feel as good as they look, so she developed a shoe that had all the features necessary to support the foot and accommodate an orthotic. All Bared styles are designed with a balance of support and fashion, and have become a staple in wardrobes across Australia.

In recent years the company has become more focused on sustainability and social issues, and is a registered B Corp. We donate at least 1% of our annual profits to charity partners annually, and prioritise ethical manufacturing and environmentally sustainable practices.

Bared Footwear is headquartered in Oakleigh, Victoria (Boonwurrung land). We currently operate five retail stores, as well as domestic and international online sites. Our stores are located across Melbourne (Wurundjeri Woiwurrung land), Brisbane (Turrbal land), and Sydney (Gadigal land), and we have one warehouse in Oakleigh, Victoria (Boonwurrung land).

Bared Footwear is a privately-owned company that employs 188 staff members. Currently no staff members have voluntarily identified as Aboriginal and/or Torres Strait Islander peoples. Our RAP will help us better capture this information, as well as increase employment opportunities for Aboriginal and Torres Strait Islander peoples.

Our *Purpose*

To empower people to
#LIVEEVERYSTEP
while taking steps
towards a better future.

Our values are:

STAY POSITIVE

Work with a can do attitude.
Always see the opportunity in seemingly negative situations. Get excited about turning an unhappy customer around. A mistake is our biggest opportunity to learn.

BE A TEAM

Let's work together and help each other tackle every hurdle, big or small. We can only succeed by working together.

LET'S GET REAL

Act with integrity and have empathy for customers and each other.

We pride ourselves on our product and service, and we feel genuinely disappointed when we have not lived up to expectations. Be accountable, take ownership and communicate authentically. Bared is the people behind it. Instil trust.

COMMUNICATION IS KEY

Foster an environment where everyone feels able to speak up and contribute.

GO ABOVE AND BEYOND

Exceed customer expectations.
Remember, an unhappy customer is our greatest opportunity.

QUESTION EVERYTHING

Constantly evaluate our practices.
If there's a better way, let's change it. Share ideas and be open to ways of making our business better for our team, our customers and the planet. Stay curious and keep learning.

BE EMPOWERED AND EMPOWER

We believe in you. Be confident you can make the right call.

THINK PLANET

Little and big decisions that we make today will affect our future. Let's make sure we are making the right ones.

DO IT NOW

Make decisions, take action and get it done.
If something can be done straight away, don't wait. Have confidence to ask questions and make decisions.

Our *RAP*

We are an Australian-born business and we conduct our business on Aboriginal land. We understand that this means we have a responsibility to listen and learn alongside First Nations peoples, to celebrate First Nations cultures, and to ensure that our business activities support the continuation of the oldest living culture on Earth. We recognise that we have a sphere of influence, including our staff, board, suppliers, charity partners, customers, and our broader Bared community, and that by developing a RAP we can use this influence to advance the goals of reconciliation. We believe in the mission of Reconciliation Australia and we want to be a part of the movement, embedding pillars of reconciliation in the Australian mindset.

DEVELOPING A RAP IS IN LINE WITH OUR VALUES:

Question everything: we want to question the status quo and change it for the better.

Be empowered and empower: we feel confident to make the right call to improve our practices and mindset.

Think planet: we embrace the triple bottom line: balancing profit, people, planet.

Let's get real: being authentic and acting with integrity.

To us, reconciliation is about building trust and strengthening relationships between Aboriginal and Torres Strait Islander peoples and other Australians. It's about acknowledging the strength and resilience of Aboriginal and Torres Strait Islander peoples and ensuring equal opportunities and choices exist for them. It's about understanding Australia's colonial past and considering ways to reduce the barriers that Aboriginal and Torres Strait Islander peoples face today. We are committed to reflecting, learning, and transforming our goals and identity as we incorporate pillars of reconciliation into our business plan.

Our RAP will become an integral element of our business plan and we will regularly review our progress. We will establish a RAP working group who will provide operational support for the implementation of our RAP across our business. We will name a RAP Champion from amongst our leaders who will be responsible for driving and championing Internal engagement and awareness of the RAP. The key deliverables will also be incorporated into our ESG road map so that progress is tracked as a priority alongside our environmental goals. We intend to increase Aboriginal and Torres Strait Islander procurement and employment opportunities, to ensure our workplace is culturally safe and respectful, and to provide opportunities for our staff to learn and celebrate Aboriginal and Torres Strait Islander cultures and histories.





Our partnerships and current activities

Every page of our website, as well as all internal email address signatures contain an Acknowledgement of Country.

We also partner with Children's Ground, a non-governmental organisation led by Aboriginal communities in the Northern Territory. Children's Ground works with children, families and communities that face the greatest exclusion and live with injustice and disadvantage every single day.

Guided by local Elders, Children's Ground's learning and wellbeing platform is the first of its kind in Australia, focusing on areas fundamental to life-long wellbeing to create places of safety and inclusion. It is innovative, simple and designed to create a different future for the next generation of Aboriginal children.

Each year we commission art from an Aboriginal artist to be showcased on a pair of our sneakers. \$50 from each purchase is donated to Children's Ground. We also auctioned each of the original artworks, with all proceeds also donated.

2020 — Warumungu and Arrernte artist Christinaray Weetra

2021 — Gamilaroi Ularoi/Yuwaalaraay artist Lakkari Pitt

2022 — Bundjalung artist Brad Turner - "Summer Waterhole-Nungalgiri Gwong Gubunga", inspired by the lava rocks set along the Moy Ngamgambi coastline.

2023 — Barkindji artist Caitlyn Davies

We have donated over \$373,000 to Children's Ground since 2019.



Our Reconciliation *Commitments*





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.	JULY 2023	Sustainability Coordinator
	Strengthen our existing Aboriginal and Torres Strait Islander relationships.	DECEMBER 2024	Head of Sustainability
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	JULY 2023	Sustainability Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	MAY 2024	Communications and PR Manager Head of Training and Engagement
	Host an internal NRW event for our staff.	MAY 2024	Communications and PR Manager
	RAP Working Group members to participate in an external NRW event.	27 MAY - 3 JUNE, 2024	Communications and PR Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 MAY - 3 JUNE, 2024	Head of Sustainability



RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	DECEMBER 2024	CEO Communications and PR Manager
	Circulate information about the progress of our RAP implementation throughout our internal communications channels each quarter	DECEMBER 2024	Sustainability Coordinator
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	OCTOBER 2023	Sustainability Coordinator
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	OCTOBER 2023	Sustainability Coordinator
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	SEPTEMBER 2023	Sustainability Coordinator
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	NOVEMBER 2023	HR and Business Administrator



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.	AUGUST 2024	Sustainability Coordinator
	Conduct a review of cultural learning needs within our organisation.	DECEMBER 2023	HR and Business Administrator
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 within our organisation's operational area.	AUGUST 2023	Sustainability Coordinator
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	AUGUST 2023	Sustainability Coordinator



RESPECT

Action	Deliverable	Timeline	Responsibility
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.	JULY 2023	Head of Sustainability
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	JULY 2023	Sustainability Coordinator
	RAP Working Group to participate in an external NAIDOC Week event.	WEEK 1, JULY 2023	Sustainability Coordinator



OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. 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.	DECEMBER 2023	Sustainability Coordinator
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	DECEMBER 2023	HR and Business Administrator
9. 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.	DECEMBER 2023	HR and Business Administrator
	Investigate Supply Nation membership.	JANUARY 2024	Sustainability Coordinator



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	JUNE 2023	HR and Business Administrator
	Draft a Terms of Reference for the RWG.	JUNE 2023	Sustainability Coordinator
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	JUNE 2023	Sustainability Coordinator
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	JUNE 2023	Sustainability Coordinator
	Engage senior leaders in the delivery of RAP commitments.	JUNE 2023	Head of Sustainability
	Maintain a senior leader to champion our RAP internally.	DECEMBER 2024	Head of Sustainability
	Define appropriate systems and capability to track, measure and report on RAP commitments.	AUGUST 2023	Sustainability Coordinator
	Incorporate progress of our RAP into our annual reporting.	AUGUST 2023	Sustainability Coordinator



Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	JUNE ANNUALLY	Sustainability Coordinator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 AUGUST ANNUALLY	Sustainability Coordinator
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 SEPTEMBER ANNUALLY	Sustainability Coordinator
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	SEPTEMBER 2024	Sustainability Coordinator



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