



Reconciliation Action Plan

December 2022 > December 2024





Acknowledgement of Country

In the spirit of reconciliation, Adobe acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community. We pay our respect to the Elders, creators, artists, and storytellers, past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



Contents

- 1 The artwork**
- 2 The artist**
- 3 Message from Adobe's Managing Director**
- 4 Message from Reconciliation Australia's Chief Executive Officer**
- 5 Our vision for reconciliation**
- 6 Our business**
- 7 Our RAP**
- 8 Our RAP foundations**
- 9 Adobe's reconciliation focus**
- 12 Adobe's reconciliation journey**
- 13 RAP working group**
- 14 RAP partnerships and initiatives**
- 26 Acknowledging our partners and supporters**



The artwork

“Sovereign People, Sovereign Stories” is the artwork created for the Adobe Reconciliation Action Plan and understanding the piece’s story requires attention to detail. Charlotte incorporates the iconic Adobe red as the foundation; flora from the continent that includes the colours of the Aboriginal flag fill the piece, and clouds say “the sky is the limit” for First Nations creatives. The hands manipulating a variety of creative tools indicate “the diversity in our experiences, the power in how different our stories are.”

There are references to Charlotte’s specific context as well, “the use of three lines represents my Dad, Nan, and Great-Nan.” Everything is linked visually by symbols indicating pathways, waterways, and connection lines, “carrying our people, our songs and our stories.”

The author

Phoebe McIlwraith is a Bundjalung and Worimi Saltwater writer and illustrator based in Newcastle, New South Wales. Phoebe takes great pride in being asked to interview and write about Charlotte, someone she is proud to have as a friend and mentor since 2017.

The artist

Charlotte Allingham (they/them) is a Wiradjuri and Ngiyampaa person from Western New South Wales, currently based in Bunurong Boon Wurrung and Wurundjeri Woi Wurrung Country in Victoria. Charlotte is a dynamic artist who uses their platform, @coffinbirth, on Instagram to reach a diverse and ever-expanding audience. From Charlotte's experiences in digital drawing to virtual reality and game design, the Adobe Reconciliation Action Plan is enriched by their perspective and contribution as a First Nations practitioner in the tech and creative space.

Growing up between Condobolin/Leeton/Parkes and Melbourne, there was no singular moment or identifiable experience that sparked their artistic practice. Visual art is a mode of expression that is intrinsic to them; it is entrenched in the knowledge systems and storytelling traditions of the oldest continuing cultures on Earth.

Charlotte's love for their people shines through the artwork. It speaks directly to their diverse experiences, skills, and the inherent beauty of First Nations culture and Country. This tender approach to art-making leads to pieces layered in meaning, that are honest and contextually informed, and that reflect their lived experience as a Blak person in Australia.





Message

from Adobe's Managing Director, Australia and New Zealand

I am delighted to present Adobe's Innovate Reconciliation Action Plan (RAP) 2022 to 2024, enshrining our commitment to reconciliation with the First Nation peoples of Australia. While our inaugural RAP is only a step in Adobe's ongoing reconciliation journey, it is one we take proudly and with unwavering support across the organisation.

I want to acknowledge the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this great land we live in. The impact of past events cannot be understated and act as a reminder of the critical work that lies ahead.

Implementing our RAP relies on deepening engagement with communities, employees, suppliers, partners, and stakeholders to advance our vision for reconciliation. That is, to ensure every Aboriginal and Torres Strait Islander person is equally respected, valued and included.

We view our RAP as supported by our dedication to diversity and inclusion within the organisation. Our 'Adobe for All' strategy includes the principles of equal treatment, employee fulfilment and opportunities for all, and these underpin our continued pursuit of reconciliation.

Moreover, we are focused on genuine allyship and advocating for better outcomes for Aboriginal and Torres Strait Islander peoples. Among the actions outlined in our RAP, we intend to mobilise Adobe's technology and people to create career opportunities, deliver programs to increase digital equality, and raise cultural awareness to foster respect.

Thank you to all the communities and teams that have worked together to help chart Adobe's course to reconciliation. In developing our first RAP, we embraced the process of celebrating and educating others about the vibrant cultures and creativity of First Nations peoples of Australia, and there is plenty more to come.

Katrina Troughton

Vice President and Managing Director
of Adobe Australia and New Zealand





Message from Reconciliation Australia's Chief Executive Officer

Reconciliation Australia commends Adobe on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Adobe to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Adobe will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Adobe is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Adobe's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Adobe on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Our vision for reconciliation

Our vision for reconciliation is that every Aboriginal and Torres Strait Islander Person is equally respected, valued and included. It is a future where all Australians experience and celebrate the connections between Country, communities, and creativity – forged by its First Nations Peoples.

Adobe is uniquely placed to advance this reconciliation journey with a Reconciliation Action Plan that will iterate, innovate, and evolve alongside our people and technology to fulfil the emerging needs of an inclusive community. By bringing people, communities, and technology together, we can unlock opportunities to celebrate culture, acknowledge the past, and drive positive change in the present to preserve and empower the enduring creative spirit of Aboriginal and Torres Strait Islander Peoples.





Our business

Adobe's mission to change the world through digital experiences has never been more relevant. We create and connect content and develop new technologies to democratise creativity, digital literacy, and inclusion.

For nearly 40 years, Adobe has supported creators from all backgrounds and ages to express who they are, use their creativity for good, and unleash their creative potential by providing platforms and tools to connect, collaborate and create.

Adobe is one of the world's largest software providers and the global leader in digital media and marketing solutions. Our creative, marketing and document solutions empower everyone – from emerging artists to global brands – to bring digital creations to life and enhance the customer experience through data, insights and audiences, content, commerce, customer journeys and marketing workflows. Our innovations help millions of people, businesses and governments across the globe create, be productive, and deliver experiences that matter.

While Adobe has evolved to meet the changing needs of employees, customers and communities, our core values – being genuine, exceptional, innovative, and involved – have remained unchanged since inception. These provide the bedrock of what makes Adobe a great place to work and an outstanding business partner.

To provide a best-in-class work environment for our global team of more than 22,500 people across 35 countries, including more than 600 people in Australia across three different locations (Sydney, Melbourne, Canberra), we recognise our values must continue informing a culture of mutual trust and respect, and support diversity.

In 2021, Adobe Australia invited its employees to anonymously self-identify as Aboriginal and/or Torres Strait Islander Peoples. Based on the anonymous survey, we have 2 of our 600+ employees in Australia who self-identify as Aboriginal and/or Torres Strait Islander Peoples. Adobe is adopting measures to increase this representation and better identify these team members in respectful and thoughtful ways, as well as promote cultural awareness. This is a crucial step in increasing participation in support of our RAP.

At the heart of this is our global diversity and inclusion strategy, 'Adobe for All!'. This drives Adobe Australia's commitment to localise global diversity initiatives and programs and build a workforce representing the communities in which we operate and live.

As the headquarters for the Asia Pacific region, Adobe Australia remains a vital global destination for developing new and innovative ideas. Our Australian team has doubled in the past five years, and our future growth and success will rely on harnessing the diversity of thought, creativity, and experience.

Our RAP

Adobe's commitment to reconciliation with Aboriginal and Torres Strait Islander peoples reflects our belief that everyone has an inherent right to respect and equal treatment. When people feel appreciated and included, creativity, innovation, and success can follow.

Our continued focus on advancing diversity and inclusion in Australia, and our deeply embedded global 'Adobe for All' vision and associated programs, provide a strong cultural foundation to embark on the reconciliation journey.

Since Adobe was founded almost 40 years ago, we have not lost sight of our values and mission. We genuinely believe in creating experiences that matter and that will guide our responsibility to increase participation among Aboriginal and Torres Strait Islander peoples.

Authenticity is at the core of Adobe's customer, partner, and employee relationships. Our next step in the region is to formalise our reconciliation pathway with the First Nations people of Australia. Adobe's Reconciliation Action Plan (RAP) is our foundation.

Our approach in developing the RAP is to tell the whole story – from attracting and hiring talented people with diverse perspectives to cultivating inclusive workplaces and uplifting our communities. These reconciliation imperatives are vital to our local and global efforts to democratise creativity, digital literacy, and inclusion.



Sean Choolburra of the Girramay, Kalkadoon, Pitta Pitta and Gugu Yalanji people joins us for a fireside chat during our Adobe for All Week – Diversity & Inclusion celebrations in September 2022.



“ Adobe’s values — genuine, innovative, involved, and exceptional — are built on the foundation that our people and how we treat one another are what make us a great company. Diversity is about valuing the unique life experience that every employee brings to work every day. Our success is dependent upon it. ”

Shantanu Narayen, Chairman, President, and CEO, Adobe

Our RAP foundations

Adobe’s Reconciliation Action Plan is founded in alignment with the core principles that underpin our ‘Adobe for All’ philosophy:



Equal treatment

Everyone deserves respect and equal treatment, regardless of gender, race, ethnicity, age, disability, sexual orientation, gender identity, cultural background, or religious beliefs. People who feel appreciated and included can be more creative, innovative, and successful.



Employee fulfilment

Creating an environment where our employees can do their best work, learn, and develop to reach their full potential. We are committed to global fair-pay practices and family-friendly leave and benefits programs, helping our people integrate work and life.



Creativity for all

Everyone deserves the opportunity to learn and express themselves through creativity and technology so that they can shape their future.

Adobe lives by these principles every day. They guide our approach to hiring, managing, and developing our employees, as well as helping us identify opportunities to change the technology industry – and society – for the better.

They also govern our Aboriginal and Torres Strait Islander diversity and inclusion strategy organised around four key pillars to proactively increase participation.

These are designed to help Aboriginal and Torres Strait Islander youth find a career at Adobe, embed diversity in our hiring processes, create an employee experience that recognises cultural significance, and drive broader industry advocacy and community impact.



Adobe's reconciliation focus

During National Reconciliation Week in May 2021, Adobe commenced our reconciliation journey to increase engagement, partnerships, education, employment, and procurement opportunities for Aboriginal and Torres Strait Islander peoples.

In alignment with our four pillars, Adobe has taken a range of steps to progress its Aboriginal and Torres Strait Islander diversity and inclusion strategy.



1. Building the Aboriginal and Torres Strait Islander talent pipeline

Adobe will continue working with Australian universities to engage Aboriginal and Torres Strait Islander students early in their tertiary studies by:

- **Providing in-person expertise.** Offering on-campus events and information sessions with Adobe employees to promote digital literacy among students.
- **Making tools available.** Encouraging the use of digital platforms that enable students to tell their stories easily and creatively.
- **Delivering career advice.** Providing advice about career pathways and opportunities in the technology sector.
- **Enabling financial support.** Pursuing funding and sponsorship opportunities for internship programs.



2. Attracting Aboriginal and Torres Strait Islander candidates

Attracting, hiring, and developing candidates of all genders, ethnicities, and backgrounds, we work to ensure inclusivity and fairness in our sourcing, interview and hiring processes by:

- **Partnering to increase the application pool.** Establish partnerships with iWork, Australia's top Aboriginal and Torres Strait Islander job site, like iWork where from August 2021, Adobe began publishing four of its most frequent open employment opportunities.
- **Supporting internships.** Adobe has initiated conversations with Career Trackers and similar organisations that specialise in Aboriginal and Torres Strait Islander Youth internships. We are committed to welcoming Aboriginal and Torres Strait Islander interns into our business.



- **Driving cultural awareness.** To support a diversity-first mindset, we have introduced an 'Adobe for All' learning module for all staff, partnered with Textio to ensure inclusive job descriptions, and partnered with Evolve Communities to conduct cultural awareness, reconciliation, and allyship training for the Australian team. The *7 Steps to Practical Reconciliation* training has been designed to empower us to be confident allies to Aboriginal and Torres Strait Islander peoples and help improve our knowledge of the importance of reconciliation.
- **Interviewing with cultural sensitivity.** We train our hiring teams to allow for culturally appropriate communication showing respect for our potential employees' cultural practices, beliefs, and attitudes.



3. Creating the right employee experience at Adobe

Integral to our RAP is fostering a work environment where every Adobe employee feels valued and included. We embed this within the organisation by publicly celebrating diversity and connecting staff through internal communities and networks. As part of this pillar, we will remain focused on:

- **Celebrating milestones.** Recognising and celebrating culturally significant events such as National Reconciliation Week and NAIDOC week that recognise the importance of reconciliation.
- **Empowering our RAP working group.** Ensuring the support and participation of the Executive Leadership team who can influence the RAP's success.



Ngumpie Weaving joins us for our Adobe for All Week – Diversity & Inclusion celebrations with Bree Firebrace.

- **Building respect.** For Aboriginal and Torres Strait Islander histories and cultures by celebrating NAIDOC Week, commencing key gatherings and meetings with an Acknowledgement of Country, and conducting cultural awareness training.
- **Creating cultural safety.** Delivering awareness programs and learning.
- **Encouraging diversity.** Ensuring our office spaces promote diversity and are respectful and inclusive of all.
- **Offering acknowledgement.** Including Acknowledgement of Country in physical office space, the digital signatures of employees, and at the start of employee town halls and meetings.
- **Creating a psychologically safe space.** Where employees can anonymously self-identify as Aboriginal and Torres Strait Islander peoples to understand the representation and diversity of First Nations peoples of Australia among Adobe Australia employees.

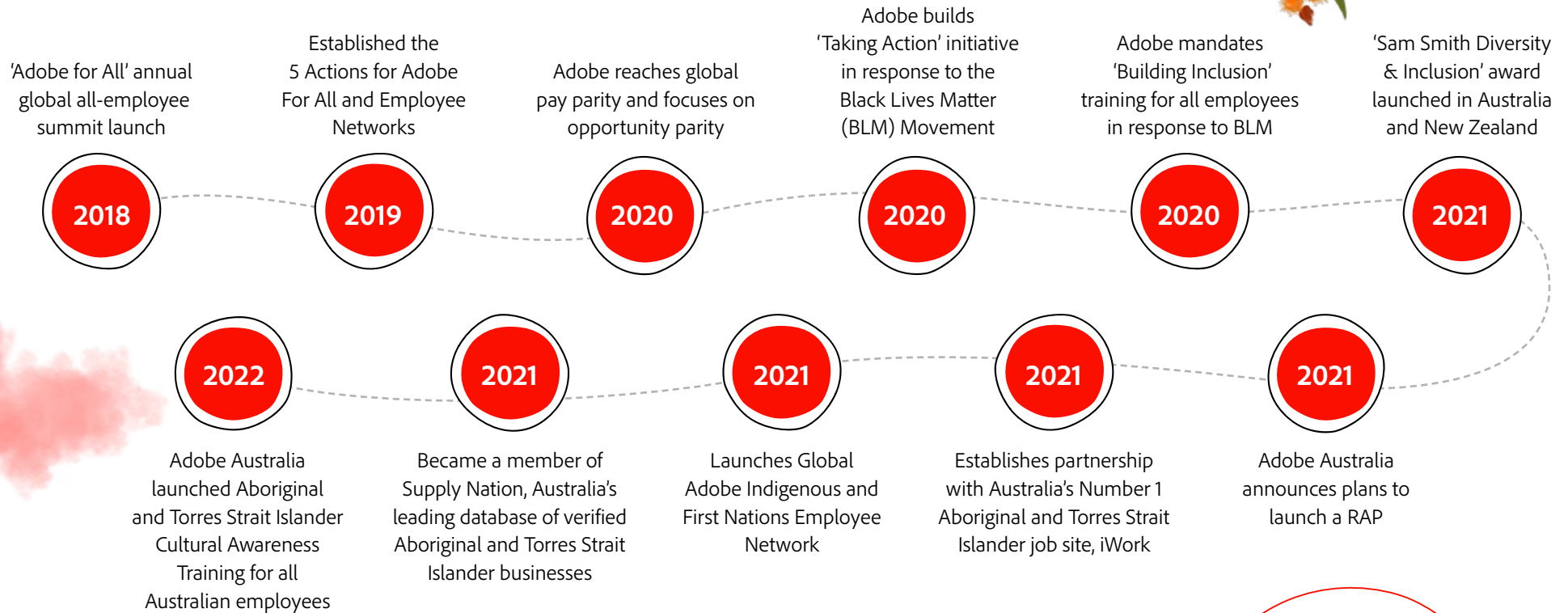


4. Influencing industry, community, and supplier diversity

Adobe has sought to use its influence across the supply and value chain to affect change. Working with Aboriginal and Torres Strait Islander suppliers, organisations, and community groups helps these organisations to thrive. As part of this pillar, we are focused on:

- **Influencing industry.** Advocate for government action and industry collaboration to advance issues and agendas that matter to the businesses and communities we support. We have committed to harnessing the best of Adobe – our people, platform, creativity, and innovation – to continue making lasting change inside and outside our company.
- **Supplier diversity.** Procurement initiatives in support of Aboriginal and Torres Strait Islander suppliers and businesses. This includes making our processes simpler for onboarding small Aboriginal and Torres Strait Islander suppliers and ensuring we are growing the percentage of Aboriginal and Torres Strait Islander suppliers in our expenditure mix.
- **Community impact.** By directly supporting non-profits and employee-led programs, we want to positively impact Aboriginal and Torres Strait Islander communities.

Adobe's reconciliation journey





RAP working group

On the International Day of World's Indigenous Peoples, 9 August 2021, Adobe reinforced its commitment to reconciliation by announcing the newly formed RAP Working Group (RWG). The RWG has been instrumental in providing the strategic vision and direction needed to realise, act on and drive momentum behind our reconciliation efforts.

The RWG has cross-functional representation at all levels of the business. Narrunga and Ngarrindjeri man, Brendan Littlechild from Indigenous Workforce Consulting, is the Aboriginal and Torres Strait Islander representative on our RAP Working Group.

Sarah Dunn, Head of Employee Experience Asia Pacific and Japan, and Jamie Ragen, Director Australia New Zealand Solution Consulting, play the role of Executive sponsors and RAP champions to engage with Adobe's workforce to drive awareness of, and engagement with, the RAP.



RAP partnerships and initiatives

We celebrated NAIDOC Week 2022 with sand artist and drone photographer Lowell Hunter from the Nyul Nyul saltwater peoples.



We are proud to share some of the highlights from our reconciliation activities and partnerships to date:

Adobe for All Summit

We continue to welcome Indigenous and First Nations voices to our global diversity and inclusion event – the 'Adobe for All' Summit. In September 2022, we invited Sean Choolburra, a proud Girramay, Kalkadoon, Pitta Pitta and Gugu Yalanji man, to open the event. As one of Australia's funniest comedians, and talented entertainer, Sean shared his life story, discussed racism and perspectives on allyship.

First Nations Bedtime Stories

During NAIDOC Week in 2020, Adobe partnered with First Nations Bedtime Stories to encourage all employees to join in a week of learning and sharing. Staff had the opportunity to watch five Dreaming stories over five days, told by First Nations Elders and knowledge custodians from Central Australia.

Skill Finder

In October 2020, Adobe led the launch of Skill Finder, a free digital micro-skills marketplace for Australians. Skill Finder provides over 3,000 free short courses from 32 technology companies and course providers. Skill Finder is committed to improving accessibility for Aboriginal and Torres Strait Islander peoples, as we explore partnerships to create a customised user experience.

NAIDOC Week 2022

Adobe is proud to collaborate and learn from Indigenous artists. In 2022, we invited Lowell Hunter, a proud Nyul Nyul saltwater man from the Kimberley in Western Australia and a winner of the 2022 creative talent award at the National NAIDOC Week Awards. Lowell creates sand art and uses drone photography to capture the scale of his works. Using his feet, Lowell carves stories into sand using the same foot movements he was taught through traditional dance his people have practised for generations. He inspired us to Get Up! Stand Up! Show Up! during NAIDOC Week and beyond!

Advocacy and support

- Adobe is engaging with the National Indigenous Australians Agency as part of roundtable conversations focused on enhancing the digital ability among Aboriginal and Torres Strait Islander communities.
- As part of our social responsibility efforts, Adobe has donated 10 laptops to Worawa Aboriginal College, involved in educating young Aboriginal women in years 7-12.
- We initiated partnerships to amplify Indigenous creative voices. This includes We Are Warriors, an Indigenous social enterprise and platform dedicated to celebrating Blak excellence and empowering Indigenous youth. We invited the founder and Yuin and Thunghutti man, Nooky, for a yarn during National Reconciliation Week. We are excited to announce a deeper partnership to empower the new generation of Warriors with Adobe tools and help amplify their stories.
- Adobe has been yarning with Ngarrimili, a platform supporting business and entrepreneurship opportunities amongst Aboriginal and Torres Strait Islander communities. We welcomed two First Nations creators to the Adobe Creative Ambassador Program (Kiewa Austin-Rioli and Gerard Black), provided 10 Creative Cloud All Apps licences to the community, and are exploring creative workshops and mentor programs.

National Close the Gap Day

In partnership with the Australia site council and Indigenous and First Nations Employee Network Group, we invited Renee Wootton – a Tharawal Woman, pilot, engineer, and aspiring astronaut – to discuss the importance of closing the gap on 17 March 2021.

Global Indigenous and First Nations Employee Network

In late 2021, we launched Adobe's newest employee network – Indigenous/First Nations At Adobe (IFNA) with 221 members across the globe. The network is focused on amplifying voices of the First Nations communities within Adobe.

Acknowledgement of Country plaques

Our psychological safety efforts include making our facility welcoming to Aboriginal and Torres Strait Islander employees. For this reason, we have the Acknowledgement of Country plaques at the entry of both our office locations in Sydney and Melbourne.

Mandatory Indigenous Cultural Awareness training

In March 2021, we launched a mandatory Indigenous Cultural awareness training for all Australia and New Zealand employees. This online training is delivered by an Indigenous business, Evolve Communities, and facilitated by Aunty Munya (Manya) Andrews, a Bardi Elder. To date, 50% of our employees have completed it, receiving high feedback scores and broad recognition of its ability to raise awareness and understanding of Aboriginal and Torres Strait Islander cultures.



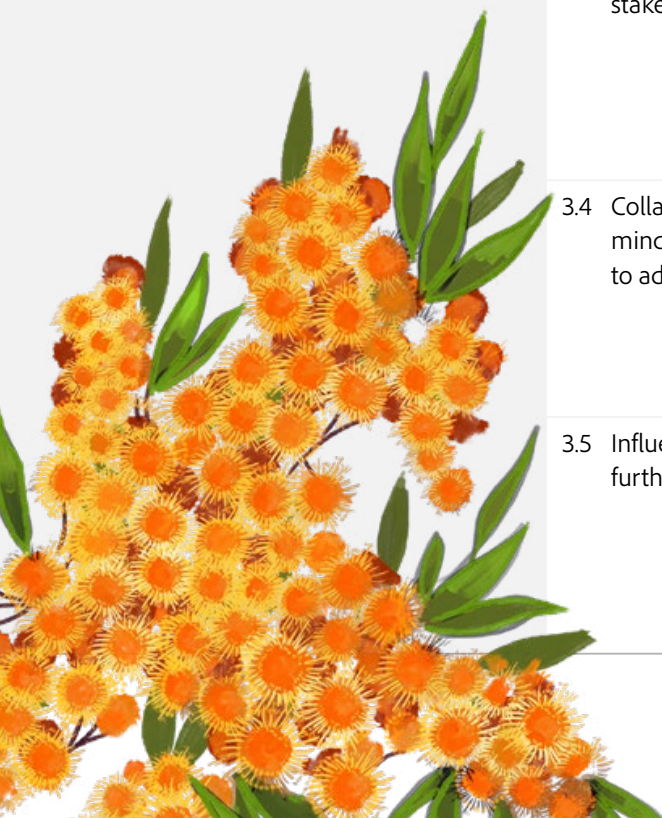
Relationships

Since Adobe was founded almost 40 years ago, we have not lost sight of our values and mission. To create experiences that matter for our employees, customers, and communities, we recognise our values must continue informing a culture of mutual trust and respect and support diversity. We are proud of our creative heritage and our commitment to diversity, and at the heart of this is our global diversity and inclusion strategy, 'Adobe for All'. This drives Adobe Australia's commitment to building relationships with Aboriginal and Torres Strait Islander peoples, so we represent the communities in which we operate and live.

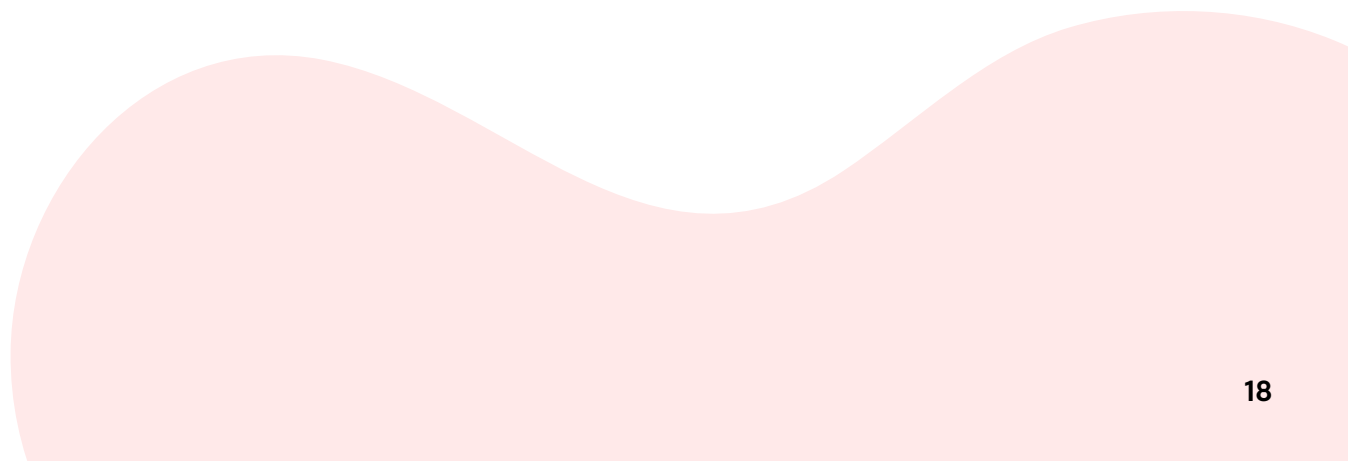


Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Assess progress: March 2023, 2024 September 2023, 2024	RAP Executive Sponsor
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Review and build plan: December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	RAP Executive Sponsor
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023, 2024	Indigenous and First Nations Employee Network Lead
	2.2 RAP Working Group members to participate in an external NRW event.	May 2023, 2024	RAP Executive Sponsor
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023, 2024	Indigenous and First Nations Employee Network Lead
	2.4 Organise at least one NRW event each year.	May 2023, 2024	Indigenous and First Nations Employee Network Lead
	2.5 Register all our NRW events on Reconciliation Australia's NRW website .	May 2023, 2024	Indigenous and First Nations Employee Network Lead

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Review and update current strategy: December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	Indigenous and First Nations Employee Network Lead
	3.2 Communicate our commitment to reconciliation publicly.	December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	Head of APAC Employee Experience (EX)
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Review and update current opportunity plan: December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	RAP Executive Sponsor and RAP Government Relations Leader
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Review and update current partnerships: December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	Indigenous and First Nations Employee Network Lead
	3.5 Influence policies and direction with government to further provide support in bridging the digital gap.	Review and update current govt. engagements: December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	Director, Government Relations



Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	4.1 Review HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Review and audit: December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	Head of APAC Employee Experience (EX)
	4.2 Develop, implement, and communicate an anti-discrimination policy for our organisation.	Review and audit: December 2022 Assess progress and update: December 2023	Head of APAC Employee Experience (EX)
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Review and audit: December 2022 Assess progress and update: December 2023	Head of APAC Employee Experience (EX)
	4.4 Educate senior leaders on the effects of racism.	Review: December 2022 Assess progress and update: December 2023	Head of APAC Employee Experience (EX)





Respect

Adobe's commitment to reconciliation with Aboriginal and Torres Strait Islander peoples reflects our belief that everyone has an inherent right to respect and equal treatment. When people feel appreciated and included, creativity, innovation, and success can follow.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	Review progress: December 2022 December 2023	Talent Development Director
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Review progress: December 2022 December 2023	Talent Development Director
	5.3 Develop, implement, and communicate a cultural learning strategy document for our staff.	Review progress: December 2022 December 2023	Talent Development Director
	5.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Review progress: December 2022 December 2023	Talent Development Director
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	ANZ Communication Lead and Indigenous and First Nations Employee Network Lead
	6.2 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	ANZ Communication Lead and Indigenous and First Nations Employee Network Lead

Action	Deliverable	Timeline	Responsibility
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Invite at time of RAP launch – December 2022 For NAIDOC Week – June, July 2023	Indigenous and First Nations Employee Network Lead
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	ANZ Communication Lead and Indigenous and First Nations Employee Network Lead
	6.5 Build a cultural safety framework to engage and retain Aboriginal and Torres Strait Islander employees.	December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	ANZ HR Lead and Talent Development Leader
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	June, July 2023, 2024	Indigenous and First Nations Employee Network Lead
	7.2 Review HR policies and procedures to remove barriers to staff participation in NAIDOC Week.	Conduct review April 2023 Update May 2023 ahead of upcoming NAIDOC week Assess progress and update: May 2024	ANZ HR Lead
	7.3 Promote and encourage participation in external NAIDOC events to all staff.	June, July 2023, 2024	Indigenous and First Nations Employee Network Lead



Opportunities

Our approach in developing the RAP is to tell the whole story – from attracting and hiring Aboriginal and Torres Strait Islander peoples with diverse perspectives to cultivating inclusive workplaces and uplifting our communities. The Adobe For All philosophy is designed to provide Aboriginal and Torres Strait Islander youth a career at Adobe, embed diversity in our hiring processes, create an employee experience that recognises Aboriginal and Torres Strait Islander cultural significance, and drive broader industry advocacy and community impact.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	Talent Selection Head
	8.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	Indigenous and First Nations Network Lead
	8.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Review status: December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	ANZ HR Lead
	8.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	Talent Selection Head
	8.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	Talent Selection Head

Action	Deliverable	Timeline	Responsibility
	8.6 Continue to benchmark with RAP partner organisations in technology space on cultural benefits/leave to assess opportunities to enhance Adobe's current benefits/leave in alignment with Adobe's diversity philosophy that supports Aboriginal and Torres Strait Islander peoples.	July 2023, 2024	APAC Benefits Leader
	8.7 Ensure our office space promotes diversity, and is respectful and inclusive of Aboriginal and Torres Strait Islander communities.	December 2022 Assess progress and update: March 2023, 2024 September 2023, 2024	Facilities Head
	8.8 Engage with Universities and CareerTrackers to hire Aboriginal and Torres Strait Islander Interns.	July 2022, 2023, 2024	University Hiring Lead ANZ



Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Assess progress and update: March 2023, 2024 September 2023, 2024	Program Manager – Supplier Responsibility Global Procurement
	9.2 Maintain Supply Nation membership.	December 2022 August 2023	ANZ HR Lead
	9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Assess progress and update: March 2023, 2024 September 2023, 2024	Indigenous and First Nations Network Lead
	9.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Assess progress and update: March 2023, 2024 September 2023, 2024	Program Manager – Supplier Responsibility Global Procurement
	9.5 Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	Assess progress and update: March 2023, 2024 September 2023, 2024	Indigenous and First Nations Network Lead and Program Manager – Supplier Responsibility Global Procurement
10. Investigate capacity-building opportunities within the community.	10.1 Identify and support Aboriginal and Torres Strait Islander organisations as part of our Corporate Social Responsibility goals to build capability across the community.	Assess progress and update: March 2023, 2024 September 2023, 2024	RAP Working Group CSR Lead
	10.2 Offer Adobe's initiative of Skill Finder and other skill-building tools to Aboriginal and Torres Strait Islander People for upskilling/reskilling.	Assess progress and update: March 2023, 2024 September 2023, 2024	Indigenous and First Nations Network Lead and ANZ Director Solution Consulting



Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	11.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	April 2023, 2024	RAP Champion
	11.2 Maintain and apply a Terms of Reference for the RWG.	April 2023, 2024	RAP Champion
	11.3 Meet at least four times per year to drive and monitor RAP implementation.	2022: September, October, November, December 2023: January, February, March, April, May, June, July, August, September, October, November, December 2024: January, February, March, April, May, June, July, August, September	RAP Chairperson
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Review resource needs for RAP implementation.	Assess progress and update: March 2023, 2024 September 2023, 2024	RAP Chairperson and Executive Sponsor
	12.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	Assess progress and update: March 2023, 2024 September 2023, 2024	RAP Chairperson and Executive Sponsor
	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	Assess progress and update: March 2023, 2024 September 2023, 2024	RAP Chairperson and Executive Sponsor
	12.4 Maintain an internal RAP Champion from senior management.	Assess progress and update: March 2023, 2024 September 2023, 2024	RAP Chairperson and Executive Sponsor

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 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.	August 2023, 2024	RAP Chairperson and Executive Sponsor
	13.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Chairperson and Executive Sponsor
	13.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAP Chairperson and Executive Sponsor
	13.4 Report RAP progress to all staff and senior leaders quarterly.	May, June 2023 May, June 2024	RAP Chairperson and Executive Sponsor
	13.5 Publicly report our RAP achievements, challenges and learnings, annually.	May 2022-May 2024	RAP Chairperson and Executive Sponsor
	13.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Chairperson and Executive Sponsor
	13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2024	RAP Chairperson and Executive Sponsor
14. Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	October 2023	RAP Chairperson and Executive Sponsor

Acknowledging our **partners** and **supporters**

We want to acknowledge the many individuals and organisations who have supported and encouraged the development of our Reconciliation Action Plan. Thank you for the yarns, advice, partnerships, and cultural enrichment as we have collectively embarked on this journey.

- Bluearth Foundation
- Brendan Littlechild, IWC Consulting (Narrunga & Ngarrindjeri)
- Charlotte Allingham (Wiradjuri & Ngayampaa)
- DLA Piper
- DXC Technology
- Evolve Communities
- Gerard Black (Worimi)
- Lowell Hunter (Nyul Nyul)
- Ngarrimili
- Nooky (Yuin and Thunghutti)
- Sharing Stories Foundation
- Supply Nation
- Swinburne University of Technology
- We Are Warriors
- Willyama Services

Contact details

Nidhi Chopra
Director HR Business Partner, ANZ
02 9778 4100
nchopra@adobe.com



Adobe