



HAVAS

# REFLECT RECONCILIATION ACTION PLAN

January - December 2025



## ACKNOWLEDGEMENT OF COUNTRY



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We acknowledge the Traditional Custodians of the land on which we live, learn and work, the Gadigal people of the Eora Nation, and pay our respects to Elders past and present.



# STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA



## STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

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

Havas Australia joins a network of more than 3,000 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 Havas Australia 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 Havas Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



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**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

## CONTENTS

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1. Who we are - Our business
2. Where we are - History of our Land
3. Dimensions Of Reconciliation
4. Our RAP
5. Our Partnerships and current activities
6. Our Reflect RAP: Relationships, Respect, Opportunities
7. Governance
8. Konstantina



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# WHO WE ARE



## WHO WE ARE

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## OUR BUSINESS

We are a global advertising and media group who employ around 330 staff in Sydney, Melbourne and Brisbane. We are made up of a number of specialist agencies, Havas Host, Havas Red, Havas Media, One Green Bean, Havas Co-Maker, Havas Commerce, Organic and H/Advisors that all live together under one roof, with one executive leadership team and a common belief about making the brands we look after matter to Australians through meaningful brand ideas, meaningful media, and meaningful conversations.

Our capabilities include brand, comms and creative strategy, media planning and buying, creative and content ideation, design, digital transformation, customer experience, CRM, tech consulting, retail/shopper marketing, sponsorship and brand partnerships, PR, social, influencer, experiential/events, ecommerce, SEO, data and analytics, entertainment, innovation and more.

Whilst each agency has its own unique culture, we are bound by our shared ambition to put our people at the forefront of everything we do ensuring everyone who works with us feels included, welcomed, supported and respected.

Currently, we are unaware of staff who may identify as an Aboriginal and /or Torres Strait Islander person. At Havas, our strategy is built on making meaningful connections. To do that in Australia we need to have meaningful connections with the Traditional Owners of the land, and their descendants, in everything we do.

Aboriginal and Torres Strait Islander peoples have lived in Australia for over 60,000 years and are considered the oldest storytellers, and to our minds, the oldest creatives. The Reflect Reconciliation Action Plan (RAP) aims to lay the foundations and reconnect Havas Village with Aboriginal and Torres Strait Islander cultures and histories and create a safe, more inclusive working environment for Aboriginal and Torres Strait Islander peoples in our industry.



# WHERE WE ARE



121 HARRINGTON ST, THE ROCKS



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## HISTORY OF OUR LAND

People have been an integral part of the landscape around the Rocks for thousands of years.

The site was part of the territory of the Gadigal people of the Eora Nation, the traditional owners of the Sydney region. It was an area of fishing and hunting, and the nearby foreshore was used for congregation. Shell middens and rock engravings in the area indicate Aboriginal occupation dating back thousands of years.

Aboriginal people moved about the landscape, within their territories, in order to access the resources they needed. Campsites were usually located close to the shore, especially during summer when fish and shellfish was the staple diet. The shores of the harbor were an important source of cockles and oysters for Aboriginal communities.

At the time of colonization it was estimated by Governor Arthur Phillip that there were about 1,500 Aboriginal people inhabiting the coastal areas of Botany Bay, Port Jackson and Broken Bay. Aboriginal people continue to live around the Harbour following European occupation.



# DIMENSIONS OF RECONCILIATION



## DIMENSIONS OF RECONCILIATION



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### RACE RELATIONS

All Australians understand & value Aboriginal & Torres Strait Islander & Non-Indigenous cultures, rights & experiences which results in stronger relationships based on trust & respect.



### EQUALITY & EQUITY

Aboriginal & Torres Strait Islander peoples participate equally in a range of life opportunities & the unique rights of Aboriginal & Torres Strait Islander peoples are recognised & upheld.



### UNITY

An Australian society that values & recognises Aboriginal & Torres Strait Islander cultures & heritage as a proud part of a shared identity.



### INSTITUTIONAL INTEGRITY

The active support of reconciliation by the nation's political, business & community structures.



### HISTORICAL ACCEPTANCE

All Australians accept & understand the wrongs of the past & the impact of these wrongs. Australia makes amends for the wrongs of the past & makes sure that these wrongs are never repeated.





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# OUR RECONCILIATION ACTION PLAN



## OUR RAP



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As part of Havas' DE+I Strategy and Approach, our First Nations Committee was established in February 2024, with Phase one focused on raising awareness and building an understanding through education. Our First Nations Committee's focus was also to coordinate the development and implementation of Havas' first Reflect RAP to prepare our workforce on how they can each contribute to reconciliation. Whilst we have already begun our reconciliation journey at Havas, our Reflect RAP will enable our people to support the reconciliation initiatives that we commit to. We believe having actions as outlined in our Reflect RAP will enable our people to feel supported in a meaningful and authentic way and create lasting impacts.

The committee established a Statement of Purpose:

### Our Statement of Purpose

We are united in developing a genuine understanding of First Nations people and committed to making a tangible difference through education, celebration, and reflection.

#### EDUCATION

Havas is able to educate our people through regular programs of Aboriginal and Torres Strait Islander peoples speakers and artists. Through their words, art and music, we can bring the conversation home and make space for the voice of Aboriginal Torres Strait Islander peoples in a meaningful, authentic and purposeful way.

#### CELEBRATION

Havas understands that we have a duty to connect with Aboriginal and Torres Strait Islander peoples community in a fair and conciliatory way. We want to celebrate their traditions and cultures through events such as National Reconciliation Week and NAIDOC Week.

#### REFLECTION

Havas understands that many of our people have little knowledge of First Nations histories and cultures. This is our chance to look back on the history of colonisation, the true meaning of Australia Day and help our staff reflect on the land upon which they work.



## OUR RAP

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Our Reflect Reconciliation Action Plan (RAP) is the first step in our reconciliation journey.

In committing to a Reconciliation Action Plan, Havas understands the role we must play in creating a culturally safe workplace and supporting meaningful reconciliation. The Reconciliation Action Plan outlines our approach to reconciliation and is built around the themes of Relationships, Respect and Opportunities, acknowledging the past and building for the future ahead.

Our Havas Rap Champion is James Wright, Global CEO HAVAS Red and CEO, Havas Creative Network Australia and Candice Veasey, Chief People Officer, ANZ.

Our approach to implementation will be to communicate our Reflect RAP via a companywide email. Following that our DE+I First Nations committee will establish feedback loops to give our people the opportunity to ask questions and pathways to contribute. There will be a DE+I First Nations email address allowing further opportunity to ask questions and nominate their involvement in joining the DE+I committee. Our RAP will be incorporated into Enboarder, our onboarding platform and sent to all new starters. The RAP will be available for download on our Havas company website and saved to Sharepoint for all our people to easily access and download. A link to our RAP will also be included in our People Playbook (our Employee Handbook).



# OUR PARTNERSHIPS AND CURRENT ACTIVITIES



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- Continue our external partnership with Cuppa who provide support to Havas with speakers and content around key First Nation dates, such as National Reconciliation Week and NAIDOC week. This aligns with our commitment to raising awareness and education to our staff.
- Continue our external partnership with Kate Constantine, a Gadigal woman who designed all our artwork and supports Havas on our reconciliation journey by sharing her insights, truth-telling, knowledge and information relating to First Nations peoples.
- Continue our NSW reconciliation membership which provides valuable information, resources, knowledge and access to events. Include a link to the website under 'Memberships' in our People Playbook ensuring information, resources, knowledge, events to attend are easily accessible to all our people.
- In 2024, our First Nations Committee mapped out meaningful awareness and education campaigns and engaged speakers to share information, insights and truth telling around key dates (National Reconciliation Week and NAIDOC Week) as part of our Phase One Strategy: Raising Awareness and Education.
- Continue our partnership with Blak Brews, who supply our teas sourced from native plants.
- Continue our contract with PSG Holdings, a 100% First Nations owned business with 25% of their staff Aboriginal and Torres Strait Islander peoples.
- Havas introduced a flexible public holiday policy, effective 1 January 2025 with Australia Day being one of the 'flex' days people can swap for another day in the year that holds personal significance to them, their culture, their identify, their beliefs.





# 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.	December, 2025	Chief People Officer
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December, 2025	Chief People Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Raise awareness and circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	19 May 2025	Creative Partner
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025	Lead: Creative Partner Support: People Advisor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025	Lead: Creative Partner Support: People Advisor





# RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence..	Communicate our commitment to reconciliation to all staff.	December, 2025	Lead: Chief People Officer Support: First Nations Team
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June, 2025	Chief People Officer
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June, 2025	Lead: Chief People Officer Support: People Advisor
	Invite Key Clients to educational events during key dates (NAIDOC and NRW)	June, 2025	Lead: Creative Partner Support: Chief People Officer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	September, 2025	Lead: Chief People Officer Support: People Advisor
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	Lead: Chief People Officer Support: People Advisor





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.	September, 2025	Creative Partner
	Conduct a review of cultural learning needs within our organisation.	September, 2025	Chief People Officer
	Organise for all new media agency joiners to complete the SBS Core Inclusion Course through the Media Federation of Australia as part of their 100 day onboarding plan.	December, 2025	People Advisor
	Organise Cultural Competency training to increase understanding of First Nations cultures and histories.	October, 2025	Lead: Chief People Officer Support: People Advisor





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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.	March, 2025	Creative Partner
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March, 2025	Chief People Officer
	Organise an Acknowledgement of Country Workshop training to deliver an authentic and personalised Acknowledgement of Country and understand the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country	December, 2025	Chief People Officer





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.	June, 2025	Lead: Chief People Officer Support: First Nations Team
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June, 2025	Lead: Chief People Officer Support: First Nations Team
	RAP Working Group to participate in an external NAIDOC Week event.	June, 2025	Lead: Chief People Officer Support: First Nations Team
8. Provide a greater understanding of the land of our Havas Village Headquarters and the history of the Country and language on which all employees live on.	Ask staff to research and identify what Country they live on and share with us in our Annual DE&I Survey.	October, 2025	Lead: People Advisor Support: Chief People Officer
	Incorporate the map of where you live in Enboarder (our onboarding platform) and as part of our new starter 'Welcome Packs'.	June, 2025	People Advisor





# OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June, 2025	Lead: Chief People Officer Support: First Nations Team
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June, 2025	Chief People Officer
	Review our talent practices (hiring and selection processes, job advertisements, where we advertise) to ensure we are inclusive to all prospective candidates, including those from an Aboriginal and Torres Strait Islander background.	December, 2025	Lead: Chief People Officer Support: People and Culture Team
	Investigate an Internship Program for First Nations people with Career Trackers.	March, 2025	Chief People Officer
	Engage with First Nations communities on entry level role opportunities.	August, 2025	Lead: Chief People Officer Support: People and Culture Team





# OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review current suppliers to assess the gaps and develop a business case for procurement to further engage Aboriginal and Torres Strait Islander owned businesses.	April, 2025	Lead: Creative Partner Support: First Nations Team
	Investigate Supply Nation membership and seek to build relationships with Indigenous suppliers by accessing the Indigenous Business Direct (IBD) directory.	April, 2025	Lead: Creative Partner Support: First Nations Team
	Commit to achieving at least 2% of the value of Havas's Australian supply chain to be subcontracted to Aboriginal and Torres Strait Islander Enterprises.	December, 2025	Chief People Officer





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain our RWG to govern RAP implementation.	January, 2025	Chief People Officer
	Draft a Terms of Reference for the RWG.	March, 2025	Lead: Creative Partner Support: First Nations Team
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	April, 2025	Lead: Creative Partner Support: First Nations Team
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February, 2025	Chief People Officer
	Engage senior leaders in the delivery of RAP commitments.	February, 2025	Chief People Officer
	Maintain our senior leader to champion our RAP internally.	January, 2025	Chief People Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February, 2025	Lead: Creative Partner Support: First Nations Team





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. 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, 2025	Chief People Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	March, 2025	Chief People Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	February, 2025	Chief People Officer
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	September, 2025	Chief People Officer



# KONSTANTINA



## ARTIST



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## KONSTANTINA

We commissioned Konstantina (Kate Constantine), a proud Gadigal woman of the Eora nation and a neo-contemporary Indigenous artist to create artwork for three types of tea. She re-imagines the traditions of her peoples' dot painters and provides a modern narrative for all Australians to better understand First Nation Peoples as part of the fabric of Australia

Called "Budjari" and in collaboration with tea maker Blak Brews, HAVAS has created its own branded tea. It celebrates and recognises the First Nations land its Sydney HQ sits upon, Gadigal land, as well as the building itself.

The HAVAS Village HQ in Sydney is based in the landmark heritage-listed and original tea warehouse and factory of Bushells Tea in The Rocks. The seven-storey building was occupied by Bushells for 50 years and today it's the home of more than ten HAVAS companies.

To celebrate the history of the land, the HAVAS values, culture, diversity and, most importantly, its people, we launched the Budjari range in January 2024, with a Welcome to Country from Gadigal elder Ray Davison.







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THANK YOU



## CONTACT DETAILS

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