Wine Australia



Reconciliation Action Plan

January 2026 – May 2027

RECONCILIATION ACTION PLAN REFLECT





Wine Australia acknowledges the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to land, water and community.

We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander people and honour their knowledge and enduring connection to Country.

Wine Australia recognises that the grapes grown, and the wines made by our sector come from Country — living landscapes rich with culture, history and spiritual meaning that have been, and continue to be, nurtured by Aboriginal and Torres Strait Islander people for tens of thousands of years.

We are grateful for the wisdom and perspectives provided by the Aboriginal and Torres Strait Islander people who generously gave their time and shared their experiences as our Reflect Reconciliation Action Plan (RAP) was developed.



Beechworth, Victoria. We acknowledge the Traditional Owners of land on which this photograph was taken and pay our respects to their Elders, past and present.

Contents

Our RAP artwork 5

From the artist 5

Messages from Wine Australia Chair and CEO 6

Statement from CEO of Reconciliation Australia 7

Wine Australia's vision for Reconciliation 9

Our business 10

Our RAP 13

The journey so far 18

Partnerships 23

Case study: Future Leaders program 24

RAP Working Group 26

Reflect Reconciliation Action Plan 28

Relationships 28

Respect 29

Opportunities 30

Governance 31

Contact 32





Our RAP artwork

This artwork speaks to connection between people, Country, and the many regions that shape Wine Australia's identity. The deep green section flowing through the middle represents nature and growth — a visual reminder of our connection to plants, land, and the seasons that guide agriculture. The smaller green and yellow dot formations nod to both blossoming life and traditional community symbols, highlighting the richness and diversity of Country.

Three straight journey lines run through the work, leading into the central meeting place with the sun at its core. Along these lines are 65 dots, representing the 65 wine regions across Australia — each distinct yet connected through shared journey, learning, and community.

At the borders sit the U-shapes, symbolising people gathered along pathways of connection. Beneath the central green path, water and earth/country flow together — life-giving elements grounding the work in balance, strength, and sustainability. Above, the rolling hills and sky reflect Country's story and cycles of renewal, framing the piece within the continuity of land and seasons.

This concept is built on story, season, and shared responsibility. It stays true to Wine Australia's reconciliation vision — respect for Country, community, and the ongoing journey of walking and learning together.

From the artist



Kalli-Jade Wall (Arrernte, Jingili)

I have been an artist taking commissions for the last 8 years. Starting my art career in creating resin seascapes and abstract pieces. While pregnant, a couple of years ago, I could no longer paint with resin due to the fumes and I really missed being creative. Pregnancy for me was a beautiful and spiritual journey bringing me even closer to my culture. It gave me time to reflect how my ancestors were so resilient through turbulent times of the past. I wanted to connect more to these feelings and energy and began learning more about traditional Aboriginal art.

I was adopted into a loving family at 6 weeks of age, growing up to admire the most beautiful Aboriginal woman I have ever known, my nana, Mavis. Mavis was from Arrernte mob and a mother of 8. Mavis instilled pride in our Aboriginal heritage from a young age and now I am eager to pass this onto my son and teach him more about our culture. Once becoming an adult, I was able to meet my biological family, meeting a new grandfather who had the same type of loving soul as Mavis. My grandfather, Joe was from Jingili mob. Both Mavis and Joe shared stories of resilience and strength but most of all they shared their love of our Aboriginal culture with everyone they met. I carry this energy with me when I paint, painting instinctively from how I feel and what I want others to feel within my art. I paint to feel connection to my country and people and to share it with everyone so we can all be connected honouring what my family has always been about.

I paint with many different modalities under my belt but while learning the ropes of motherhood I have been most creative with digital art due to its convenience and diversity. I also love to paint on canvas and wood and enjoy painting with acrylics, resin, alcohol inks and watercolours.

Messages from Chair and CEO of Wine Australia



Dr Michele Allan
Board Chair
Wine Australia

As a Board, we're proud to support this work. It's a long-term commitment to building respectful relationships, improving cultural understanding, and supporting the inclusion of Aboriginal and Torres Strait Islander people, within Wine Australia's sphere of influence.

There is a moral imperative that comes with Wine Australia's visibility and leadership role in the sector to demonstrate best practice in all our undertakings, and this includes our actions in embracing diversity, equity and inclusion initiatives which strengthen the depth, breadth and quality of our workforce.

The wine and grape community's increasing awareness and support of ESG principles is an additional indicator that the time is ripe for active engagement in truth telling, acknowledgement that the lands that grow and produce our wines were never ceded by their Traditional Owners, and doing better in terms of opportunities for engagement and inclusion.



Dr Martin Cole
Chief Exective Officer
Wine Australia

Reconciliation requires more than reflection. It demands action. At Wine Australia, we are committed to building a workplace and sector culture that reflects and respects our deep connection to land and honours the Aboriginal and Torres Strait Islander people who have cared for it for millennia.

As we listen and learn from Aboriginal and Torres Strait Islander cultures, we grow not only our cultural capability but also our collective responsibility to lead with integrity. This RAP will strengthen the way we work together, the way we support our sector, and the way we speak to the world about Australian wine and where it comes from.

Reconciliation is essential to building a more inclusive, informed and respectful future. This is how we build a stronger foundation not just for Wine Australia, but across the grape and wine community and across the lands we share.





Karen Mundine
Chief Executive Officer
Reconciliation Australia

Photo: Joseph Mayers

Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

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

Wine 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 over 5.5 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 Wine 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 Wine Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Yarra Valley, Victoria. Traditional Country of the Wurundjeri people.

... Wine Australia acknowledges that the grapes grown and the wines made by our sector come from Country ...

Wine Australia's vision for reconciliation

Reconciliation begins with truth, listening and action. It begins with deep respect for Aboriginal and Torres Strait Islander people's knowledge and cultures, and acknowledgement of their unbroken connection to Country.

As an organisation and an industry connected to land across 65 Australian wine regions as diverse as their Traditional Owners, Wine Australia acknowledges that the grapes grown and the wines made by our sector come from Country: living landscapes rich with culture, history and spiritual meaning that have been, and continue to be, nurtured by Aboriginal and Torres Strait Islander people for tens of thousands of years.

Wine Australia exists to empower the success of the Australian wine sector. We do this through the statutory roles outlined in the *Wine Australia Act 2013*, including investing in research and innovation, building demand in markets at home and abroad, and protecting the reputation of Australian wine through regulation. These responsibilities carry influence and, with them, opportunity. We are in a position to lead by example, to listen with care and to act with integrity.

Our vision for reconciliation is grounded in empathy, compassion and responsibility. We recognise that reconciliation is an ongoing commitment and is one that requires honest reflection.

We understand the importance of building respectful, authentic relationships with Aboriginal and Torres Strait Islander people and communities across this continent, and of creating meaningful opportunities for equity and inclusion.

This Reflect Reconciliation Action Plan (Reflect RAP) is our first step in formally embedding reconciliation into our strategy, culture and everyday operations. It is a foundational step in building cultural capability, meaningful relationships, and a vision for future action and it reflects our commitment to better understand Aboriginal and Torres Strait Islander cultures, perspectives and contributions.

To do this, we will:

- continue listening and learning from Aboriginal and Torres Strait Islander people,
- share our learning respectfully and honestly within our organisation and industry,
- celebrate and support Aboriginal and Torres Strait Islander cultures and knowledge systems,
- establish and strengthen relationships with Aboriginal and Torres Strait Islander communities, organisations and businesses both within and beyond the grape and wine sector,
- explore employment and procurement opportunities where we have influence, and
- embed reconciliation into our communications, protocols and everyday practice, so cultural respect becomes an integral part of how we work.

Our aspiration is that reconciliation becomes embedded in who we are at Wine Australia; not a policy or a project, but a way of working and engaging that is respectful, informed and ongoing. We know we still have much to learn, but we are here, ready to walk forward together in the belief that reconciliation is a responsibility for us all.

It is our hope that our action in this space may also inspire others across the Australian grape and wine community to reflect on their own reconciliation journey.

We are grateful to Aboriginal and Torres Strait Islander people who have generously shared their knowledge, time and stories with us so far. Their guidance has shaped our understanding of truth, resilience and responsibility and has given us the foundation we need to reflect and grow.

Our business

Wine Australia empowers the success of the Australian grape and wine sector across three key functions:

- Research, Innovation and Adoption to enhance global competitiveness, helping grape and wine businesses meet the challenges of tomorrow, today.
- Market Development to increase the demand and premium paid for Australian wine across all markets by expanding market and promotion opportunities for Australian wine.
- Regulatory Services to safeguard product integrity and uphold the sector's reputation by maintaining market confidence in the high standards expected of Australian wine.

Wine Australia is funded by the sector, for the sector, through grape grower, winemaker and exporter levies and user-pays charges, with matching funds from the Australian Government for research and innovation. Working collaboratively with the sector and Government, we amplify insights, connection and capability building to support profitable, resilient and sustainable grape and wine businesses.

Wine Australia is a Commonwealth Government statutory authority established under the *Wine Australia Act 2013*.

We employ 65 staff in Australia across Adelaide, Sydney and Victoria, with international teams based in the United Kingdom, United States, Canada, Japan and China cementing our global reach.

Currently, no employees self-identify as Aboriginal and/or Torres Strait Islander people.

Wine Australia

Values and behaviours



At Wine Australia we put the customer first.

Our shared purpose is serving the Australian grape and wine community, and each other, to deliver positive impact.



One team

We value a supportive, diverse and collaborative culture.

We involve each other and clearly communicate context and purpose.

•

We are kind to each other and treat each other with care and respect.

•

We appreciate each other's work and celebrate successes.



Bring our best

We value integrity and initiative in the pursuit of excellence.

We are helpful and listen to understand.

•

We are accountable and approach tasks with energy and positivity.

•

We are commercial and transparent in our decision making and actions.



Flexible thinking

We value innovation and openness to new approaches.

We stop, think and ask why.

•

We are curious and challenge ourselves and others to think differently.

•

We are agile, adaptive and creative.

Our values and behaviours represent our customer-first culture.



Watervale in the Clare Valley, South Australia.
Traditional Country of the Ngadjuri people.

We endeavour to shape a respectful future for our sector, where Wine Australia, Traditional Owners and the grape and wine community move forward together from a place of understanding and respect.



Hunter Valley, New South Wales.
Traditional Country of the Wonnarua people.

Our RAP

As a leading voice within Australia's wine sector, we recognise that reconciliation is integral to ethical leadership, land stewardship, and social sustainability. Our Reflect RAP defines the steps we will take to honour Aboriginal and Torres Strait Islander people, their knowledge, and their enduring connection to the land on which wines are grown and produced.

Wine Australia's values of support, inclusion, collaboration, integrity, innovation, and openness to new approaches guide how we work. With this in mind, we believe that the development of a RAP is the critical first step towards building a more inclusive, collaborative and understanding environment within Wine Australia and across the wine community.

Our Reflect RAP will set the foundation to embed reconciliation into these values and into the way we operate — how we make decisions, tell stories, support research, work with communities, and represent our sector nationally and internationally.

We endeavour to shape a respectful future for our sector, where Wine Australia, Traditional Owners and the grape and wine community move forward together from a place of understanding and respect. Properly understanding the full history that shapes our industry is not only an ethical responsibility — it's fundamental to how we define stewardship, sustainability, and authenticity in our industry.

Wine Australia's approach to marketing Australian wine internationally draws deeply on the character of Australia's ancient landscapes. Yet these landscapes are more than just a backdrop, they are living, cultural places with deep meaning. When we speak about the land and its influence on wine, we must also acknowledge that sovereignty of these lands was never ceded.

Through our Reflect RAP, we will work with Aboriginal and Torres Strait Islander people to ensure the stories we tell about Australian wine honour this truth, sharing narratives that are authentic, inclusive and respectful, and recognise the continuing culture and custodianship of Aboriginal and Torres Strait Islander people.

Our leadership role gives us the opportunity to shape an inclusive future for our sector. Our Reflect RAP is the first step on a long-term journey. It represents a genuine commitment to listen, learn, and build relationships that will, over time, allow us to walk alongside Traditional Owners with respect, understanding and shared purpose. Our Reflect RAP will also guide how we plan, measure, and reflect on our progress, ensuring reconciliation remains an ongoing organisational responsibility and priority.

Acknowledging the truth of our past is essential to building a better future. By listening to and learning from Aboriginal and Torres Strait Islander people, we can begin exploring new ways of working that bring together traditional knowledge and new research and technology. Through this process, we aim to identify shared priorities that strengthen both our industry and the communities with whom we work, creating a more inclusive, ethical and sustainable future for Australian wine.

Developing our Reflect RAP allows us to:

- recognise that reconciliation must be demonstrated not only through our values, but through our actions,
- honour our values by embedding cultural respect and awareness into all we do,
- engage with truth-telling,
- learn from Traditional Owners about sustainable care for Country,
- identify and acknowledge Aboriginal and Torres Strait Islander lands across Australia's 65 wine regions,
- develop the cultural capability needed to engage meaningfully and respectfully with diverse communities, guided by inclusion and integrity,
- strengthen diversity, equity and inclusion within our team and programs,
- respond and contribute to national reconciliation priorities,
- take practical action within our sphere of influence, such as exploring opportunities in employment and procurement,
- amplify the voices and knowledge of Aboriginal and Torres Strait Islander people in our communications and storytelling,
- explore opportunities to work in partnership with First Nations peoples so that our investments and collaborations reflect respect for Country, culture, and community, and
- explore ways to collaborate with Aboriginal and Torres Strait Islander people to ensure the stories we share about Australian wine are authentic, truthful and respectful.



Granite Belt wine region, Queensland.
Traditional Country of the Barunggam
and Bigambul peoples.



Freycinet Peninsula in Tasmania. Traditional Country of the toorerno-maire-mener clan of the Oyster Bay nation.

Our partnerships with Aboriginal and Torres Strait Islander people must be built on trust, reciprocity and respect.



McLaren Vale, South Australia.
Traditional Country of the Kaurna people.

Orange, New South Wales.
Traditional Country of the Wiradjuri people.



This is also deeply personal for many of us. It's grounded in fairness, integrity and a commitment to equity. It's about listening, connecting with communities, building respectful relationships, and ensuring Aboriginal and Torres Strait Islander people have meaningful opportunities to participate and lead across all parts of the grape and wine sector.

Implementing our Reflect RAP marks the start of a shared commitment for everyone at Wine Australia. It's a responsibility that belongs not just to a few, but to all of us — from our leadership and our teams to the industry we support.

We will begin with listening and truth-telling. This means continued cultural learning, including regular workshops and opportunities to hear directly from Aboriginal and Torres Strait Islander voices. It means creating safe spaces for reflection, discussion, and deepening our understanding of the history that shapes our present. We acknowledge that truth-telling can be uncomfortable and are prepared to sit in that discomfort (individually and collectively) as part of our growth. The Wine Australia team is committed to supporting one another, particularly those who are starting out, recognising that the responsibility for creating culturally safe and inclusive spaces lies with all of us, not solely with Aboriginal and Torres Strait Islander people.

Our RAP Working Group will guide this journey, working across the business to develop practical actions, resources, and engagement tools for staff. We will support our people with guidance on culturally respectful communications, events and protocols, including Welcome to Country and Acknowledgement of Country.

We will take a phased, achievable approach that is aligned with our strategic goals. We'll ensure that reconciliation work is integrated into planning, partnerships, governance and reporting. And we'll regularly measure our progress so that we can adapt, grow and stay accountable.

Most importantly, we will continue to listen. Our learning is ongoing. Our partnerships with Aboriginal and Torres Strait Islander people must be built on trust, reciprocity and respect. Our success will not be measured by the completion of a document, but by the long-term relationships we form, the opportunities we create, and the culture we shape within our organisation and beyond.

The journey so far

Our reconciliation journey began with listening and learning from those with lived experience, with a willingness to hear truths that are too often ignored or misunderstood.

In July 2023, all Wine Australia staff participated in a cultural awareness workshop led by Pauly Vandenbergh, a proud Wirangu and Kokatha man and founder of Munda Wines. Through truth-telling, Pauly shared his personal and cultural insights into the impacts of colonisation, cultural loss, and systemic disadvantage. The workshop encouraged us to reflect on our role in shaping a more inclusive and respectful future. This was the first step on our RAP journey and led to the formation of the RAP Working Group in 2024.

In January 2025, our Senior Leadership Team and RAP Working Group took part in a 'timeline rope' activity, a tangible and powerful exercise that took the group through a confronting history of this continent, highlighting the longevity and sophistication of Aboriginal and Torres Strait Islander cultures, the destruction brought by colonisation, and the resilience that endures across generations. It prompted critical conversations and reflections about truth, perspective, and how the events of the past continue to shape the present.

Our journey continued in March 2025, when our leadership and RAP group visited Kanyanyapilla in McLaren Vale, a place under the care of Traditional Owner, Karl Winda Telfer (Burka Senior Man, Mullawirra Meyunna – Dry Forest People). Karl led a 'Coming Home to Country' walk, educating the group about the cultural, spiritual, and ecological renewal occurring at Kanyanyapilla, including cultural education programs for Aboriginal and Torres Strait Islander young people and community. Karl spoke of truth and reconciliation not being a gesture — these are founded on cultural protocols, cultural safety, and cultural respect. Relationships are key to any positive reconciliation outcomes: this needs time for trust, transparency, and truth to guide a deeper understanding to support the self determination of Aboriginal and Torres Strait Islander people.

We also met with Nukunu man Jared Thomas, who generously shared stories of his own family's experiences through colonisation and spoke of the deep importance of connection to family and Country. Together, we explored themes such as the practice of cultural burning on Country and the intrinsic links between land management, biodiversity and cultural heritage — encouraging us to consider how these insights could inform and improve vineyard practices. Jared also shared perspectives on the impact of alcohol in Aboriginal and Torres Strait Islander communities, offering a nuanced view that challenged assumptions and opened space for deeper understanding. These conversations encouraged fresh thinking about sustainability and stewardship and highlighted how cultural knowledge can enrich the wine sector's relationship with the land, while also inviting honest engagement with complex histories.

These conversations ... highlighted how cultural knowledge can enrich the wine sector's relationship with the land

Cultural awareness workshop for all staff with Wirangu and Kokatha man, Pauly Vandenbergh

July 2023

Relationship formed with Karl Winda Telfer, Burka Senior Man Mullawirra Meyunna – Dry Forest People

2024

Relationship formed with a Kaurna, Narungga and Kokatha consultant, Kimberley Wanganeen, who supported us on our RAP journey

February 2025

Karl Winda Telfer led a 'Coming Home to Country' walk at Kanyanyapilla with Leadership and RAP group

March 2025

Formation of the RAP Working Group

October 2024

Timeline rope activity about history, truth and perspective

January 2025

Connected with Wirra Wirra's RAP group and attended Treasury Wine Estates' RAP launch

March 2025

RAP group met with Nukunu Man Jared Thomas to reflect on connection to family and Country

March 2025

The coast of the Southern Fleurieu region, South Australia.
Traditional Country of the Ngarrindjeri people.



The Boranup Karri Forest in Margaret River, Western Australia.
Traditional Country of the Wadandi Saltwater people.

Wine Australia's Senior Leadership Team and RAP Working Group with Karl Telfer at Kanyanyapilla.



In the same spirit, we engaged with those in the sector who have walked this path before us. Attending Treasury Wine Estates' RAP launch provided real-world insight into the role of industry in advancing reconciliation and the value of strong leadership in this space. Our RAP Working Group also met with counterparts from Wirra Wirra's RAP group to exchange insights and understand opportunities, challenges and how a strong network within the sector can support each other to drive progress and change. One of the key takeaways was the importance of building genuine relationships with local Aboriginal and Torres Strait Islander Elders and communities, learning from those with lived experience and taking the time to understand and follow appropriate cultural protocols. These connections help ensure that our actions are grounded in respect, guided by cultural authority and led by meaningful engagement.

Since February 2025, we have worked with Kimberley Wanganeen Consultancy, supported by Kimberley Wanganeen, a Kaurna, Narungga and Kokatha consultant, to engage Wine Australia staff in our RAP journey. This commenced with an all-staff survey on reconciliation, which provided a baseline understanding of where our organisation is starting from, identifying gaps in knowledge, areas of curiosity, and shared values. With a 90 per cent participation rate, and 90 per cent of staff expressing that "reconciliation is important," the results reinforced a collective desire to engage with this work in a meaningful and ongoing way.

This was followed by a workshop where the Senior Leadership Team and RAP Working Group unpacked the survey results to understand what a vision for reconciliation might look like for Wine Australia. It provided an opportunity to create connections between reconciliation, feedback, learning, strategy and priorities — and to identify how we can engage with authenticity, respect and care.

Together, these experiences are shaping how we see our role as a partner, ally and advocate for lasting reconciliation in a sector that is deeply connected to Country.



Wine Australia staff at Kanyanyapilla in McLaren Vale, learning about cultural practices and hands-on ecological activities with Karl Telfer.



Drew Vincent Kilner (Kaurna Ngarrindjeri man) and Liesl von der Borch (Historian) in the Botanic gardens, educating Wine Australia staff on the history of cultural artefacts and local Kaurna sites.



Cliffy Wilson (Kaurna, Ngarrindjeri, Arrente, and Ngadjuri man) at Wine Australia before presenting a Welcome to Country at our global market update for the Australian grape and wine sector.

Partnerships

Our current partnerships reflect our intention to listen, learn, and act in ways that support reconciliation

At Wine Australia, we are committed to building meaningful, respectful, and reciprocal relationships with Aboriginal and Torres Strait Islander people. Our current partnerships reflect our intention to listen, learn, and act in ways that support reconciliation and deepen cultural understanding across our organisation.

We are fortunate to have an ongoing relationship with Karl Winda Telfer, Burka Senior Man Mullawirra Meyunna – Dry Forest People, through connections and introductions made by RAP Working Group member Robyn Dixon. Karl has generously guided our learning through cultural education at Kanyanyapilla — a site of deep cultural and ecological significance in McLaren Vale. A relationship is forming slowly and respectfully with us at Wine Australia. Our staff returned to Kanyanyapilla in August 2025 to participate in a native grass planting event and reconciliation yarning circle. Karl's approach is grounded in cultural protocols, truth-telling, connection to Country, and shared responsibility, offering staff a unique opportunity to reflect on reconciliation in action.

We are committed to working in genuine partnership with Aboriginal and Torres Strait Islander people to explore opportunities and co-design initiatives that support self-determination in winegrowing regions. These collaborations reflect our dedication to authentic co-design, long-term relationship building, and culturally informed approaches to sustainability and land stewardship.

To support broader staff engagement with reconciliation, four learning pathways are being offered:

1. **Cultural education on Country at Kanyanyapilla with Karl Winda Telfer**
   Full day cultural education at Kanyanyapilla, learning about cultural practices, regeneration of Country, self-determination, and hands-on ecological activities.
2. **Walking Together with Kaurna at the Botanic Gardens**
   A workshop in the Botanic gardens with Ngarrindjeri and Kaurna man Drew Vincent Kilner and historian Liesl von der Borch, including a smoking ceremony and the history of cultural artefacts and local sites.
3. **Foundational Cultural Awareness Training by Kuma Kaaru**
   A workshop delivered by Steven Warrior, a Kaurna, Narungga, Kokatha man, on Kaurna culture and protocols, reconciliation, respectful language and why acknowledgement and welcome to country is important.
4. **Core Cultural Learning**
   Developed by AIATSIS in partnership with the Department of the Prime Minister and Cabinet and the Department of Social Services, this is an 8-unit foundational e-learning course offering insights into Aboriginal and Torres Strait Islander cultures, histories, and continuing impacts, designed to strengthen cultural capability.

Case Study: Future Leaders program

Many participants ... explore a deeper connection to the Country where they work

Wine Australia's Future Leaders program stands as a highly regarded and influential leadership development initiative within the Australian wine sector, delivered with our provider partner Pragmatic Thinking. Held every two years, the program is open to applications from individuals in mid-career roles across the Australian grape and wine sector, including Aboriginal and Torres Strait Islander people who work in the sector.

This program is an opportunity to embed cultural respect, learning and awareness with the participants, reinforcing a commitment to reconciliation amongst the wider industry as they learn from Traditional Owners about sustainable care for Country.

Our first session with each Future Leader cohort focuses on the Identity of Leadership. This session encourages deep self-reflection, focusing on understanding individual leadership strengths and values, and how to leverage these attributes. It prompts participants to consider their personal leadership identity through the lens of past, present and future.

A vital component of this session is the group engaging in an immersive On-Country Experience and guided walk with Banaam, held at Fingal Head, Northern NSW. This experience is instrumental in fostering understanding of cultural intelligence applications and inclusivity, with an opportunity to witness rich cultural traditions practiced by the local Gudjinburra people of the Bundjalung Nation.

Participants are guided through a cultural landscape and exposed to traditional practices to better understand how Aboriginal knowledge and principles can inform personal and professional development and growth.

Many participants use this experience as a catalyst to take back learnings and explore a deeper connection to the Country where they work across Australia.

By equipping participants with essential leadership skills and confidence to lead, within their own organisations and across the regions, the program takes proactive steps to safeguard the industry's future and foster a culture of continuous improvement.

This learning initiative brings different roles and regions together establishing trust and connections for a unified approach. The networking value is unparalleled, creating lifelong trusted support systems. By 2025, the program has produced well over 150 graduates, forming a substantial thriving alumnus network.

Over an intensive six-month period, the program is delivered via five in-person sessions using an active learning methodology, featuring experiential-based and immersive experiences. This framework provides a comprehensive structure for evidence-based leadership development, integrating self-awareness, scientific understanding, practical skills and future orientation.

As one participant expressed: 'I deeply appreciated connection to Traditional Owners through education and experience. This was super valuable and grounding for me, and it was handled well.'

Our partnership with Banaam sets the tone for the program that follows. Their focus on integrating culture-based principles and core values of respect, reciprocity and responsibility is a powerful message for participants to integrate into their leadership identities.

Jo Hargreaves, Senior Program Manager Research and Innovation (Leadership and People Development)








Future Leaders 2023 cohort participating in the On-Country Experience with Malachi and Bijang of Banaam, learning some of the traditional practices including making twine. Photos: Dyllon Cross / Pragmatic Thinking

RAP Working Group

The idea for a Reflect RAP at Wine Australia was sparked by our people. In the 2024 Employee Engagement survey, staff expressed a strong desire to see reconciliation more meaningfully embedded into our workplace culture. There was also strong interest and commitment from the Senior Leadership Team.

In response, the Head of People and Culture invited all staff to express their interest in helping shape this work and received an immediate response. Colleagues from across the business volunteered their time and skills to be part of the newly formed RAP Working Group, which came together in October 2024.



RAP Working Group members, from left: Cameron Midson, Kim Partridge, Julian Marchant, Anthony Turbill, Jo Hargreaves, Louise Mickan, Robyn Dixon

The group brings together a wide mix of perspectives and experience, with representation from across the business:

- Robyn Dixon, R&I Program Manager (Biosecurity, Pest and Disease)
- Jo Hargreaves, Senior R&I Program Manager (Leadership and People Development)
- Julian Marchant, ESG Program Manager
- Louise Mickan, Head of People and Culture (Chair of the RAP working group and RAP Champion)
- Cameron Midson, Creative and Brand Manager
- Kim Partridge, PR and Digital Communications Manager
- Anthony Turbill, Label Integrity Program (LIP) Inspector

Meeting monthly, the RAP Working Group is united by a shared commitment to reconciliation and strengthening relationships between Aboriginal and non-Aboriginal people. Since forming, we have been listening and learning, building our understanding of Aboriginal and Torres Strait Islander cultures, histories and perspectives, and considering the role Wine Australia can play in advancing positive change across the grape and wine sector.

Some members of the RAP Working Group have reflected on their personal experiences and the importance of Reconciliation, conversations that will continue to inform our collective approach to respectful, ongoing engagement.

"The strong engagement from our staff and leadership reflects a deep willingness to learn and grow. Reconciliation isn't a side project, it's something we want to embed into the way we work, support our sector, and care for the people and Country we are connected to. I am extremely proud of the members of the RAP Working Group. They are all very passionate and committed to learning more about Aboriginal and Torres Strait Islander culture, building lasting relationships and championing change within Wine Australia and the grape and wine sector."

Louise Mickan, Head of People & Culture

"I joined Wine Australia's RAP Working Group because I believe we have a responsibility — not just as an organisation, but as a leader of the sector — to act with integrity.

I'm motivated by a desire to better understand the experiences of Aboriginal and Torres Strait Islander people and to ensure that reconciliation is part of how we show up every day, both within Wine Australia and across the grape and wine community. Through the Reflect RAP, I hope we can help build the foundations for respectful, ongoing engagement, conversations and relationships that shape not only our own approach but also influence how we support and lead across the sector."

Kim Partridge, PR & Digital Comms Manager

"While working at Treasury Wine Estates (TWE), I met Karl Winda Telfer and was introduced to the special cultural place known as Kanyanyapilla. My relationship with Karl has highlighted the critical role that secure access to land plays in supporting his self-determination as a Traditional Owner caring for Country and holding on to his cultural practices.

These experiences offered me a powerful introduction to learning on-Country and began my understanding of the knowledge and leadership of Aboriginal and Torres Strait Islander people. Later, during a company-wide reconciliation event, I shared the story and reflected on the responsibilities of working in a sector built on lands that were never ceded. Speaking honestly about the need for meaningful action rather than symbolic gestures, sparked a broader conversation with many of my colleagues coming forward afterward to share reflections, ask questions, and express a genuine desire to learn more about Aboriginal and Torres Strait Islander cultures.

This experience demonstrated the impact of personal storytelling and truth-telling in fostering open and respectful conversations about reconciliation. It reinforced the importance of long-term relationships grounded in trust, humility, and shared responsibility."

Robyn Dixon, R&I Program Manager: Biosecurity, Pest and Disease

"When Wine Australia asked for volunteers for the RAP Working Group, I was excited to become involved in the establishment of better connections with Aboriginal and Torres Strait Islander culture and people.

Throughout my travels to wine regions across all of Australia, it had become apparent that while terroir and place (from a wine industry perspective) were celebrated and promoted, there was a missing piece around connecting it to Country and recognising the history, culture, and stories from where the grapes are grown. There was also a glaring under-representation of Aboriginal and Torres Strait Islander people employed within the sector, where they could work on Country, and a seemingly limited offering of meaningful employment opportunities.

As Wine Australia progresses through its RAP journey, I hope that we (as a key industry body) can set a positive example within our sphere of influence, leading by example and fostering a better understanding of how our industry and Traditional Owners can work together towards a better future."

Anthony Turbill, Label Integrity Inspector

"Before joining Wine Australia, I worked in design roles at the National Gallery of Victoria, Melbourne and the South Australian Museum in Adelaide. Through the collections, exhibitions and curators of these places, I was exposed to both historical and contemporary expressions of Aboriginal and Torres Strait Islander art and culture from communities around Australia. As a freelancer, I worked with a local arts organisation and publisher to design the book accompanying the Ngintaka exhibition, sharing a songline story of the Anangu people.

These experiences all contributed to a sense of wonder at the vibrant and living culture of Aboriginal and Torres Strait Islander people. In the Australian political and social environment after the Voice referendum, where expressions of Aboriginal and Torres Strait Islander culture are being challenged, I feel a social justice responsibility to be working towards reconciliation.

At Wine Australia, working with the Australian Wine brand and its implementation in our overseas markets, there's an opportunity to tell a modern story of Australia, but I also believe there's an obligation to be honest about our past if we are to speak authentically to the rest of the world about who we are."

Cameron Midson, Creative & Brand Manager

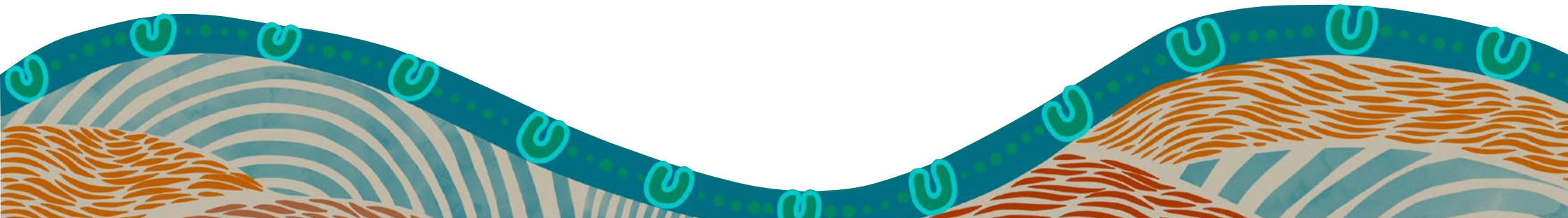
Reflect Reconciliation Action Plan

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.	March 2026	Program Manager Research and Innovation
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2026	Senior Program Manager Research and Innovation (Leadership and People Development)
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Early May annually	Label Integrity Inspector
	• Facilitate the participation of RAP Working Group members in an external NRW event.	27 May – 3 June, annually	Label Integrity Inspector
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, annually	Label Integrity Inspector
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	January 2026	PR and Digital Comms Manager
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2026	Program Manager Research and Innovation
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2026	Program Manager Research and Innovation
	• Explore ways to respond and contribute to national reconciliation priorities.	October 2026	Program Manager Research and Innovation
	• Within Wine Australia funded people development programs, continue with developing opportunities to embed cultural respect, learning and awareness with the participants, reinforcing a commitment to Reconciliation amongst the wider industry as they learn from Traditional Owners about sustainable care for Country.	December 2026	Senior Program Manager Research and Innovation (Leadership and People Development)
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination, aligning findings with our broader Diversity, Equity and Inclusion (DEI) initiatives, including leadership development programs, to actively support cultural safety, fairness and belonging.	June 2026	Senior Program Manager Research and Innovation (Leadership and People Development)
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2026	Head of People & Culture

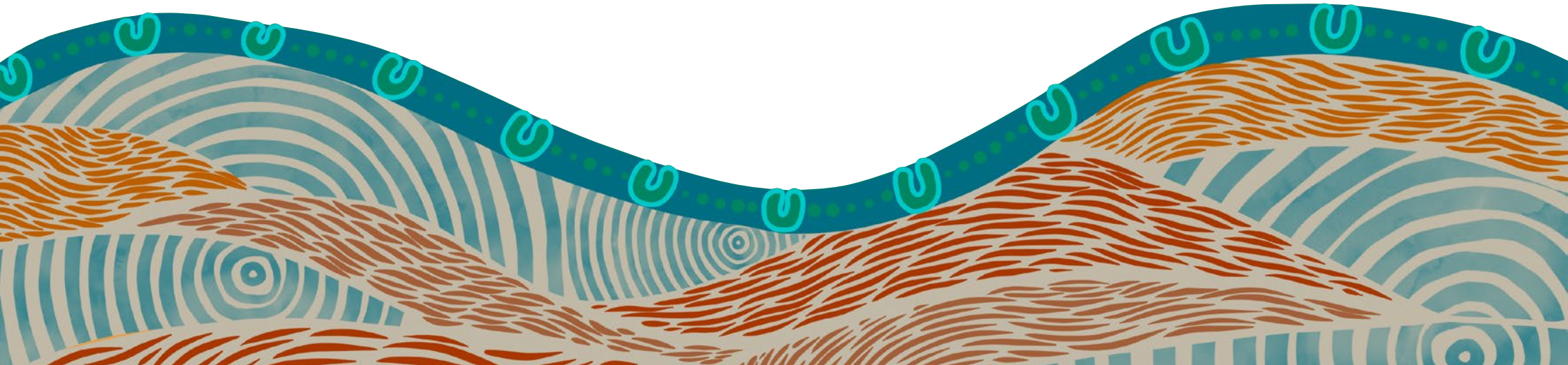
Respect

Action	Deliverable	Timeline	Responsibility
1. 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.	June 2026	Head of People and Culture
	• Conduct a review of cultural learning needs within Wine Australia.	June 2026	Head of People and Culture
	• Establish information and discussion sessions featuring curated books, films, podcasts or guest speakers to foster respectful dialogue and deepen understanding of Aboriginal and Torres Strait Islander people's perspectives and histories.	January 2026	Creative and Brand Manager
2. 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 2026	PR & Digital Comms Manager, Label Integrity Inspector
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2026	PR & Digital Comms Manager
3. 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.	Late June, annually	Label Integrity Inspector
	• Introduce our staff to NAIDOC Week by promoting external events in our local area. Identify a suitable event in the Adelaide area and arrange with management for interested staff to attend together with a RAP team member for support and guidance.	Late June, annually	Label Integrity Inspector
	• Facilitate the participation of the RAP Working Group in an external NAIDOC Week event. Arrange for the available members of the RAP group to attend the NAIDOC March in Adelaide.	First week in July, annually	Label Integrity Inspector



Opportunities

	Action	Deliverable	Timeline	Responsibility
1.	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 Wine Australia.	December 2026	Head of People and Culture
		• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2026	Head of People and Culture
		• Investigate and build an understanding of Aboriginal and Torres Strait Islander employment levels and opportunities within the Australian wine sector. • Research and identify professional development opportunities, sponsorships and scholarships to inform, promote and support current and future Aboriginal and Torres Strait Islander employees across the sector. This deliverable can support Closing the Gap target 7 Youth are Engaged in Employment and Education.	October 2026	Senior Program Manager Research and Innovation (Leadership and People Development)
2.	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.	June 2026	ESG Program Manager
		• Develop a list of Aboriginal and Torres Strait Islander suppliers and Investigate Supply Nation membership.	June 2026	ESG Program Manager



Governance

	Action	Deliverable	Timeline	Responsibility
1.	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain a RWG to govern RAP implementation.	January 2026	Head of People & Culture
		• Review Terms of Reference for the RWG.	February 2026	Head of People & Culture
		• Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2027	Head of People & Culture
2.	Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	February 2026	Head of People & Culture
		• Engage senior leaders in the delivery of RAP commitments.	February 2026	Head of People & Culture
		• Maintain the Head of People and Culture as Wine Australia's RAP Champion to lead our RAP internally.	January 2026	Head of People & Culture
		• Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2026	Head of People & Culture
3.	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	Head of People & Culture
		• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August, annually	Head of People & Culture
		• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Head of People & Culture
4.	Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	Head of People & Culture

Contact

Louise Mickan
Head of People and Culture
0403 916 874 • louise.mickan@wineaustralia.com

Wine Australia has made every effort to identify and acknowledge the Traditional Owners of the Country depicted in the photographs used in our RAP. For any errors or inconsistencies please contact us via louise.mickan@wineaustralia.com.



King Valley, Victoria.
Traditional Country of the Taungurung people.

