

The *WALT DISNEY* Company Australia

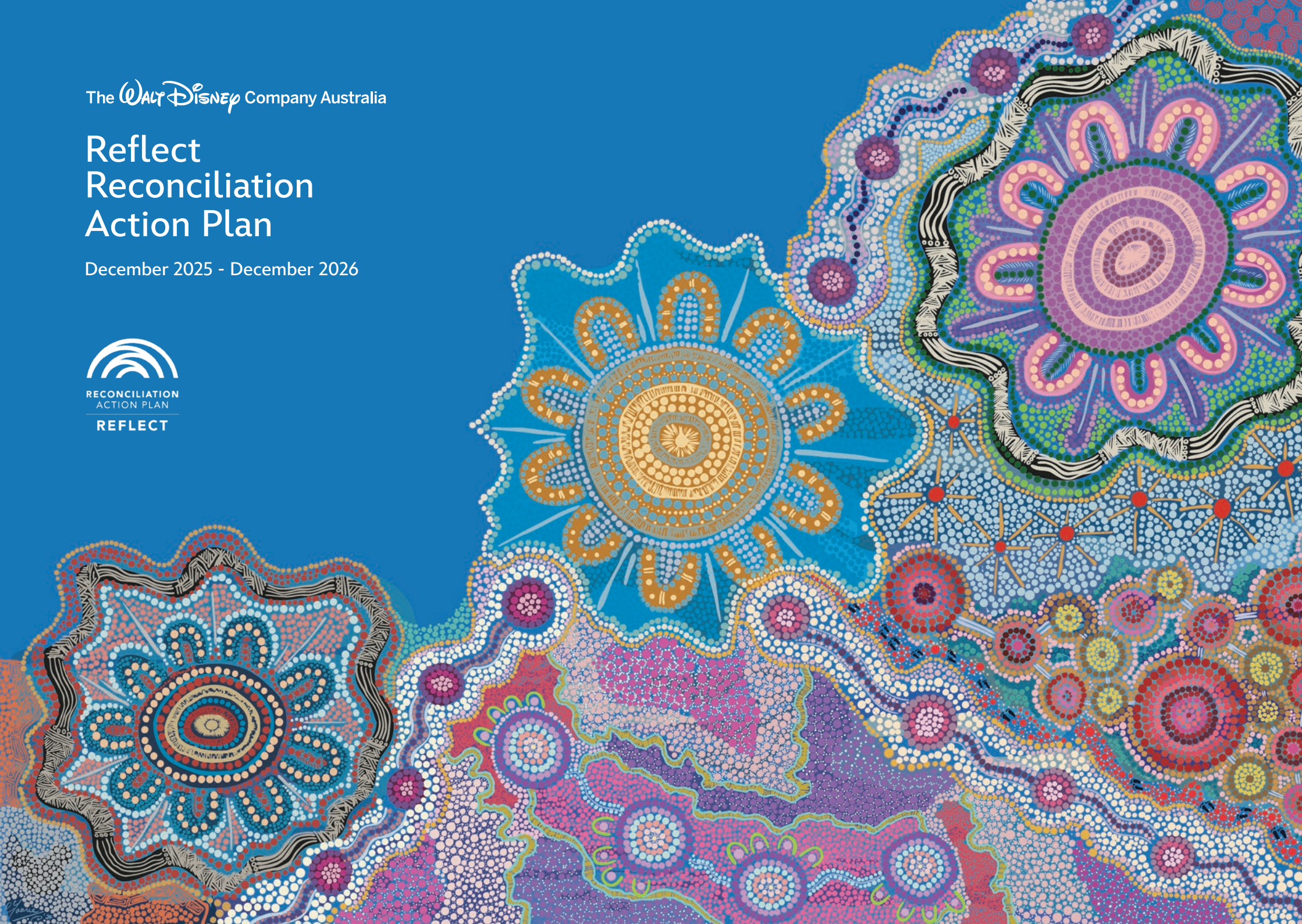
Reflect Reconciliation Action Plan

December 2025 - December 2026



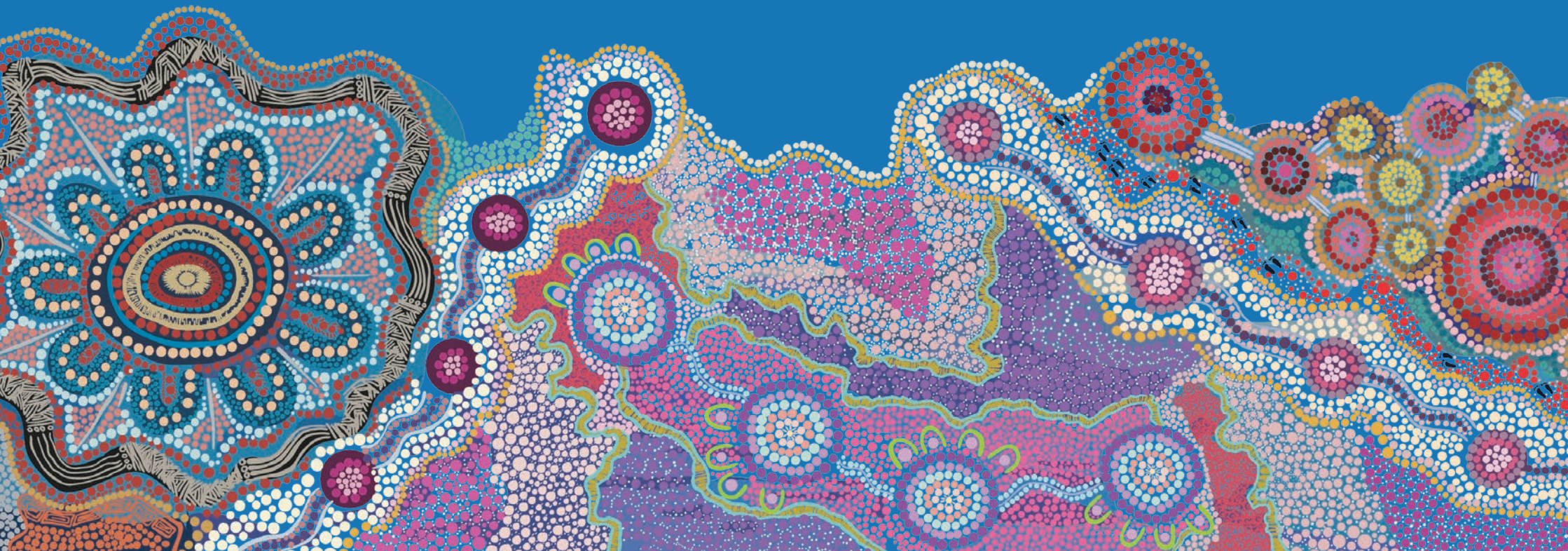
RECONCILIATION
ACTION PLAN

REFLECT



Acknowledgment of Country

The Walt Disney Company Australia acknowledges the Traditional Custodians of Country and their enduring connections and continuous care for the skies, lands and waterways throughout Australia.



About the artist



My name is Cynthia O'Brien-Younie and I am a contemporary Aboriginal artist from the Dunghutti People on the East Coast of Australia (Kempsey NSW). I have been painting for many years, sharing knowledge and story that has been handed down through my ancestors, and directly from my grandmother and my mother.

As a nation we have worked hard to bridge gaps, to highlight this country's embedded Aboriginal contribution, and to connect community and Country. My Aboriginal identity is created through my ancestors, our stories are carried down through generations, and we carry our people together – as one. I am proud to work with Disney to tell part of their story.

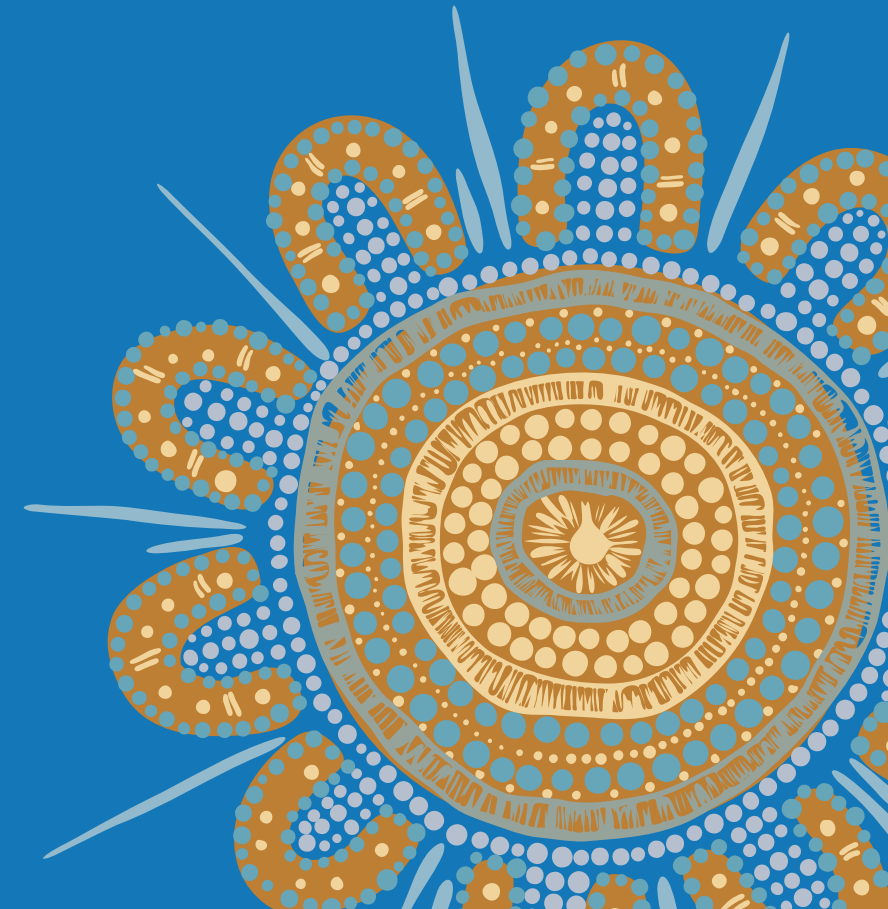
I created this piece as a reminder of the significance of welcoming First Nations voices into Disney. It was important to me to capture the warmth and acknowledgement Aboriginal people visiting Disney Studios are afforded, as well as to convey the importance Disney Australia places on acknowledging and welcoming people from all communities around Australia and the world.

When you support Aboriginal art – our stories, our artists, our talent – you support our physical wellbeing and culture. You become part of our stories, you become part of our community, and we deeply value our ability to share this ancient cultural knowledge with everyone who wishes to learn.

Thank you for allowing me to share our proud ancestral stories through my artwork.

Marrungbu; thank you.

Aunty Cynthia O'Brien-Younie
Proud Dunghutti woman



About the artwork

Nyinanhamby, Burrun, Yapang |
Our Dreaming – the path we take

Nyinanhamby, Burrun, Yapang | Our Dreaming – the path we take tells the story of a place where everyone can come together, creating space for all our stories to be shared with vision and understanding.

Commissioned by Disney, this artwork reflects the organisation's commitment to creating opportunities for all communities to be involved in the recognition and growth of cultural storytelling, as well as inspiring future generations.

As we walk, live and learn on the lands of our First Nations peoples, we have an opportunity and a responsibility to champion the oldest living culture on earth. Nyinanhamby, Burrun, Yapang reflects the commitment that Disney has made to fulfilling this responsibility for all its stakeholders.

Pathways are a key focus in the work, celebrating diversity, integration and a shared journey, ensuring that all communities can raise their voices in the telling of the story.

The circle in the middle represents Disney on the journey of reconciliation, connecting with and building relationships across the globe, sharing important stories and working to build partnerships with First Nations communities across Australia.

The diamond band pattern is widely used in Dunghutti art. It is representative of our communities and connects us to Country.

The winding river plays host to many meeting places, places to show unity and strength as our travels take us across this country together.

And from the mountains to the sea, the dots show our connection to each other, the footprints our shared journey throughout the nation.

Aunty Cynthia O'Brien-Younie
Proud Dunghutti woman



Nyinanhamby, Burrun, Yapang
Our Dreaming – the path we take

Created by Dunghutti Artist, Aunty Cynthia for The Walt Disney Company to commemorate the Reflect Reconciliation Action Plan.







A message from The Walt Disney Company Australia and New Zealand

As a company in Australia we believe it is important to work towards reconciliation and that our people celebrate Aboriginal and Torres Strait Islander peoples and cultures.

First Nations people of Australia, known as the world's oldest storytellers, have been sharing their stories, culture, lessons and histories for more than 65,000 years.

As the world's premier entertainment company, we are in a unique position to inspire, entertain and inform people through our own unparalleled storytelling.

Our Reconciliation Action Plan has been driven by our people at all levels and has led to the establishment of a 'Pathways to Connections' committee, overseen by two Executive Sponsors from the Australian Leadership team.

Its aim is to develop an agreed vision for reconciliation and is intended to represent an aspirational goal that is shared by all Australian based staff (known as Cast Members) and community.

Our partnership with leading Aboriginal Education Company, Wingaru Education, has assisted The Walt Disney Company Australia in developing our Reconciliation Action Plan as well as developing partnerships with Aboriginal and Torres Strait Islander organisations.

At The Walt Disney Company Australia we are fostering an inclusive environment of respect, encouragement and empowerment of First Nations people.

We will continue to identify opportunities within our business to advance and progress Aboriginal culture, voices and stories. Our goal is to create content and experiences that resonate with all and allows us to collaborate with community organisations to continue to make our industries accessible to all.

Kylie Watson-Wheeler
Senior Vice President and Managing Director,
The Walt Disney Company Australia and New Zealand

A message from Reconciliation Australia



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

Walt Disney 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 Walt Disney 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 Walt Disney Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

The Walt Disney Company, together with its subsidiaries and affiliates, is a leading, global, diversified international family entertainment and media enterprise that includes three core business segments: Disney Entertainment, ESPN, and Disney Experiences.

The Walt Disney Company (Australia) Pty Ltd (Disney Australia) is one of The Walt Disney Company's international divisions, and is headquartered in Melbourne, Australia. With offices in Melbourne and Sydney, and an Australian based staff pool, known as Cast Members, of approximately 320 people. To date one of our current Cast Members self-identify as Aboriginal or Torres Strait Islander.

The mission of Disney Australia is to **entertain, inform and inspire** people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds and innovative technologies that make ours the world's premier entertainment company.




About our Reconciliation Action Plan

Across Disney Australia, we cultivate, value, and encourage curiosity, collaboration, and creativity from everyone and we strive to build supportive environments that inspire optimism and drive innovation. Disney Australia is home to some of the most exceptional and dedicated people. We welcome a broad range of talent and we seek to cultivate an environment where every individual feels supported in exploring their career ambitions. Our approach focuses on attracting, engaging, developing, and rewarding a best-in-class team and promoting a positive employee experience.

Disney Australia's RAP aims to develop an agreed vision for reconciliation and is intended to represent a goal that is initiated and led by Australian based Cast Members and community. Our intention is to put the responsibility for executing the RAP in the hands of our Australian Cast Members by developing and fostering a shared work culture through comprehensive education and engagement efforts.

In our Disney Australia offices, we have created a Pathways to Connections committee that will co-ordinate all of the Reflect RAP initiatives detailed in this document. Our committee includes a combination of senior managers and Cast Members at different levels, and across a wide range of business lines and locations. The Pathways to Connections committee's formation and our commitment to delivering our RAP initiatives is overseen by two RAP Champions from our Australian Leadership Team – Kate Kavanagh, Vice President, Government Relations, Public Policy and Live Entertainment, ANZ and Cat Hamer, HR Director.



Our vision for reconciliation

First Nations people of Australia, known as the world's oldest storytellers, have been sharing their stories, culture, lessons and histories for more than 65,000 years. As a creative company where storytelling is a cornerstone of our business, Disney Australia's Cast Members believe it is important to ensure that we are doing our work to align with the goal of reconciliation.

Our vision for reconciliation is to celebrate the voices of Aboriginal and Torres Strait Islander peoples by creating meaningful opportunities for First Nations people in the immediate workplace and beyond. An inclusive environment for all employees should be fostered through the promotion of respect, encouragement, and empowerment of First Nations Australians. At Disney Australia, this means identifying and actioning opportunities throughout the business to advance and progress Aboriginal culture, voices and stories.

A Disney Australia that is as culturally rich and diverse as the stories we tell is distinctly Australian.



Our RAP

Disney Australia understands the importance of reconciliation, and endeavours to make strides towards achieving Reconciliation Australia's goal of equality and opportunity for Aboriginal and Torres Strait Islander peoples.

For over 65,000 years, First Nations people of Australia - the world's oldest storytellers - have passed down knowledge, culture, and history through generations. As a company built on storytelling, Disney Australia recognises the importance of honouring these traditions. Our Cast Members are committed to contributing meaningfully to reconciliation by aligning our work with these values and goals.

Disney Australia has established a RAP working group, the Pathways to Connections committee. The Committee is comprised of 11 members who will monitor the implementation and progress of the RAP. Each committee member will be responsible for a specific action outlined in our Reflect RAP.


Membership includes one external First Nations person, Boorooberongal Dharug woman, Lesley Woodhouse of Wingaru Education.

The job titles of the current membership are:

- PR Manager
- Client & Brand Solutions Manager
- Product Associate
- Publicity Coordinator
- Senior Commercial Manager
- Campaign Manager
- Personal & Team Assistant
- VP, Government. Relations
- HR Director
- Senior Publicity Manager

Disney Australia is already involved with a number of reconciliation initiatives, including the implementation of cultural awareness training, advertising on job boards targeting Aboriginal and Torres Strait Islander peoples, and partnership with Career Trackers.

Our organisation has recently partnered with leading Aboriginal Education Company Wingaru Education to assist with the RAP drafting and implementation process.



Our partnerships and current activities

Ahead of formalising our inaugural Reflect stage RAP, Disney Australia has strived to build ongoing relationships, respect and trust between Cast Members, the wider Australian community and Aboriginal and Torres Strait Islander peoples.

Several key current initiatives which contribute to Disney Australia's commitment to instilling cultural awareness throughout the organisation, and embracing the opportunity for Cast Members, executive teams, partners and stakeholders to further develop connection include:

Community Partnerships

Career Trackers Internship Program Partnership

Each year, The Walt Disney Company partners with CareerTrackers to identify and match eligible students with meaningful work experience through the Disney Cadetship Program. Together we ensure that cadets are placed in roles that align with their skills and academic goals. The upcoming 2025/26 Disney Cadetship Program marks our fourth consecutive year partnering with CareerTrackers. To date, we have hosted seven Career Trackers cadets and have welcomed one of our inaugural cadets into a permanent role within the company following graduation. We look forward to continuing our partnership and welcoming more talented graduates into our Disney family.

Indigenous Literacy Foundation

Disney Australia is proud to be supporting Aboriginal and Torres Strait Islander storytelling through the Indigenous Literacy Foundation's Community Publishing Program, which supports communities to write and illustrate stories in their own language, and their Book Supply Program, where we have donated 51,000 books since 2017.

Internal Initiatives

Cultural Awareness Training and Ongoing Education Program

Disney Australia is committed to ongoing opportunities of Cultural Awareness Training for Cast Members. To date over 80% of Cast Members have undertaken this training. Further opportunities to undertake this training are included in our training schedule. This training is being provided by Wingaru Education.

Further, we are working with Wingaru Education to implement an ongoing education program across the organisation. This partnership aims to increase

Cast Member understanding of Aboriginal and Torres Strait Islander cultures; develop cultural safe ways of working to support ongoing meaningful relationships with First Nations communities; and identify and create opportunities for connections with First Nations communities.

Engagement with Aboriginal suppliers

Disney Australia is committed to seeking and engaging Aboriginal suppliers with Cast Members actively reaching out to First Nations suppliers who may wish to be considered as opportunities arise. One example of this is the inclusion of Jarrah Catering on our preferred caterer list, which sees us work with Jarrah Catering consistently throughout the year.

Inclusive recruitment practices

Routine recruitment practices at Disney Australia include advertising job opportunities on employment sites that target Aboriginal employment and working with the Aboriginal Employment Strategy to connect with candidates. Work is currently underway to review our 'Talent Strategy ANZ' policy and develop an internal Aboriginal Employment Strategy which will formalise approaches to recruiting First Nations Cast Members including our ongoing partnership with the Career Trackers Internship Program.

Acknowledgment and celebrations during Reconciliation Week and NAIDOC week

Disney Australia embraces the opportunities offered by Reconciliation Week and NAIDOC Week to celebrate First Nations cultures. Activities to date include hosting panels and yarns showcasing the work of First Nations storytellers, cultural immersion opportunities through ceremony and workshops with First Nations knowledge holders and opportunities to experience bush tucker flavours through our engagement with Jarrah Catering.



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	PR Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2025	Client & Brand Solutions Manager
	Undertake training with Wingaru Education to support Cast Members understand and adopt ways of working that build stronger, more genuine ongoing partnerships with Aboriginal communities.	June 2026	Publicity Coordinator

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our Cast Members.	May 2026	Product Associate
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2026	Client & Brand Solutions Manager
	Encourage and support Cast Members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2026	Senior Commercial Manager
	Host an internal reconciliation week event - RAP progress updates, panel sessions, highlighting local First Nations businesses.	27 May - 3 June 2026	Campaign Manager
	Include reconciliation information in our public communications to encourage broader participation in National Reconciliation Week.	May 2026	Personal & Team Assistant

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all Cast Members at Cast Members meetings and in regular internal communications.	November 2025	VP, Government Relations
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2025	Product Associate
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2025	Senior Publicity Manager
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	November 2025	HR Director
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2026	HR Director



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2025	Client & Brand Solutions Manager
	Conduct a review of cultural learning needs within our organisation.	October 2025	HR Director
	80% of Cast Members to have participated in Cultural Awareness Training.	December 2025	Personal & Team Assistant
	Include ongoing Aboriginal and Torres Strait Islander education opportunities in the workplace training schedule; 4 opportunities per year.	June 2026	Personal & Team Assistant

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.	October 2025	Senior Publicity Manager
	Collaborate with and seek relationships with local Elders in both of the communities our offices are located in.	June 2026	Publicity Coordinator
	Increase Cast Member understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025	Campaign Manager
	Acknowledgement of Country Training with Wingaru Education offered to all Cast Members.	October 2025	HR Director
	Acknowledgment of Country to be included on external communications including websites.	December, 2025	Campaign Manager

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 Cast Members about the meaning of NAIDOC Week.	June 2026	Publicity Coordinator
	Introduce our Cast Members to NAIDOC Week by promoting external events in our local area.	June 2026	PR Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First Week of July 2026	Senior Commercial Manager
	Host an internal NAIDOC Week Event.	First Week of July 2026	PR Manager
	Create capacity for First Nations Cast Members to attend NAIDOC events if they wish to.	First Week of July 2026	Senior Publicity Manager
	Include information about NAIDOC Week in our public communications to encourage broader participation in NAIDOC Week.	June 2026	Personal & Team Assistant



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a formal strategy for Aboriginal and Torres Strait Islander employment within our organisation.	June 2026	HR Director
	Develop relationships with Aboriginal employment services to support engagement and retention of First Nations Cast Members.	June 2026	HR Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025	HR Director
	Develop policies to support cultural leave provisions that recognise the cultural needs and responsibilities of Aboriginal and Torres Strait Islander Cast Members.	November 2025	HR Director

Action	Deliverable	Timeline	Responsibility
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2025	Sourcing Specialist
	Advocate for inclusion of First Nations Suppliers on partner 'go-to' supplier lists.	June 2026	Sourcing Specialist
	Actively encourage First Nations suppliers to participate in Request for Proposal opportunities to become recognised providers.	June 2026	Sourcing Specialist
	Join Supply Nation.	September 2025	Sourcing Specialist



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	June 2026	VP, Govt. Relations
	Review a Terms of Reference for the RWG.	June 2026	VP, Govt. Relations
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2026	HR Director

Action	Deliverable	Timeline	Responsibility
11. Provide appropriate support for effective implementation of RAP commitments	Review resource needs for RAP implementation.	June 2026	Sourcing Specialist
	Continue to engage senior leaders in the delivery of RAP commitments.	June 2026	Senior Commercial Manager
	Maintain senior leaders to champion our RAP internally.	June 2026	Senior Publicity Manager
	Maintain appropriate systems and capability to track, measure and report on RAP commitments.	June 2026	Senior Commercial Manager

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Product Associate
	Communicate our RAP progress to internal and external stakeholders.	May 2026	Product Associate
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Product Associate
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Personal & Team Assistant
13. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	Personal & Team Assistant

The *WALT DISNEY* Company Australia

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