



# RECONCILIATION ACTION PLAN 2022

SEPTEMBER, 2022 - AUGUST, 2023






# ACKNOWLEDGEMENT OF COUNTRY

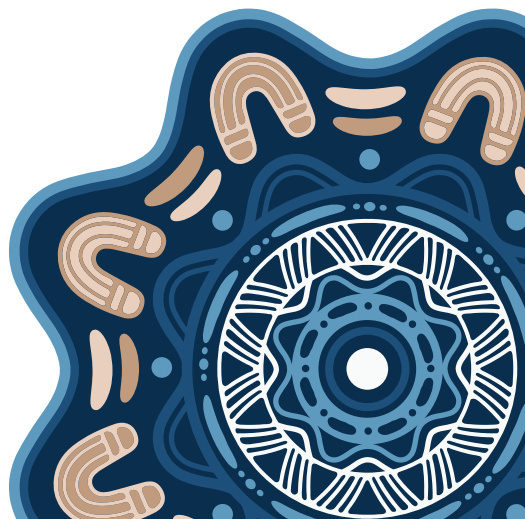
We acknowledge the Traditional Owners of Country throughout the lands upon which we operate and recognise their continuing connection to lands, waters and communities.

We pay our respects to Aboriginal and Torres Strait Islander cultures, and to Elders past and present.



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# CEO STATEMENT - RECONCILIATION AUSTRALIA

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

Merlin Entertainments joins a network of more than 1,100 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 Merlin Entertainments 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 Merlin Entertainments, 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

# A MESSAGE FROM OUR DIVISIONAL DIRECTOR



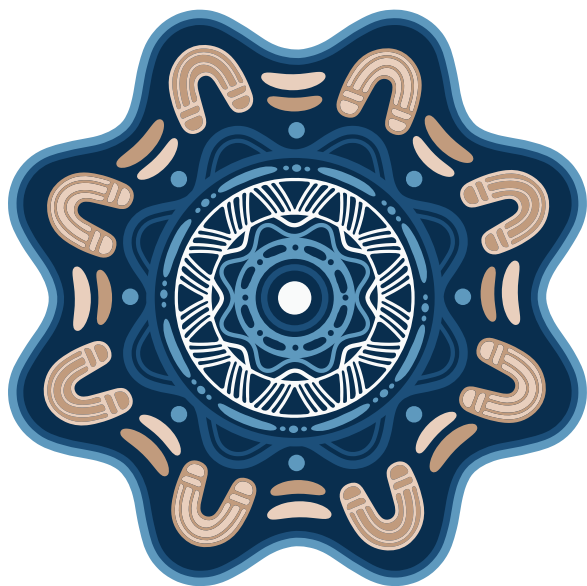
Across Merlin globally, we strive to create a more equal and inclusive world for our teams and guests as well as taking clear actions to drive change. In Australia, we are proudly working towards a balanced representation from all cultures and backgrounds and with this, it is important that we continue to take steps to engage and create opportunities for the Aboriginal and Torres Strait Islander communities through our reconciliation journey within our business and local communities.

I have no doubt that building a mutual understanding and finding common ground between the culture and expectations of the workplace and the culture and aspirations of Indigenous Australians through the implementation of our Reconciliation Action Plan will lead to positive outcomes for the Aboriginal and Torres Strait Islander communities and our business as a whole.

Our Reconciliation Action Plan sets out clearly defined and measurable targets which we will hold ourselves accountable through our Senior Leadership Team and Reconciliation Action Plan Working Group made up of representation from across our teams throughout Australia.

We are committed to delivering this Reconciliation Action Plan's actions and deliverables outlined in the plan and understand the importance and significance of the plan to our communities and teams across Australia.

Rob Smith  
Divisional Director – Midway Asia Pacific.



## OUR BUSINESS

Merlin Entertainments is a global leader in location-based, family entertainment. As one of the world's largest attraction operators, we create and deliver memorable, immersive brand experiences for our millions of guests. We operate more than 130 attractions in 25 countries around the world, from shorter dwell-time attractions such as SEA LIFE, Madame Tussauds and LEGOLAND Discover Centres, to iconic theme park resorts.

More locally in Australia we operate 9 attractions / offices across three states, including our Sydney attractions which are SEALIFE Sydney Aquarium, Madame Tussauds Sydney, WILDLIFE Sydney Zoo, and The Sydney Tower Eye and our attraction in the Southern Highlands called Illawarra Fly Treetop Adventures. Other attractions we operate in Australia are SEALIFE Melbourne Aquarium, LEGOLAND Discovery Centre Melbourne and the Otway Fly Treetop Walk all located in Victoria and SEALIFE Sunshine Coast located in Queensland.

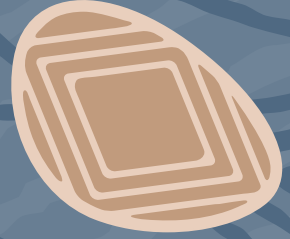
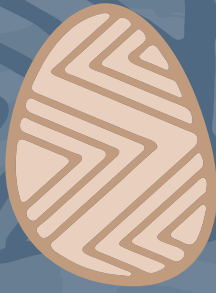


# OUR LOCATIONS

The geographical locations of these attractions / offices are:

1. Darling Harbour, Sydney
2. Sydney CBD, Sydney
3. Melbourne CBD, Melbourne
4. Mooloolaba, Sunshine Coast
5. The Otways, Victoria
6. Southern Highlands / Illawarra, NSW
7. Chadstone, Melbourne

Throughout Australia we currently employ over 600 team members who help run our attractions and regional support functions. Following a recent diversity review we are pleased to see a good representation of most cultures and background across our Australian teams. However, we have identified that Aboriginal and Torres Strait Islander peoples are underrepresented within our teams and attractions, which has identified we need to do more to engage and create opportunities for the Aboriginal and Torres Strait Islander communities. Following a recent employee survey less than 5 people have Self-identified as being Aboriginal and/or Torres Strait Islander peoples.



# OUR RECONCILIATION ACTION PLAN

Our RAP will help us on our journey of reconciliation as we begin to establish strong relationships; through our engagement and consultation with local Aboriginal & Torres Strait Islander communities to learn about the importance of the Land, Sea and Country. Our reconciliation journey will help us create opportunities to work with Aboriginal and Torres Strait Islander communities within our organisations and wider networks as we work towards our 'All Together' Strategy as a business ensuring balance and representation from all cultures, gender and backgrounds.

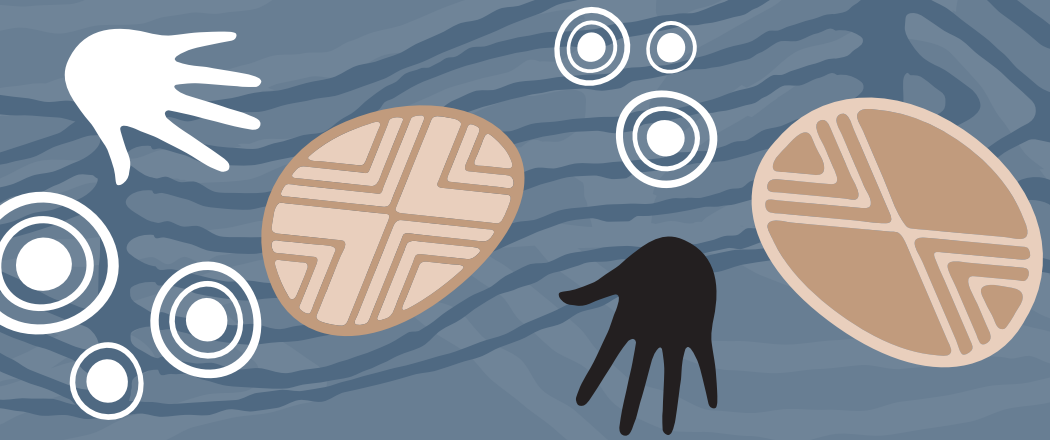
Our Reconciliation Action Plan will be championed by our Regional Director for Australia and New Zealand.

The RAP Working Group member from each site will hold their individual site accountable as well as coming together collectively to hold the overall business to account and ensure we are delivering on the RAP's timelines and actions. Our Curator who is from the Kamilaroi Nation will be a part of the RAP working group to ensure that we have Aboriginal and Torres Strait Islander representation and we will enhance this representation with regular communication with the Aboriginal and Torres Strait Islander organisations as we build connections as part of the Reconciliation Action Plan.

We will provide regular updates to our Asia Pacific Senior Leadership Team on the progress of the RAP and update our local and wider business teams who will ensure the RAP group deliver on the action plan.

We believe this is a necessary step in creating a more inclusive and diverse workplace. We recognise the importance of reconciliation and the impact business can have on achieving it - we all need to do our part, and this is us doing ours. We want to contribute and implement meaningful change. Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples and we want to find ways to best acknowledge and understand the Traditional Owners on which our businesses stand and in doing so, find ways to educate our guests - the general public, as well as encourage Aboriginal and Torres Strait Islander peoples to apply for opportunities to work for us.





A RAP is a strategic document that should be part of our organisations business plan, we intend to ensure that our contribution to reconciliation will be integrated across our business incorporating it into the following (list not exhaustive):

- (i) Covering off importance of reconciliation and our RAP journey in our On-Boarding and Induction Process
- (ii) Introducing cultural awareness training for all our team members across our Australian Attractions
- (iii) Including our reconciliation messaging in our Vacancy advertisements.
- (iv) Adding the ability for all team to add reconciliation based message to signatures in emails.
- (v) Highlighting on our attraction websites our RAP efforts.
- (vi) Ensuring all Senior Leadership Team members sign up to the RAP
- (vii) Holding relevant events throughout the year celebrating reconciliation.
- (viii) Ensuring our reconciliation plays a key part in our Diversity & Inclusion Council initiatives.
- (ix) Adding signage around our attractions talking of the importance of reconciliation and acknowledging and talking about the Traditional Owners of this land –Aboriginal and Torres Strait Islander peoples.

# OUR RAP TEAM

## **RAP WORKING GROUP**

**Amanda Vassou** - Marketing Executive, SEA LIFE Melbourne Aquarium & Otway Fly Treetop Adventures

**Andrew Zentrich** - Attraction Manager, Illawara Fly

**Annie Collins** - Guest Experience Manager SEA LIFE Sydney Aquarium

**Benjamin Buchanan** - Curator, SEA LIFE Sydney Aquarium & WILD LIFE Sydney Zoo

**Bronte Hahn** - Reservations Coordinator, SEA LIFE Sunshine Coast

**Kristy Brown** - Head of PR ANZ

**Amelia Middlemiss** - Talent Acquisition Officer ANZ

## **RAP ACTION OWNERS**

**Rob Smith** - APAC Divisional Director

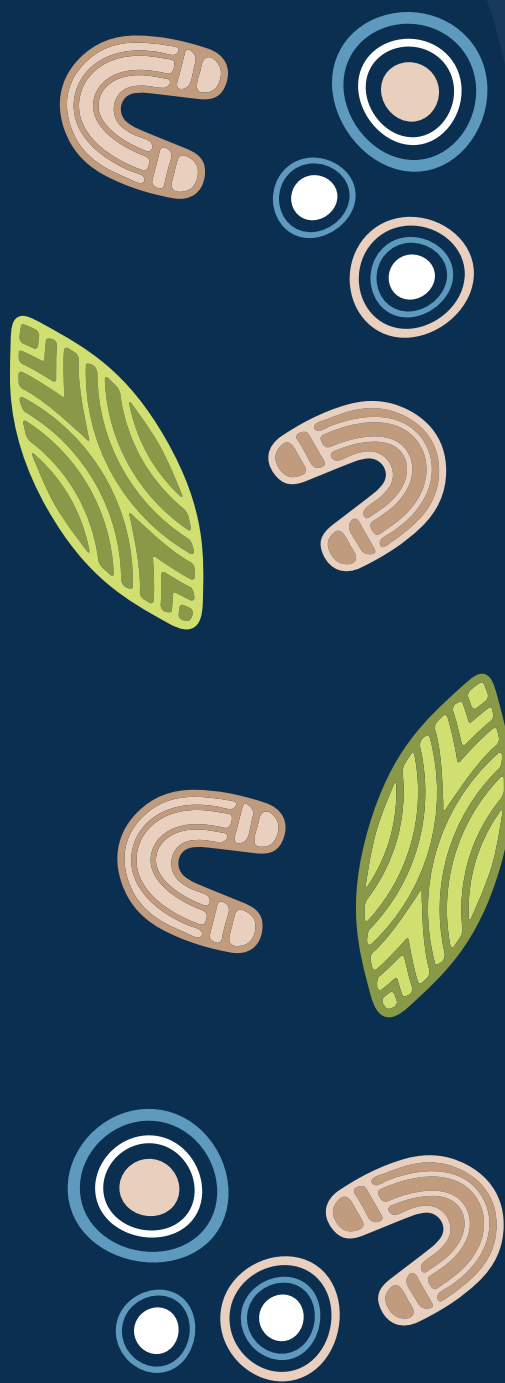
**Ian Wood** - ANZ Regional Director

**Ashley Hayes** - Executive Assistant to Divisional Director and Social Responsibility

**Andrew Koukoumas** - Head of People ANZ

**Sheyda Erdal** - People Project Manager APAC

**Chris Harvey** - Head of Operations Sydney Cluster



# OUR RELATIONSHIPS & CURRENT ACTIVITIES

## SEA LIFE MELBOURNE

- Implementation of Wurundjeri Woi Wurrung Acknowledgement Plaques
- Commissioning local Aboriginal artist (Project Pinjarra)
- Including Elders in events held onsite
- Sending staff onto Walkin' Birrarung (local Yarra River education Indigenous walk)

## SEALIFE SYDNEY AQUARIUM

- Working with Gamay Rangers from La Perouse on building meaningful Aboriginal and Torres Strait Islander people's through conservation of Botany Bay.





## WILD LIFE SYDNEY ZOO

- Ongoing partnership with Rainforest Rescue in the Daintree Rainforest and this conservation work is completed in partnership with Traditional Owners.

Case study of 'Kurranji Bubu (Cassowary Land)'.

<https://www.rainforestrescue.org.au/kurranji-bubu-becomes-protected-nature-refuge/>

## ALL SITES

- 10 team members from across the Australia attractions attended a TAFE Mentoring Aboriginal and/or Torres Strait Islander Peoples course in March 2022.

# ABOUT THE ARTIST

Bitja (Dixon Patten) is a proud Gunnai, Gunditjmara, Dhudhuroa and Yorta Yorta man with blood connection to Wiradjuri, Yuin, Wemba Wemba, Wadi Wadi, Monaro and Djab Wurrung.

He is the an artist, designer, mentor, influencer and a strong community advocate.

Bitja's artistic practice is informed through a strong cultural value that his family and community have imprinted into his mind, heart, and spirit and the narratives often delve deep into familial history, often in celebration but also in search of healing.

Bitja's exploration of culture and connection and his willingness to share and learn are informed by the art of Deep Listening, or in his native Yorta Yorta language 'Gulpa Ngawul'.

This practice has guided many of Dixon's expressions by uncovering the layers, exploring trauma, exploring grief, reclaiming culture, bridging gaps, being accountable, learning to understand and also challenge systems, influencing spaces and learning to celebrate self.

He takes his role as a storyteller seriously and feels humbled to continue this strong aspect of Aboriginal culture.

Dixon Patten is the Director and Lead Artist for Bayila Creative; an Aboriginal-owned art and graphic design business and was founded in Melbourne (Narm) and was established with the intention of providing a platform to bring forth Indigenous culture, art and stories to the corporate world, and to interpret the Aboriginal community's creative needs in an organic way.

Bayila is the Yorta word for Red Gum. Just like the 'Red Gum', Bayila has its feet firmly planted in the ground. Bayila's values mirror the Aboriginal cultural principles of respect, listening, sharing and connection.



# ABOUT THE ARTWORK

Aboriginal and Torres Strait Islander people live in harmony with the land and the environments they live in are central to their dreaming stories, songlines, knowledge and well-being.

The central motif represents a meeting place where Merlin staff and the community come together: The 'u' shape symbols represent people sitting; sharing and learning about Aboriginal and Torres Strait Islander culture(s). The ripples depict the positive influence that takes place when we connect with people and our environments, we care more and we grow. Growth is depicted by the gum leaves; which are also used in smoking and cleansing ceremonies.



The pathways with feet depict Aboriginal and Torres Strait Islander and non- Aboriginal and Torres Strait Islander peoples walking their own paths, who are coming together in Reconciliation. The other pathways represent our diversity as people, that we come from all backgrounds and experiences, but connect through our shared history and calling Australia home. They also represent opportunities; which come with working together.

The larger feet and smaller feet represent eldership and the role that our elders have in taking the lead in teaching and guiding.

The stones represent healing and well-being.

# OUR RAP







# RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	September 2022	Head of Operations, Sydney Cluster
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2022	Head of Operations, Sydney Cluster
	Invite Elders to come and speak locally about ways we can acknowledge and form relationships with local Aboriginal and Torres Strait Islander Peoples across every level of our business.	February 2023	Head of Operations, Sydney Cluster
	Build a relationship at each location with a local Aboriginal and/or Torres Strait Islander organisation to support our continued learning and engagement.	September 2022	Head of Operations, Sydney Cluster
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Social Responsibility Manager
	RAP Working Group members to participate in an external NRW event.	May 2023	Social Responsibility Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023	Social Responsibility Manager
	Organise at least one internal NRW event each year.	May 2023	Social Responsibility Manager
	Promote NRW to visitors in each location.	May 2023	Social Responsibility Manager
<b>3. Promote reconciliation through our sphere of influence.</b>	Promote NRW through brand marketing channels.	May 2023	Social Responsibility Manager
	Communicate our commitment to reconciliation to all staff.	September 2022	Divisional Director
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2022	Social Responsibility Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2022	Social Responsibility Manager
	Publicly communicate our commitment to reconciliation.	September 2022	Social Resp. Manager
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Provide information on the RAP on Merlin's, or relevant websites.	September 2022	Social Resp. Manager
	Provide new employee's with a copy on the RAP as part of the onboarding process.	September 2022	Head of People ANZ
	Research best practice and policies in areas of race relations and anti-discrimination.	November 2022	Head of People ANZ
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2023	Head of People ANZ



## 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.	April 2023	Head of Operations, Sydney Cluster
	Conduct a review of cultural learning needs within our organisation.	December 2022	Head of People ANZ
	Consult local Traditional Owners and/or Torres Strait Islander advisors on the development of a cultural learning strategy for all staff.	May 2023	People Project Manager APAC
	Implement a cultural learning strategy for all staff.	May 2023	People Project Manager APAC
	Invite Aboriginal and Torres Strait Islander peoples to tell their stories and educate our guests and team through onsite story telling sessions.	August 2023	Social Responsibility Manager
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 areas.	April 2023	Marketing Executive, Victoria
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	People Project Manager APAC
	Seek permission from Traditional Owners to include a welcome sign onsite in Traditional Language.	March 2023	Head of Operations Sydney Cluster
	Implement an Acknowledgement Of Country before talks and presentations.	December 2022	Social Responsibility Manager
	Implement an Acknowledgement Of Country on all attraction's websites.	December 2022	Social Responsibility Manager
	Include at Welcome to Country at a minimum of one event throughout the year.	December 2022	Head of Operations Sydney Cluster
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2023	Social Responsibility Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2023	Social Responsibility Manager
	RAP Working Group to participate in an external NAIDOC Week event.	July 2023	Social Responsibility Manager



## OPPORTUNITIES

8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2023	People Project Manager APAC
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	People Project Manager APAC

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.	July 2023	Regional Director ANZ
	Investigate Supply Nation membership.	July 2023	Regional Director ANZ
10. Increase Aboriginal and Torres Strait Islander participation in our established Ocean Youth Conservation programs.	Work with an Aboriginal and Torres Strait Islander community organisation to increase awareness of the Ocean Youth conservation programs and support with applications from Aboriginal and Torres Strait Islander people to join in the Ocean related conservation projects.	July 2023	Curator SEA LIFE/WILD LIFE
	Create a culturally safe environment to ensure Aboriginal and Torres Strait Islander youths feel comfortable participating in the Ocean Youth Conservation program by working with an Aboriginal and Torres Strait Islander conservation organisation.	July 2023	Curator SEA LIFE/WILD LIFE
	Identify and build a relationship with at least one Aboriginal and Torres Strait Islander ocean-based conservation organisation.	July 2023	Curator SEA LIFE/WILD LIFE



## GOVERNANCE

11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form an RWG to govern RAP implementation.	September 2022	Head of Operations, Sydney Cluster
	Draft a Terms of Reference for the RWG.	September 2022	Head of Operations, Sydney Cluster
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2022	Head of Operations, Sydney Cluster
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	November 2022	Regional Director ANZ
	Engage senior leaders in the delivery of RAP commitments.	September 2022	Regional Director ANZ
	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2022	Regional Director ANZ
	Appoint a senior leader to champion our RAP internally.	September 2022	Regional Director ANZ
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022	Social Responsibility Manager
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	August 2022	Head of Operations Sydney Cluster
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 September 2022	Head of Operations Sydney Cluster
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2023	Social Responsibility Manager



# CONTACT

## MERLIN ENTERTAINMENTS

Ashley Hayes

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