

IKEA Australia Innovate Reconciliation Action Plan

August 2025 - August 2027

IKEA Australia



Acknowledgment of Country

IKEA Australia acknowledges the Traditional Custodians of the lands, seas, and waters where we live and work. We honour Aboriginal and Torres Strait Islander Elders past and present.

We pay respects to the knowledge embedded forever within the Custodian of Country and the continued connection of Culture, kin, and Country.

We deeply appreciate and acknowledge IKEA Australia First Nations co-workers and honour all Indigenous peoples and cultures in the international context.

Terminology

Wherever possible, IKEA Australia uses the term of Aboriginal and Torres Strait Islander peoples, rather than Indigenous. We will also use the term First Nations peoples to acknowledge the unique position and rights Aboriginal and/or Torres Strait Islander peoples have in Australia. We may use the term Indigenous when referring to Indigenous businesses or when referring to Indigenous peoples of the world articulated in international instruments such as the United Nations Declaration on the Rights of Indigenous peoples.

Message from our CEO and Chief Sustainability Officer

At IKEA, we want to take a leading role in creating a fairer and more equal society and to improve the lives of people that interact with or are impacted by our company.

Across Australia, IKEA welcomes millions of customers into our stores each year, and we engage even more online, on social media and over the phone. We employ around 3,800 co-workers, and work with hundreds of service providers, suppliers and partners across different businesses and industries.

As a leading home furnishing retailer, we recognise both the responsibility and the opportunity we have as a business to influence positive change for Aboriginal and Torres Strait Islander peoples. With this next step on our reconciliation journey, we want to further strengthen our relationships with Traditional Owners in the local communities where IKEA is present, and more broadly, grow our connections with Aboriginal and Torres Strait Islander peoples. We want to deepen our knowledge and create opportunities to celebrate and appreciate First Nations cultures and heritage across IKEA.

We will focus on increasing the cultural awareness of our co-workers to better understand the history and experiences of First Nations Australians and provide opportunities for all co-workers to get involved in reconciliation efforts across the business and in the communities where we are present.

Guided by our vision to create a better everyday life for the many people and our values, our commitment to reconciliation reflects our broader commitment to equality, diversity and inclusion at IKEA. We are proud to progress on our reconciliation journey, walking together with First Nations Australians to a better future.



A stylized white signature of Mirja Viinanen on a dark red background.

Mirja Viinanen
CEO and Chief Sustainability Officer,
IKEA Australia and New Zealand

Statement from CEO of Reconciliation Australia

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

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

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. This Innovate RAP is both an opportunity and an invitation for IKEA Pty Ltd to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. IKEA Pty Ltd is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations IKEA Pty Ltd on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer,
Reconciliation Australia

Meet the artist

Yathi winja (Good day) My name is Leah Cummins. I am a proud Mayi woman from North-Western Queensland. Mayi-Kulan from my father and Kalkadoon from my mother. I have family connections from the Simpson Desert up to the Gulf of Carpentaria.

I find inspiration in my cultural identity and bring my stories of my country and people to life in my art. I paint of stories of strength for woman and children, love of the land and all my people.

I pay respect to the ancestors who give me these stories in my creativity, to share my culture that transcends words and draws people into wanting to learn about First Nations people. I paint both traditional and contemporary art using storytelling in every art piece to educate and teach everyone of my people's culture.

I hope to inspire and uplift my people by contributing to the sharing of culture and stories through my art.

I want to share all my piece with love and harmony.

"Bunya Sister"

Transcending words with Indigenous art



"As proud Mayi woman from North Western Queensland I want to share my culture and art"

About the artwork

This story draws inspiration from IKEA's journey toward reconciliation, highlighting the deep connection with community and culture at the heart of the organization. The narrative explores the staff's collective path through IKEA, as they work toward fostering reconciliation and truly connecting with Australia's identity and cultural heritage.

The ten circular pillars within the artwork represent the 10 IKEA store locations across Australia. The mountains symbolize IKEA's resilience in forging a path toward reconciliation, steadfast in their commitment. The four large circles signify the connections between IKEA and the communities they serve, with the circles themselves representing unity. The yellow pathways symbolize the journey leading to IKEA, illustrating the growing bond between the company and these communities.

The journey depicted throughout the artwork is one of progress toward reconciliation.

The footprints and hand prints within the story represent the collective efforts needed to create a better future through IKEA's reconciliation initiatives. These hand prints symbolize collaboration, while the footprints reflect the forward-moving momentum of change. The kangaroo tracks signify constant forward movement, never looking back, ensuring progress toward a sustainable future. Sustainability, symbolized by the surrounding plants, reflects IKEA's commitment to a better tomorrow.

The U shapes within the artwork symbolize individuals from Aboriginal culture, and the yellow accents represent IKEA staff, highlighting their essential role in the company's ongoing reconciliation journey. The determination, resilience, and diversity embodied in the artwork reflect IKEA's commitment to forging a more inclusive and sustainable future for all. The footprints left behind represent the lasting impact of reconciliation—showing the steps taken toward a more united and thoughtful future.



Growth

Authentic Aboriginal Art by Leah Cummins, Bunya Designs
Indigenous Art Code 5984



Our vision

The IKEA vision is to create a better everyday life for the many people. As a humanistic, values-based business, this vision goes beyond home furnishing. IKEA aims to contribute to positive change in all areas of our business and contribute to a fair, equal, and respectful society.

It's part of our mission to ensure we put people at the heart of our business. We're present in many communities, and when those communities thrive, we do too. We recognise the challenges people are facing and the rapid changes in our communities – particularly where rights and opportunities are far from equal. Guided by our values, we want to create lasting positive change in the communities where we are present. This means creating a fairer and more equal society, by growing our business in a fair and inclusive way.

Fair and equal growth leads to motivated co-workers, innovative meeting places, and resilient and empowered communities.





Our vision for reconciliation

At IKEA Australia, our vision for reconciliation is the creation of a more fair, equal and respectful Australia for Aboriginal and Torres Strait Islander peoples, where knowledge is recognised, and the rich cultures and heritage of First Nations peoples are celebrated.

Our reconciliation journey is a long-term commitment to provide opportunities and resources founded on equity and mutual benefit with Aboriginal and Torres Strait Islander peoples, who we acknowledge as our co-workers, service providers and partners, customers, and community members.

Our reconciliation journey will be guided by our vision to create a better everyday life for the many people and commitment as a humanistic, values-based business.

We believe that the IKEA culture – how we work and what we value – is fundamental to achieving our vision. In other words, it is not only what we do, but how we do it, that matters.





Our business

IKEA is a franchise business, with many companies working together under one IKEA brand, all working towards the shared IKEA vision – to create a better everyday life for the many people. This vision guides every decision we make.

The IKEA business idea is to offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

Customers around the world have embraced IKEA since it was founded in Sweden in 1943. Now the world's largest home furnishing retailer, Ingka Group, the largest IKEA retailer, operates 380 IKEA stores in 30 countries and employs more than 230,000 co-workers.





IKEA Perth
Whadjuk



IKEA Cannington PaOP
Whadjuk



IKEA Adelaide
Kurna



IKEA Highpoint PaOP
Wurundjeri Woi Wurrung



IKEA Richmond
Wurundjeri Woi Wurrung



IKEA Springvale
Woi Wurrung and Boonwurrung



IKEA Canberra
Pialligo Ngunnawal



IKEA Belrose PaOP
Cameraygal



IKEA Rhodes
Wangal



IKEA Tempe and IKEA
HubHus - **Gadigal**



IKEA Marsden Park and
IKEA DC/CDC - **Darug**



IKEA Logan
Yagara and Yugambeh



IKEA North Lakes
Kabi Kabi

IKEA Australia operates:

- Ten stores
- Three Plan and order points
- Six external pick-up points for online orders
- One Service office
- One remote customer meeting point
- One distribution centre

We are focused on increasing the affordability and accessibility of IKEA for the many Australians, enabling our customers to shop however, whenever and wherever they choose through a seamless physical, digital, and remote shopping experience.



Our values

We are a diverse group of people working together, sharing the humanistic IKEA values. These values are the foundation of our work. By living these values, we form the unique IKEA culture where team spirit and togetherness are key. In a constantly growing IKEA, every individual is taken care of, respected, acknowledged and included. People are themselves, and respecting the uniqueness of every individual, makes IKEA better.

Togetherness

Togetherness is at the heart of the IKEA culture. We are strong when we trust each other, pull in the same direction and have fun together.

Cost-consciousness

As many people as possible should be able to afford a beautiful and functional home. We constantly challenge ourselves and others to make more from less without compromising on quality.

Caring for people and planet

We want to be a force for positive change. We have the possibility to make a significant and lasting impact - today and for the generations to come.

Simplicity

A simple, straightforward and down-to-earth way of being is part of our Småland heritage. It is about being ourselves and staying close to reality. We are informal, pragmatic and see bureaucracy as our biggest enemy.

Different with a meaning

IKEA is not like other companies and we don't want to be. We like to question existing solutions, think in unconventional ways, experiment and dare to make mistakes - always for a good reason.

Give and take responsibility

We believe in empowering people. Giving and taking responsibility are ways to grow and develop as individuals. Trusting each other, being positive and forward-looking inspire everyone to contribute to development

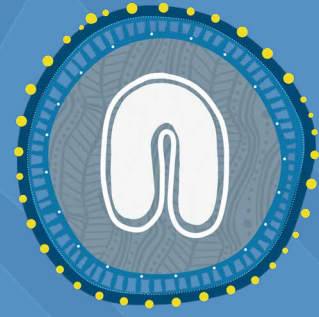
Renew and improve

We are constantly looking for new and better ways forward. Whatever we are doing today, we can do better tomorrow. Finding solutions to almost impossible challenges is part of our success and a source of inspiration to move on to the next challenge.

Lead by example

We see leadership as an action, not a position. We look for people's values before competence and experience. People who 'walk the talk' and lead by example. It is about being our best self and bringing out the best in each other.

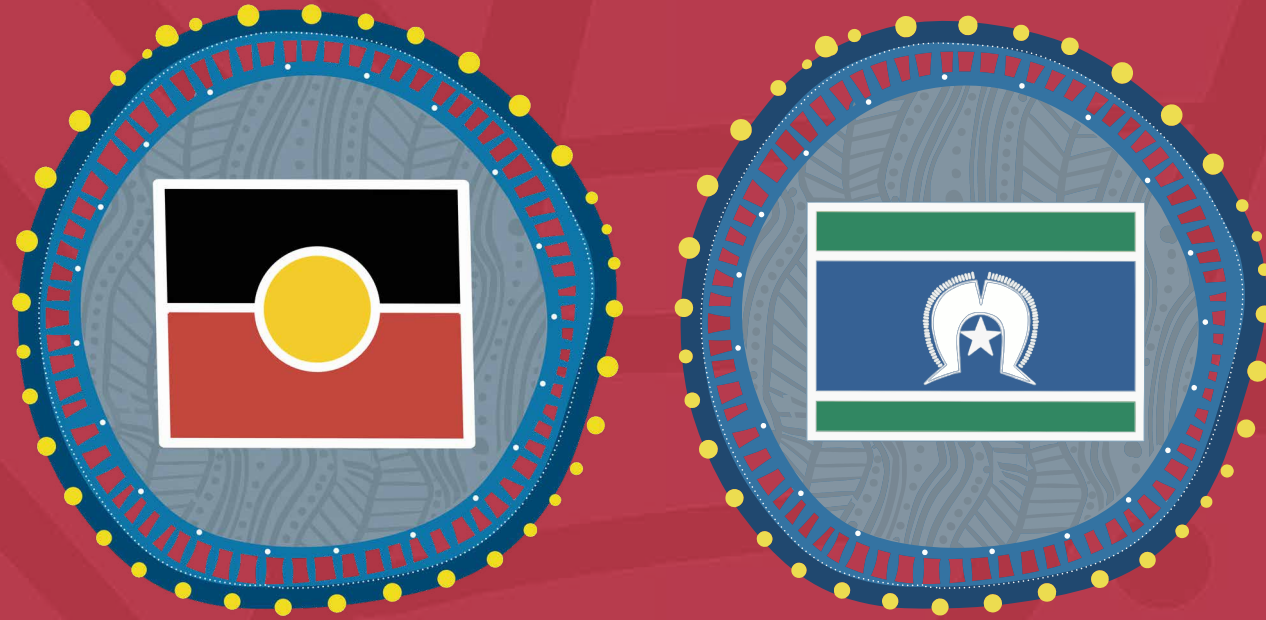
We see our values as the foundation, on which we can begin our reconciliation journey.



Our people

As of July 2025, IKEA Australia employs 3840¹ co-workers with 0.54% of co-workers self-identifying as Aboriginal and/or Torres Strait Islander². During the implementation of our Innovate RAP we will develop and aspire to move towards creating meaningful employment and career progression opportunities for Aboriginal and Torres Strait Islander peoples. IKEA aspires to being an employee of choice for Aboriginal and Torres Strait Islander co-workers.





Our RAP

We are guided by our vision to create a better everyday life for the many people and aim to improve the wellbeing of millions of Australians by being a truly inclusive and people centred brand, business, and employer irrespective of ethnicity, religion, gender, physical ability, sexual orientation, or age. We want to create a workplace that is diverse as the world is, and as inclusive as the world should be.

This action is guided by the IKEA sustainability strategy, in the focus area of Fair and Equal. This includes providing and supporting decent and meaningful work, being inclusive and promoting equality. This also forms part of the 'Our People' building block in the IKEA Australia business plan.

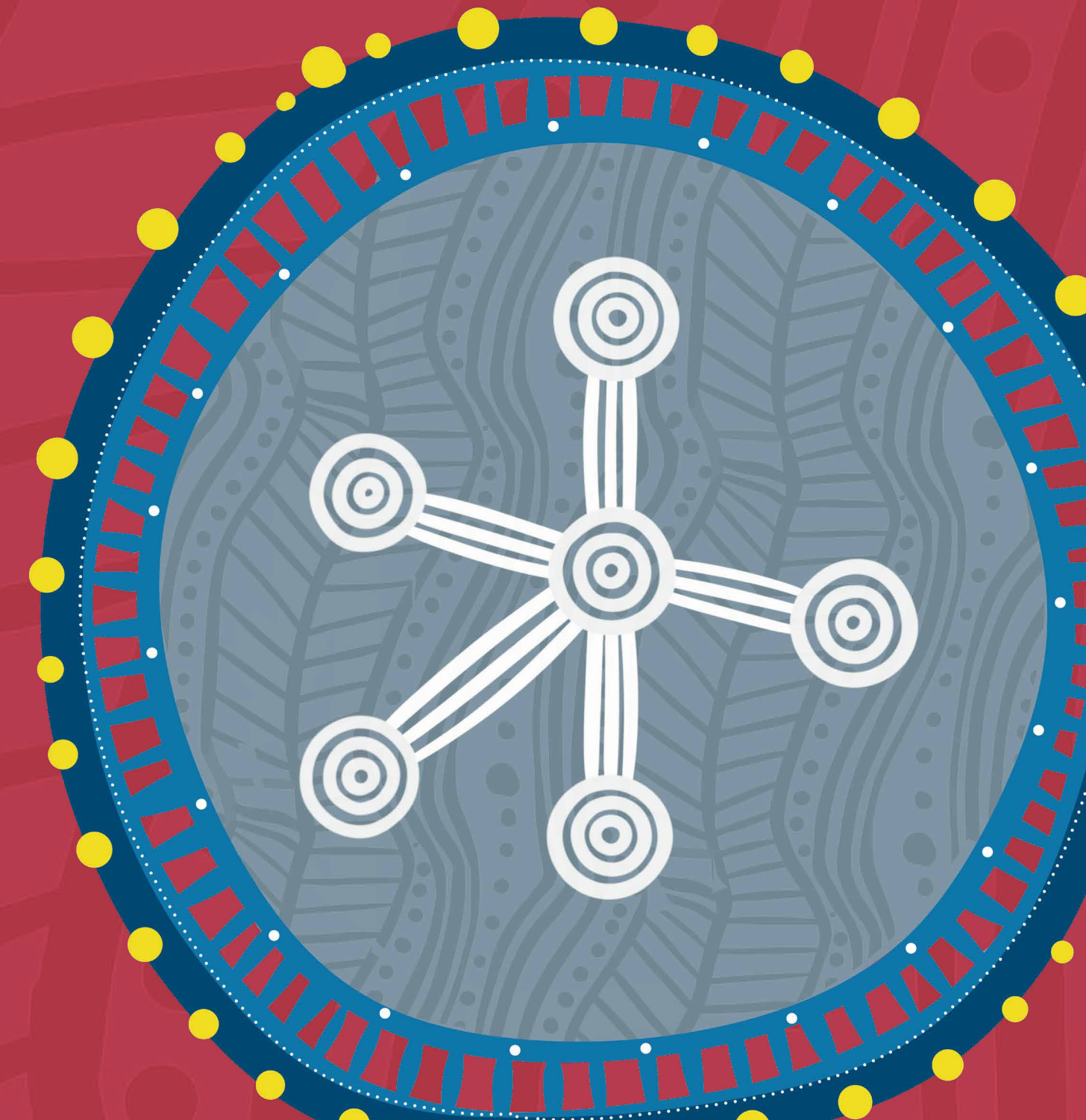
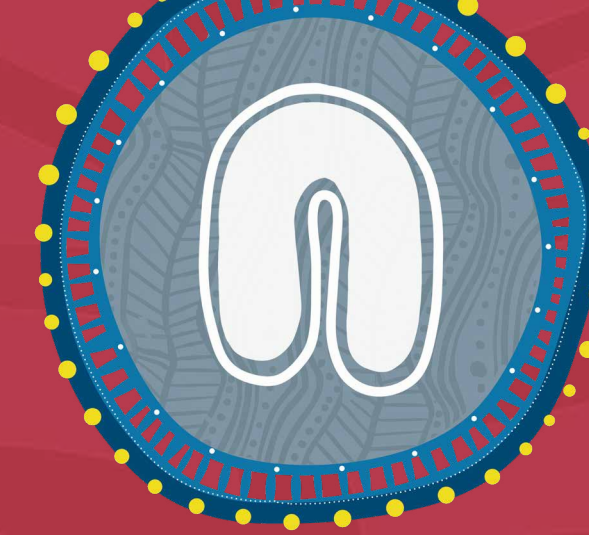
We believe that an equal every day is a better every day and that equality is a fundamental human right.

First Nations people do not have equal and equitable access to

the same opportunities as non-Indigenous people. We cannot achieve a reconciled Australia until this is achieved.

As a values-based organisation, committed to an equal every day, we must acknowledge this disparity and take action where we can to address this both inside and outside our business, using our size and scale to drive positive change.

By putting people at the heart of our business and getting actively involved in our communities, we can play our part in contributing to a fairer, more equal society. When communities thrive, we thrive too. Our local community always starts inside the IKEA places of work. It begins with our own co-workers and extends to our partners and suppliers, then to the communities where we operate and where our co-workers, customers, and service providers live.



Our journey



In 2019, we worked with Reconciliation Australia to develop the first Reflect RAP for IKEA Australia.

IKEA recognises that reconciliation is based on unity and respect between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Our Reflect RAP launched our reconciliation journey, so together with our values, we were able to initiate respectful relationships and work on creating meaningful opportunities together with Aboriginal and Torres Strait Islander peoples.

As we moved through our Reflect RAP we have achieved some key milestones:

- Established the IKEA First Nations co-worker Network to create a supportive and inclusive community within IKEA Australia for co-workers who identify as First Nations peoples. The network aims to celebrate and promote the diverse cultures, traditions, and contributions of First Nations communities, while fostering a sense of belonging, professional growth, and collaboration among co-workers.
- Cultural awareness training for senior leaders.
- Review company policies and ways of working for Indigenous cultural safety and implementation of recommended actions.
- Implementation of a Welcome to Country and Acknowledgement of Country protocol.
- Updated our employer policies to include Sorry Business Leave, Indigenous Cultural and Ceremonial leave, acknowledgement of Kinship systems.
- Established a commitment to fly Aboriginal and Torres Strait Islander flags in all Stores year-round by the end of 2024.
- Hosted NAIDOC Week events to celebrate the rich heritage and culture of First Nations Australians.
- Established relationships with local Aboriginal and Torres Strait Islander groups and charities.

While we have had achievements during our journey, we have also experienced some challenges:

- Capturing First Nations data to understand how many co-workers we have.
- Progress of RAP actions/initiatives often takes more time than expected to deliver in the right way.
- It has been challenging to build long term relationships with local Aboriginal and Torres Strait Islander communities around our units.

As we move to the Innovate RAP phase, we will continue to engage Aboriginal and Torres Strait Islander peoples across the entirety of our business so that we may:

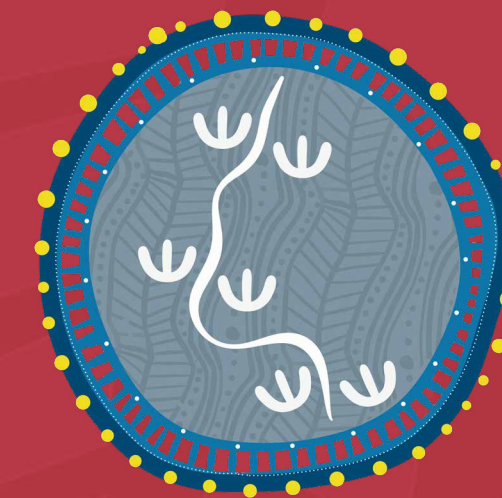
- Grow our diverse, inclusive, and equal approach for all co-workers, customers and suppliers.
- Develop the foundation of respect, understanding and knowledge within the business around Aboriginal and Torres Strait Islander cultures and histories.
- Create a workplace that Aboriginal and Torres Strait Islander people find safe and tolerant.
- Create a positive social impact and value through a diverse supply chain that is inclusive of Aboriginal and Torres Strait Islander businesses.

The development of our RAP has been achieved with consultation from internal and external stakeholders, including First Nations people, and will continue to do so throughout the implementation phase.

We entered into a partnership agreement with PWC Indigenous consulting to provide a detailed review of our current internal policies and recommended changes. Following this partnership, we entered into a partnership with Yamagigu Consulting who will become a permanent member of our RAP working group and provide ongoing support and the First Nations point of view when developing and following up our commitments.

We have consulted with our internal First Nations co-worker network to give them the opportunity to have meaningful input into our RAP. As people with lived experience and connection with culture and community, we want to ensure Aboriginal and Torres Strait Islander voices, perspectives and experiences are reflected in our RAP. This consultation involved the sharing of our RAP commitments, through a voluntary meeting for open discussion on what could be improved with in our RAP and the implementation of our commitments.

We are also working with external partners, who are more advanced in their own reconciliation journeys. They have supported us with the development of our RAP and will continue to support throughout the implementation phase.



Governance

The RAP Working Group is responsible for the RAP development and oversight of implementation. It includes senior members across the business and external First Nations representation, including:

- Country Sustainability Manager (RAP Champion)
- Country People & Culture Manager
- Public Affairs Leader
- Equality Diversity & Inclusion Leader
- Sustainability Business Partner
- Procurement Sustainability developer

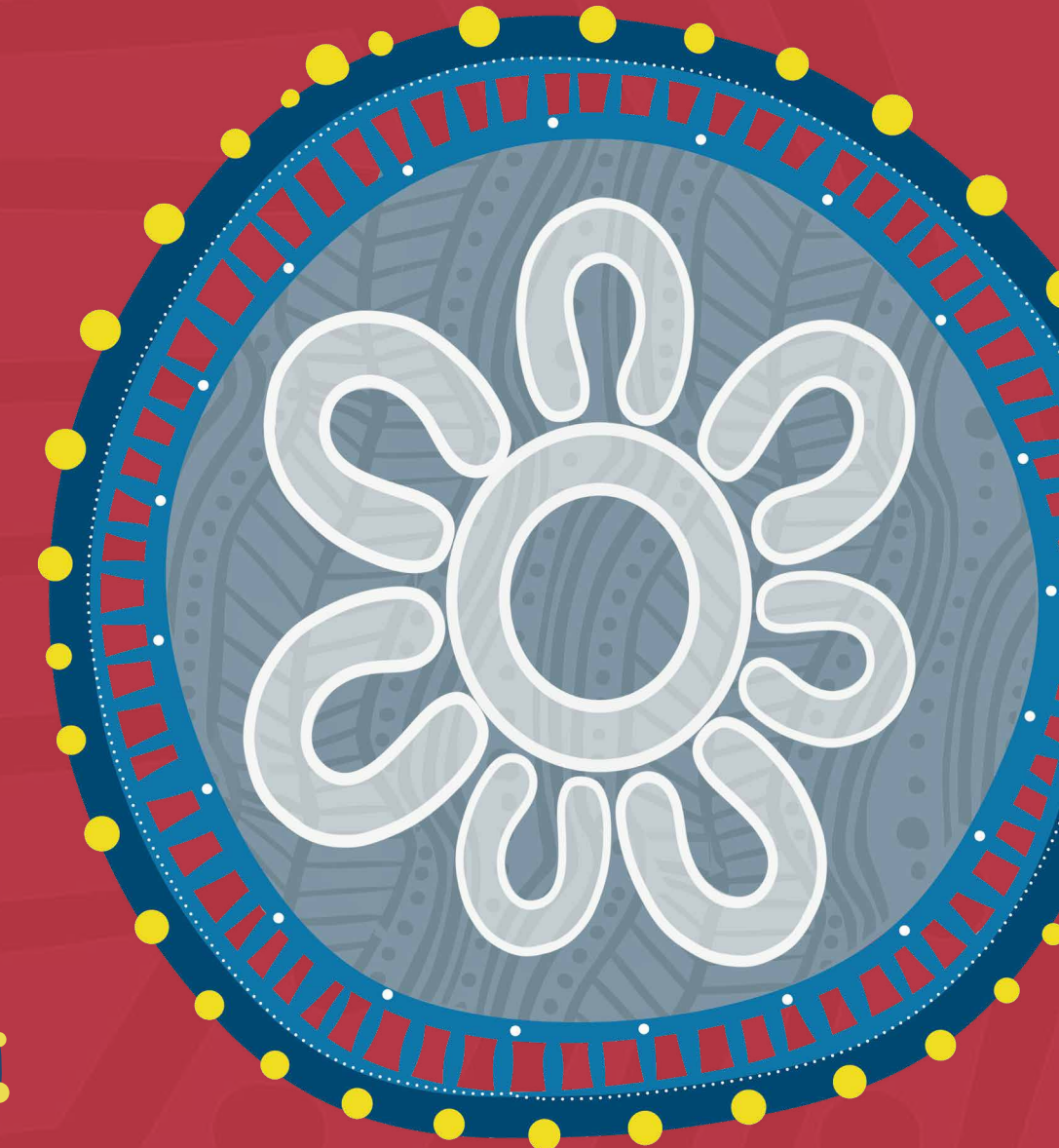
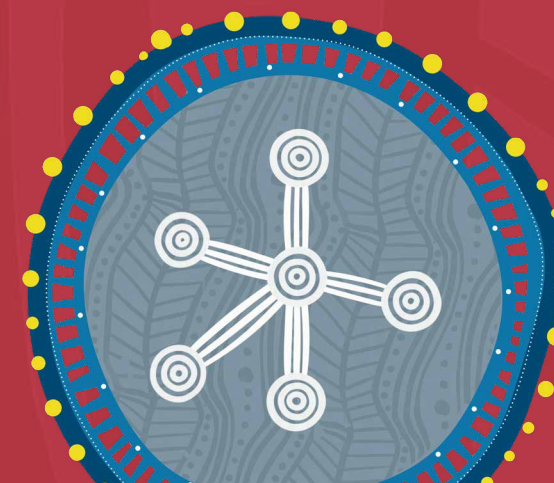
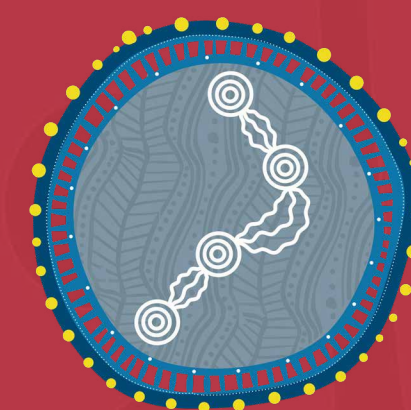
The RAP working group will meet on a quarterly basis to secure the implementation and follow up of RAP actions that will be delivered in our stores, service office and distribution centre ("Units") led by our Unit Managers.

Our RAP working group has no internal representatives that identify as Aboriginal and/or Torres Strait Islander at this time and is supported by external First Nations consultants, as part our journey we a looking to include internal Aboriginal and/or Torres Strait Islander representation.

IKEA First Nations Co-worker Network

Change line to say We will maintain our First Nations Coworker Network that was created as a supportive and inclusive community within IKEA Australia for co-workers who identify as First Nations peoples.

The network aims to celebrate and promote the diverse cultures, traditions, and contributions of First Nations communities. This network will also be able to feedback advice and experiences to the RAP working group to strengthen the delivery of actions and development of commitments.



Actions and commitments





Relationships

Every day, thousands of Australians engage with IKEA, as co-workers, customers, suppliers, and service providers, and in the community. We are always engaging in our communities to create a positive impact on livelihoods and contribute to an inclusive local economy.

We acknowledge the importance of building strong relationships with Aboriginal and Torres Strait Islander peoples both inside and outside IKEA. IKEA should play a role in connecting and engaging people, enabling the sharing of experiences, and strengthening partnership opportunities with First Nations organisations in local communities where we are present.

Action	Deliverable	Timeline	Responsible
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• All IKEA units will identify and establish relationships with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for future engagement.	September 2025	Unit Manager
	• Establish and maintain a multi-year engagement plan with Aboriginal and Torres Strait Islander stakeholders, to increase opportunities for Aboriginal and Torres Strait Islander peoples and communities.	August 2026	Unit Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials out to the entire IKEA workforce.	May 2026, 2027	Country Communication Manager
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2026, 2027	Country Sustainability Manager
	• Encourage and support co-workers and managers to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2026, 2027	Country Communication Manager
	• Organise at least one NRW event each year.	27 May- 3 June 2026, 2027	Country People and Culture manager
	• Register all our NRW events on Reconciliation Australia's NRW website.	27 May- 3 June 2026, 2027	Country Communication Manager
3. Promote reconciliation through our sphere of influence.	• Develop and implement a communication and co-worker engagement strategy to raise awareness of reconciliation across our business.	November 2026	Country Communication Manager
	• Communicate our commitment to reconciliation publicly.	August 2025	Country Communication Manager
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	January 2026	Country Communication Manager
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	May 2026	Country Sustainability Manager
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2026	Country People and Culture manager
	• Develop, implement, and communicate an anti-discrimination policy for our organisation.	August 2026	Country People and Culture manager
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2026	Country People and Culture manager
	• Educate senior leaders on the effects of racism.	November 2025	Country People and Culture manager
5. Develop a meaningful and long-term partnership with an Aboriginal and Torres Strait islander not for profit leading to positive social impact within the community.	• Formalise a long-term partnership with an Aboriginal and Torres Strait islander not for profit organisation based on shared long-term vision.	October 2026	Country Sustainability Manager
	• Co-Design a social impact programs with partners to have a positive social impact within the local community.	November 2026	Country Sustainability Manager
	• Develop an implementation plan for proposed activities and secure appropriate resources and budgets.	February 2027	Country Sustainability Manager
	• Review activities to develop and grow the partnership based on identified areas of mutual benefit.	August 2027	Country Sustainability Manager



Respect

As a company, we want to create a workplace that is diverse as the world is, and as inclusive as the world should be. With a diverse workforce comes the responsibility to further cultural learning for all co-workers to understand and respect the cultures, histories, knowledge, and rights of First Nations people in Australia.

We believe equality is a base from which to build a better life. To help create a more fair and equal society, we advocate for change to drive impact beyond our business and will work to create opportunities to celebrate and appreciate Aboriginal and Torres Strait Islander cultures and heritage across IKEA.

Action	Deliverable	Timeline	Responsible
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	September 2025	Country People and Culture manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January 2026	Country People and Culture manager
	• Develop, implement, and communicate a cultural learning strategy document for co-workers.	March 2026	Country People and Culture manager
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership positions to participate in formal and structured cultural learning.	May 2026	Country People and Culture manager
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2025	Country Communications Manager
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2025	Country Communications Manager
	• Invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August 2025	Unit Manager
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events.	August 2025	Unit Manager
	• Implement acknowledgement of traditional lands at all units guided by local relationship with Aboriginal and Torres Strait Islander stakeholders within our stores and online.	August 2025	Unit Manager
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026, 2027	Country Sustainability Manager
	• Review HR policies and procedures to remove barriers to co-workers participating in NAIDOC Week.	February 2026	Country People and Culture manager
	• Promote and encourage participation in external NAIDOC events to all co- workers	First week in July, 2026, 2027	Country Communications Manager
	• Host a NAIDOC week event in all stores for the participation and learning of coworkers	First week in July, 2026, 2027	Unit Manager
9. Showcase and highlight Aboriginal and Torres Strait Islander cultures, histories, knowledge throughout our customer meeting points to promote cultural awareness for our coworkers and customers.	• Create a dedicated coworker space within each store to highlight Aboriginal and Tores Strait Islander cultures.	December 2025	Unit Manager
	• Engage and collaborate with an Aboriginal or Tores Strait Islander artist for cultural development and learning opportunities.	August 2025	Country Sustainability Manager



Opportunities

We want all our co-workers to know that IKEA is a place where they can be themselves and where all ethnicities, races and nationalities can thrive. We are committed to ensuring a culturally safe workplace, as well as increasing employment opportunities and positive outcomes for First Nations co-workers.

We are committed to ensuring that the IKEA value chain is made up of diverse business partnerships that drive innovation, business growth and social impact. This includes a focus on securing more opportunities for First Nations businesses within our supplier and service provider network, to create mutually beneficial economic and social outcomes.

Action	Deliverable	Timeline	Responsible
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander co-workers to support future employment and professional development opportunities.	March 2026	Country People and Culture manager
	• Engage with Aboriginal and Torres Strait Islander co-workers to consult on our recruitment, retention and professional development strategy.	May 2026	Country People and Culture manager
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2026	Country People and Culture manager
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander peoples, communities, and stakeholders.	January 2027	Country People and Culture manager
	• Review People and culture and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2027	Country People and Culture manager
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	September 2025	Country Procurement Manager
	• Investigate Supply Nation membership.	September 2025	Country Procurement Manager
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to co-workers.	March 2026	Country People and Culture manager
	• Review and update procurement processes to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2026	Country Procurement Manager
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2027	Country Procurement Manager



Governance

We secure the appropriate governance to ensure the ongoing delivery of RAP commitments

Action	Deliverable	Timeline	Responsible
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG	February, May, August, November 2025,2026,2027	Country Sustainability Manager
	• Review and update established Terms of Reference for the RWG.	December 2026, 2027	Country Sustainability Manager
	• Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November 2025,2026,2027	Country Sustainability Manager
13. Provide appropriate support for effective implementation of RAP commitments	• Define resource needs for RAP implementation.	March 2026,2027	Country Sustainability Manager
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2025	Country Sustainability Manager
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2025	Country Sustainability Manager
	• Appoint and maintain an internal RAP Champion from senior management.	August 2025	Country Sustainability Manager
14. 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.	August 2026,2027	Country Sustainability Manager
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025,2026	Country Sustainability Manager
	• Report RAP progress to all staff and senior leaders quarterly.	February, May, August, November 2025,2026,2027	Country Sustainability Manager
	• Publicly report our RAP achievements, challenges, and learnings, annually as part of the IKEA sustainability report.	November 2025, 2026	Country Sustainability Manager
	• Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	September 2025	Country Communications Manager
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2027	Country Sustainability Manager
15. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia’s website to begin developing our next RAP.	February 2027	Country Sustainability Manager

Contacts or questions

IKEA website
www.IKEA.com.au

LinkedIn
www.linkedin.com/company/IKEA/mycompany

 Work with us

IKEA Australia

