



9 June 2021

Mr Danny Gilbert AM  
Gilbert + Tobin  
L 35, Tower Two  
International Towers  
200 Barangaroo Avenue  
BARANGAROO NSW 2000

Dear Danny

We write to thank the Independent Panel for its comprehensive report into the proposed Dan Murphy's Darwin development and to provide you with a copy of Woolworths Group's initial reflections and response. It is clear to us that the Independent Panel's report is an important turning point for our long-term engagement with Australia's First Nations' peoples.

As you are aware, on 29 April 2021 Woolworths Group announced that it would not proceed with the Darwin proposal. The relevant licence has since been surrendered to the NT Government.

Our attention now moves to further reflection on the report, listening and learning, and then the co-creation of long-term, meaningful steps forward which are consistent with our purpose and commitment to reconciliation.

The Independent Panel's reflections on the issues of corporate purpose, citizenship, reputation, legitimacy and trust highlight issues that go to the core of how we, as an organisation, seek to operate.

In that context, the quality of our engagement with Aboriginal and Torres Strait Islander peoples is critical. As the report highlights, on this occasion we clearly failed to meet our expectations and we deeply regret our insensitivity to critical stakeholders in Darwin and beyond, and our own external Indigenous Advisory Panel, whose advice we did not seek. For that, we unreservedly apologise.

At the heart of our reflections today is strengthening our foundations for deeper, and more thoughtful and meaningful relationships with First Nations' peoples. Relationships built on listening, learning and education. Relationships underpinned by equity and respect. Without those foundations it will not be possible for us to achieve our ambitions for full reconciliation.

There are, however, some obvious first steps. We will implement several initial, practical measures in the near-term, as set out in Section Five of our response.

Some of the Independent Panel's recommendations relate predominantly to issues which are a focus for Endeavour Group, which will (subject to shareholder approval) shortly be demerged from Woolworths Group. Endeavour has committed to considering those recommendations, as its newly independent board and management embark on their journey as a separate ASX-listed company. The manner of that response is outlined in a letter from Endeavour's Chairman and CEO, attached to Woolworths Group's response.

Again, we thank the Independent Panel for its exhaustive and invaluable work. We are confident it will lead to a significant rebuilding of Woolworths Group's interactions with First Nations' communities. We also hope that our experience and the Independent Panel's report will help other organisations to join us in accelerating Australia's drive towards much needed reconciliation.

Yours sincerely



**Gordon Cairns**  
Chairman



**Brad Banducci**  
Chief Executive Officer



**Holly Kramer**  
Chair, Sustainability Committee