

# Reflect Reconciliation Action Plan

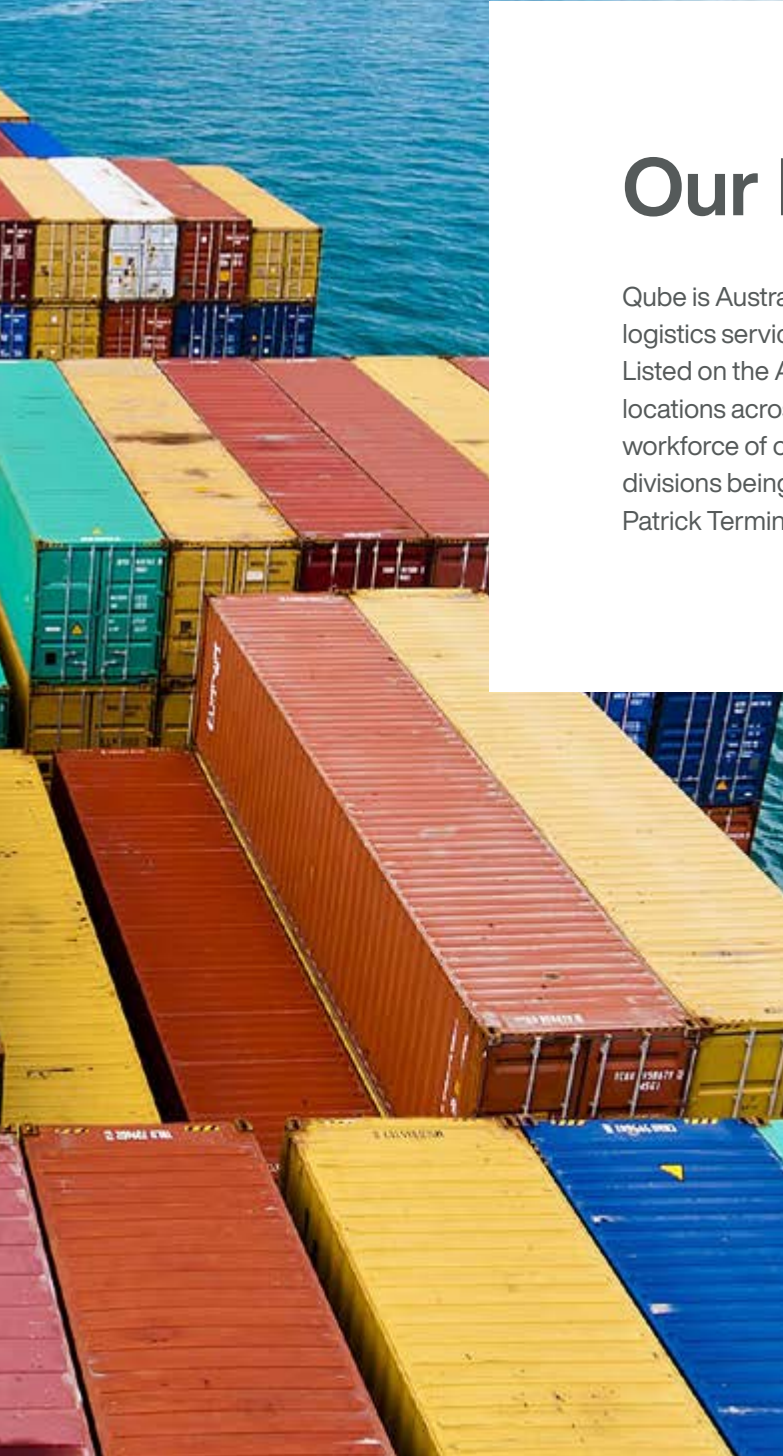
June 2023 - June 2024





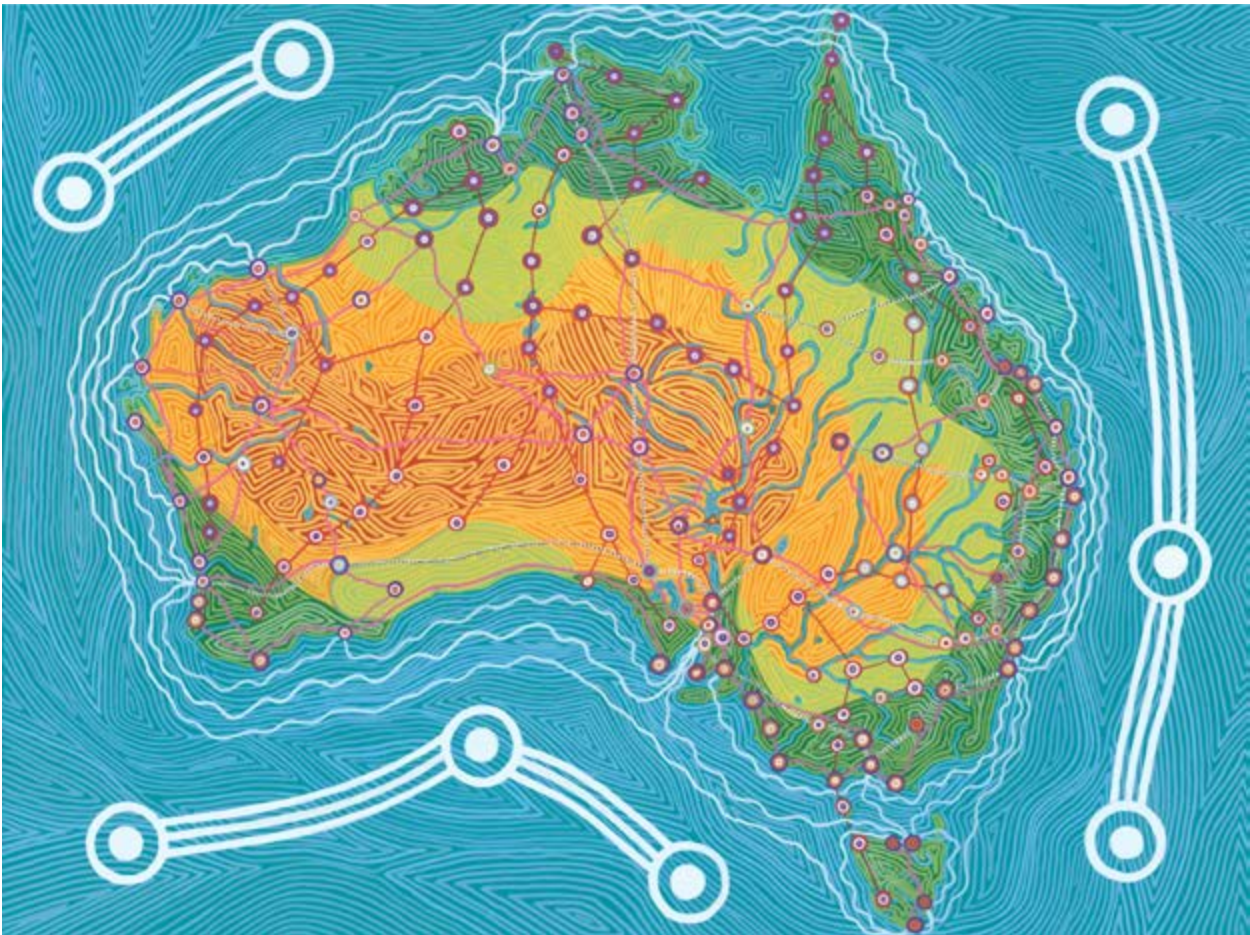






## Our business

Qube is Australia's largest integrated provider of import and export logistics services, covering the supply chain from beginning to end. Listed on the Australian Securities Exchange, we operate in over 160 locations across Australia, New Zealand and South East Asia with a workforce of over 8,200 employees. Qube is comprised of two core divisions being the Operating Division and Qube's 50 per cent interest in Patrick Terminals, Australia's leading container terminal operator.



## ABOUT OUR RAP ARTWORK

# ‘Yindyamarra’

Sydney based Indigenous artist, Darren Charwood, created this artwork for Qube’s Reconciliation Action Plan in 2023.

Darren is a Wiradjuri man from the yabaay wagaan (wedge tail eagle and crow) mob in Wellington and explained that the name of the work, Yindyamarra, is a Wiradjuri word that describes respect, gentleness, kindness and balance.

“I wanted to create a work that showed the balance and interconnectedness that exists between people and the sea and the country.

“Because Qube has operations all over Australia, I thought it was important to show all of those connections from the ports dotted all around the coastline, to the inland rivers, and the roads and the rail networks that span the country. I also included Indigenous trade routes to show how enduring those connections are.

“The white motifs on the ocean symbolise movement, whether it be whales migrating or ships moving along the coastline, and the white lines around the coastline symbolise shipping channels. Along the Queensland coast, I have also used a more aqua shade to show the Great Barrier Reef and the red in the centre symbolises the desert. Everything exists in balance and is interconnected.”





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#### ABOUT THE ARTIST

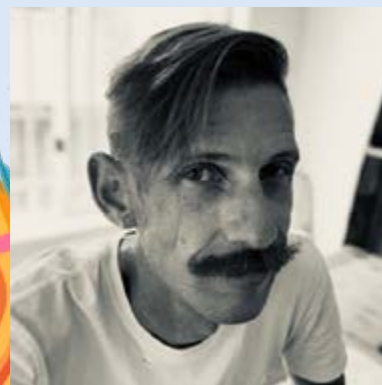
## Darren Charlwood

Darren was born in Sydney's Inner West and grew up in Redfern surrounded by the newly empowered Aboriginal community in the 1980s. He is a Wiradjuri man from the yabaay wagaan mob in Wellington.

Darren began painting at a young age; however, it was not until 10 years ago that he began painting full time. Darren's art is deeply rooted in his experience as a Wiradjuri man, a father, a son and a member of the urban Aboriginal community of Sydney's Inner West. He also draws heavily from his cultural knowledge of the environment and the Wiradjuri use of lines and patterns. Within the urban context, Darren produces pieces which reflect his environment. He makes use of recycled materials

which come from the environment, something which is based on the Aboriginal traditional of using only what is needed from the environment.

Darren's work is his expression of Aboriginality and reflects his political perspectives in the resistance of Aboriginal people against colonial oppression and dispossession. His art reflects the survival and adaptation of his people when faced with invasion and the sudden and violent change to their environment which came with it. The continuation of cultural practice is a protest in itself, as reflected in the endurance of the voices of Aboriginal people in Australia.





# Acknowledgement

In the spirit of reconciliation,  
Qube acknowledges the  
Traditional Custodians of  
country throughout Australia  
and their connections to land,  
sea and community.  
We pay our respects to Elders  
past, present and emerging.



# Reconciliation Australia message

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

Qube Holdings joins a network of more than 2,200 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 Qube Holdings 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 Qube Holdings, 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 RAP

# From our Managing Director

I am proud to introduce Qube's first Reconciliation Action Plan (RAP), which provides a tangible demonstration of Qube's commitment to supporting the cause of reconciliation in Australia. Appropriately, this first stage of the RAP process is called 'Reflect' and the development of this plan has indeed provided Qube with an opportunity to reflect on our journey as a business, the success we have enjoyed, and the strong relationships we have already forged with First Nations people across our more than 160 locations.

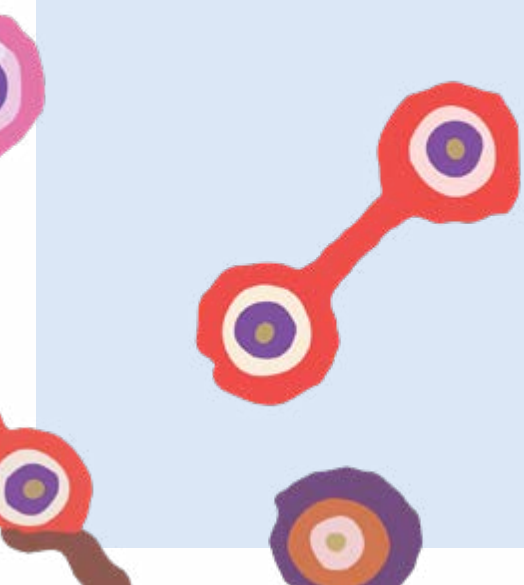
However, we also acknowledge that reconciliation is an ongoing journey and there is more we can do to support the cause and to strengthen relationships with First Nations peoples.

In 2022, we launched our Thrive Plan, which defines our purpose, vision, and values. Inclusion is a key value for Qube, and we aim to promote a safe, diverse and inclusive culture in everything we do including how we deliver positive social outcomes for our customers, our people, and the broader communities in which we operate. This RAP forms an important part of this commitment.

Our promise is to support activities that deliver mutual value and practical and tangible outcomes for both Qube and First Nations peoples.

On behalf of Qube's 8,200 employees, I look forward to leading the delivery of this Plan and to continuing to work with Reconciliation Australia as we travel together on this reconciliation journey.

**Paul Digney**








# Our Journey

The RAP has been developed to demonstrate Qube's commitment to provide opportunities that benefit First Nations people. Our goal is to implement the Qube Reflect Reconciliation Action Plan by June 2024, which involves connecting and supporting First Nations peoples and communities. This is an important journey for us as a business to further embed a culture of inclusiveness as part of our broader Diversity & Inclusion (D&I) Strategy.

Qube established a RAP committee in October 2022, to develop the RAP and engage in activities to promote Qube's vision for reconciliation. Qube's RAP is a practical plan of action built on inclusion, integrity and opportunities. The RAP committee members are located across Australia and in a variety of divisions, and are expected to contribute knowledge and perspectives from their experience in diverse regional, sectorial, professional and cultural backgrounds. We continue to develop and grow our RAP to ensure engagement and opportunities for First Nations peoples. As part of the Reflect RAP Qube will seek to:

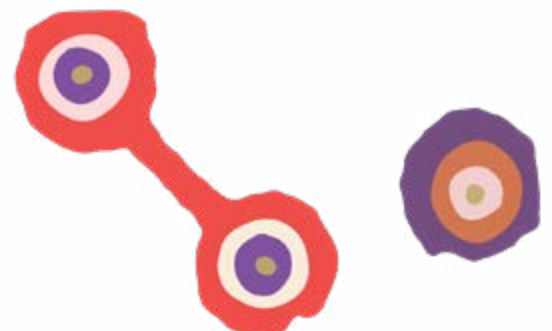
- Implement initiatives to assist the employment and opportunities of First Nations peoples through a First Nations Peoples Employment Pathway Program.
  - Increase employment of First Nations peoples and procurement from First Nations suppliers, aiming for 5% of suppliers to be engaged via tenders (or in tenders) and 1% of total supplier spend contracted to First Nations peoples owned businesses.
  - Improve the understanding and respect of First Nations peoples through our Cultural Awareness Program.
- 



# RAP Committee team members

Name	Job Title	Location	Qube Division
<b>Belinda Flynn</b> (Chairperson)	General Manager Safety, Health & Sustainability	Sydney	Qube Holdings
<b>Farid Dhat</b>	Maintenance Superintendent	Western Australia	Bulk
<b>Harry Fitzgibbon</b>	Safety, Health & Sustainability Manager	New South Wales	Logistics – Rail
<b>John Fletcher</b>	Culture Manager	Sydney	Logistics
<b>Dominic Hearne</b>	Operations Co-ordinator & First Nations person	Melbourne	Logistics
<b>Lorraine Namey</b>	Safety Superintendent	Brisbane	AAT
<b>Ben Pratt</b>	Director Corporate Affairs	Sydney	Qube Holdings
<b>Emily Link</b>	Director - People, Culture & Safety	Melbourne	Qube Holdings
<b>Anna Goyen</b>	Project Manager/Bid Manager	Sydney	Ports
<b>Chris Campbell</b>	Asset Procurement & Fleet Optimisation Manager	Western Australia	Bulk

The RAP has the full support of our Board and the Group Executive Team at Qube. It will be governed by the RAP Committee with accountability to the Qube People and Culture Director, to ensure that we deliver on our commitments. We will be transparent with all of our stakeholders by reporting our progress publicly as outlined in this RAP.





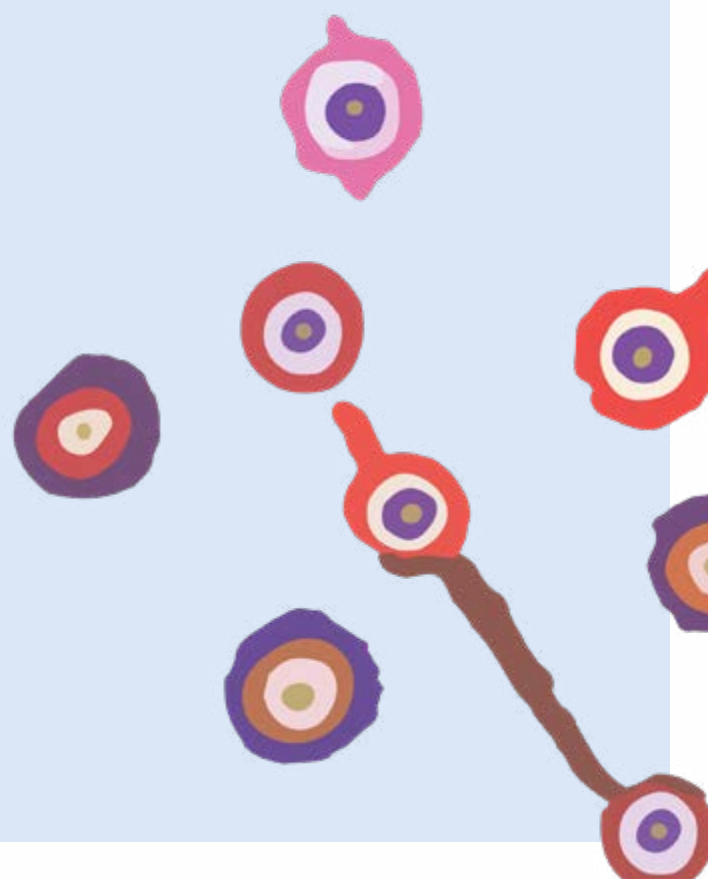
## Our Journey

While Qube has always sought to build strong and mutually beneficial relationships with First Nations peoples, our formal journey on the development of this Plan started with the creation of our RAP Working Group in August 2022.

The group looked at various diversity groups and discovered that 0.2% of our workforce identified themselves as First Nations peoples, well below the 3.2% of the population who identified as being of Aboriginal or Torres Strait Islander descent in the 2021 Census. This was something we want to

address and create inclusion within. As such, we are implementing Cultural Awareness Training in 2023, with 80% of all employees required to complete this training by December 2023. Qube is dedicated to creating a culture where inclusivity matters and a work environment where equity and diversity are recognised as being essential to employee wellbeing. A culture of inclusivity matters. We know that people, organisations and communities thrive when everyone feels included, are able to bring their true selves to work and can voice their different perspectives.

“A culture of inclusivity matters. We know that people, organisations and communities thrive when everyone feels included, are able to bring their true selves to work.”





# Partnership and Current Activities

We will continue to foster a partnership with the Stars Foundation. By September 2023, we will implement initiatives to assist the employment and opportunities of First Nations girls and young women. The Stars Program operates full-time, with intensive support programs for Aboriginal and Torres Strait Islander girls in schools, with the aim of improving health and education outcomes for this cohort<sup>1</sup>.

We have a strong partnership with the Clontarf Foundation, which exists to improve the education, discipline, life skills, self-esteem, and employment prospects of young First Nations men while equipping them to participate more meaningfully in society. We are strengthening this relationship by developing a First Nations Peoples Pathway Program in collaboration with Clontarf. Our aim is to create more employment opportunities within Qube. The program will commence in July 2023.

<sup>1</sup> [https://www.abs.gov.au/statistics/detailed-methodology-information/information-papers/aboriginal-and-torres-strait-islander-ancestries#:~:text=the%20Census%20Dictionary%20Indigenous%20status%20results,2.9%25\)%20identified%20as%20Aboriginal](https://www.abs.gov.au/statistics/detailed-methodology-information/information-papers/aboriginal-and-torres-strait-islander-ancestries#:~:text=the%20Census%20Dictionary%20Indigenous%20status%20results,2.9%25)%20identified%20as%20Aboriginal)



Support programs for Aboriginal and Torres Strait Islander girls in schools, with the aim of improving health and education outcomes.



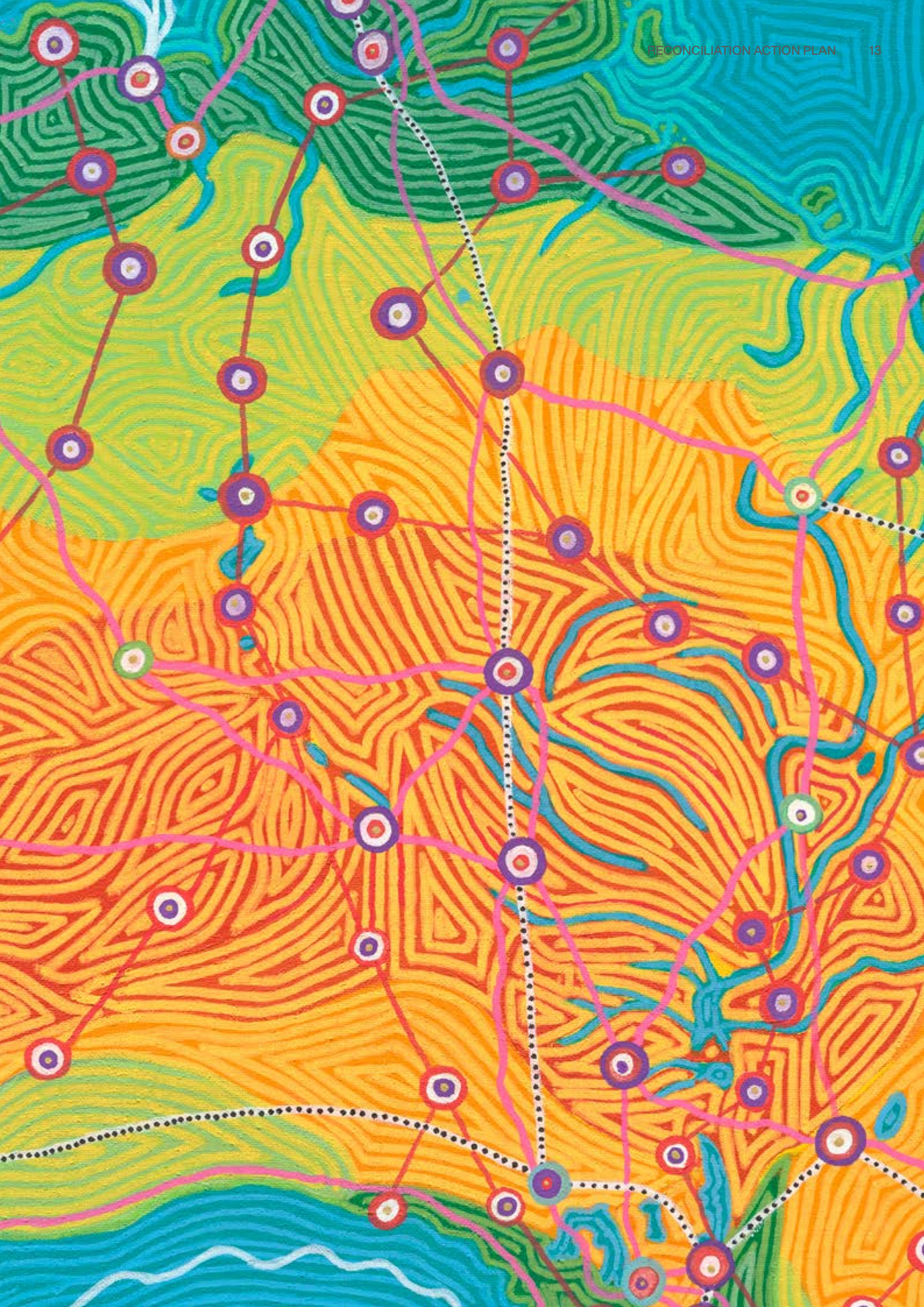
# Relationships

Action	Deliverable	Timeline	Responsibility	
1	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify our First Nation people stakeholders and organisations within our local area and regions.	Sept 2023	Divisional Procurement Officer
		Research best practice and principles that support partnerships with First Nation peoples and organisations.	Sept 2023	External Consultant & Chair RAP Committee
		Strengthen our relationship with Clontarf Foundation focusing on employment /pathway program opportunities.	July 2023	General Manager Safety, Health & Sustainability
2	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Director Corporate Affairs
		RAP Committee members to participate in an external NRW event.	27 May – 3 June 2024	Chair RAP Committee
		Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024	Director People, Culture & Safety
3	Promote reconciliation through our sphere of influence.	Continue to communicate by updating our employees on our commitment to reconciliation.	July & Dec 2023  March & June 2024	Director Corporate Affairs

# Relationships

Action	Deliverable	Timeline	Responsibility
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Sept 2023	Chair RAP Committee
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Sept 2023	Chair RAP Committee
<b>4</b> Raise internal awareness of our RAP.	Develop and implement a communication plan to raise awareness amongst all staff across the organisation about our RAP commitments and activities.	Aug 2023	Director Corporate Affairs
	Develop a link on intranet site to include the RAP links to Supply Nation, Reconciliation Australia.	July 2023	Director Corporate Affairs
	Engage with the Board and Executive Team to launch the RAP.	Sept 2023	Director People, Culture & Safety
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.	Nov 2023	Chair RAP Committee
<b>5</b> 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.	Aug 2023	Director People, Culture & Safety
	Research best practice and policies in areas of anti-discrimination.	Dec 2023	Director People, Culture & Safety

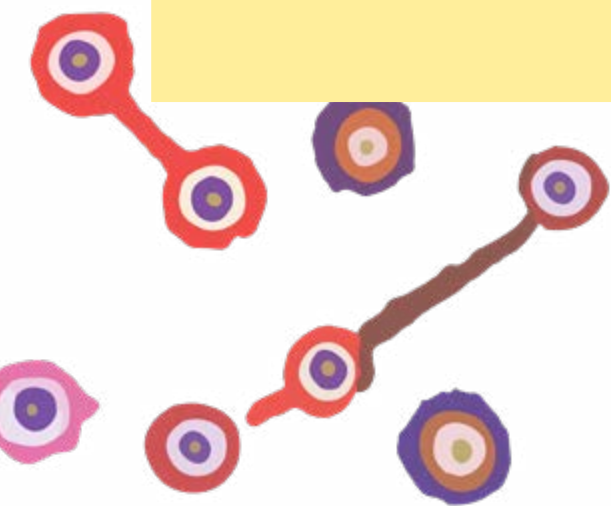






# Respect

Action	Deliverable	Timeline	Responsibility	
6	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander peoples, histories, knowledge, and rights through cultural learning.	Develop a plan to increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	Aug 2023	Chair RAP Committee
		Undertake a training needs analysis of cultural needs within our organisation.	Aug 2023	Divisional Training Managers
7	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.	Jan 2024	Chair RAP Committee
		Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	Oct 2023	Director Corporate Affairs
8	Build respect for First Nation peoples, cultures and histories by celebrating NAIDOC Week.	Introduce our staff to National NAIDOC Week by promoting external events in our local area.	June & July 2023	Director Corporate Affairs
		RAP Working Group to participate in an external NAIDOC Week event.	July 2023	General Manager Safety, Health & Sustainability
		Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	Director Corporate Affairs





# Opportunities

Action	Deliverable	Timeline	Responsibility	
9	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Continue to develop our Partnership with Clontarf, increasing our First Nation people in our apprenticeship program.	Aug 2023	Director People, Culture & Safety
		Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Oct 2023	Chair RAP Committee
		Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jan 2024	Director People, Culture & Safety
10	Increase First Nation peoples' supplier diversity to support improved economic and social outcomes.	Develop a plan to procure from First Nation people owned businesses.	June 2023	Divisional Senior Procurement Manager
		Investigate Supply Nation membership.	October 2023	Divisional Senior Procurement Manager

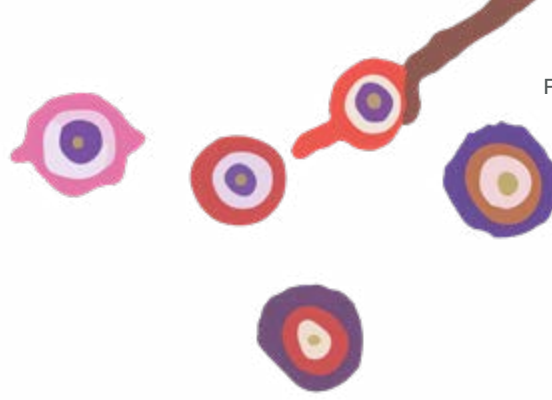


# Governance

Action	Deliverable	Timeline	Responsibility
11	Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain RAP Working Group and schedule regular meetings.	July 2023 General Manager Safety, Health & Sustainability
		Draft a Terms of Reference for the RWG.	June 2023 Chair RAP Committee
		Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2023 Chair RAP Committee
12	Provide appropriate support for effective implementation of RAP commitments.	Engage senior leaders in the delivery of RAP commitments.	July - Nov 2023 Managing Director & Divisional Directors
			Feb 2024
		Define resources needs for RAP implementation.	June 2023 Chair RAP Committee
		Appoint a senior leader to champion our RAP internally.	June 2023 Director People, Culture & Safety
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2023 Chair RAP Committee	







<p>13</p>	<p>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<p>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.</p>	<p>June annually</p>	<p>Chair RAP Committee</p>
		<p>Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.</p>	<p>August annually</p>	<p>Chair RAP Committee</p>
		<p>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</p>	<p>30 September annually</p>	<p>Chair RAP Committee</p>
<p>14</p>	<p>Continue our reconciliation journey by developing our next RAP.</p>	<p>Register via Reconciliation Australia's website to begin developing our next RAP.</p>	<p>March 2024</p>	<p>Chair RAP Committee</p>





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