

Innovate Reconciliation Action Plan

January 2025 – December 2026



Acknowledgement

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

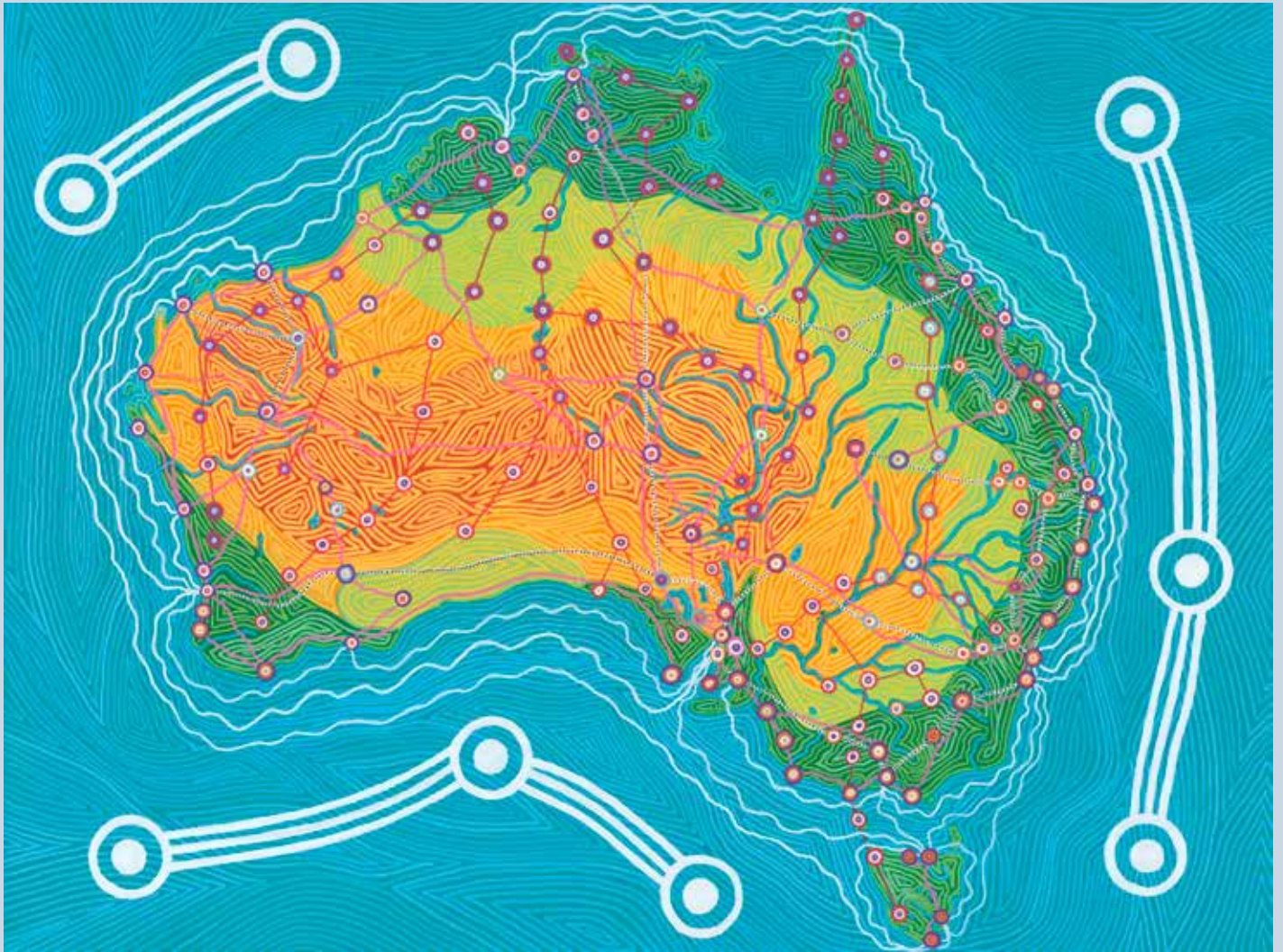




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Yindyamarra

Sydney based Indigenous artist, Darren Charwood, created this artwork for Qube's Reflect 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."

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



Artist Darren Charlwood at the launch of the Yindymara trains

Reconciliation Australia commends Qube Holdings 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 Qube Holdings 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, Qube Holdings 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. Qube Holdings 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 Qube Holdings 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 Qube Holdings on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia





Clontarf Students on a tour at our Port Hedland site

Our Vision for Reconciliation

At Qube we envision a future where First Nations people are recognised, respected, and empowered as an integral part of our national identity and workforce. Our commitment to reconciliation is founded on our Thrive values of Integrity, Reliability, and Inclusion.

We strive to foster an inclusive environment where cultural diversity is celebrated, and where First Nations people can thrive.

Our vision for reconciliation includes:

Respect

We honour the unique cultures, histories, and contributions of First Nations people. By embedding cultural awareness and respect in our operations, we aim to create a workplace that values and acknowledges the Traditional Custodians of the lands on which we operate.

Relationships

Building strong, genuine partnerships with First Nations people and their communities is central to our RAP. We are committed to engaging with these communities in meaningful ways, fostering mutual understanding, and working collaboratively towards shared goals.

Opportunities

We are dedicated to creating pathways for employment, training, and career advancement for First Nations People within Qube. By providing equitable opportunities and supporting economic participation, we aim to contribute to the long-term prosperity and self-determination of these communities.





Loading up at Australian Grain Export in South Australia

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 200 locations across Australia, New Zealand, and south-east Asia.

Our business is comprised of two core divisions: the Operating Division, and Qube's 50 per cent interest in Patrick Terminals, Australia's leading container terminal operator. The Operating Division comprises two business units: Qube Logistics and Infrastructure and Qube Ports and Bulk.

Our operations are diverse and cover our key markets of containers, agriculture, automotive, forestry, resources, and energy. We operate throughout both the Australian mainland and Tasmania, and this connects us to over 10,000 employees, and 18,000 suppliers nationally.

We are therefore a critical enabler of the Australian economy as well as of the state, territory and local economies where we operate and we are proud of the role that we play and the values of Integrity, Reliability, and Inclusion that we champion.

Our purpose is to help our customers, communities, industries, and people to Thrive, and we do this through a relentless focus on our five priorities: Safety, Wellbeing, Planet, Opportunity, and Performance.

*Reduction in carbon intensity compared with the FY18 baseline year



Safety

Zero Harm is something we will always strive for in both our physical and our mental health.



Planet

We have an aspirational goal to reduce our Scope 1 emissions intensity to zero by 2050*



Wellbeing

We believe in nurturing a workplace where all of us can achieve our full potential.



Opportunity

Opportunity feeds the aspirations of all. Our people, customers, and shareholders.



Performance

We solve problems to make things happen. We will never stop striving to do better.



Our RAP

Our Innovate RAP has been developed to continue and extend Qube's commitment to provide opportunities that benefit First Nations people. This is an important undertaking for us to further embed a culture of inclusiveness as part of our broader Diversity and Inclusion strategy.

This RAP consolidates and extends on the work achieved under our Reflect RAP. While Qube has always sought to build strong and mutually beneficial relationships with First Nations people, our formal reconciliation journey commenced in August 2022 with the creation of our first RAP Committee. Our first formal RAP, Reflect, was endorsed in July 2023.

Since documenting our Reflect RAP, Qube has:

- Implemented cultural awareness training across our workforce.
- Conducted cultural awareness workshops for our senior leaders and the executive team.
- Continued our partnership with the Clontarf Foundation.
- Established working partnerships with Kinaway, NSW Indigenous Chamber of Commerce, NASCA, and First People (recruitment platform).
- Formally circulated and promoted information on reconciliation, National Reconciliation Week and NAIDOC week.
- Introduced Acknowledgement of Country in meetings, email signatures, and public disclosures.

- Magnified communication of reconciliation through the application of our specially commissioned RAP artwork on public assets including trucks, rolling rail stock, and merchandise collateral.
- Participated in and contributed to external cultural events.
- Engaged with New South Wales and Victorian (Kinaway) Indigenous Chambers of Commerce to identify opportunities to increase First Nations spend.

While this is positive progress, Qube's formal journey of reconciliation is still in its early stages, and we recognise that we have more work to do to embed some of these practices in our 'business as usual' at Qube. This includes embedding the practice of acknowledging country in meetings and public disclosures, taking greater advantage of our new partnerships to grow and track our First Nations spend across our operations and strengthening our systems and processes to support First Nations employment.

We look forward to advancing engagement and opportunities for First Nations people under the RAP framework.

The refresh of our RAP Committee reflects the advancement of our ambitions. This committee is responsible for engaging Qube's workforce and communities in activities to promote Qube's vision for reconciliation. Our committee members are expected to contribute knowledge and perspectives from their experience to help operationalise our RAP objectives.

In establishing our Innovate RAP, Qube has also engaged an external First Nations Consultant to guide us on our journey.

The RAP Committee includes senior leaders who will champion our RAP, led by Qube's Director of People, Safety and Culture, Emily Link. Our committee members are located across Australia in a variety of functional roles across our divisions and include First Nations representation. Our RAP Committee are:

Emily Link,
Director, People, Safety & Culture
(Victoria) - Executive Sponsor

Carmen Prince, Group Manager, Social Impact
(New South Wales) - Chair

Kawina Bayly, Safety, Health &
Sustainability Supervisor
(Queensland)

Bradlee Commins, Cultural Advisor
(External)*

Annie Court, Safety, Health &
Sustainability Superintendent
(Western Australia)

Amanda Keleher, Customs Compliance,
(Queensland)*

Weku Kinitavaki, Continuous Improvement,
Social Performance & Contractor Manager
(Queensland)

Michael Pitman, Driver,
(Western Australia)*

Ben Pratt, Director, Corporate Affairs
(New South Wales)

Joel Renton, Driver
(Western Australia)

Kerryn Santucci, Regional Manager
(South Australia)

Micheal Walker, Driver
(Queensland)*

*Identifies as a First Nations person

Reconciliation in Action

Taking reconciliation on the road

Our RAP artwork, Yindyamarra, seeks to show the balance and interconnectedness that exists between people, the sea, and Country, and features both Qube's network of operations as well as traditional Indigenous trade routes. Inspired by this story of connection, and not content with simply hanging the finished product on the wall of our Sydney head office, we have taken Yindyamarra to the rail lines and highways of Australia as a symbol of our commitment to reconciliation.

Yindyamarra now adorns locomotives, truck cabins and trailer curtains across the country. Qube is regularly tagged in social media images and footage taken by members of the public who have spotted one of these vibrantly coloured assets moving through the countryside, helping to advance the cause of reconciliation in Australia.



Launch of our Yindyamarra trucks in Perth



Pictured: Richie Harte

At work with Richie Harte

Richie Harte joined Qube as a Clontarf Foundation Trainee, when he was 16 years old and has now worked with Qube for 14 years. During his time with the business, Richie has worked different jobs in a variety of locations up and down Australia's west coast, including Dampier, Geraldton, Fremantle, Kwinana, Albany, and Esperance.

Richie now works as a Stevedore Crane Operator and mentors other Clontarf graduates joining Qube.

"If you're interested in driving big machinery, working outside, and being part of a big network and an even bigger family, this is the place for you."



Relationships

Inclusion is one of Qube's three core values. We believe collaboration, a voice for all and diversity of thinking. We believe that working together takes us all further.

Building strong and meaningful relationships, including with First Nations people, is one of

the ways we demonstrate that commitment. Through our work with First Nations people, Qube aims to foster mutual understanding and to work collaboratively towards shared goals. Our focus in developing relationships is to foster employment pathways and business opportunities for First Nations people.

Action 1.

Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

Deliverables	Timeline	Responsibility
Develop and implement an engagement plan to work with First Nations stakeholders and organisations at a Group, Division, and Operational level, working with our First Nations adviser.	January 2025	Group Manager, Social Impact
Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement for the Group.	March 2025	Group Manager, Social Impact
Develop relationships with local Aboriginal land councils and engage on business opportunities at a Group, Division, and local operational level.	June 2025	Group Manager, Social Impact

Action 2.**Build relationships through celebrating National Reconciliation Week (NRW).**

Deliverables	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff via Qube+, our intranet and through resources such as toolbox talks, digital screens and other collateral.	May annually	Director, Corporate Affairs
Create opportunities to bring NRW to live across our business.	27 May- 3 June annually	Director, Corporate Affairs
RAP Committee members to participate in an external NRW event.	27 May- 3 June annually	Group Manager, Social Impact
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June annually	Group Manager, Social Impact
Organise at least one NRW event each year.	27 May- 3 June annually	Director, Corporate Affairs
Register all Qube's NRW events on Reconciliation Australia's NRW website.	27 May- 3 June annually	Group Manager, Social Impact

Action 3.**Promote reconciliation through our sphere of influence.**

Deliverables	Timeline	Responsibility
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	March 2025	Director, Corporate Affairs
Communicate our commitment to reconciliation publicly including via our website and in key corporate documents, and through the continued rollout of our Yindymarra artwork on Qube facilities, assets, collateral, and documentation.	June 2025	Director, Corporate Affairs
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including by collaborating with our partners such as Clontarf Foundation and through tender documents and responses.	December 2025	Group Manager, Social Impact

Deliverables	Timeline	Responsibility
Register all our NRW events on Reconciliation Australia's NRW website.	May annually	Group Manager, Social Impact
Amplify reconciliation related positive content and initiatives through our external social media channels (LinkedIn, Instagram, and Facebook) and via our internal channels (Qube+, the Qube intranet and via email).	June 2025	Director, Corporate Affairs
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2025	Group Manager, Social Impact

Action 4.

Promote positive race relations through anti-discrimination strategies.

Deliverables	Timeline	Responsibility
Conduct a review of People & Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2025	Director, People, Safety & Culture
Communicate our anti-discrimination policy via our internal and external channels.	June 2025	Director, People, Safety & Culture
Engage with First Nations staff and/or advisors to consult on our anti-discrimination / Diversity policy.	June 2025	Director, People, Safety & Culture
Educate senior leaders on the impact of racism through both online mandatory training tools and a continuation of our cultural awareness program.	December 2025	Director, People, Safety & Culture

Action 5.

Partner with First Nations non-profit organisations to support employment pathways and equity within our business.

Deliverables	Timeline	Responsibility
Continue partnerships with existing non-profit organisations to support youth employment pathways within our operations.	December 2026	Group Manager, Social Impact
Identify new partnership opportunities that supports education and employment of First Nations peoples within our industry.	December 2026	Group Manager, Social Impact





On the road in Adelaide



Respect

Another of Qube's core values is Integrity. We believe in doing everything with honesty, transparency and commitment. We believe everyone deserves to be treated with respect.

Respecting First Nations cultures and histories is integral to Qube's commitment to fostering a diverse and inclusive workplace.

Acknowledging and respecting the contributions and resilience of First Nations peoples reflects the rich and diverse heritage of Australia. By embedding respect for these cultures in its core activities, Qube promotes a sense of pride among employees, clients, and stakeholders.

Understanding and appreciating the histories and knowledge of First Nations peoples enables Qube to operate with cultural sensitivity and awareness. This fosters a respectful workplace environment and helps the company to engage more effectively with Indigenous communities, suppliers, and partners. By valuing these perspectives, Qube can integrate diverse viewpoints into its operations, driving innovation and improved decision-making.

Acknowledging the Traditional Custodians of the lands where Qube operates is a step towards reconciliation and building trust.

Learning from Indigenous knowledge and culture supports sustainable business practices that respect the environment and cultural heritage across the lands on which we operate.

Celebrating the successes and contributions of Aboriginal and Torres Strait Islander peoples within the company and broader community promotes a positive and inclusive corporate culture. Recognising these achievements not only aligns with Qube's values but also motivates employees and strengthens community ties.

Action 6.

Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.

Deliverables	Timeline	Responsibility
Conduct a review of our cultural awareness programs and assess what additional cultural learning needs exist within our organisation.	June 2025	Director, People, Safety & Culture
Consult local First Nations advisors to inform our cultural learning strategy.	September 2025	Director, People, Safety & Culture
Develop, implement, and communicate a cultural learning strategy document for our staff through Qube+, the intranet and other internal channels	December 2025	Group Manager, Social Impact
Provide opportunities for RAP Committee members, P&C managers, and other key leadership staff to participate in formal and structured cultural learning.	December 2025	Group Manager, Social Impact

Action 7.

Demonstrate respect to First Nations people by observing cultural protocols.

Deliverables	Timeline	Responsibility
Increase our people's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country through a dedicated page on Qube+, including toolkits, best practice guides and FAQs.	May 2025	Group Manager, Social Impact
Develop a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country to help support the implementation of cultural activities at Qube meetings and events.	May 2025	Group Manager, Social Impact
Invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2025	Director, Corporate Affairs Divisional Directors
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings including the Annual General Meeting.	November 2025	Director, Corporate Affairs

Action 8.

Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

Deliverables	Timeline	Responsibility
Review People & Culture policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2025	Director, People, Safety & Culture
Promote and encourage participation in external NAIDOC events to all staff via Qube+, the intranet and via other internal channels.	June 2025 & 2026	Director, Corporate Affairs
RAP Committee to participate in an external NAIDOC Week event.	First week in July 2025 & 2026	Group Manager, Social Impact



Yindymarra Train wrap



Opportunities

Reliability is Qube's third core value. It speaks to our commitment to doing what we said we'd do, because we believe trust is earned and we know how to earn it.

By creating opportunities to employ and contract with First Nations people, we are delivering on commitment to Reliability. Providing employment and economic opportunities, contributing to the empowerment and self-sufficiency of First

Nations people is about us putting commitment into action and can lead to broader social and economic benefits for the communities in which we operate.

Partnering with First Nations businesses creates opportunity, strengthens the supply chain, promotes sustainable economic development, and supports local economies, helping to foster a more sustainable and inclusive future for all.

Action 9.

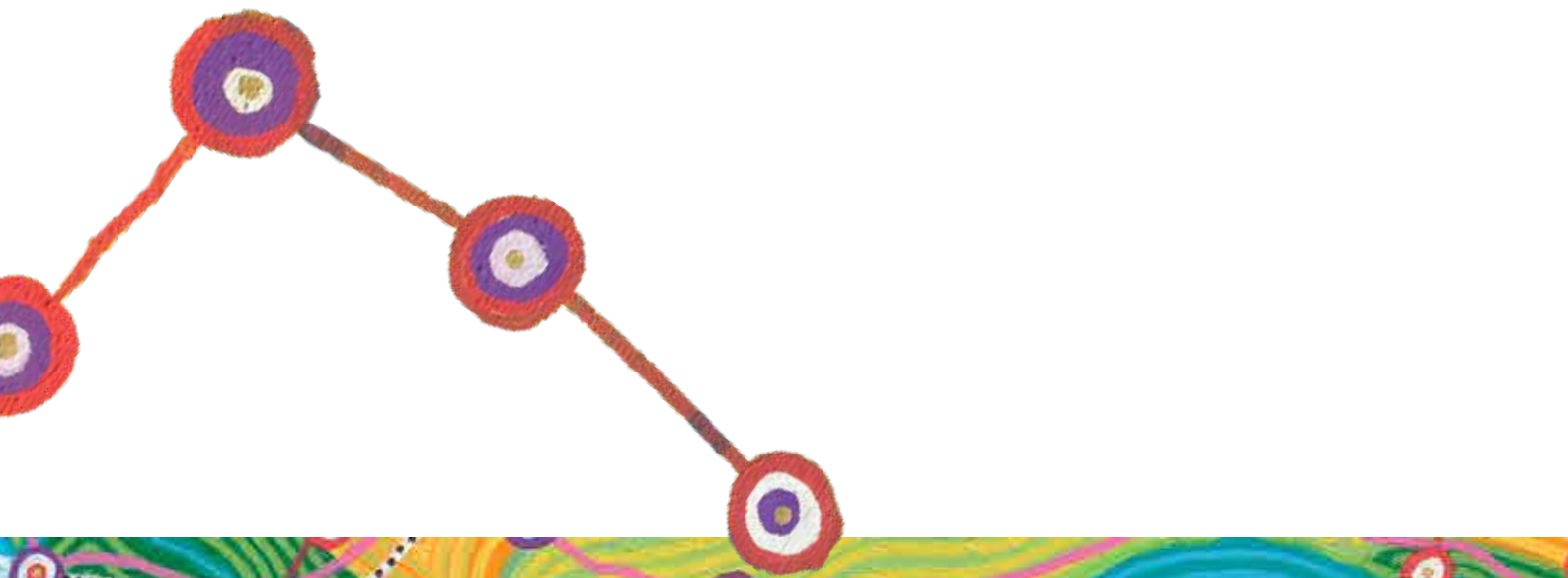
Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.

Deliverables	Timeline	Responsibility
Engage with First Nations staff to consult on our recruitment, retention, and professional development strategy.	March 2025	Director, People, Safety & Culture
Advertise job vacancies to effectively reach First Nations stakeholders.	June 2025	Director, People, Safety & Culture
Review recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	June 2025	Director, People, Safety & Culture
Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	August 2025	Director, People, Safety & Culture
Develop and implement a First Nations recruitment, retention, and professional development strategy.	September 2025	Director, People, Safety & Culture

Action 10.

Increase First Nations supplier diversity to support improved economic and social outcomes.

Deliverables	Timeline	Responsibility
Join Supply Nation.	May 2025	Group Manager, Social Impact
Develop and implement a First Nations procurement strategy.	June 2025	Group Manager, Social Impact
Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	June 2025	Group Manager, Social Impact General Manager, Group Finance & Reporting
Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	July 2025	Group Manager, Social Impact Divisional Directors
Develop commercial relationships with Aboriginal and/ or Torres Strait Islander businesses.	December 2025	Divisional Directors





Governance

Action 11.

Establish and maintain an effective RAP Committee to drive governance of the RAP.

Deliverables	Timeline	Responsibility
Maintain First Nations representation on the Committee.	February 2025	Group Manager, Social Impact
Establish and apply a Terms of Reference for the Committee.	February 2025	Group Manager, Social Impact
Meet at least four times per year to drive and monitor RAP implementation.	February, May, July, September, November Annually	Group Manager, Social Impact

Action 12.

Provide appropriate support for effective implementation of RAP commitments.

Deliverables	Timeline	Responsibility
Engage our senior leaders and other staff in the delivery of RAP commitments.	February 2025 and ongoing	Director, Corporate Affairs Director, People, Safety & Culture
Define resource needs for RAP implementation.	June 2025	Group Manager, Social Impact Director, People, Safety & Culture
Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2025	Director, People, Safety & Culture General Manager, Group Finance & Reporting Group Manager, Social Impact

Deliverables	Timeline	Responsibility
Appoint and maintain an Executive Sponsor from senior management.	February 2025, 2026	Director, Corporate Affairs
Appoint and maintain an Executive Sponsor from senior management.	February 2025, 2026	Director, Corporate Affairs

Action 13.

Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.

Deliverables	Timeline	Responsibility
Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December Annually	Director, Corporate Affairs
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	June 2025, 2026	Group Manager, Social Impact
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	June 2025, 2026	Group Manager, Social Impact
Publicly report our RAP achievements, challenges, and learnings, annually.	July 2025, 2026	Group Manager, Social Impact
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025, 2026	Group Manager, Social Impact
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2026	Group Manager, Social Impact

Action 14.

Continue our reconciliation journey by developing our next RAP.

Deliverables	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	June 2026	Group Manager, Social Impact



Contact details

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Design by Little Rocket

QUBE