



INNOVATE RECONCILIATION ACTION PLAN

December 2024 – December 2026



ACKNOWLEDGMENT OF COUNTRY

Port of Newcastle operates within the Muloobinba area. This name comes from a local plant and means 'the place of sea ferns'. Daily, commercial vessels visiting the Port pass by Whibayganba (Nobby's Headland) and travel along the Coquun (Hunter River) to their berth destination. At Port of Newcastle, we acknowledge the Traditional Custodians of the land and waters on which the Port operates, the Awabakal and Worimi people, and pay our respects to all Elders past, present and emerging.

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ABOUT THE ARTIST

Alliyah Bromell is an emerging artist and a proud Kamilaroi woman living and growing on Wonnarua, Worimi and Awabakal land. Alliyah has a strong passion for culture and art. Her work celebrates Indigenous culture while capturing conversations and family storylines.

The artwork "**Ties Between Water and Land**", commissioned by Port of Newcastle, represents the connections between the port, harbour, Hunter River and the community. The colours and flowing lines reflect the

sand, river, and sea, while the meeting circles and water holes signify the ties between the community and the Traditional Owners of the land in which the harbour sits.

Towards the centre there are images of an eagle and a dolphin, traditional totems of the Worimi, Awabakal and Wonnarua peoples. Finally, the artwork is encircled in delicate brushstrokes, representing healing and upbringing.





CRAIG CARMODY

CEO STATEMENT

I am proud to present Port of Newcastle's first Innovate Reconciliation Action Plan (RAP), marking the next phase in our journey towards meaningful, impactful reconciliation.

By its nature, our Innovate RAP is a more ambitious plan, which builds upon the significant progress we have made since launching Port of Newcastle's inaugural Reflect RAP in 2022. It outlines our strategies and measurable actions for strengthening our cultural understanding and, in turn, our organisation's relationship with Aboriginal and Torres Strait Islander peoples.

As we move forward with our Innovate RAP, we remain committed to fostering meaningful relationships with the Traditional Custodians of the land and waters on which we operate, the Awabakal and Worimi people, and creating opportunities for First Nations people within the Port of Newcastle and in the broader port community.

We believe reconciliation is forged on a foundation of respect and truth-telling and recognise that it is an ongoing journey, and we are dedicated to continually improving our efforts towards making a lasting positive impact. Our journey towards meaningful recognition has been guided by the invaluable support and guidance of Reconciliation Australia, the energising efforts of our RAP Working Group, and all of our external contributors, without whom none of this would have been possible.

Among our efforts to date, we are:

- Increasing engagement with local First Nations communities by forming meaningful partnerships, including our regular engagement with the Wollotuka Institute;
- Moving towards our >4% target to increase Aboriginal and Torres Strait Islander participation in the workforce by providing training and employment opportunities;
- Providing organisation-wide cultural awareness training; and
- Supporting local First Nations events and artworks, including our commissioning of the artwork for this publication, Ties Between Water and Land, by emerging local artist and Kamilaroi woman, Alliyah Bromell.

I am excited to work together with our community as we bring this Innovate RAP to life, putting our words into action and walking together – as one – on this journey of reconciliation.





A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends Port of Newcastle 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 Port of Newcastle 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, Port of Newcastle 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. Port of Newcastle 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 Port of Newcastle'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 Port of Newcastle on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
*Chief Executive Officer
Reconciliation Australia*







OUR VISION FOR RECONCILIATION

Port of Newcastle's vision for reconciliation is to understand and recognise Australia's Traditional Owners in what we have done, what we will do, and the role we play in our community. It is about creating a safe place for past, present, and emerging Traditional Owners who work with and for the Port and ensuring that future generations are set up for success. We recognise that reconciliation is linked to a sustainable future for Port of Newcastle. As current Custodians of a critical infrastructure for the Hunter region, it is important that we recognise Aboriginal people as the Traditional Custodians of the land and waters on which we operate.

We will continue to promote reconciliation through our sphere of influence and will support our vision by:

- Meaningfully engaging with Aboriginal and Torres Strait Islander stakeholders across the Newcastle and Hunter region, and the wider NSW regional areas;
- Providing employment, education and mentoring opportunities for Aboriginal and Torres Strait Islander peoples;
- Creating an inclusive, diverse and culturally safe workplace for our employees and fostering an

environment where diverse cultures are not only preserved but celebrated;

- Immersing our staff with cultural awareness to increase knowledge and embrace Aboriginal and Torres Strait Islander cultures;
- Sharing our journey with others and increasing accountability and transparency to our stakeholders;
- Embracing traditional knowledge in current environmental management practices.

Port of Newcastle is located on the lands of the Awabakal and Worimi peoples. In preparation for this Innovate RAP, Port of Newcastle engaged with local Aboriginal and Torres Strait Islander stakeholders from the University of Newcastle and Awabakal Local Land Council. We will continue to engage with our stakeholders throughout our RAP journey in order to continually improve our efforts towards reconciliation.

We will share our journey with and be accountable to our internal and external stakeholders.



OUR BUSINESS

Port of Newcastle (PON) is Australia's deepwater global gateway, the largest on the nation's East Coast. PON is more than a port. It exists to build Australia's prosperity with responsible, integrated and innovative supply chain solutions. With trade worth about \$48 billion to the national economy each year, PON enables Australian businesses to successfully compete in international markets. The port currently handles around 4,600 ship movements and 166 million tonnes of cargo annually. As custodians of the region's critical asset, PON is diversifying its trade as it strives to create a safe, sustainable and environmentally and socially responsible future.

Port of Newcastle is a critical employer, with its offices and key operational areas located in the heart of Newcastle, employing more than 100 people directly, and facilitating work for thousands of others through contracting and flow on employment. Currently, around 3% of Port of Newcastle staff identify as an Aboriginal and/or Torres Strait Islander person. We have targets in place for greater than 4% Aboriginal or Torres Strait Islander employees by 2030.

Through our role as a community and industry leader, PON can meaningfully engage stakeholders

across the Newcastle Hunter region, and the wider NSW regional areas. We therefore acknowledge that our sphere of influence is wide-ranging and includes our employees, our tenants, our suppliers, our customers and the wider port community.

Our sphere of influence also includes education providers at all levels, including schools, TAFE NSW and the University of Newcastle, to provide opportunities to our region's future Aboriginal and Torres Strait Islander leaders for meaningful and long-lasting impact. PON has a responsibility and a commitment to build strong relationships with our internal and external stakeholders to bring them on our reconciliation journey. We will continue to engage with critical stakeholders in our region to support PON's reconciliation efforts and actions.

Our Values

Port of Newcastle values influence everything we do — how we develop our strategy, how we measure performance, how we treat our colleagues and how we approach our work. Our values are integral to realising our reconciliation vision.



COMMUNITY

We are engaged with our communities and proud of the Port's role in the region.



WELLBEING

We support and invest in our people and their wellbeing.



INTEGRITY

We are genuine, open and respectful in everything we do.



CURIOSITY

We challenge the status quo by questioning if there is a better or safer way.

OUR RECONCILIATION ACTION PLAN

Port of Newcastle is committed to continuing our journey towards reconciliation and providing sustainable employment outcomes for Aboriginal and Torres Strait Islander peoples within our value chain. After our Reflect RAP was endorsed in 2022, the Innovate RAP is an important next step in creating meaningful impact within the Hunter Region community. In preparation of the PON Innovate RAP, the RAP Working Group consulted with Loren Collyer and Lindsay Hardy from the Wollotuka Institute, and Chloe Smith from the Awabakal Local Aboriginal Land Council.

In 2021, Port of Newcastle developed its first strategic Diversity, Equity & Inclusion Plan and has continued to build on the commitments within this strategy through

the creation of a RAP Working Group in 2022. The Diversity, Equity & Inclusion Strategy was updated in 2024 and highlights our ongoing commitment to reconciliation. Since the creation of the RAP Working Group, we have identified local Aboriginal and Torres Strait Islander communities and have identified opportunities for broader reconciliation where we will be able to have true and lasting impact in the coming years. The development of an Innovate RAP will allow Port of Newcastle to build on its commitment to reconciliation and to Aboriginal and Torres Strait Islander communities. We aim to continue providing better support and an inclusive environment to Aboriginal and Torres Strait Islander employees and ensure that we are putting in place provisions for success for both current and future employees.



OUR RECONCILIATION ACTION PLAN

2020 **WELCOME SIGN**

Newcastle's biggest and most prominent harbour-fronting billboard was given a new look thanks to local Aboriginal artist Saretta Fielding. The new design, which acknowledges the Awabakal and Worimi peoples as the Traditional Owners of the land was installed on the iconic blue shed at Dyke Point Carrington to welcome seafarers as they enter the channel. The sign can also be seen from the Newcastle Harour foreshore and as far away as Nobbys Lighthouse.

2020 **ONGOING** **INDIGENOUS STEM** **SCHOLARSHIP**

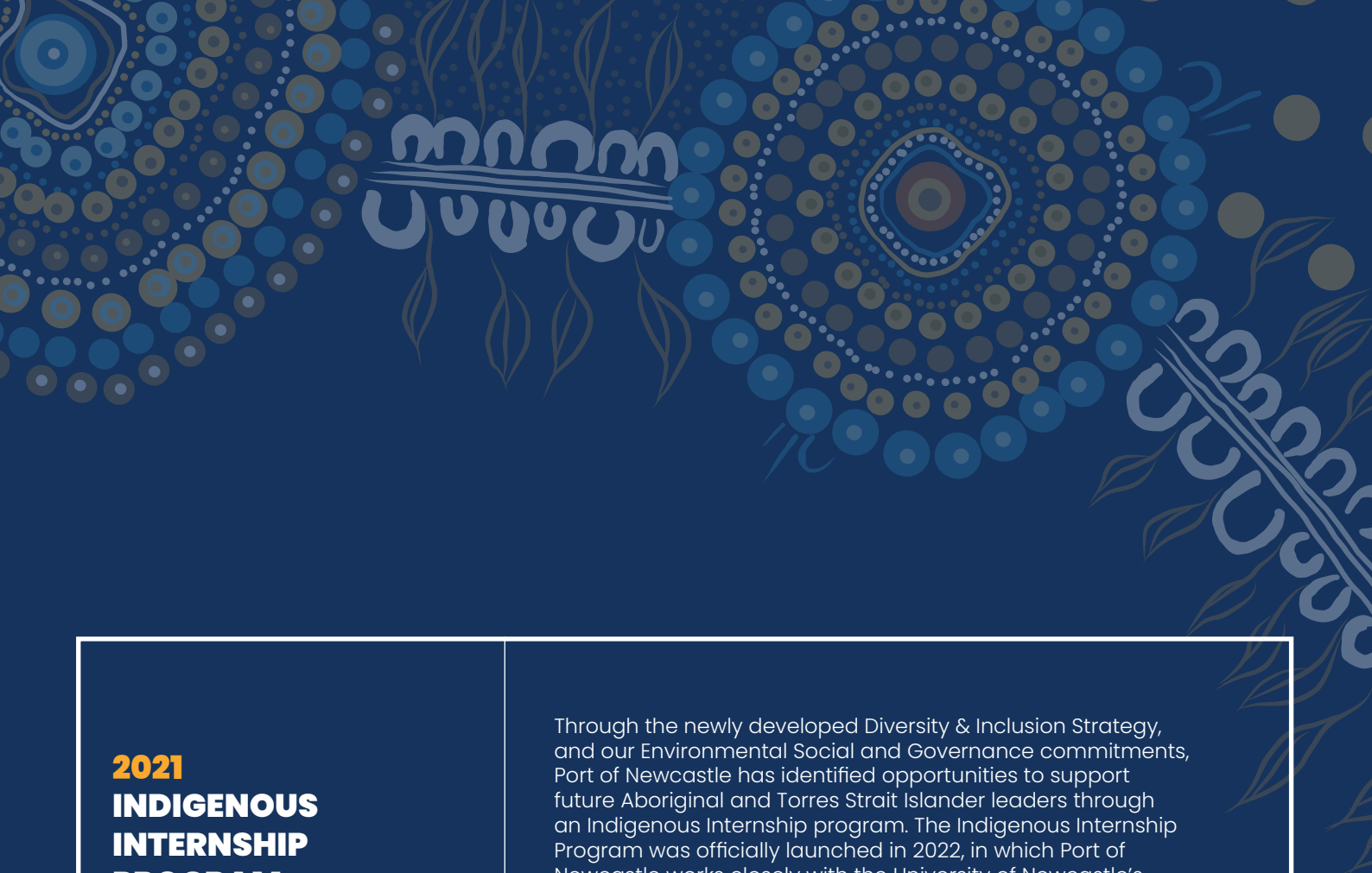
Port of Newcastle's Indigenous STEM Scholarship is open to Aboriginal and Torres Strait Islander students who plan to complete a Science, Technology, Engineering or Mathematics (STEM) related degree at the University of Newcastle. Launched in December 2020, the partnership with the University of Newcastle aims to enhance the Hunter Region's capacity in meeting future technology-led jobs and to support tertiary education pathways for Aboriginal and Torres Strait Islander students.

2021 **ACKNOWLEDGEMENT** **OF COUNTRY**

In 2021, Port of Newcastle introduced the Acknowledgement of Country to organisation meetings

2021 **DIVERSITY &** **INCLUSION STRATEGY**

Throughout 2021, Port of Newcastle engaged with both internal and external stakeholders through surveys and focus groups to develop an overarching Diversity & Inclusion Strategy which outlines critical actions for Port of Newcastle to undertake over the coming year. Of note, opportunities to further engage and support local Aboriginal communities that were identified. The Diversity & Inclusion Strategy continues to be implemented with the commencement of a D & I Steering Group in 2022.



2021 INDIGENOUS INTERNSHIP PROGRAM	Through the newly developed Diversity & Inclusion Strategy, and our Environmental Social and Governance commitments, Port of Newcastle has identified opportunities to support future Aboriginal and Torres Strait Islander leaders through an Indigenous Internship program. The Indigenous Internship Program was officially launched in 2022, in which Port of Newcastle works closely with the University of Newcastle's Wollotuka Institute to deliver at least two Aboriginal and Torres Strait Islander internships per year.
2022 REFLECT RAP ENDORSEMENT	In November 2022, the Port of Newcastle's first Reflect RAP was endorsed by Reconciliation Australia.
2023 RAP WORKING GROUP	Following the endorsement of the Reflect RAP, a Port of Newcastle RAP Working Group was formed and met throughout the year to work on the actions within the RAP.
2023 ABORIGINAL AND TORRES STRAIT ISLANDER WORK PLACEMENTS	Through the increased engagement with local Aboriginal and Torres Strait Islander stakeholders, Port of Newcastle were able to offer two work placements in 2023. The success of these work placements led to the continuation of this program into 2024.
2024 DIVERSITY, EQUITY & INCLUSION STRATEGY UPDATE	The Diversity, Equity and Inclusion Strategy was updated in 2024 and highlights our ongoing commitments to reconciliation and creating a safe and inclusive place for all cultures.



PORT OF NEWCASTLE

RAP WORKING GROUP '24

Ashley Cooper, our General Counsel, has been appointed Port of Newcastle RAP Champion.

Port of Newcastle's RAP Working Group that meets quarterly and has 25% representation from Aboriginal and Torres Strait Islander staff. We have targets to reach

greater than 4% Aboriginal and/or Torres Strait Islander staff by 2030 and are actively working towards achieving this goal by creating more pathways and working alongside with the Innovate RAP.

ASHLEY COOPER	General Counsel, RAP Executive Leadership Team representative and RAP Champion
RUTH MADDEN	ESG Manager, RAP Working Group Chair
DAN RYAN	Deputy Chief Financial Officer
PETRINA WICKS	Business Development Manager
HANNAH MOORE	Trade and Business Analyst
BEN REES	Senior Financial Accountant
ZOE RONALDS	People & Culture Co-ordinator
KAILEE MOSS	Vessel Scheduler
GRAISEA STEEN	Receptionist
SHARNIE EDWARDS	Receptionist

Through implementation of our Reflect RAP, we have made some positive impacts for Aboriginal and Torres Strait Islander employees and stakeholders. The highlights from our Reflect RAP are as follows:

INDIGENOUS WORK PLACEMENT KAREENA CREIGHTON



Kareena was offered an administration and clerical work placement at Port of Newcastle in 2023. Kareena had been looking to change careers and was aiming for a role with the port area in an administrative role. Kareena fit in with the whole PON team, was a very quick learner and enjoyed the relaxed atmosphere while she was here. Kareena has faced many challenges throughout her whole life but has a never-give-up attitude and would love to encourage others in her position to do the same. She has shown that hard work and determination will lead to success. Following the work placement, Kareena received a Business Administration trainee-ship with another organisation in the Hunter region. We wish Kareena all the best with her future endeavours and look forward to hearing about her career moving forward.

INDIGENOUS INTERNSHIP AND STEM SCHOLARSHIP BAILEY MYERS



In partnership with the University of Newcastle, PON, offers an annual Indigenous STEM scholarship to a university student and two Indigenous internships per year. Bailey Myers was name the inaugural Indigenous STEM Scholarship recipient. He was also offered one of two Indigenous internships with Port of Newcastle.

"My name is Bailey Myers, I am a proud Worimi man, still learning about my culture. I am also a student at the University of Newcastle, completing a Bachelor of Environmental Engineering/BSc. I am passionate about the environment and adventure, as well as the inequality that remains amongst many peoples"



OUR COMMITMENTS



PON values our relationships with stakeholders and is committed to enhancing our connections with local Aboriginal and Torres Strait Islander communities, as well as with other RAP organisations within the region. We acknowledge the imperative for collaboration and partnerships in the journey of reconciliation and are dedicated to building these relationships within our community. Situated on the ancestral lands of the Awabakal and Worimi peoples, we aim to forge

stronger relationships with the local land councils and deepen our understanding of the historical and cultural significance of the territory we operate within. As a community and industry leader, we recognise the significance of fostering relationships and championing equitable opportunities for economic prosperity, social inclusion, and the overall well-being of Aboriginal and Torres Strait Islander peoples.

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	RELATIONSHIPS	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March, 2025	RAP chair, Senior Manager, Corporate Affairs, Deputy CFO
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December, 2026	Senior Manager, Corporate Affairs
		Encourage participation from local Aboriginal and Torres Strait Islander stakeholders in our Community Liaison Group.	December, 2026	Senior Manager, Corporate Affairs
2. Build relationships through celebrating National Reconciliation Week (NRW).		Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2025 and May 2026	ESG Manager
		RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025 and 2026	RAP Champion
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 and 2026	RAP Champion
		Organise at least one NRW event each year.	May 2025 and May 2026	ESG Manager
		Register all our NRW events on Reconciliation Australia’s NRW website.	May 2025 and May 2026	ESG Manager
		Research and connect with local National Reconciliation Week activities and determine how PON can best contribute.	May 2025 and May 2026	RAP Champion
		Deliver staff presentation on what NRW means to PON.	May 2025 and May 2026	RAP Champion

3. Promote reconciliation through our sphere of influence.	RELATIONSHIPS	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December, 2026	ESG Manager
		Communicate our commitment to reconciliation publicly.	December, 2025	ESG Manager
		Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December, 2026	ESG Manager
		Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	December, 2025	ESG Manager
		Attend local RAP events, such as RAP launches in the region, to further promote and partner with other RAP organisations	December, 2025	RAP Champion, General Counsel, ESG 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.	March, 2025	People & Culture Co-ordinator
		Develop, implement, and communicate an anti-discrimination policy for our organisation.	December, 2026	People & Culture Co-ordinator
		Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December, 2026	People & Culture Co-ordinator
		Educate senior leaders on the effects of racism.	January, 2025	General Counsel

OUR COMMITMENTS



We acknowledge the rich history of the Awabakal and Worimi people in stewarding the lands on which we conduct our operations. We wish to deepen our understanding of how best to sustainably care for these lands and waters. We aspire to walk alongside Aboriginal and Torres Strait Islander communities,

collaborating to cultivate a future founded on respect, unity and inclusivity. This journey involves raising awareness of the challenges confronting First Nations peoples within our realm of influence and fostering cultural understanding throughout our organisation as we forge our own pathway to reconciliation.

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	RESPECT	Conduct a review of cultural learning needs within our organisation.	June, 2026	People & Culture Co-ordinator
		Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	January, 2025	ESG Manager
		Develop, implement, and communicate a cultural learning strategy document for our staff.	December, 2026	ESG Manager
		Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December, 2025	Chief People & Information Officer
		Promote cultural awareness training and develop case studies that can be used throughout the organisation to learn about the effects of racism.	December, 2025	People & Culture Co-ordinator

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	RESPECT	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December, 2025	ESG Manager
		Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December, 2025	ESG Manager
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December, 2025	ESG Manager
		Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January, 2025	Senior Manager, Corporate Affairs
7. 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 2025 and 2026	RAP Champion, ESG Manager, Chief People & Information Officer
		Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May, 2025	People & Culture Co-ordinator
		Promote and encourage participation in external NAIDOC Week events to all staff.	June 2025 and 2026	General Counsel
		Connect and partner with local NAIDOC community working groups to understand how PON is best placed to support NAIDOC Week celebrations.	June 2025 and 2026	ESG Manager

OUR COMMITMENTS



PON are committed to providing opportunities for Aboriginal and Torres Strait Islander peoples to thrive, spanning employment, education, partnerships, sponsorships and procurement opportunities. Our commitment extends beyond mere rhetoric; we actively seek to foster enduring relationships with key stakeholders from these communities, ensuring that our efforts yield meaningful and sustainable outcomes.

By prioritising collaboration and engagement, we aim not only to provide opportunities but also to create initiatives that align with the needs of Aboriginal and Torres Strait Islander peoples. This commitment is driving us to continually enhance our impact and contribute to the empowerment and advancement of First Nations communities.

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	OPPORTUNITIES	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January, 2025	Senior Manager, People & Culture
		Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December, 2025	People & Culture Co-ordinator
		Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December, 2026	People & Culture Co-ordinator
		Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January, 2025	People & Culture Co-ordinator
		Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January, 2026	People & Culture Co-ordinator
		Meet our annual and long-term targets (2031) of greater than 4% Aboriginal or Torres Strait Islander participation in the workforce by 2030.	December, 2026	ESG Manager
		Provide two Aboriginal and/or Torres Strait Islander internships at PON per year	January, 2025, 2026	ESG Manager

	OPPORTUNITIES	Partner with local education institutes, such as Wollotuka Institute and TAFE NSW, to provide meaningful opportunities for Aboriginal and Torres Strait Islander people in the form of scholarships, mentoring or training.	January, 2025	ESG Manager
		Partner with Aboriginal and Torres Strait Islander recruitment specialists to seek opportunities for meaningful employment.	January, 2025	ESG Manager
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.		December, 2025	Procurement Manager	
Investigate Supply Nation membership.		December, 2025	Procurement Manager	
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.		December, 2025	ESG Manager	
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.		December, 2025	Procurement Manager	
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.		December, 2026	Procurement Manager	
Seek to engage Aboriginal and Torres Strait Islander people and/or businesses to provide input into natural resource management works around the port.		December, 2025	General Counsel	
Involve Aboriginal and Torres Strait Island people within the Clean Energy Precinct in the form of stakeholder engagement, cultural awareness and natural land management.		December, 2025	Senior Manager, Corporate Affairs	
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.				
10. Seek to increase Aboriginal involvement in biodiversity and natural land management around the port.				

OUR COMMITMENTS



ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Maintain an effective RAP Working group (RWG) to drive governance of the RAP.	GOVERNANCE	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	January, 2025	ESG Manager
		Establish and apply a Terms of Reference for the RWG.	January, 2025	General Counsel
		Meet at least four times per year to drive and monitor RAP implementation.	February, May, August and November 2025 and 2026	ESG Manager
		Invite local Aboriginal and Torres Strait Islander stakeholders to participate in one RAP meeting per year to provide advice on the implementation of our RAP and how their guidance can help us to improve our ongoing reconciliation efforts.	December, 2025	ESG Manager
12. Provide appropriate support for effective implementation of RAP commitments.		Define resource needs for RAP implementation.	January, 2025	ESG Manager
		Engage our senior leaders and other staff in the delivery of RAP commitments.	June, 2025	General Counsel
		Define and maintain appropriate systems to track, measure and report on RAP commitments.	January, 2025	ESG Manager
		Maintain an internal RAP Champion from senior management.	January, 2025	ESG Manager

13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	GOVERNANCE	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.	June annually	ESG Manager
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	ESG Manager
		Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	ESG Manager
		Report RAP progress to all staff and senior leaders twice per year. <ul style="list-style-type: none"> The first update will occur when our Innovate RAP has been endorsed in late 2024. Then the updates will occur in June and December each year. 	June and December 2025 and 2026	RAP Champion
		Publicly report our RAP achievements, challenges and learnings, annually in sustainability report.	March, 2026	ESG Manager
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May, 2026	People & Culture Co-Ordinator
		Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December, 2026	ESG Manager
14. Continue our reconciliation journey by developing our next RAP.		Register via Reconciliation Australia's website to begin developing our next RAP.	August, 2025	ESG Manager



PORT of
NEWCASTLE

CONTACT DETAILS

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