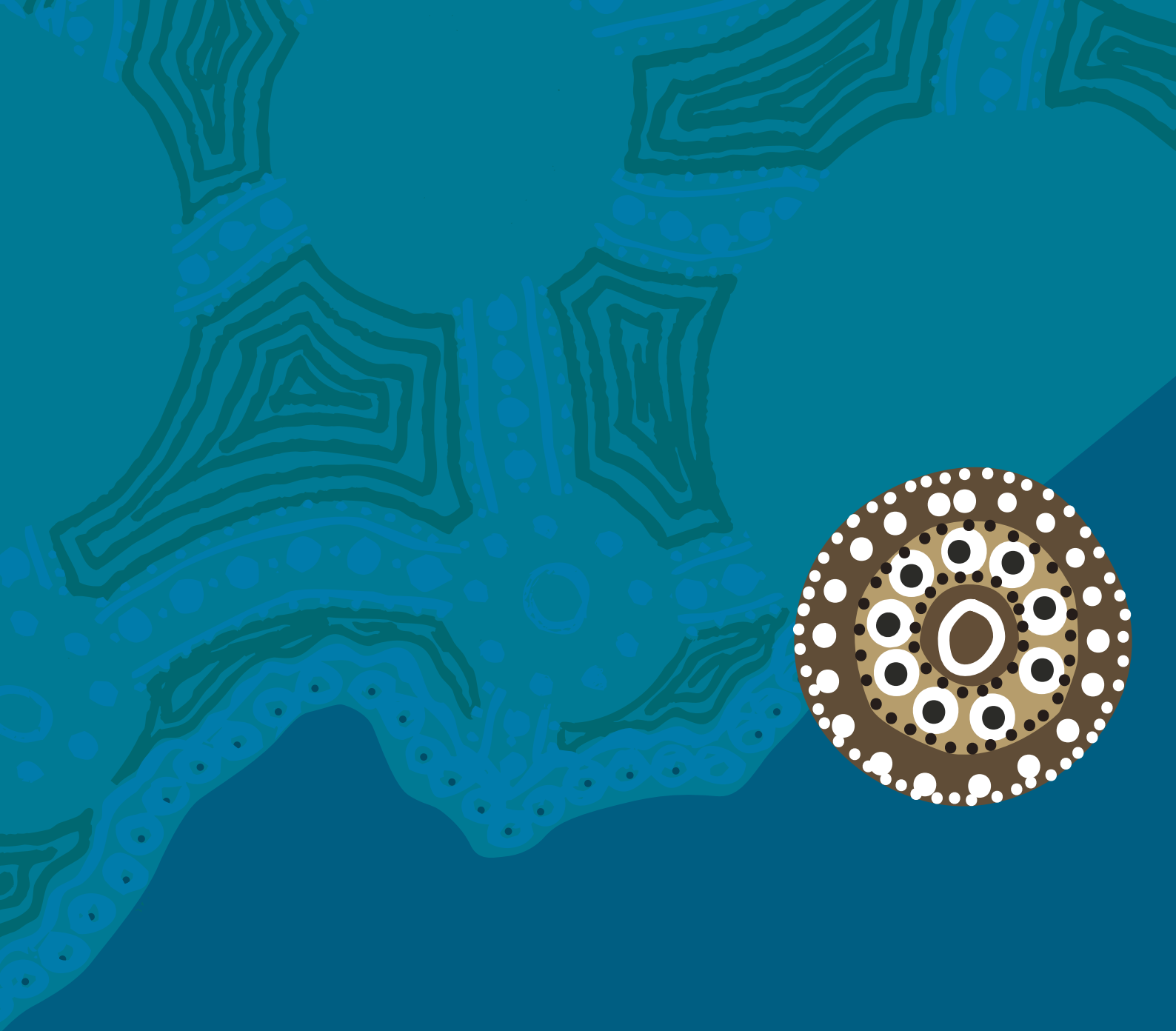




# RECONCILIATION ACTION PLAN

October 2026 – October 2028





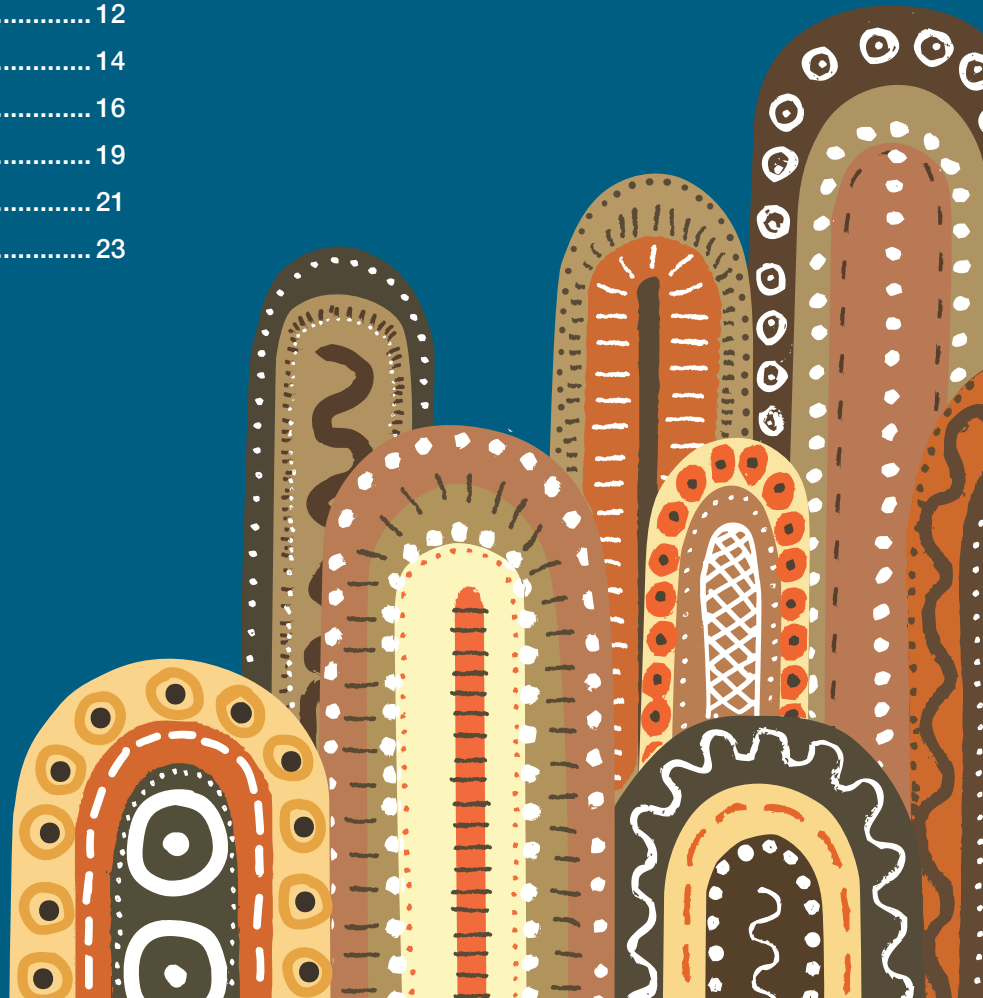
# ACKNOWLEDGEMENT OF COUNTRY

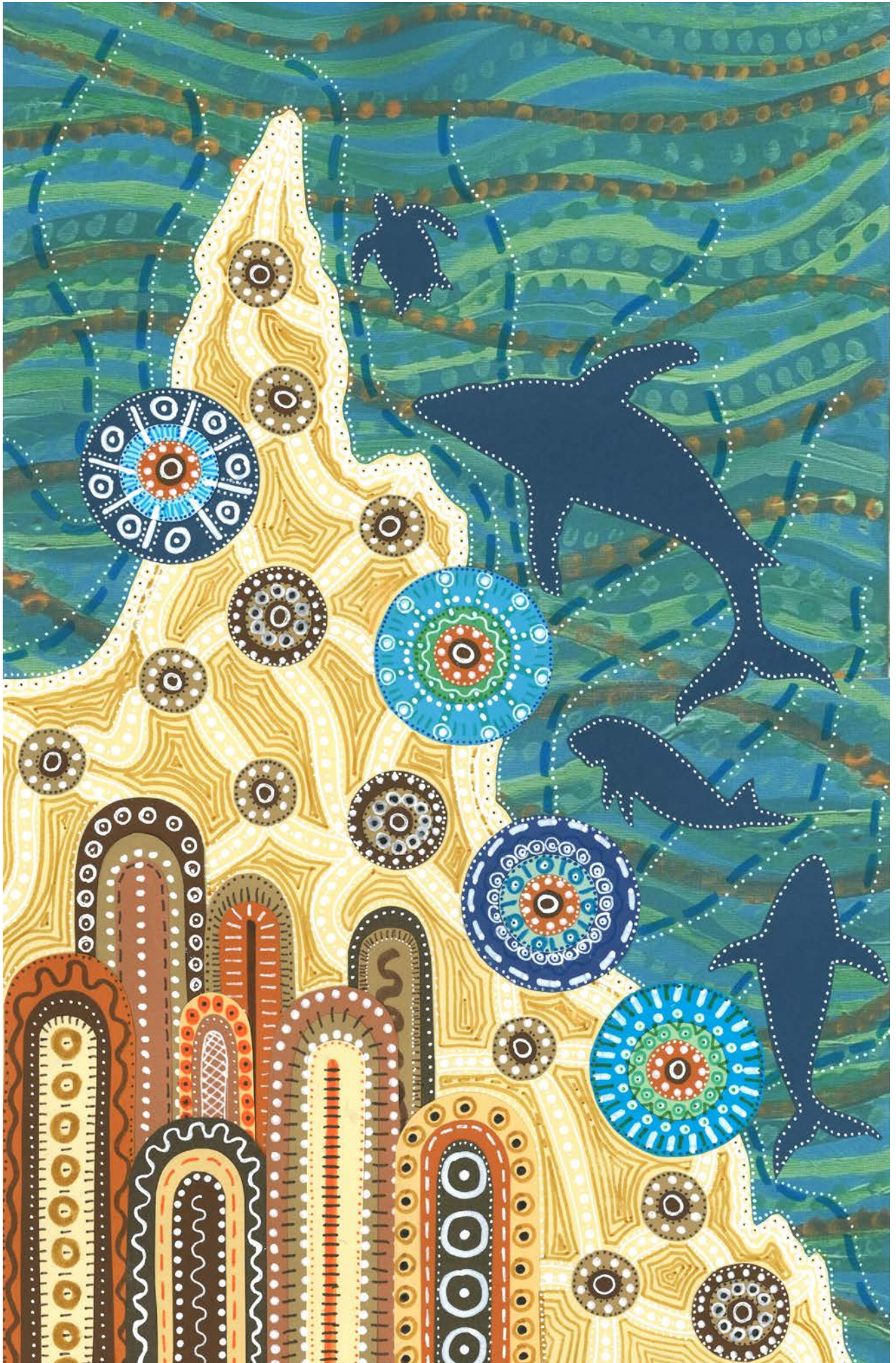
North Queensland Bulk Ports Corporation acknowledges the Traditional Owners of land and sea Country at each of our port communities: the Wik Wik Waya and Alngith peoples at the Port of Weipa, the Juru People at the Port of Abbot Point and the Yuwi People at the Ports of Mackay and Hay Point. We also acknowledge Traditional Owners of Country throughout Australia and recognise their continuing cultural and spiritual connection to land and water. We pay respect to their Elders, past and present.



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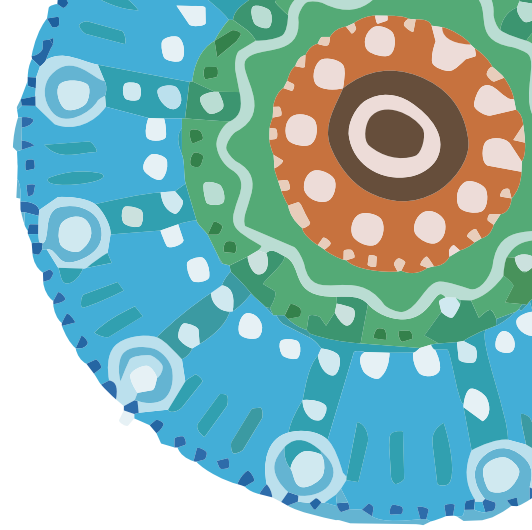
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## ARTWORK

# GUDYARA COMMUNITY CONNECTIONS



This collaborative mixed media artwork by Yuwi artists Kristina Davis and Vicky Miles is titled 'Gudyara Community Connections' (Gudyara is Yuwi language meaning 'sea'). The background 'ocean' area is a print of one of Kristina's original acrylic paintings. The 'land' area consists of paper collage with pen details drawn by Vicky.

The artwork tells the story of the communities of North Queensland Bulk Ports (NQBP) and their connections to 'gamunandhi' - the land and surrounding waters. The larger circles represent the four ports of Weipa (Alingith and Wik Wik Waya Country), Abbot Point (Juru Country), Mackay and Hay Point (Yuwi Country) and are linked to both inland and coastal communities. The smaller circles represent inland communities; they are all connected to each other, the ports and the coastline by the white dotted tracks. The oblong 'hill' shapes and ochre-coloured lines represent the inland landscapes, home of the mining communities, connected to the coastal communities for trade.

The ocean is represented by the many blue/green wavy lines depicting the ocean currents, and the darker blue dashes and small white dotted lines represent the all-important historic coastal trade routes which have been in place since the beginning of time and continue to be a vital part of modern-day trading.

Marine life is represented with the silhouettes of whales, dugong and turtle, they are important to migration storylines and represent NQBP's commitment to managing the environment in and around the ports.



## ARTISTS BIOGRAPHIES VICKY MILES

Vicky Miles has a rich cultural background; a blend of Polynesian and Aboriginal Australian and is proud of her ancestral Yuwi heritage through the Hazeldean family line. Vicky has always had an interest in the Arts. Retired after a fulfilling 25-year career as a Visual and Performing Arts Teacher; Vicky now lives on Kabi Kabi and Butchulla Country. She enjoys any opportunity to be creative exploring a variety of mediums, to share time with family, to travel and whenever possible connecting with mob and being back home on Yuwi Country.



## KRISTINA DAVIS

Kristina Davis is a proud Yuwi, Cobble Cobble and South Sea Islander woman from Mackay with blood ties to English, Vietnamese and Chinese ancestry. Kristina embraces all parts of her diverse identity and heritage, which influence her spirituality and artworks. Kristina came to painting intuitively and as a means to express herself and heal trauma and mental health. Kristina is passionate about art and culture telling stories through her paintings. She enjoys using big, bright and earthy colours to emphasise the beauty of the country she grew up on. She remembers going to the islands with mother and seeing the country and the coral reef, which informs her designs incorporating those bright beautiful colours of Country.



## MESSAGE FROM THE CHAIR

North Queensland Bulk Ports Corporation (NQBP) continues to embrace its commitment to working with Aboriginal and Torres Strait Islander peoples with our third Innovate Reconciliation Action Plan (RAP) 2026-28.

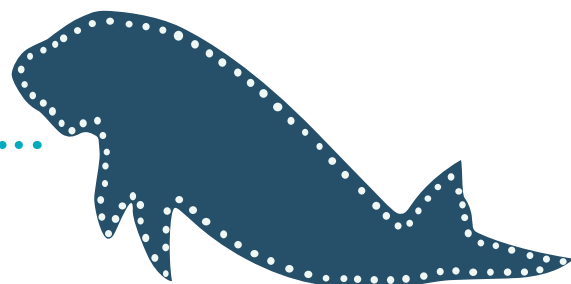
The new Innovate RAP forms an integral part of our broader Indigenous Program, which seeks to enable inclusion and understanding, fostering restorative and impactful relationships with the communities, countries, and people with whom we work. We aim to be industry leaders in promoting practical and mutually beneficial outcomes, underpinned by principles of fairness, ambition, and respect.

NQBP is committed to building partnerships that enhance opportunities for Aboriginal and Torres Strait Islander peoples, and providing practical opportunities that contribute to supporting the aspirations of Aboriginal and Torres Strait Islander peoples and their communities.

I would like to thank our Traditional Owner representatives at each of our ports. With your support, we're committed to realising great outcomes together.

We will continue to work closely with Aboriginal and Torres Strait Islander peoples in our port communities to strengthen relationships and take positive and impactful action.

**Grant Gilfilan, NQBP Chair**



## MESSAGE FROM THE CEO

NQBP presented its first Reconciliation Action Plan (RAP) in October 2020, and it was an honour to have our first RAP 2020-22 recognised at the 2021 Queensland Reconciliation Awards.

In 2024 we introduced our Indigenous Program, which aims to create a structured, comprehensive and sustainable approach to engaging with Aboriginal and Torres Strait Islander communities. The Indigenous Program provides an overarching roadmap for actions designed to promote cultural inclusions, economic development, and meaningful engagement, complementary to our RAP.

Our aim is to build on our current work and progress the development of strong and mutually beneficial relationships. This includes developing opportunities for our Aboriginal and Torres Strait Islander employees and suppliers.

The feedback from our stakeholders has been very supportive of the work we are doing, particularly in building relationships and working with community groups to advance opportunities for Aboriginal and Torres Strait Islander peoples.

**Brendan Webb, NQBP CEO**

## STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends North Queensland Bulk Ports Corporation on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. North Queensland Bulk Ports Corporation continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that North Queensland Bulk Ports Corporation will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to North Queensland Bulk Ports Corporation using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

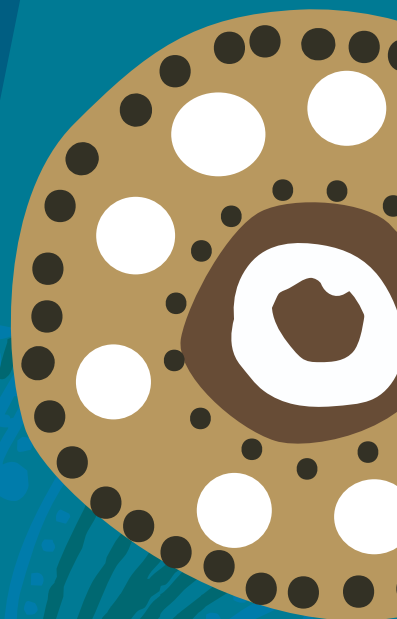
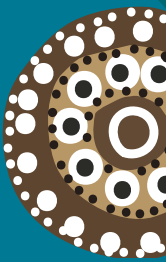
This Innovate RAP is an opportunity for North Queensland Bulk Ports Corporation to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, North Queensland Bulk Ports Corporation will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of North Queensland Bulk Ports Corporation's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations North Queensland Bulk Ports Corporation on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## OUR VISION

North Queensland Bulk Ports Corporation's (NQBP) corporate vision is:

**We are recognised as a leader in responsible port trade, where Queenslanders thrive for generations.**

## OUR MISSION

NQBP's corporate mission is:

**To manage safe and efficient ports that connect regional Queensland to the world by balancing the needs of iconic surroundings, our communities and our stakeholders.**

## OUR VALUES

Our values guide the activities and deliverables we have for our RAP.

### CARE

- We care for ourselves, our people, our community and our environment.
- We act with kindness, respect and celebrate others.
- We care about the wellbeing and safety of our communities and the environment we work in.

### CONNECTION

- We connect with purpose.
- We engage to build meaningful connections with our community and environment.
- We value our connections to each other, our history, culture and place.

### COURAGE

- We have the courage to challenge, change and adapt.
- We act or speak up in difficult circumstances, regardless of the position or hierarchy.
- We acknowledge acts of courage by our colleagues.

### CURIOSITY

- We are curious to explore, investigate and learn.
- We value the perspectives of others and listen to learn.
- We ask questions to encourage debate, exploration and understanding.

## OUR VISION FOR RECONCILIATION

NQBP's Innovate RAP 2026-28 is a core element of our corporate Indigenous Program which is a core strategic commitment that strengthens community connection, advances Aboriginal and Torres Strait Islander participation and drives accountable action across all areas of the organisation.

We lead with courage and curiosity, and act with care, prioritising local connections and creating measurable economic and employment opportunities for Aboriginal and Torres Strait Islander peoples. Through strong governance, practical delivery and cultural capability uplift, reconciliation will be integrated into how we plan, procure, employ, partner and lead.

Our vision is to be a port authority that contributes to lasting regional impact where our communities thrive for generations. Where creating opportunities for Aboriginal and Torres Strait Islander peoples is not just an initiative, but a lived organisational standard aligned to our mission, values and responsibility to the communities in which we operate.

# OUR BUSINESS

NQBP is a Government Owned Corporation incorporated under the Corporations Act 2001 and subject to the requirements of the Government Owned Corporations Act 1993. The Queensland Government owns all shares in NQBP, which are held by two shareholding Ministers: the Minister for Finance, Trade, Employment and Training; and the Minister for Transport and Main Roads.

Additionally, NQBP is a port authority under the Transport Infrastructure Act 1994 with responsibility for four ports within Queensland – Port of Hay Point, Port of Mackay, Port of Abbot Point, and the Port of Weipa. NQBP's ports stretch from the far north to the central coast of Queensland, with three of our four ports located in the Great Barrier Reef World Heritage Area. As a trade-based port authority, we bring together business, environment, community and strategic stakeholder interests to make our ports sustainable for everyone.

NQBP plays an integral part in regional Queensland's prosperity by supporting the sustainable growth of industries and facilitating the trade of essential commodities.

We take our community and environmental responsibilities very seriously. Working in partnership with Aboriginal and Torres Strait Islander peoples across our port areas provides the opportunities of combining Traditional knowledge with modern science to deliver sustainable outcomes.

NQBP has a total of 148 staff across two offices and three workshop facilities across our port communities, with four of our staff identifying as Aboriginal and/or Torres Strait Islander people.

Our role as a port authority comes with a great responsibility to the local and wider communities of Hay Point, Mackay, Bowen (Abbot Point) and Weipa. We support these communities through sponsorships, donations and partnerships and take great pride in the process of working together. We respect the aspirations and concerns of our port communities and stakeholders and, as a business, acknowledge that social performance is a key factor by which success is often measured.



## NQBP INDIGENOUS PROGRAM

In mid-2024, NQBP introduced its Indigenous Program. As a strategic corporate initiative, the Indigenous Program aims to create a structured, comprehensive, and sustainable approach to engaging with Aboriginal and Torres Strait Islander communities. The Indigenous Program complemented our second Innovate RAP providing an overarching strategy for implementation of RAP actions within the overall program.

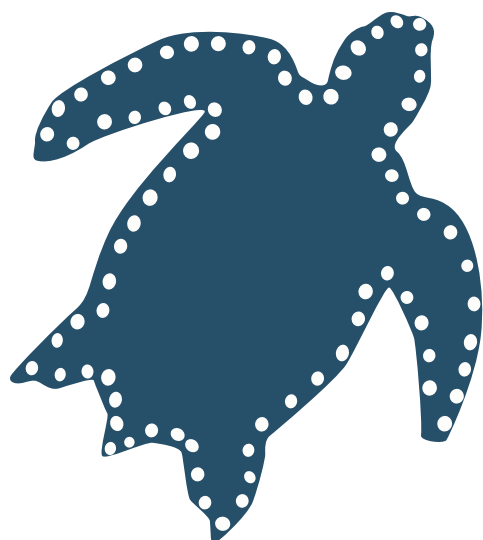
The Indigenous Program is built on four key pillars: Education Pathways, Partnerships, Relationships, and Governance, which closely align with the reconciliation pillars and the five dimensions of reconciliation. Each pillar includes specific initiatives and actions designed to promote cultural inclusion, economic development, and meaningful engagement with Aboriginal and Torres Strait Islander peoples.

# OUR RAP JOURNEY

NQBP commenced its official RAP journey with the endorsement of our first Innovate RAP in 2020 which built on relationships developed with Traditional Owners within our port communities over multiple decades.

A goal of this RAP was to extend our engagement and collaboration with Traditional Owners and Aboriginal and Torres Strait Islander peoples focusing of business engagement and employment opportunities. In developing our third RAP, NQBP reflected upon the achievements and challenges of our previous two RAPs.

We determined that continuing the “Innovate” journey would continue building momentum in areas we have made progress in, and enable further work and refinement to strengthen our reconciliation foundation.



## 1999

### FIRST CULTURAL HERITAGE SURVEY

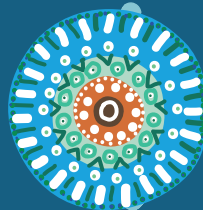
NQBP (formerly PCQ) conducted a voluntary cultural heritage assessment at the Port of Abbot Point with Juru Elders, commencing an ongoing working relationship



## 2004

### FIRST CULTURAL HERITAGE MANAGEMENT PLAN (CHMP) UNDER QLD LEGISLATION

NQBP (formerly PCQ) prepared a voluntary CHMP in recognition of the importance of cultural values within the port seabed areas, of importance to the Wik Wik Waya and Alingih peoples



## 2018

### VOLUNTARY CULTURAL HERITAGE MANAGEMENT PLAN FOR THE PORTS OF MACKAY AND HAY POINT

NQBP engaged with the Yuwi People, recognising the need to work together to manage cultural heritage and build relationships



## 2020

### NQBP INNOVATE RAP 2020-2022

Release of first RAP



# 2021

## CORPORATE OFFICE BRANDING USE OF TRADITIONAL OWNER NAMES AND LANGUAGE

- Use of traditional owner names and language
- Corporate office branding
- Acknowledgement of Country displayed in all offices



# 2025

## VET AND TAFE SCHOLARSHIPS

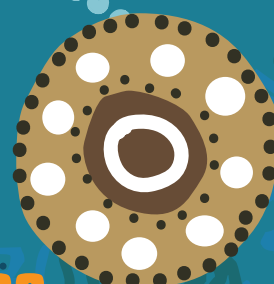
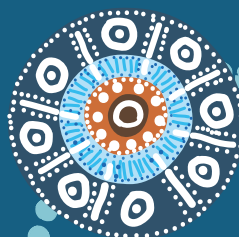
Introduction of Aboriginal and Torres Strait Islander peoples scholarships for university and TAFE

## SUPPLY NATION MEMBER

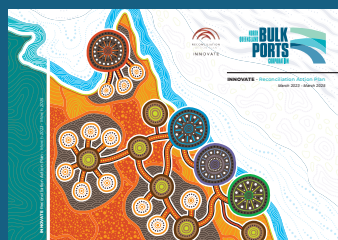


## QUEENSLAND RECONCILIATION AWARDS

- NQBP was joint winner in the Business Category



# 2023



## NQBP INNOVATE RAP 2023-25

Release of second RAP

## AUSTRALIAN MARINE SCIENCE ASSOCIATION

Joint Juru Enterprises Limited (JEL) and NQBP presentation

## NQBP BOARD AND JEL BOARD MEET ON COUNTRY

3 year partnering agreement

## JEL LAND AND SEA MANAGEMENT

3 year partnering agreement



# 2026

## YUWI LAND MANAGEMENT CONTRACT

Three year agreement

## JEL PARTNERING AGREEMENT

Five year partnering agreement

# 2024

## NQBP INDIGENOUS PROGRAM

Dedicated role – Indigenous Program Manager

## YUWI ABORIGINAL CORPORATION, BUSINESS SUPPORT

Provision of premises to Yuwi Aboriginal Corporation

# ACHIEVEMENTS AND LEARNING FROM 2023-2025



| Relationships                                                                                                                                                                                                                                                                                                                                               | Respect                                                                                                                                                                                                                            | Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                 | Governance                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| <b>Achievements</b>                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                 |
| <p>Building relationships through project partnering:</p> <ul style="list-style-type: none"> <li>• North Wall Beach redevelopment recognising the Yuwi People as the custodians of land and sea in the past, present and future.</li> <li>• Kaili Valley Wetland Caring for Country Plan, bringing together Juru peoples across JEL and Kyburra.</li> </ul> | <p>Formal, face-to-face cultural learning training delivered to 65% of all staff.</p>                                                                                                                                              | <p>Commitment to first Indigenous identified role.</p> <p>Three year partnering agreement with JEL.</p>                                                                                                                                                                                                                                                                                                                       | <p>Regular reporting to Board committees has seen strong support for the ongoing implementation of the RAP.</p> |
| <p>Achieved meaningful leadership engagement with Traditional Owners through Board and Executive participation in on Country visits and meetings.</p>                                                                                                                                                                                                       | <p>Implemented cultural protocols across governance, events, and operational settings.</p>                                                                                                                                         | <p>Established early education and pathway initiatives connecting Aboriginal and Torres Strait Islander students with port operations, environmental management and future employment opportunities.</p> <p>Expanded Aboriginal and Torres Strait Islander economic participation beyond sponsorship into operational procurement and land/sea management delivery.</p>                                                       | <p>Established a dedicated Indigenous Program to support RAP delivery.</p>                                      |
| <b>Learnings</b>                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                             | <p>Cultural learning must be culturally safe, for all participants.</p> <p>Cultural learning is most effective when it is ongoing, locally grounded through on-Country experiences, and supported by leadership participation.</p> | <p>A formal employment strategy for attraction and retention of Aboriginal and Torres Strait Islander employees is required along with a set target for achievement.</p> <p>A formal procurement strategy for all business units, is required to move from discretionary engagement to structure economic participation.</p> <p>To translate into outcomes, pathways, targets and accountability mechanisms are required.</p> | <p>Actions need to become embedded across governance, operations and culture, not a standalone initiative.</p>  |

# OUR RECONCILIATION ACTION PLAN

NQBP first committed to developing a RAP in 2019. Prior to this, as a business NQBP had a long history of working with Traditional Owners across each of our four ports: Wik Wik Waya and Alngith at Weipa, Juru at Abbot Point, and Yuwi at Mackay and Hay Point.

NQBP has always been a forerunner in relation to cultural heritage management and working with Traditional Owners. The development of formal RAPs was a mechanism to expand this commitment, across Aboriginal and Torres Strait Islander peoples throughout our port communities.

As part of developing our new Innovate RAP, we called upon Jenni Walke, Elephant in the Room Consulting, to facilitate a workshop with the aim of reviewing NQBP's current RAP maturity and identifying guiding principles and key program areas for our new RAP. The workshop identified that NQBP has strong organisation intent and cultural readiness, but formal structures are still emerging to consistently deliver on that intent.

This, our third Innovate RAP, seeks to embed reconciliation as a core organisational commitment. This will be achieved through adopting the following principles:

**Integrity over optics:** we prioritise meaningful outcomes over symbolic gestures

**Shared responsibility:** reconciliation is owned across all business units, not confined to one team

**Local first:** we prioritise relationships and economic participation with local Traditional Owners and Aboriginal and Torres Strait Islander businesses

**Capability building:** we build internal capability and support external Aboriginal and Torres Strait Islander capability growth

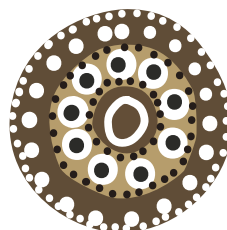
**Accountability and transparency:** we define measurable outcomes and report against them

**Integration into business as usual (BAU):** reconciliation is embedded into strategy, projects and everyday operations

## OUR RAP WORKING GROUP

Our RAP Working Group includes representatives from across NQBP's business units, across our ports and across all levels of the business, including two representatives who identify as Aboriginal.

- **Brendan Webb**  
Chief Executive Officer, RAP Champion, Brisbane
- **Julie Keane**  
Indigenous Program Manager, RAP Chair, Bowen
- **Sharone Carter**  
Property Specialist, Mackay
- **Liam Cullin**  
New Trade, Shipping and Logistics Brisbane
- **Duncan Hockey**  
Port Supervisor, Weipa
- **Belinda Kenny**  
Chief Financial Officer, Brisbane
- **James Miller**  
Port Supervisor, Bowen
- **Emilie Power**  
Senior Advisor Community Relationships, Mackay
- **Alex Roberts**  
Procurement Manager, Brisbane
- **Nicola Stokes**  
Principal Advisor Environment, Mackay
- **Rachel Turvey**  
Senior People and Cultural Advisor, Mackay



# RAP WORKING GROUP MEMBER REFLECTION

*Being part of NQBP's RAP group meant more to me than I expected. It wasn't just about attending meetings or supporting initiatives — it felt like being part of something that genuinely mattered. For me, it showed how much impact individuals can have when they choose to get involved, speak up, and help break down walls that have existed for a long time.*

*One of the biggest moments for me was seeing firsthand how important the sites we manage are to local Traditional Owners, especially the Yuwi people. Being on Country really changed my perspective. It made me realise that these places are not just work sites or assets — they hold deep cultural meaning that stretches back thousands of years. Being there wasn't just a BBQ or a casual get together; it was about appreciating land that has remained connected to its people for generations, without change. That experience stays with you.*

*As a leader within my own part of NQBP, I felt proud to be able to contribute in practical ways. Having the opportunity to align uniform selections to recognise and celebrate both our past and present was something small on the surface but meaningful in intent. It felt good to know that inclusion and respect could be reflected in everyday parts of our workplace, not just policies or conversations.*

*Overall, being part of NQBP's RAP group wasn't just educational — it was grounding. It challenged my thinking, deepened my understanding, and reinforced that reconciliation isn't about grand gestures. It's about showing up, listening, and being willing to be part of something bigger than yourself.*

**Luke Sorenson, NQBP Marine Pilot (RAP Working Group 2024-2025)**



## NRL COWBOYS HOUSE: EXPLORING CAREERS AND CONNECTING TO COUNTRY

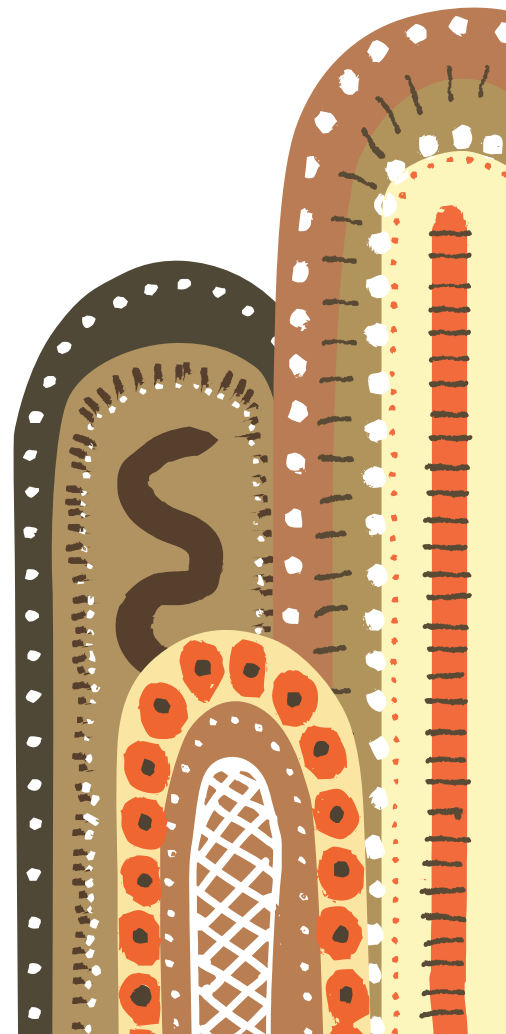
For the past two years, NQBP has funded and hosted NRL Cowboys House students to explore career opportunities through connecting with local businesses. In 2024, we hosted 10 senior students at the Port of Abbot Point. Students toured the North Queensland Export Terminal, Gilmour Space Bowen Orbital Space facility, Engage Marine tugs and the NQBP operations.

In 2025, we travelled further afield to the Port of Weipa, with four Year 11 students. Originally from Cape York, the students met with local businesses and experienced some on-Country hospitality. NRL Cowboys House Career Transitions Officer Derek Reston said the experience was transformative. "This trip was a fantastic, interactive way to help these young men with their personal growth, bring them out of their shells and show them the possibilities beyond school. They shared memorable experiences, learned about the types of jobs available in the area and made strong, new connections with employers and industries. It was also a chance for them to reconnect with family and get out on Country where possible, and the boys have all said it was a trip of a lifetime."

One of the students Zecky, said that the trip was both exciting and eye-opening. "We learned a lot and never realised how much work there is up in Weipa. It's surprising how many career opportunities there are closer to our communities and families," he said.

"Working together with NRL Cowboys House and local businesses gives us the ability to optimise benefits for the students and create opportunities and connections they may not have had access to otherwise. These events broaden horizons and encourage students to explore their future potential."

**Julie Keane, NQBP Indigenous Program Manager.**





# RELATIONSHIPS

Value alignment **CONNECTION**

NQBP is committed to building strong relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Engaging to build meaningful connections with community, our history, culture and place is a corporate value which helps us achieve our corporate and RAP vision where we all thrive for future generations.

## Indigenous program alignment:

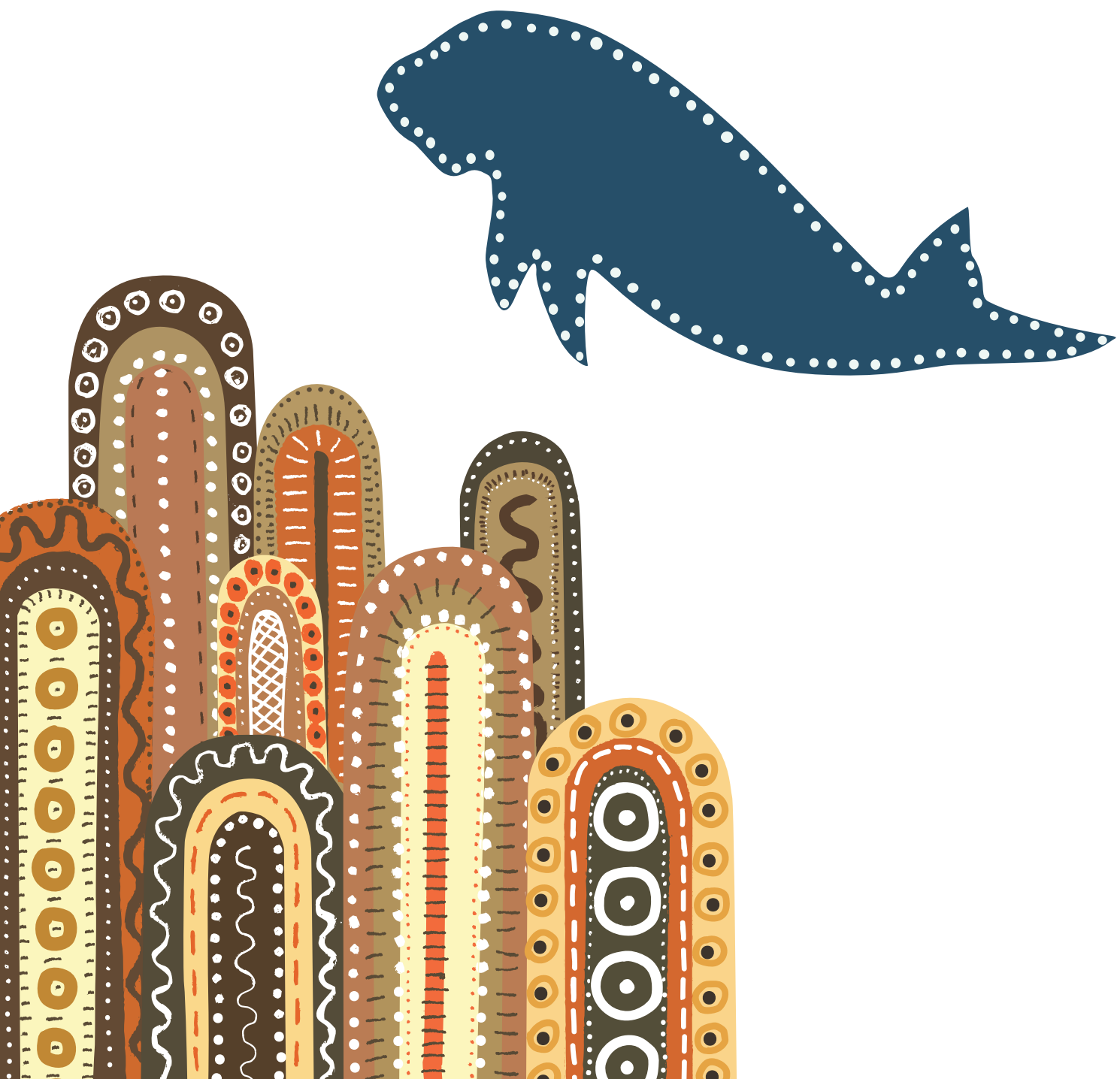
The Relationships pillar focuses on building trust and ensuring cultural appropriateness through regular engagement with stakeholders, training, and the development of a comprehensive stakeholder framework.

The Partnerships pillar aims to build strong, sustainable relationships with key stakeholders, fostering economic development and community engagement through regular collaboration and support for local initiatives.

| Action                                                                                                                                        | Deliverable                                                                                                                                                                                                                                                | Timeline                                        | Responsibility                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------------------------------------------------|
| <b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b> | Continue to explore new ways to engage with local Aboriginal and Torres Strait Islander stakeholders and organisations to enhance and improve our guiding principles for future engagement.                                                                | November 2026                                   | Indigenous Program Manager                          |
|                                                                                                                                               | Review our engagement plan for working with Aboriginal and Torres Strait Islander stakeholders and organisations, to ensure it continues to meet expectations of all parties.                                                                              | December 2026                                   | Indigenous Program Manager                          |
|                                                                                                                                               | Attend the Juru Enterprises Limited Board meeting/s, at least annually to provide an update on current working commitments and identify new opportunities for the year ahead. Seek to have an NQBP Board Member attend the Juru Board meeting once a year. | December 2026<br>February 2027<br>February 2028 | Indigenous Program Manager, Chief Executive Officer |
|                                                                                                                                               | Attend the Kyburra Munda Yalga Aboriginal Corporation, at least annually to provide an update on current working commitments and identify new opportunities for the year ahead. Seek to have an NQBP Board member attend once a year.                      | May 2027<br>May 2028                            | Indigenous Program Manager, Chief Executive Officer |
|                                                                                                                                               | Attend Yuwi Aboriginal Corporation Board meeting/s, at least annually to identify opportunities for working together. Seek to have an NQBP Board Member attend once a year.                                                                                | March 2027<br>March 2028                        | Indigenous Program Manager, Chief Executive Officer |
|                                                                                                                                               | Continue to invite and enable Traditional Owner representatives to participate in each Port Community Reference Group (CRG).                                                                                                                               | January annually                                | Senior Advisor Community Relationships              |
|                                                                                                                                               | Invite and enable Traditional Owners of each Port to participate in Technical Advisory and Consultative Committees (TACC) for dredging programs at each Port.                                                                                              | January annually                                | Principal Advisor Environment                       |

| Action                                                                                | Deliverable                                                                                                                                                                                        | Timeline                   | Responsibility                         |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------------------|
| <b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b> | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff through the NQBP RAP page on the Intranet and the displaying of posters.                              | May annually               | Indigenous Program Manager             |
|                                                                                       | RAP Working Group members, an Executive Leadership Team representative and a member or members of the Board to participate in an external NRW event in Brisbane and our regional Port communities. | 27 May-3 June, annually    | Indigenous Program Manager             |
|                                                                                       | 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    | Indigenous Program Manager, CEO        |
|                                                                                       | Organise at least one NRW event for NQBP staff in Mackay and Brisbane each year.                                                                                                                   | 27 May-3 June, annually    | Indigenous Program Manager             |
|                                                                                       | Register all our NRW events on Reconciliation Australia's NRW website.                                                                                                                             | May annually               | Indigenous Program Manager             |
|                                                                                       | Encourage port stakeholders to attend NQBP NRW event in Mackay.                                                                                                                                    | 27 May-3 June, annually    | Senior Advisor Community Relationships |
| <b>3. Promote reconciliation through our sphere of influence.</b>                     | Review and refine the staff engagement strategy to increase awareness of reconciliation across our workforce.                                                                                      | November 2026              | Senior Advisor Community Relationships |
|                                                                                       | Communicate our commitment to reconciliation publicly.                                                                                                                                             | July 2027                  | Chief Executive Officer                |
|                                                                                       | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.                                                                                          | October 2026               | Indigenous Program Manager             |
|                                                                                       | Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.                                                     | April, September, annually | Indigenous Program Manager             |
|                                                                                       | Collaborate with other the Port of Brisbane and Gladstone Ports Corporation to develop a community of practice and identify opportunities to advance reconciliation.                               | April, September, annually | Indigenous Program Manager             |
| <b>4. Promote positive race relations through anti-discrimination strategies.</b>     | Conduct a review of People and Culture policies and procedures to identify and enhance existing anti-discrimination provisions, and future needs.                                                  | September, annually        | Senior People and Cultural Advisor     |
|                                                                                       | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.                                        | October, annually          | Senior People and Cultural Advisor     |
|                                                                                       | Review and communicate an anti-discrimination policy for our organisation.                                                                                                                         | October, annually          | Senior People and Cultural Advisor     |
|                                                                                       | Educate senior leaders on the effects of racism.                                                                                                                                                   | November, annually         | Senior People and Cultural Advisor     |
|                                                                                       | Ensure ongoing education and training is provided to the whole organisation as to the impact of racism.                                                                                            | November, annually         | Senior People and Cultural Advisor     |

| Action                                                                                                                  | Deliverable                                                                                                                                                                                                   | Timeline               | Responsibility                |
|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------|
| <b>5. Embed on-Country activities as a mechanism for building and sustaining relationships with Traditional Owners.</b> | Conduct at least one on-Country activity per year, undertaken in partnership with Traditional Owners and delivery partners.                                                                                   | June, annually         | Indigenous Program Manager    |
|                                                                                                                         | Invite and support Traditional Owners to participate in relevant field based ambient environmental monitoring and survey activities; structured consistently across Mackay/ Hay Point, Abbot Point and Weipa. | May, October, annually | Principal Advisor Environment |





# RESPECT

Value alignment **CONNECTION, COURAGE, CURIOSITY**

NQBP is committed to engendering a greater understanding and respect of Aboriginal and Torres Strait Islander cultures, traditions and histories. This is important to achieve reconciliation and align with our corporate values of Connection, Courage and Curiosity.

## Indigenous program alignment:

The Respect pillar focuses on building trust and ensuring cultural appropriateness through regular engagement with stakeholders, training, and the development of a comprehensive stakeholder framework.

| Action                                                                                                                                                                | Deliverable                                                                                                                                                                                                                 | Timeline           | Responsibility                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------------------------------|
| <b>1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b> | Conduct a review of cultural learning needs within our organisation.                                                                                                                                                        | June, annually     | Indigenous Program Manager             |
|                                                                                                                                                                       | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.                                                                                            | June, annually     | Indigenous Program Manager             |
|                                                                                                                                                                       | Review the effectiveness of our cultural learning strategy for our staff, executive and members of the NQBP Board.                                                                                                          | June, annually     | Indigenous Program Manager             |
|                                                                                                                                                                       | Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.                                                                  | January, annually  | Indigenous Program Manager             |
|                                                                                                                                                                       | Provide ongoing cultural learning for all staff, executive and members of the NQBP Board. Training to be supplied by an external Aboriginal and Torres Strait Islander business.                                            | May, annually      | Indigenous Program Manager             |
|                                                                                                                                                                       | Work with Traditional Owners to include port specific cultural awareness for inclusion in NQBP inductions and new staff employment packs and make this information available across the whole organisation (i.e. Intranet). | April 2027         | Indigenous Program Manager             |
| <b>2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>                                                       | Continue to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.                                                  | October annually   | Indigenous Program Manager             |
|                                                                                                                                                                       | Review and update our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.                                                                                                | December 2026      | Indigenous Program Manager             |
|                                                                                                                                                                       | Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.                                                           | December, annually | Senior Advisor Community Relationships |
|                                                                                                                                                                       | Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.                                                                                                 | December, annually | Senior Advisor Community Relationships |
|                                                                                                                                                                       | Document and integrate cultural safety considerations into environmental field activities involving Traditional Owners and others.                                                                                          | December, annually | Principal Advisor Environment          |

| Action                                                                                                                              | Deliverable                                                                                                                                                                      | Timeline                     | Responsibility                     |
|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------------|
| <b>3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>                | RAP Working Group to participate in an external NAIDOC Week event.                                                                                                               | First week in July, annually | Indigenous Program Manager         |
|                                                                                                                                     | Ensure People and Cultural policies and procedures support staff participating in NAIDOC Week.                                                                                   | April, annually              | Senior People and Cultural Advisor |
|                                                                                                                                     | Promote and encourage participation in external NAIDOC events to all staff.                                                                                                      | First week in July, annually | CEO                                |
|                                                                                                                                     | Engage with Aboriginal and Torres Strait Islander representatives to provide sponsorship support for a NAIDOC Week community event within our port communities.                  | June, annually               | Indigenous Program Manager         |
| <b>4. Visibly promote Aboriginal and Torres Strait Islander cultures in public spaces.</b>                                          | In consultation with Traditional Owners investigate opportunities for culturally appropriate signage at each port, particularly at public/community assets.                      | February 2027                | Indigenous Program Manager         |
|                                                                                                                                     | Recognise Aboriginal and Torres Strait Islander cultures through the development of co-branded NQBP and Aboriginal and Torres Strait Islander artwork for corporate merchandise. | October 2026                 | Indigenous Program Manager         |
| <b>5. Recognise and respect Traditional Ecological Knowledge through its inclusion in environmental programs where appropriate.</b> | Identify ongoing opportunities for Traditional Ecological Knowledge to be incorporated into environmental monitoring programs.                                                   | February, annually           | Principal Advisor Environment      |
|                                                                                                                                     | Provide acknowledgement and relevant integration of Traditional Ecological Knowledge into environmental monitoring and engagement activities.                                    | June, annually               | Principal Advisor Environment      |
|                                                                                                                                     | Identify opportunities for joint presentation of land management activities at a conference.                                                                                     | November 2027                | Principal Advisor Environment      |





# OPPORTUNITIES

Value alignment **CONNECTION, COURAGE, CURIOSITY**

NQBP is committed to removing barriers and increasing opportunities for Aboriginal and Torres Strait Islander peoples to participate in employment and business opportunities, as an important contributor to our corporate values of Connection, Courage, Curiosity.

## Indigenous program alignment:

The Education Pathways pillar focuses on creating inclusive educational and employment opportunities for Indigenous youth through partnerships, life skills training, and values-based recruitment.

The Partnerships pillar aims to build strong, sustainable relationships with key stakeholders, fostering economic development and community engagement through regular collaboration and support for local initiatives.

| Action                                                                                                                                          | Deliverable                                                                                                                                                                             | Timeline           | Responsibility                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------|
| <b>1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b> | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.                                   | May 2027           | Senior People and Cultural Advisor |
|                                                                                                                                                 | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.                                                 | May 2027           | Senior People and Cultural Advisor |
|                                                                                                                                                 | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.                                                            | March 2027         | Senior People and Cultural Advisor |
|                                                                                                                                                 | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.                                                                                        | April, annually    | Senior People and Cultural Advisor |
|                                                                                                                                                 | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.                                           | April, annually    | Senior People and Cultural Advisor |
|                                                                                                                                                 | Seek specialist advice regarding how NQBP positions are described and advertised to ensure that Aboriginal and Torres Strait Islander people are comfortable in applying for all roles. | November 2026      | Senior People and Cultural Advisor |
|                                                                                                                                                 | Seek to enhance opportunities for Aboriginal and Torres Strait Islander recruitment with the support of an Aboriginal and Torres Strait Islander executive recruitment consultant.      | November 2026      | Senior People and Cultural Advisor |
|                                                                                                                                                 | Increase the percentage of Aboriginal and Torres Strait Islander peoples employed at NQBP to 5% with specific actions included in the HR strategy and reported to the Board.            | March, 2028        | Indigenous Program Manager         |
| <b>2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>                   | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.                                                                                                    | September 2026     | Procurement Manager                |
|                                                                                                                                                 | Maintain Supply Nation membership and report Aboriginal and Torres Strait Islander Business Spend on a quarterly basis.                                                                 | November, annually | Procurement Manager                |

| Action                                                                                                                         | Deliverable                                                                                                                                                                      | Timeline            | Responsibility                     |
|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------------------------|
|                                                                                                                                | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.                                      | March, annually     | Procurement Manager                |
|                                                                                                                                | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.                                | March, annually     | Procurement Manager                |
|                                                                                                                                | Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.                                                                           | June, annually      | Procurement Manager                |
|                                                                                                                                | Seek to increase the percentage of Aboriginal and Torres Strait Islander supply spend to 4% of addressable spend.                                                                | June, annually      | Procurement Manager                |
|                                                                                                                                | Maintain commercial relationships with Juru Enterprises Limited and Yuwi Aboriginal Corporation.                                                                                 | June, annually      | Indigenous Program Manager         |
|                                                                                                                                | Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.                                    | October, annually   | Procurement Manager                |
| <b>3. Increase opportunities for Aboriginal and Torres Strait Islander students to access resources and employment.</b>        | Develop and implement a program for engagement with schools in port communities, focusing on environmental management and connection to Country.                                 | March 2027          | Indigenous Program Manager         |
|                                                                                                                                | Engage with schools in port communities to highlight opportunities for work experience and pathways to the James Cook University and Central Queensland University Scholarships. | March, annually     | Indigenous Program Manager         |
|                                                                                                                                | Seek to provide whole of organisation career pathway exposure, including opportunities for Aboriginal and Torres Strait Islander youth work experience.                          | July, annually      | Senior People and Cultural Advisor |
|                                                                                                                                | Review existing partnerships with James Cook University to leverage opportunities for Aboriginal and Torres Strait Islander students.                                            | November 2026       | Principal Advisor Environment      |
|                                                                                                                                | Continue to work with Cowboys House to deliver careers and connecting to Country programs.                                                                                       | September, annually | Indigenous Program Manager         |
| <b>4. Offer skills-based workshops and field participation in environmental programs for workforce capability development.</b> | Participation in workshops, training or field technical environmental monitoring activities recorded as skills and capability development.                                       | November, annually  | Principal Advisor Environment      |
|                                                                                                                                | Investigate opportunities to support pathways from training and participation into employment or further opportunities.                                                          | November, annually  | Indigenous Program Manager         |



# GOVERNANCE

| Action                                                                                                                                       | Deliverable                                                                                                                                                             | Timeline                                      | Responsibility                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------|
| <b>1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>                                        | Maintain Aboriginal and Torres Strait Islander employee representation on the RWG.                                                                                      | Feb, April, July, November, annually          | Indigenous Program Manager                          |
|                                                                                                                                              | Review and update the Terms of Reference for the RWG.                                                                                                                   | November 2026                                 | Indigenous Program Manager                          |
|                                                                                                                                              | Meet at least four times per year to drive and monitor RAP implementation.                                                                                              | Feb, April, July, November, annually          | Indigenous Program Manager                          |
|                                                                                                                                              | Seek representation of external Aboriginal and Torres Strait Islander parties as advisors to the RWG.                                                                   | Feb, April, July, November 2027, 2028         | Indigenous Program Manager                          |
| <b>2. Provide appropriate support for effective implementation of RAP commitments.</b>                                                       | Define resource needs for RAP implementation.                                                                                                                           | July, annually                                | Indigenous Program Manager, Chief Executive Officer |
|                                                                                                                                              | Engage our senior leaders and other staff in the delivery of RAP commitments.                                                                                           | July, annually                                | Indigenous Program Manager, Chief Executive Officer |
|                                                                                                                                              | Maintain appropriate systems to track, measure and report on RAP commitments.                                                                                           | July, annually                                | Indigenous Program Manager                          |
|                                                                                                                                              | Maintain an internal RAP Champion from senior management.                                                                                                               | July, annually                                | Indigenous Program Manager, Chief Executive Officer |
|                                                                                                                                              | Seek to incorporate reconciliation into project development and implementation through inclusion in the Project Management processes.                                   | March 2027                                    | Procurement Manager                                 |
| <b>3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b> | 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                                | Indigenous Program Manager                          |
|                                                                                                                                              | Complete and submit the annual RAP Impact Survey to Reconciliation Australia.                                                                                           | 30 September, annually                        | Indigenous Program Manager                          |
|                                                                                                                                              | Report RAP progress to all staff and senior leaders quarterly via intranet and Roadshow presentations.                                                                  | July, September, December, February, annually | Indigenous Program Manager                          |
|                                                                                                                                              | Publicly report our RAP achievements, challenges and learnings, annually.                                                                                               | August, annually                              | Chief Executive Officer                             |
|                                                                                                                                              | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.                                                                               | April, 2028                                   | Indigenous Program Manager                          |
|                                                                                                                                              | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.                                                                                | August 2027                                   | Indigenous Program Manager                          |
|                                                                                                                                              | Report RAP progress to the Board Corporate, People, Safety Committee meetings.                                                                                          | February 2027                                 | Indigenous Program Manager                          |
|                                                                                                                                              | Link executive and senior leaders' performance objectives with implementation of RAP actions.                                                                           | July, annually                                | Chief Executive Officer                             |
| <b>4. Continue our reconciliation journey by developing our next RAP.</b>                                                                    | Register via Reconciliation Australia's website to begin developing our next RAP.                                                                                       | January 2028                                  | Indigenous Program Manager                          |

## CONTACT DETAILS

**Name:** Julie Keane  
**Position:** Indigenous Program Manager  
**Phone:** 07 3011 7912  
**Email:** [jkeane@nqbp.com.au](mailto:jkeane@nqbp.com.au)

