



# GrainCorp

Innovate Reconciliation Action Plan

December 2023 - November 2025



**GrainCorp**



# Acknowledgement of Country

GrainCorp acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

At GrainCorp, we recognise, value and respect Aboriginal and Torres Strait Islander peoples deep relationship, connection and responsibility to land, waterways and communities as central to identity and culture.

This report was produced on the lands of the Gadigal People of the Eora Nation, and we specifically acknowledge the Traditional Custodians of the lands on which our business resides and operate.

We extend this recognition and respect to Indigenous peoples and communities around the world.

All references to Indigenous and First Nations peoples in this report are intended to include Aboriginal and Torres Strait Islander peoples.



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# Artwork - “Our Journey Together”

## The Story:

The artwork represents the connection GrainCorp actively contributes towards reconciliation and achieving greater unity with Aboriginal and Torres Strait Islander peoples and communities.

The artwork centrepiece represents GrainCorp and its innovating process and technology to develop better ways to make their supply chain more efficient. The design is in a circular shape representing cycle of products and materials being created within the process of grain and the oils being recycled.

The Aboriginal gathering symbol, also known as the “Meeting Place” or “Corroboree” symbol, holds significant cultural and spiritual meanings for Aboriginal communities in Australia. It represents a place where people come together, exchange knowledge, and celebrate their traditions and connections. I wanted it to symbolise the importance of reconciliation and how GrainCorp is proud of their journey towards its future as they work together as one team and one GrainCorp with a vision to lead sustainable and innovative agriculture through another century of growth.



## Values

The four values branch off the gathering symbol on the left and right side.

These are:

- **We care**
- **We stay safe**
- **We deliver**
- **We do what's right**

In the top left corner is the map of Australia with 7 symbols of connection to represent their global network, shipping their products around the world to help meet the challenges of feeding the world.

The bottom part of the artwork represents the growing of grain across our land, and the process of land preparation, planting, crop management, growth and development, harvesting, drying and storage, quality control, marketing and distribution.

The colours used throughout the artwork are GrainCorp branding colours.



## Aboriginal Artist and Graphic Designer - Lani Balzan

Lani Balzan is an Aboriginal artist and graphic designer specialising in designing Indigenous canvas art, graphic design, logo design, Reconciliation Action Plan design and document design.

Lani is a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Her family originates from Mudgee but she grew up all over Australia and lived in many different towns starting her business in the Illawarra NSW and recently relocating to Mid-North Queensland.

In 2016 Lani was announced as the NAIDOC Poster Competition winner with her artwork "Songlines". This poster was used as the 2016 NAIDOC theme across the country.

Lani has been creating Aboriginal art since 2013 and has continued success across the country. One of her biggest goals and aspirations creating Aboriginal art is to develop a better connection to her culture and to continue to work towards reconciliation; bringing people and communities together to learn about the amazing culture we have here in Australia.

[www.aboriginalartbylani.com.au](http://www.aboriginalartbylani.com.au)

Artwork and document design created by Aboriginal Art By Lani  
© Aboriginal Art by Lani 2024

# Our Vision for Reconciliation

GrainCorp's vision for reconciliation is for all our people to deepen their cultural awareness and understanding, to build stronger, connected and trusted relationships with Aboriginal and Torres Strait Islander peoples and communities.

We recognise, acknowledge and accept Australia's history and how it shapes the present. With a shared nourishment on the land, we embrace the proud heritage of the First Peoples of Australia and are fully committed to providing opportunities for educational and financial empowerment to enable an equitable future.

We understand that our broad geographic coverage and connection to the land, places us in a unique position to connect with and learn from many Aboriginal and Torres Strait Islander peoples and communities. Using this Innovate Reconciliation Action Plan as a guide, we are committed to leveraging our size and scope in leading our industry to make a meaningful, lasting difference in the communities we are part of.



# Message from CEO – Robert Spurway

As CEO and Managing Director, I'm proud and pleased to introduce GrainCorp's Reconciliation Action Plan (RAP). Our RAP is a symbol of our commitment to work towards a more equitable and inclusive society, and to acknowledge and address the historical injustices experienced by First Nations peoples.

As a company with over 100 years of progress and growth, we recognise that reconciliation is not a one-time event, but an ongoing process that requires commitment, dedication, and action. Our RAP is a roadmap that will guide us in our efforts to build stronger relationships with First Nations communities, create meaningful employment and career development opportunities for First Nations peoples, and promote cultural awareness and understanding throughout our organisation.

We understand that achieving reconciliation will not happen overnight but are resolute in our commitment to delivering on our actions under the pillars of Relationships; Respect, Opportunities and Governance, to make big steps towards that goal. We believe that by working together and learning from First Nations peoples, we can create a brighter future for all.

I invite everyone connected with GrainCorp to join us on this journey towards reconciliation and to help us build a better, more inclusive society for all.

**Robert Spurway**  
**Managing Director and CEO**  
**GrainCorp**



# Joint message from RAP Sponsor and RAP Champion



Stephanie Belton and Gary Hegarty

“Thank you for taking the time to read our Reconciliation Action Plan. This Innovate RAP illustrates the key steps GrainCorp is taking to own and shape our unique approach to reconciliation and bring to life our ambitions. We are incredibly proud to both sponsor and lead GrainCorp’s reconciliation journey now and into the future.

Our plan for reconciliation aims to create a more inclusive and equitable society, where the rights, cultures and aspirations of First Nations peoples are respected, valued, and supported. Whilst we believe we have made significant progress, we also recognise there is still much more we can do and are committed to doing so.

As a prominent Australian brand, we can influence the knowledge, skills and understanding of many Australians to contribute to, and benefit from, reconciliation. Our broad geographic coverage and connection to the land, places us in a unique position to connect with and learn from many Aboriginal and Torres Strait Islander peoples and communities.

We would like to thank all our employees who have embraced a wide range of activity to date and to everyone who has contributed to this RAP. We have a shared passion for reconciliation and are confident that our dedicated team will bring this plan to fruition.”



Stephanie Belton  
Chief Corporate Affairs Officer &  
Group General Counsel



Gary Hegarty  
General Manager, Organisational  
Development





# Message from Reconciliation Australia

## Reconciliation Australia commends GrainCorp Limited 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 GrainCorp Limited 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, GrainCorp Limited 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. GrainCorp Limited is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals GrainCorp Limited 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 GrainCorp Limited on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine  
Chief Executive Officer  
Reconciliation Australia

GrainCorp is a diversified Australian agribusiness, with integrated operations spanning four continents and a proud history of delivering for our customers for more than 100 years.

As we find new ways to connect rural communities with food, feed and industrial customers around the world, we're proud to say GrainCorp is leading the way in sustainable agriculture.

GrainCorp's success as a business relies on thriving and vibrant rural and regional communities. We seek to contribute to the social connection of these communities by investing in the local infrastructure and community initiatives that bring people together.

GrainCorp employs more than 1,800 people, primarily in Australia and New Zealand. In Australia, we employ 1,600 people across more than 160 sites.

As part of our reconciliation journey we aim to improve our metric recording, including the capturing of demographic information, of our diverse employee group. We currently have limited data on employees identifying as Aboriginal and Torres Strait Islander peoples.

7

Ports across ECA

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>160

Grain receival sites throughout ECA

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12

Marketing offices globally

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500 kmt

Oilseed crush capacity

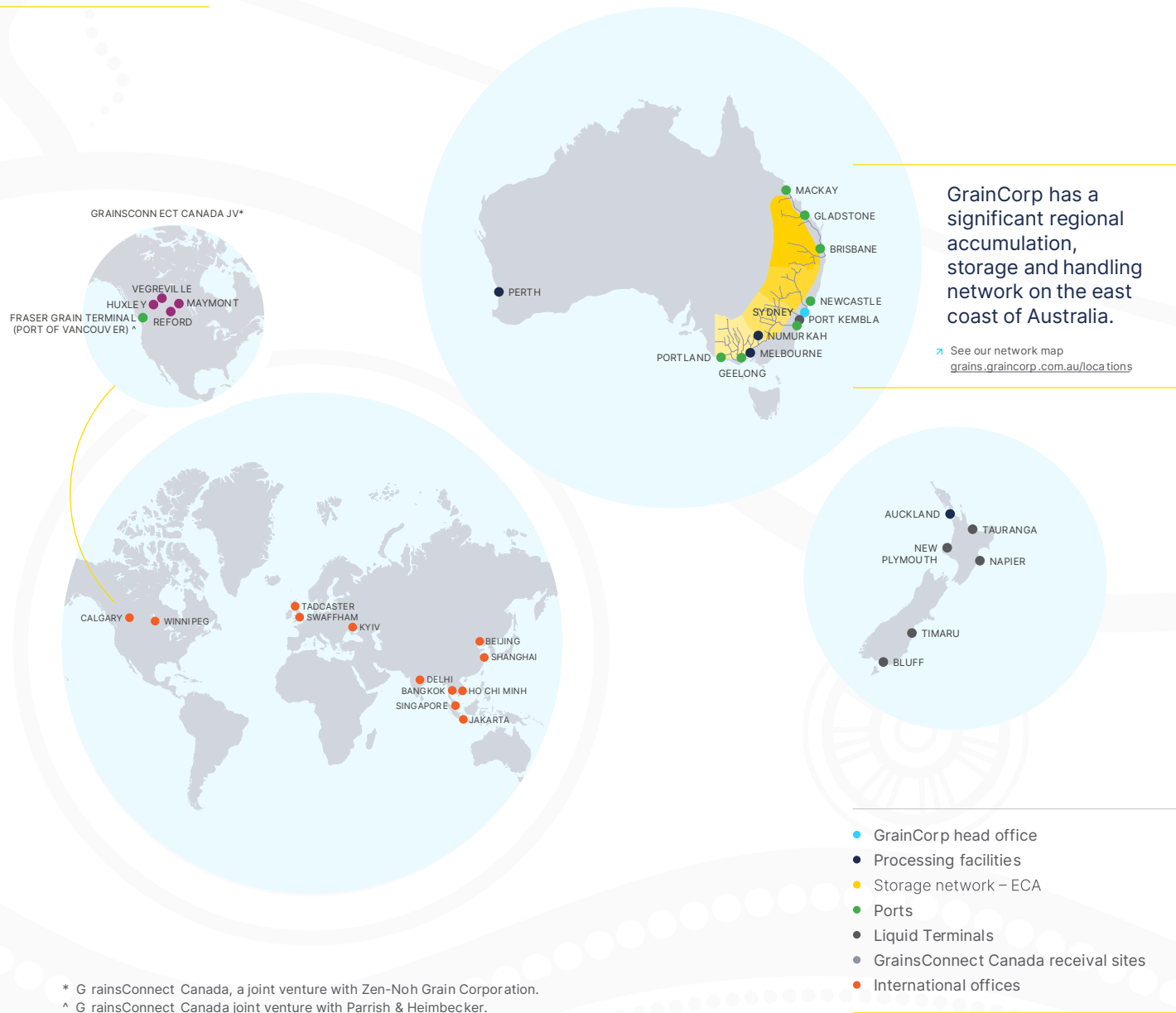
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290 kmt

Refining, bleaching, deodorising (RBD) capacity

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# Our network of assets



\* G rainsConnect Canada, a joint venture with Zen-Noh Grain Corporation.  
 ^ G rainsConnect Canada joint venture with Parrish & Heimbecker.

# How we operate

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We partner with growers to maximise the value of their crops, connecting the domestic and global marketplaces through our end-to-end supply chain and infrastructure assets. We develop innovative solutions to create high quality and sustainable products across the food, feed and industrial sectors.

GrainCorp's unique position in the value chain of Australian Agriculture creates a significant opportunity to drive best practice and change in sustainability and ESG.





### International

- Global network of offices, originating grain, pulses and oilseeds from different regions
- Delivering to 350+ customers in 50+ countries
- Includes GrainsConnect Canada joint venture and Saxon Agriculture

### East Coast Australia (ECA)

- Largest grain storage and handling network on ECA
- >160 regional receival sites and seven bulk ports, connected by road and rail infrastructure
- Import/export of other bulk materials, e.g. cement, woodchips and fertiliser

### Human Nutrition

- One of Australia's largest refiners of edible fats and oils
- Products include blended and single oils, infant nutrition, bakery products, margarines and spreads and frying shortening
- One of Australia's largest importers of vegetable oils

### Animal Nutrition

- One of Australia's largest canola meal producers, a by-product of canola seed crushing
- Supplier of vegetable oil and molasses-based feed supplements to enhance farm productivity
- Presence in Australia and NZ

### Agri-energy

- One of Australia's largest collectors of Used Cooking Oil (UCO)
- Australia's largest exporter of tallow and UCO
- Access to the broadest network of liquid tank storage across Australia and New Zealand

## NAIDOC Week celebrations

### Get Up! Stand Up! Show Up!



Shaun Williams, Site Supervisor

Change begins with awareness and the celebration of NAIDOC week in July 2022 provided the opportunity to recognise the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples.

The 2022 NAIDOC week theme – Get up! Stand up! Show up! – encouraged all of us to champion change. For GrainCorp, this was an opportunity to support conversations, connections and celebration and we invited employees to share their thoughts (#NAIDOC2022) on what NAIDOC Week means to them.

Site Supervisor Shaun Williams said “At GrainCorp, and particularly at harvest time, we work with a wide range of people from different backgrounds, cultures and beliefs – Aboriginal peoples are no different. It’s always a really good opportunity to get to know people and celebrate our differences.”

“I believe it’s the diversity of people that makes our workforce a stronger, better place and it’s important that we continue to work together and learn from each other.”

The groundswell of support from across our sites in Australia was overwhelming and demonstrated the desire of our people to share and learn more about Indigenous culture.

### Sheep Hills Shining Brightly

For three consecutive years the GrainCorp silos at Sheep Hills in Victoria shone brightly for every night of NAIDOC week.

The stunning silo art was painted by artist Adnate, who worked closely with the local Barengi Gadi Land Council. The artwork depicts Wergaia Elder, Uncle Ron Marks and Wotjobaluk Elder, Auntie Regina Hood alongside two local children Savannah Marks and Curtly McDonald.

The silos pay homage to the original inhabitants of the area and the passing of knowledge from Elders to the next generation.



GrainCorp's silo artwork at Sheep Hills, Victoria

## Our Community Foundation

### Our Community Foundation

- Partnering with our communities through a shared passion for growth

For more than 100 years, GrainCorp has supported the rural and regional communities in which we live and work.

Our role goes beyond handling and storing grain – we champion our communities through sponsoring and promoting events, projects, artworks and organisations

Our Foundation supports.



#### Infrastructure and Capability

Initiatives that provide long lasting benefits for community members, such as local infrastructure projects, sports facility upgrades and volunteering opportunities.



#### Community Connectedness

Programs that drive community participation and achieve connectedness, development and growth, such as tourism initiatives, sport and recreation group participation and community events.



#### Peace of Mind

Projects that contribute to the health and safety of communities and promote a sense of care and security, such as mental health and wellbeing programs, education and development opportunities and sustainability.

### Connecting with Culture Through Dance

The Boonwurrung Ngargee Youth Dance Group, based in West Footscray, in Melbourne is made up of Aboriginal children from the western suburbs of Melbourne. It is focused on educating children about Boonwurrung history through dance to encourage a deeper connection with their traditional culture and identity.

GrainCorp provided funding to the group to support children through the program, including their workshops, performances and events.

For Boonwurrung Elder N'arweet Carolyn Briggs AM, the Group is all about connecting Aboriginal children to the traditional stories of the Boonwurrung people. "Through dancing, the children can enrich their connection to their own identity and cultures while giving them a sacred space to find and create their own narrative". Embracing Indigenous inclusion is one of the key focus areas of our inclusion and Diversity Action Plan (iDAP).



# Our Reconciliation journey highlights

## Our Community Foundation

The Coomaditchie United Aboriginal Corporation, based in Wollongong, NSW, is an Aboriginal organisation dedicated to helping young Aboriginal peoples connect with their traditional cultures and heritage.

Among their initiatives is the volunteer-run Coomaditchie Community Garden, which brings together Coomaditchie Elders and community members to grow food and share skills in local food production.

The initiative has received funding for soil, plants, gardening equipment and other materials that will scale up the production of vegetables and bushtucker, and that will help transform it into a community gathering space.

Project Officer for the Coomaditchie Community Garden, Donna Castagna says the new space will provide a unique opportunity for reconciliation with local Aboriginal and non-Aboriginal community members.

“The project will allow us to deliver an educational garden, where we can work together to plant, cultivate, harvest and share the food we produce.

“It will also provide a meeting place for sharing our cultural knowledge of gardening and food preservation, to increase biodiversity.”

“The grant will be put towards building infrastructure for additional growing, food processing and a community gathering space, where Coomaditchie Elders and community members can regularly come together to share this knowledge in native food production.

“On behalf of the Coomaditchie United Aboriginal Corporation, I'd like to thank GrainCorp for their Community Grant that will help bring this new space to life, which will no doubt make a huge difference to the wellbeing of our local community.”



Volunteers from the Coomaditchie Community Garden in Wollongong, NSW



# Our Reconciliation journey highlights

## GO Foundation Relationship

In July 2023, GrainCorp entered a partnership with the GO Foundation - established by former AFL players, Adam Goodes and Michael O'Loughlin, to empower Indigenous Australian youth to change their own lives and create opportunities through the power of education.

As a partner GrainCorp will directly provide assistance, opportunities and experiences for students, helping GO in all three areas of our strategic work:

### Cultural and Aspirational activities

GO students can learn about their culture, heritage and the history of our Country. They focus on building resilience, inspiration and confidence as well as supporting young people in considering different pathways to empower their education journey and beyond. A key way GO does this is through Culture Connect Days.

### Access and Opportunities

Direct assistance and experiences for students, including hosting and facilitating events, placing students for internships as well as employing GO students and Alumni.

### Financial Support

Allows students to purchase essential resources needed to make their journey through school and university as rewarding as possible. Scholarship funds are used by students for uniforms, laptops, wi-fi access at home, tutoring, musical instruments, and excursions etc.



Gary Hegarty, Charlene Davison, Vicki Uhlik, Michael O'Loughlin, Catherine Gunning. GrainCorp attends Cultural Connect Day hosted by Go Foundation.

# Our Reconciliation Action Plan

As part of our **Sustainability Report 2022**<sup>1</sup> GrainCorp committed to the development of a RAP. This RAP will guide and formalise our approach to positively engage with First Nations Australians. First Nations cultural awareness continues to be a key focus area of GrainCorp's inclusion and Diversity Action Plan to support our broader vision.

## Our approach

We implemented a best-practice approach to develop our RAP. This was formulated around four guiding principles to ensure that GrainCorp is enabled to sustainably and strategically take meaningful action to achieve reconciliation. These guiding principles are outlined in further detail below:

### 1. **Executive sponsorship to ensure accountability for our RAP commitments and alignment with our broader ESG commitments**

Our Chief Corporate Affairs Officer and Group General Counsel Stephanie Belton has actively championed the development of our Innovate RAP since its inception. Executive sponsorship ensures the RAP has senior executive level support and leadership for success. Sustainability and ESG provide the foundation for GrainCorp's Vision and Purpose and with executive sponsorship our RAP will play a key role in achieving both.

### 2. **Multidisciplinary RAP working group that creates our commitments and supports their implementation across the business**

As an organisation with a large geographic footprint, it was important that our RAP working group was representative of the different regions and operational functions across GrainCorp. After developing our RAP, the working group will act as champions to promote and embed RAP commitments throughout our organisation. Through the participation of a diverse representative group from GrainCorp, the RAP has been developed with consideration of our significant geographic reach across the Indigenous communities in which we operate.

### 3. **Ensuring key Indigenous stakeholders played a meaningful role in the RAP development process from the outset.**

An important part of our RAP design process was to engage with and learn from Indigenous stakeholders within our sphere of influence and understand how we can make a positive contribution to Indigenous Australians. As a large agribusiness we sought opportunities to learn about and contribute to Indigenous agriculture and the development of native grains. We will support researchers by providing opportunities to leverage our collective industry expertise along with the deployment of research and development resources.

We made connections with Indigenous education and employment pathway organisations to understand the trends, strengths, and aspirations of the Indigenous community and to ensure that any initiatives that we develop will resonate with the needs of the community. We will leverage our network of more than 150 sites across eastern Australia to implement employment and training programs that extend the impact of our RAP to the dozens of Indigenous communities within our sphere of influence.

### 4. **Building the cultural and historical knowledge of our RAP working group and ensuring a common vision for reconciliation is achieved.**

Creating an informed and understanding RAP working group is pivotal to the future success of the RAP. To achieve this, we participated in a full day workshop where our working group learnt about the purpose of Reconciliation and key elements for developing an impactful RAP as well as our shared history since Colonisation which led to the reconciliation movement. Through the workshop our working group members built upon their cultural and historical knowledge and learnt about the impact that colonisation had, and continues to have, on Indigenous Australians. During the workshop we also developed our collective vision for reconciliation.

<sup>1</sup> GrainCorp 2022, Sustainability Report, accessed at: <https://www.graincorp.com.au/wp-content/uploads/2022/11/FY22-Sustainability-Report.pdf>



## Challenges and lessons learnt

GrainCorp first RAP was developed in 2012. This Reflect RAP was well received and we were seeing progress in our reconciliation journey. Unfortunately, due to several reasons including key RAP members leaving the organisation and significant business changes this RAP expired in 2015.

Since 2020 we have reinvigorated our commitment to reconciliation and commenced deepening the cultural awareness of our people. In 2022, after seeing progress and desire for more, we initiated discussion about the development of a new RAP.

As part of understanding of our current position and to gather other key insights, we invited employees to participate in a RAP survey. The results of this survey along with proven activity and commitment led us to this Innovate RAP which will allow us to stretch our activities and advance our reconciliation journey.

In acknowledging this period of inactivity, we have created safeguards to prevent similar events reoccurring and have embedded reconciliation into our sustainability strategy and inclusion and Diversity Action Plan.

## Internal RAP Sponsor

Our RAP sponsor is our Chief Corporate Affairs Officer and Group General Counsel – Stephanie Belton. The role of the RAP sponsor is to set the tone for reconciliation at executive level. Stephanie will also advocate and champion for reconciliation initiatives to be incorporated into GrainCorp's broader policies and procedures.

## RAP Champion

Our RAP Champion is our General Manager Organisational Development – Gary Hegarty. Their responsibility will be to undertake the ongoing management of the RAP coordination of internal and external stakeholder to support the implementation and success of the RAP.

# Our Reconciliation Action Plan



## Our RAP Working Group

Our RAP working group is a diverse team from across GrainCorp that are responsible for the development, implementation and reporting phases of our RAP.

Name	Role	Location	Traditional Owners
Stephanie Belton	Chief Corporate Affairs Officer and Group General Counsel	Sydney	Gadigal
Sarah Southwell	General Manager, Human Resources	Sydney	Gadigal
Gary Hegarty	General Manager, Organisational Development	Sydney	Gadigal
Amy Galvin	Strategy Analyst	Wagga Wagga	Wiradjuri
Catherine Farrell	Organisational Development Specialist	Sydney	Gadigal
Danica Casper	Organisational Development Specialist	Sydney	Gadigal
Jake Houghton *	Pest Control Assistant	Werris Creek	Gomerioi
Shaun Williams*	Pest Control Officer	Gilgandra	Wiradjuri
Clare Akauma	Assistant Site Manager	Fisherman's Island	Turrbal & Jagera
Kane Langrty	Human Resources Business Partner	Wagga Wagga	Wiradjuri
Leanne Ehrlich	Human Resources Business Partner	Tamworth	Kamilaroi/Gomerioi
Jess Simons	Head of Corporate Affairs & Government Relations	Sydney	Gadigal

Name	Role	Location	Traditional Owners
Katherine Skillen	Human Resources Business Partner	Marong	Dja Dja Wurrung
Kirsten Phillips	Sustainability Manager	Sydney	Gadigal
Reid Doyle	Growth and Innovation Project Lead	Sydney	Gadigal
Ewen Page	Head of Marketing	Sydney	Gadigal
Vicki Uhlik	Executive Assistant, CEO	Sydney	Gadigal
Kyle Docherty	Community Manager	Wagga Wagga	Wiradjuri
Jason Shanley	Head of National Operations	Geelong	Wathaurong
Josh Connell	Head of Supply Chain, Grains	Fisherman's Island	Turrbal & Jagera
Sophie Harrison	Corporate Affairs Advisor	Sydney	Gadigal
Stephen Freestone	Procurement Manager	Sydney	Gadigal
Michael Anderson	General Manager Sustainability	Sydney	Gadigal
Shona Crighton	Financial Controller	Sydney	Gadigal

\*Identifies as Aboriginal and/or Torres Strait Islander person

# Our Reconciliation Action Plan

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## Our Focus Areas

Through the development of our RAP we have identified four areas that GrainCorp will focus on in support of reconciliation. We have linked these focus areas to the **United Nations Sustainable Development Goals (SDGs)**<sup>2</sup>, the **United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)**<sup>3</sup> and the **Reconciliation Australia core RAP pillars**<sup>4</sup> to ensure that our Innovate RAP is best-practice and aligned with major national and international frameworks.

<sup>2</sup> United Nations Department of Economic and Social Affairs, The 17 Goals, accessed at: <https://sdgs.un.org/goals>

<sup>3</sup> United Nations, United Nations Declaration on The Rights of Indigenous Peoples, accessed at: [https://www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP\\_E\\_web.pdf](https://www.un.org/development/desa/indigenouspeoples/wp-content/uploads/sites/19/2018/11/UNDRIP_E_web.pdf)

<sup>4</sup> Reconciliation Australia, Reconciliation Action Plans, accessed at: <https://www.reconciliation.org.au/reconciliation-action-plans/#:~:text=Based%20around%20the%20core%20pillars,supporting%20First%20Nations%20self%2Ddetermination>

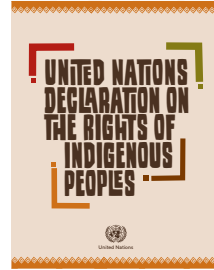
## Create opportunities for economic empowerment

Identify opportunities to embed Aboriginal and Torres Strait Islander employment pathways and procurement strategies within GrainCorp.

Sustainable Development Goals (SDGs)



Articles of the UNDRIP



Articles  
3, 17, 21

RAP Pillar



Opportunities

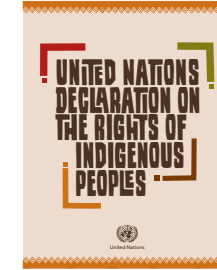
## Recognise and respect Traditional Owners on the lands on which we operate

Acknowledge our shared nourishment on the lands on which we operate and work with Traditional Owners to enhance how we interact with them.

Sustainable Development Goals (SDGs)



Articles of the UNDRIP



Articles  
4, 5, 11, 12, 18,  
19, 29, 30, 32

RAP Pillar



Relationships

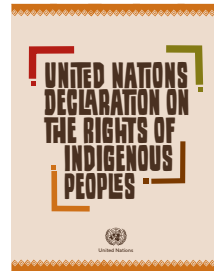
## Uplift cultural capability within GrainCorp

Focus on creating and educating a culturally competent workforce who are empowered and equipped to engage with the Indigenous community.

Sustainable Development Goals (SDGs)



Articles of the UNDRIP



Articles  
2, 9, 12

RAP Pillar



Respect

## Lead our peers in impacting Indigenous agriculture

Leverage our expertise, operations, and role within the industry to build stronger connections between Aboriginal and Torres Strait Islander people and agriculture.

Sustainable Development Goals (SDGs)



RAP Pillar



Opportunities





# Relationships

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We acknowledge our shared nourishment on the lands on which we operate and work with Traditional Owners to enhance how we interact with them.

By building stronger, connected and trusted relationships with Aboriginal and Torres Strait Islander peoples and communities, we can shape a meaningful engagement approach that will help us deliver on our RAP commitments.

## Focus area:

**'We care'** is one of our core values, which means we actively support, respect and trust each other professionally and personally, creating a positive environment where everybody brings their whole self to work.

Action	Deliverable	Timeline	Responsibility
1. <b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	March 2024 March 2025	General Manager, Organisational Development Community Engagement Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2024	Community Engagement Manager General Manager, Organisational Development General Manager, Sustainability
2. <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May annually	Organisational Development Specialist Head of Corporate Affairs & Government Relations
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, annually	General Manager, Organisational Development
	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	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel
	Organise at least one NRW event each year.	27 May- 3 June, annually	Organisational Development Specialist
	Register all our NRW events on Reconciliation Australia's NRW website.	May annually	Organisational Development Specialist
3. <b>Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage our staff in reconciliation.	March 2024 March 2025	Organisational Development Specialist
	Communicate our commitment to reconciliation publicly.	February 2024	Head of Corporate Affairs & Government Relations Head of Marketing
	Develop relationships with key stakeholders and explore collaboration opportunities to driver reconciliation outcomes.	September 2024	General Manager, Sustainability Procurement Manager Head of Marketing
	Collaborate with RA and other like-minded organisations to develop ways to advance reconciliation.	May 2024 May 2025	General Manager, Organisational Development Organisational Development Specialist



Action	Deliverable	Timeline	Responsibility
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Continue to review and amend all our people policies with a cultural lens to ensure anti-discrimination provisions are included.	September 2024	General Manager, Human Resources
	Continue to communicate and monitor GrainCorp's Diversity and Inclusion Policy and commitment to anti-discrimination and behavioural expectations.	May 2024 May 2025	General Manager, Organisational Development
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	April 2024	General Manager, Human Resources Organisational Development Specialist
	Further develop the knowledge of GrainCorp's senior leaders on the effects of racism by including specific content relevant to Aboriginal and Torres Strait Islander peoples in our Diversity and Inclusion training.	March 2024	General Manager, Organisational Development
<b>5. Increase understanding of the Uluru Statement of the Heart.</b>	Educate and the raise awareness of our employees by providing training, resources and information.	May 2024	General Manager, Organisational Development
	Ensure additional support and mental health resources are permanently available to support First Nations employees.	May 2024	Organisational Development Specialist
	Build relationships with other RAP organisations to learn from their strategies and practices.	June 2024	General Manager, Organisational Development Organisational Development Specialist
<b>6. Promote reconciliation through our sphere of influence.</b>	Continue GrainCorp's partnership with GO Foundation to support Aboriginal and Torres Strait Islander students engage in education through financial support, access to opportunity and cultural connection.	July 2024	General Manager, Organisational Development
	Develop a program of volunteering for our employees with our partners and local First Nations communities.	March 2024	Organisational Development Specialist Head of Corporate Affairs & Government Relations
	Actively engage with local Aboriginal and Torres Strait Islander community organisations to promote GrainCorp Community Fund.	February 2024 July 2024  February 2025 July 2025	Community Engagement Manager
	Ensure Aboriginal and Torres Strait Islander community organisations are supported when applying for support through the GrainCorp Community Fund.	February 2024 July 2024  February 2025 July 2025	Community Engagement Manager



# Respect

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We understand the importance of increasing our collective cultural competency of Aboriginal and Torres Strait Islander histories, customs and achievements and it is an important part of our commitment to reconciliation.

We are committed to creating an educated and culturally competent workforce who are empowered and equipped to engage with Aboriginal and Torres Strait Islander communities.

## Focus area:

Our core value '**We stay safe**' is focused on not only physical safety but also cultural and emotional safety, where everyone feels included, heard and safe every day.

Action	Deliverable	Timeline	Responsibility
<b>7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Continue to review the cultural learning needs within our organisation and adapt accordingly.	April 2024 April 2025	General Manager, Organisational Development Organisational Development Specialist
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	April 2024 April 2025	General Manager, Organisational Development Organisational Development Specialist
	Develop, implement and communicate a cultural learning strategy for our staff.	May 2024	General Manager, Organisational Development
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	July 2024	General Manager, Organisational Development
<b>8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2024 May 2025	General Manager, Organisational Development
	Review GrainCorp's existing cultural protocol document on Welcome to Country and Acknowledgement of Country, to include guidance on inclusive and respectful language.	June 2024	General Manager, Organisational Development
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2024 June 2025	General Manager, Organisational Development Head of Corporate Affairs & Government Relations
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2024 June 2025	General Manager, Organisational Development Head of Corporate Affairs & Government Relations
<b>9. 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	General Manager, Organisational Development
	Continue to review and amend our HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024 June 2025	General Manager, Human Resources
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, annually	General Manager, Organisational Development Organisational Development Specialist

Action	Deliverable	Timeline	Responsibility
10. Enhance workplace inclusion for Aboriginal and Torres Strait Islander peoples through key policy and practice changes.	Investigate a First Nations Cultural Leave policy.	August 2024	General Manager, Organisational Development General Manager, Human Resources
	Provide avenues for Aboriginal and Torres Strait Islander employees to access an Employees Assistance Program with First Nations expertise.	July 2024	General Manager, Human Resources
	Ensure GrainCorp's orientation embeds an Acknowledgement of Country and inductions provide cultural learning resources.	July 2024	General Manager, Organisational Development General Manager, Human Resources
	Promote RAP annual events calendar that recognises dates and events of significance to Aboriginal and Torres Strait Islander communities.	January 2024 January 2025	Organisational Development Specialist Head of Corporate Affairs & Government Relations



# Opportunities

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Our goal is to create opportunities for economic empowerment. To identify opportunities to embed Aboriginal and Torres Strait Islander employment pathways and procurement strategies within GrainCorp to further their financial success.

We recognise that by providing these opportunities we are able to learn from unique knowledge, skills and experiences of Aboriginal and Torres Strait Islander peoples and businesses, embedding these learnings into our organisations culture and building diverse and innovative capability.

## Focus area:

Our value of '**We do what's right**' shows our commitment to build trust with each other by being transparent, honouring commitments, collaborating effectively and putting integrity at the forefront of our thinking. We take every opportunity to learn and enhance capability.

Action	Deliverable	Timeline	Responsibility
<b>11. 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.	October 2024	General Manager, Organisational Development General Manager Human Resources
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2024	General Manager, Organisational Development
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2024	General Manager Organisational Development Organisational Development Specialist
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2024	General Manager Organisational Development Organisational Development Specialist
	Continue to review and amend Human Resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2024	General Manager, Organisational Development General Manager, Human Resources
<b>12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Review and expand Procurement Strategy to include Aboriginal and Torres Strait Islander procurement strategy.	August 2024	Procurement Manager
	Investigate Supply Nation membership.	September, 2024	Procurement Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November annually	Procurement Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November annually	Procurement Manager Financial Controller
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2024 July 2025	Procurement Manager Financial Controller
<b>13. Lead our peers in impacting Indigenous agriculture.</b>	Investigate opportunities for partnerships with Indigenous grain and other food researchers.	November 2025	General Manager, Organisational Development Growth & Innovation Project Lead
	Proactively support the University of Sydney's Indigenous Foods and Grains Research Group by providing access to GrainCorp facilities or expertise.	June 2025	General Manager, Organisational Development Growth & Innovation Project Lead
	Provide intern opportunities for students at the University of Sydney's Indigenous Foods and Grains Research Group	November 2025	Organisational Development Specialist

Action	Deliverable	Timeline	Responsibility
14. Explore employment pathways for Aboriginal and Torres Strait Islander youth into our industry	Explore opportunities to partner with Indigenous specific employment and training partners.	October 2024	General Manager, Organisational Development
	Promote GrainCorp's Apprenticeship and Graduate programs and investigate ways to promote First Nations participation.	October 2024	General Manager, Organisational Development
	Investigate opportunities with universities for Aboriginal and Torres Strait Islander peoples scholarships.	January 2024 January 2025	Organisational Development Specialist
	Explore opportunities for internships/work experience with students with GO Foundation and beyond.	February 2024 February 2025	General Manager, Organisational Development Head of Corporate Affairs & Government Relations



# Governance

Action	Deliverable	Timeline	Responsibility
15. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March 2024 March 2025	General Manager, Organisational Development
	Establish and apply a Terms of Reference for the RWG.	February 2024	General Manager, Organisational Development
	Meet at least four times per year to drive and monitor RAP implementation.	Mar, May, Aug, Nov 2024 Mar, May, Aug 2025	General Manager, Organisational Development
16. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2024	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel
	Engage GrainCorp senior leaders and staff from all Departments in the delivery of RAP commitments.	February 2024	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel
	RWG to define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2024	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel
	Appoint and maintain an internal RAP Champion from senior management.	January 2024	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel



Action	Deliverable	Timeline	Responsibility
<b>17. 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	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August annually	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel
	Report RAP progress to all staff and senior leaders quarterly.	Dec, Mar, June, Sept annually	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel
	Publicly report our RAP achievements, challenges and learnings, annually.	November 2023 November 2024	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel
	Investigate participating in Reconciliation Australia's biennial Workplace RAP barometer.	May 2024	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2025	General Manager, Organisational Development Chief Corporate Affairs Officer & Group General Counsel
<b>18. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's to begin developing our next RAP.	June 2025	Organisational Development Specialist



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**GrainCorp**



RECONCILIATION  
ACTION PLAN

INNOVATE