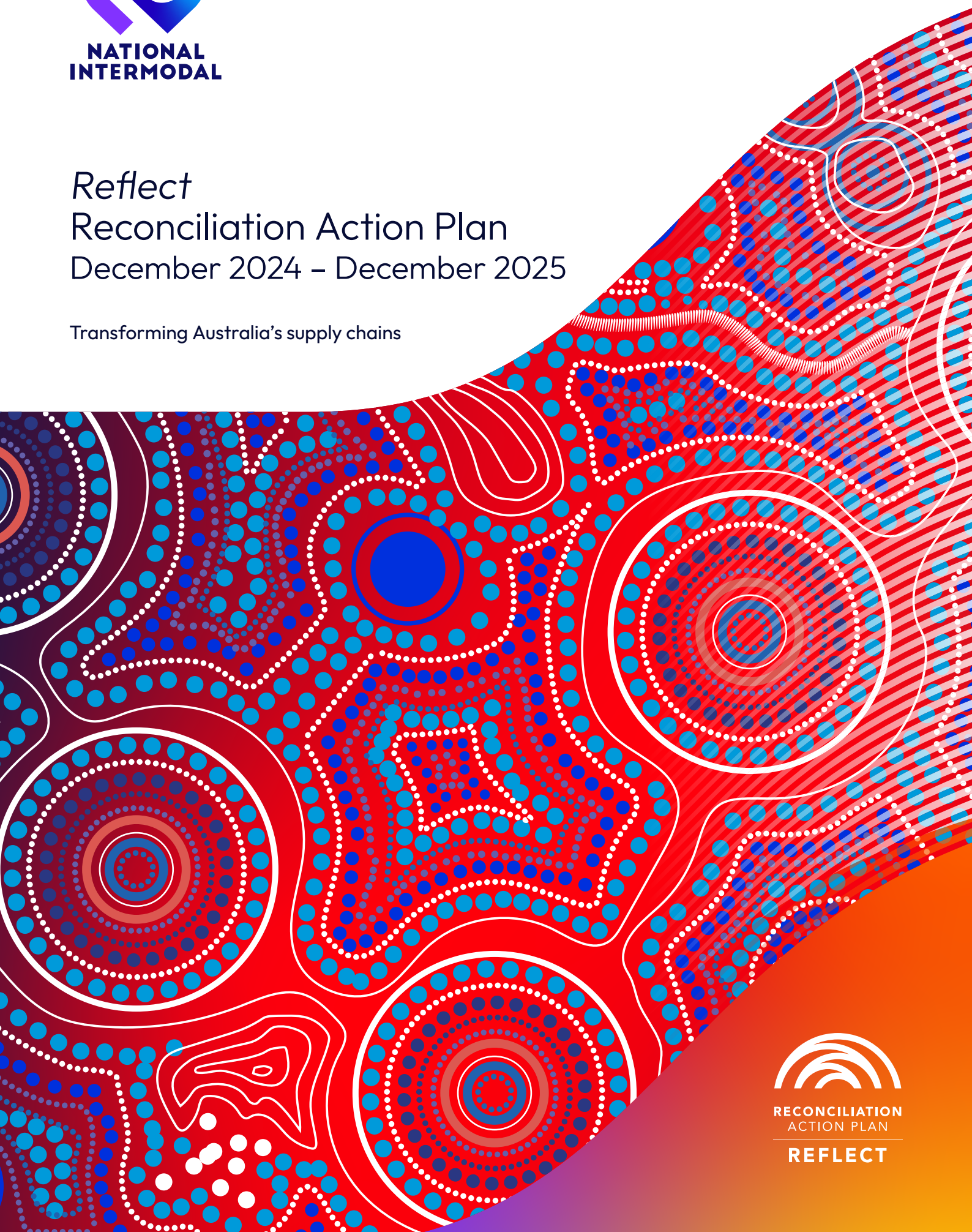
NATIONAL INTERMODAL

Reflect Reconciliation Action Plan

December 2024 – December 2025

Transforming Australia's supply chains



RECONCILIATION ACTION PLAN

REFLECT



Acknowledgement of country

National Intermodal acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them, their cultures and to their Elders, past and present.

Front cover: Muraway Original Artwork © National Intermodal Corporation Limited 2024

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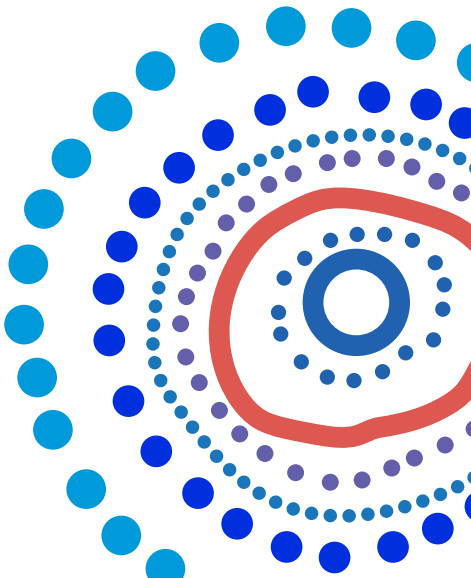
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Our RAP artwork

About the artwork and the artist

National Intermodal has commenced on its journey for reconciliation. As part of this process, we commissioned an original artwork from *Dalmarri* that represents who we are and what we do, and how our purpose to connect people with products touches lives and communities across Australia.

“Muraway” meaning Pathways

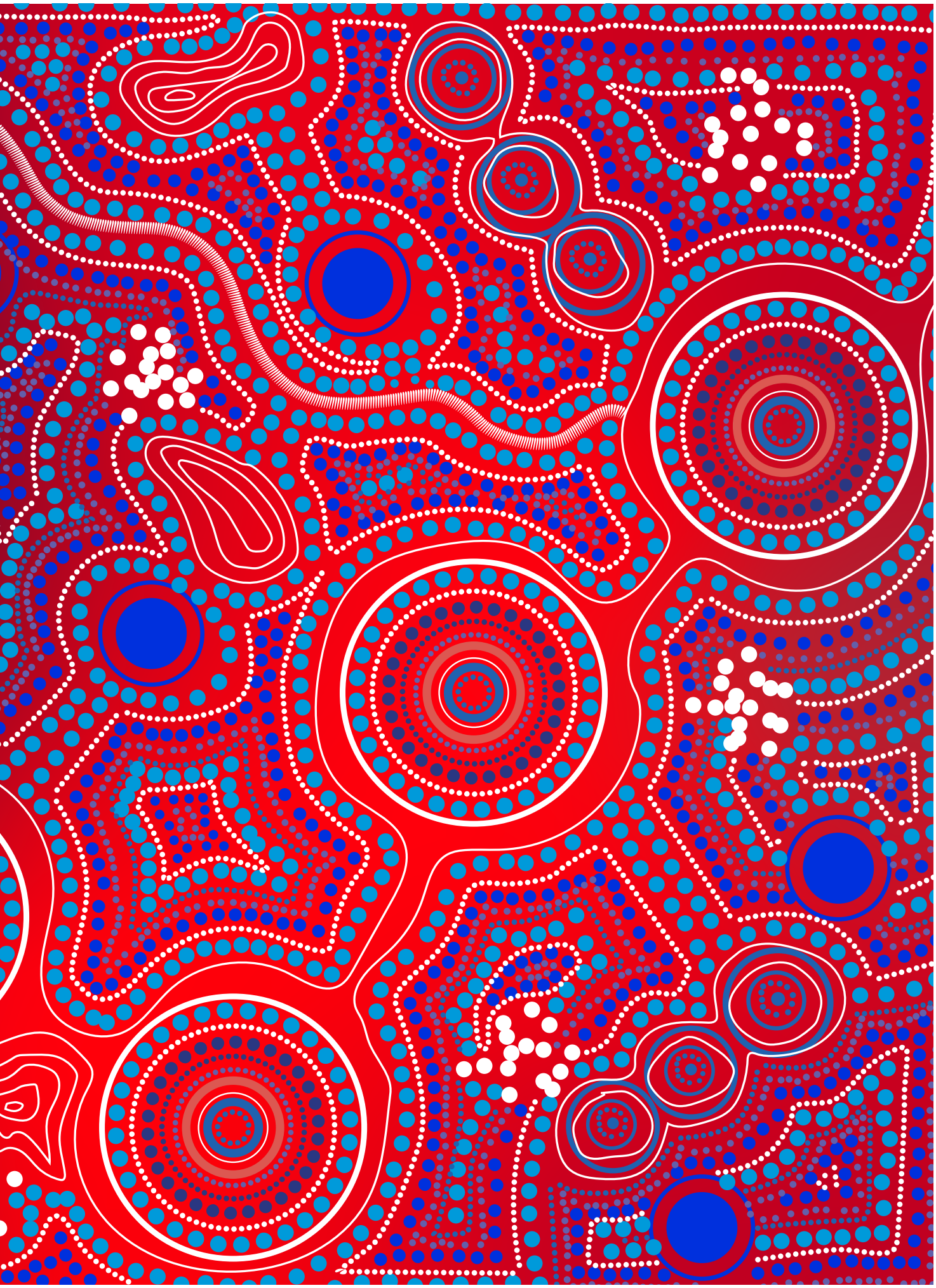
Our beautiful artwork titled “Muraway” means pathways, a journey across country.

The large circles denote the concept of an interconnected network of National Intermodal logistics precincts. These pathways provide critical supply chain services to connect people with products across Australia.

The dots represent travel routes across our diverse natural terrain, over mountains, deserts, and plains.

The smaller circles represent the gathering places of our First Nation peoples and shows an enduring recognition of their role in caring for Country, even as we all move to connect, learn, and engage on our journey of reconciliation.







Trevor Eastwood and Jason Douglas

Meet the artists

DALMARRI comes from the meaning “meeting place” which aligns directly with Dalmarri’s focus on learning, engaging and connecting to all communities.

Jason Douglas and Trevor Eastwood met over 13 years ago as firefighters in Western Sydney, joining together to share their strong connections to their Aboriginal culture with communities.

Trevor Eastwood

Trevor hails from the Ngamba people on the Barwon River, part of Kamiloroi country, on the outskirts of Brewarrina, NSW. He has lived most of his life in western Sydney and works closely with schools across Sydney teaching about Aboriginal culture.

Since 2014, Trevor has been a mentor with Diversity Dimensions working on their Resourcing the Future program. Trevor has been a firefighter with NSW Fire and Rescue for the past 24 years and has been station commander at Penrith Fire Station.

Trevor’s father and role model, Danny Eastwood has won Indigenous Australian Artist of the Year twice. He has a strong role model in his father, who taught him the importance of walking in two worlds – a quality Trevor brings to the work he does in helping his culture thrive.

Over the last 15 years, Trevor has delivered cultural immersion programs across Sydney, been involved in Aboriginal archaeology as a site officer and worked with Indigenous employment programs as a mentor.

Jason Douglas

Jason is a Murri Man, whose people belong to the tribal lands of the Kabi Kabi of south-eastern Queensland, including Noosa. His father, Michael Douglas is Traditional Owner/ Native Title Kubi-Kubi.

Jason is an artist. Through various creative mediums including painting and other forms of Aboriginal art, he connects and educates others about Indigenous culture. He has extensive experience mentoring and supporting the Indigenous community in their employment journey. His ability to listen, connect and engage enable him to plan and lead tailored workshops, cultural immersions and school programs.

He has also dedicated 12 years of service as a firefighter with NSW Fire and Rescue at Penrith. Jason enjoys participating in education programs in schools and communities teaching about Aboriginal culture, art, history and the Dreaming.

Message from Reconciliation Australia

Reconciliation Australia welcomes **National Intermodal Corporation** to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

RECONCILIATION
ACTION PLAN

National Intermodal Corporation joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP-program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables **National Intermodal Corporation** to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations **National Intermodal Corporation**, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Chair and CEO message

National Intermodal is proud to present its Reflect Reconciliation Action Plan (RAP) which provides a framework for our business and our people as we commence on our first steps towards reconciliation.

Our Reflect RAP represents a key milestone in our organisation's journey to foster better understanding, as well as stronger engagement and greater prosperity for First Nations people within our workplaces, supply chains and hosting communities. Our RAP outlines a range of actions National Intermodal has committed to, as we work to embed the principles of respect, relationships, opportunity and governance into all that we do.

Through our purpose to connect people with products, we have a unique role to play in thinking and acting with responsibility, making positive impacts, and using our capabilities to create a more connected Australia. Simultaneously, we must continue to uplift living standards for all Australians through critical infrastructure such as freight rail.

Within our Reflect RAP, we are committed to listening to Aboriginal and Torres Strait Islander People so that our actions positively contribute to local communities. Our Reflect RAP will be a collaborative effort, as we work in close consultation with external stakeholders to establish ourselves as a trusted partner.

Over the next year, we will focus on our vision for reconciliation which will see us engage in a unified and positive way with Aboriginal and Torres Strait Islander people and their communities. In 2024 for the first time, we will also introduce our inaugural Sustainability Report which will guide us in building strong relationships with local communities and enhancing our understanding of diversity, cultural heritage and equality.

The role in which our people play in support of reconciliation is critical. As we grow, we will strengthen our reconciliation commitments and apply our past learnings in new ways. This learning extends to our current and future employees who we will encourage to view our purpose, areas of influences and ways of working through the lens of reconciliation.

We will also work closely with Reconciliation Australia to track our progress through governance structures and ensure that we continue with purpose and momentum. We know that this is a shared journey that will require us to listen well, act authentically and learn together. We must also create space to reflect, as individuals and as an organisation, to ensure we are making practical and authentic steps forward.



We are grateful to Reconciliation Australia and our local Aboriginal and Torres Strait Islander advisory groups for their expertise, leadership and guidance, as well as the relationships that have yet to form, as we commence our journey for reconciliation.

Erin A.M. Flaherty
Chair

James Baulderstone
Chief Executive Officer

Developing our Reconciliation Action Plan

National Intermodal's purpose to connect people with products is aimed at increasing the quality of life for all Australians. Our Sustainability Strategy also commits us to contributing to the development and maintenance of vibrant, inclusive communities within our spheres of influence.

In that context, First Nations peoples have not always been the beneficiaries of or had equal access to the economic and social opportunities usually generated by major infrastructure projects.

For National Intermodal, reconciliation through our RAP is about demonstrating our respect to First Nations communities and their deep spiritual connection to Country. It's also about building stronger relationships and clearer pathways for our First Nations communities to benefit equally from the economic, social and environmental activities delivered by National Intermodal.

In the spirit of reconciliation, we therefore commit ourselves to open and transparent engagement with First Nations people, partners and suppliers, and expect all our people and those that work with us to uphold the principles of respect for culture and Country.

About National Intermodal

Wholly-owned by the Australian Government, National Intermodal is an independent developer of critical logistics infrastructure. Our activities facilitate the development and operation of world class, open access intermodal precincts across the eastern states of Australia.

As our efforts to develop new precincts accelerate, the organisation and its partnerships will grow. National Intermodal has a direct workforce of about 60 FTE with continued growth expected over the immediate future. While we are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander person we will be changing our on-boarding and staff survey practices to better understand our workforce. We support the Australian Government's vision for an efficient and effective transport sector, as laid out in the National Freight and Supply Chain Strategy, and are a critical enabler for a modern, efficient supply chain.

By co-locating transport modes with large-scale efficient warehouse solutions and connections to Australia's Inland Rail network, modern intermodal precincts offer outstanding opportunities for significant gains in national productivity, supply chain resilience and improved environmental outcomes in a hard to decarbonise sector.

Our purpose

Connecting people with products

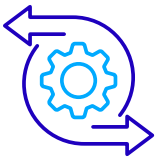
reliably, efficiently and sustainably

Our vision

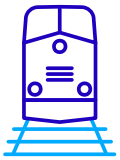
Improving living standards

through supply chain investment

Strategic priorities



Improve supply chain resilience



Increase logistics efficiency



Improve sustainability

Our people



We are a skilled team with considerable infrastructure, logistics and construction experience, dedicated to delivering our strategic priorities

Our locations

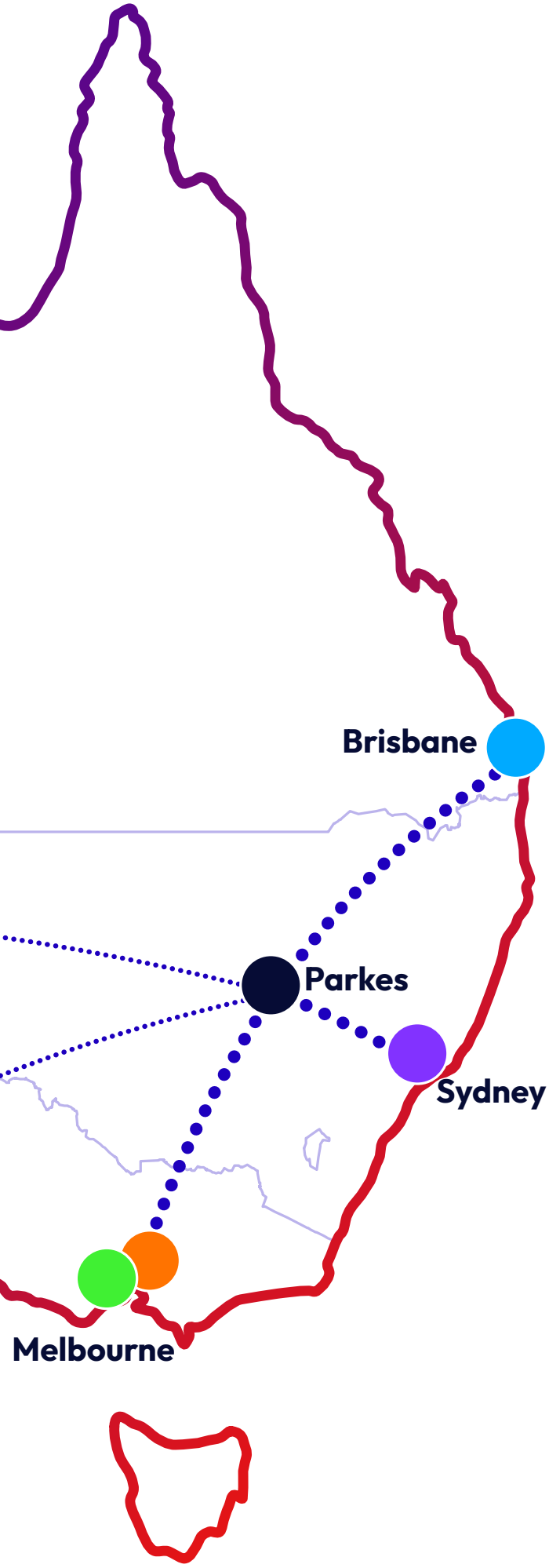
National snapshot



5 intermodal projects

3 states

2 projects under development



Tulmur
Ebenezer, Queensland

Located within the Ipswich region, Ebenezer sits on Yagara Country known traditionally in the Yugara/Yagara language as Tulmur. The Traditional Owners of the region are the Jagera, Yuggera and Ugarapul People who mapped the terrain and the stars, made laws and held Government while maintaining their connection to their country through song, dance, language and stories. *(Source: City of Ipswich)*

Wiradjuri
Parkes, New South Wales

Wiradjuri Ngurambang (Country) covers a large area of the inland region of New South Wales bounded by the three bila (rivers) Wambuul (Macquarie), Galari (Lachlan) and Marrambidya (Murrumbidgee). The Shire of Parkes sits north of the Galari Bila. The Wiradjuri, known as people of the three rivers, have lived in Parkes for more than 60,000 years. *(Source: Parkes Shire Council)*

Dharawal
Moorebank, New South Wales

The original inhabitants of the Liverpool area were the Cabrogal people who spoke the Darug language. The Georges River provided a natural boundary between the Darug or 'wood tribes' and the neighbouring Tharawal or 'coast tribe'. These tribes knew the area as Gunyungalung and evidence suggests they have been here for up to 40,000 years. *(Source: Liverpool City Council)*

Wurundjeri Woi Wurrung
Beveridge, Victoria

The Wurundjeri People take their name from the Woiwurrung language word 'wurun' meaning the Manna Gum (Eucalyptus viminalis) which is common along 'Birrarung' (Yarra River), and 'djeri', the grub which is found in or near the tree. Wurundjeri are the 'Witchetty Grub People' and their Ancestors have lived on this land for millennia. *(Source: The Wurundjeri Corporation)*

Bunurong
Truganina, Victoria

The Wyndham area is rich and diverse in its Aboriginal history and was inhabited by tribes of the Kulin Nation, including the Wadawurrung and Bunurong people. There are five different language groups in the Kulin Nation that are particular to this region. *(Source: Bunurong Land Council)*



Aboriginal artefacts were respectfully returned to Country at our Moorebank precinct

Our reflect RAP

Commencing our journey

At National Intermodal, we are committed to cultivating positive, meaningful partnerships with our First Nations stakeholders based on respect, integrity, and empathy. Our contribution will see the creation of social, business and employment opportunities for First Nations communities, and the launch of our Reflect Reconciliation Action Plan is the first important step in delivering on these commitments.

Over the next 12 months, our business will build on an organisational culture of mutual understanding and inclusion. This includes creation of social and economic legacy where Aboriginal and Torres Strait Islander have equal access to and influence over employment, supply and other shared benefit opportunities, in locations where National Intermodal operates.

To support us on our journey, National Intermodal has appointed Kylie Hargreaves (Chief Sustainability Officer) as our RAP Champion.

Our vision for reconciliation

As a provider of critical connecting infrastructure, we strive to see a united Australia that respects and celebrates First Nations people.

Our vision as we grow as an organisation is to:

- Build and foster strong relationships with First Nations stakeholders and their communities;
- Focus on increasing opportunities for employment and training for First Nations peoples across our business; and
- Create meaningful opportunities to preserve and protect local culture and customs across our precincts.

These actions will support the broader Government vision to achieve sustainable outcomes that foster opportunities for First Nations peoples by ensuring equal access to quality infrastructure, transport, communication services, creative and cultural experiences, and regional development programs for all Australians.

Implementing our RAP

Our RAP will involve collaboration across our business in consultation with external stakeholders. We know this is just the start of our journey, so setting the foundations and creating space to reflect, as individuals and as an organisation, in the role that we play in reconciliation in our first RAP is key.

To support authentic and meaningful outcomes we have developed a guiding framework in which we will Listen, Act and Learn. We are committed to listening to Aboriginal and Torres Strait Islander People so that our actions positively contribute to local communities. We continue to learn, and we pay our respects to the traditional custodians of the land and to Elders, past and present.

We look forward to playing an active role in advancing Australia's ongoing journey towards reconciliation.

Our reconciliation journey

As with many journeys, our first tentative steps focused on our specific Moorebank project where, together with our Precinct partners we focused on ensuring the areas ear-marked for development were properly assessed and designed around cultural heritage matters.

Since then as we have grown in size and purpose, we have understood the importance of doing more than just what is required by regulation. Our progress towards reconciliation includes significant milestones and opportunities which reflect our growing commitment to First Nations peoples.

2014 – to date

Aboriginal Cultural Heritage Assessments
Identification of Aboriginal cultural heritage values, consultation with local Aboriginal communities and identification of appropriate preservation, mitigation or management actions.

August 2023

Engagement with Wurundjeri Land Council, Victoria
Introductory meeting with the Wurundjeri Woi-Wurrung Cultural Heritage Aboriginal Corporation on the Cultural Heritage Management Plan for the Beveridge Intermodal Precinct.

February 2023

Reburial of artefacts at Moorebank
Aboriginal artefacts were respectfully returned to Country at our Moorebank precinct in close consultation with local Aboriginal groups.

October 2023

Supply Nation Membership
Boosting the procurement of goods and services from First Nations suppliers across our business.

November 2023

Cultural Workshop
Our Sydney CBD staff participated in a workshop exploring some of the history and cultural aspects of the Gadigal people of the Eora nation and their experience with colonisation.

December 2023

Commissioning of RAP artwork
Our corporate vision was supported with a visualisation from indigenous cultural group, Dalmarri.

February 2024

Mapping of First Nations stakeholders across all our locations
Beginning to build trustworthy long-term relationships with our local communities.

March 2024

Industry Participation Plan
Introduction of workforce participation criteria for Beveridge.

WE ARE HERE

Creating our First Nations Strategy
Specific actions aimed at improving First Nations participation in our workforce and supplier base.

Current partnerships

Fifteen Times Better (15x)

National Intermodal has worked closely with 15x to identify a range of initiatives strategically aligned with both our business activities and the needs of Aboriginal and Torres Strait Islander people/peoples to most effectively deliver positive impact.

As a First Nations owned and led business, with deep experience in helping organisations accelerate their First Nations engagement impact, we are deeply grateful for 15x guidance in developing our First Nation strategy and ensuring it works together with our RAP.

Supply Nation

In October 2023, National Intermodal was proud to be welcomed as a member of Supply Nation. This marked a significant step forward in our commitment to strengthening our engagement with First Nations communities and suppliers.

As a business, we are at a unique time in our growth journey and have an unprecedented responsibility to ensure we deliver positive economic, social and environmental impacts. As we grow in size, we will harness our procurement power across all aspects of operations and diversify our supplier base and in that way provide new access to opportunity, growth, and employment far beyond our typical Tier 1 contractors.

"Our Supply Nation membership reinforces our commitment to diversity both within our workforce and procurement processes and we look forward to growing meaningful partnerships across our precincts" – CEO, James Baulderstone

RECONCILIATION ACTION PLAN

REFLECT

Reconciliation Australia

National Intermodal is grateful for the partnership with Reconciliation Australia. In particular, we welcome their guidance around meaningful and effective actions we can take to support the four pillars of any Reconciliation Action Plan:

Relationships **Respect** **Opportunity** **Governance**



Key focus areas



Local school students exploring biodiversity areas on our Moorebank Eco Tours

Relationships

Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	January 2025 – COMPLETE	Chief Sustainability Officer
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2025	Chief Sustainability Officer
2 Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June 2025	Communications Manager
	• Encourage and support employees and senior leaders to participate in at least one external NRW event to recognise and celebrate NRW.	27 May – 3 June, 2025	Director Communications
	• RAP Working Group members to participate in an external NRW event	27 May – 3 June, 2025	RAP Working Group (Once Established)
3 Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	March 2025	Chair/Board
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	February 2025	Director Communications
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2025	Senior Leadership Team
4 Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	April 2025	Chief Corporate Affairs & People Officer
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2025	Chief Corporate Affairs & People Officer



Stone artefacts were respectfully returned to Country at our Moorebank precinct

Respect

Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2025	Chief Corporate Affairs & People Officer
	• Conduct a review of cultural learning needs within our organisation.	December 2025	Chief Corporate Affairs & People Officer
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2025	Director Communications
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2025	Chief Sustainability Officer
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	Director Communications
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Director Communications
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	RAP Working Group



Opportunities

Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2025	Chief Corporate Affairs & People Officer
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2025	Chief Corporate Affairs & People Officer
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2025	GM Contracts & Procurement
	• Incorporate requirements for consideration of Supply Nation suppliers into procurement processes.	February 2025	GM Contracts and Procurement



Governance

Action	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	March 2025	CEO
	• Draft a Terms of Reference for the RWG.	March 2025	Chief Sustainability Officer
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2025	Chief Sustainability Officer
11 Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	May 2025	RAP Working Group
	• Engage senior leaders in the delivery of RAP commitments.	June 2025	Chair/Board
	• Appoint a senior leader to champion our RAP internally.	January 2025	Chief Sustainability Officer
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2025	Chief Sustainability Officer
12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• 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	Chief Sustainability Officer
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Chief Sustainability Officer
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Chief Sustainability Officer
13 Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website **rap.reconciliation.org.au/s/registration** to begin developing our next RAP.	30 October 2025	Chief Sustainability Officer



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