

Jan 2020 – Jan 2022

Toll Group Innovate Reconciliation Action Plan





Our vision for reconciliation

Our vision for reconciliation in Australia is one that understands, embraces and celebrates a variety of cultures. As a national and international company, we want to ensure that our business reflects the values of inclusion and diversity. We want to create an environment built on knowledge and understanding that welcomes people of all backgrounds, in particular the First Nations of Australia – Aboriginal and Torres Strait Islander peoples – and values the contribution we all make to society. We aim to develop our understanding of cultural diversity in the workplace and to give our employees the tools to develop and grow their awareness of the richness and diversity of Aboriginal and Torres Strait Islander cultures and histories, in addition to the other cultures that are represented in our organisation. Through demonstrating our commitment to reconciliation, we wish to be able to ensure that in all areas of our business, we work with, listen to and empower Aboriginal and Torres Strait Islander peoples, communities and businesses.



Our business

Founded in Newcastle, Australia in 1888, Toll Group today is proudly part of Japan Post. Operating an extensive global logistics network across 1,200 locations in more than 50 countries, our 40,000 employees provide a diverse range of transport and logistics solutions covering road, air, sea and rail to help our customers best meet their global supply chain needs.

Domestically, our 18,000 employees, including approximately 100 Aboriginal and Torres Strait Islander employees, across more than 300 sites, operate a full range of logistics and transport solutions – from warehousing and freight forwarding to express parcel delivery and project logistics. Put simply, we perform almost every logistics task you can think of. We have three main aspects of the business that we call our divisions.

- **Global Logistics** operates state-of-the-art warehouses and transportation throughout the Asia Pacific region. We manage the needs of many big brands and corporations, providing total logistics solutions to the oil and gas, energy, mining, chemicals, retail, consumer, government and coal industries.
- **Global Forwarding** sends freight around the world by sea and air. We purchase space on board freighter ships and aeroplanes, and clear customs to ensure we get our customers' goods from A to B reliably and on-time.
- **Global Express** is the express delivery service of the business, with dedicated couriers to move eCommerce deliveries, important documents, and other critical supplies and products quickly and securely.

We also have our Group Operational Services – a hub of common and shared services including linehaul, equipment, people, property, and procurement, with end-to-end visibility and management of our key assets.

So, whether we need to provide warehousing in India, shipping from China to Europe or express parcel delivery around the Sydney CBD, we have the capacity, and the people with a wide range of skills to help us do just that.



Our RAP

At Toll, we recognise that the nature of our business means that we play an important role towards a reconciled Australia. Every day, our people travel across the lands of many different Traditional Owners and the diverse nature of our work means that we can positively influence the outcomes for these communities. We recognise the histories, cultures and contributions that Aboriginal and Torres Strait Islander peoples and communities have and continue to make, and we are proud to work in partnership to continue to drive positive outcomes. Our RAP is our public commitment to how we will work with Aboriginal and Torres Strait Islander communities to continue to make successful and valuable contributions towards reconciliation.

We have worked with and alongside Aboriginal and Torres Strait Islander peoples throughout our long and proud history. Our RAP formally recognises the part that Aboriginal and Torres Strait Islander peoples have played in our business, as employees, as customers, as suppliers and as communities throughout our history.

Our RAP Work Group has representatives from across our business, including representatives from Aboriginal and Torres Strait Islander employees. The RAP Work Group is sponsored by our President, Global Logistics, and each member shares a deep passion for driving reconciliation across our organisation and the communities in which we operate.

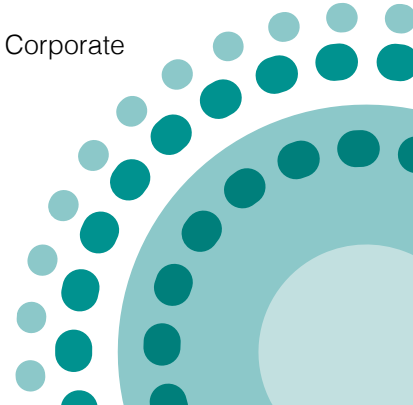
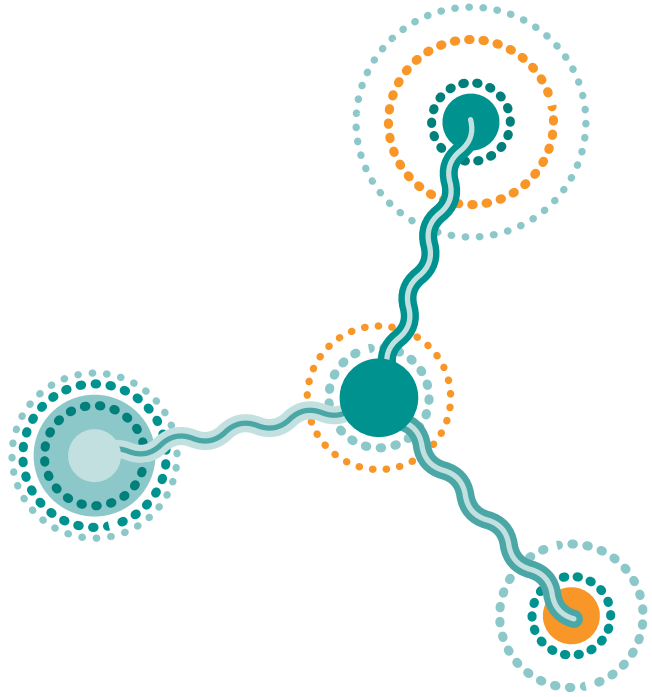
Our RAP Work Group, and our business, recognises the role we play in corporate Australia, helping to end the cycle of disparity. Through our journey towards reconciliation, we want to be able to acknowledge the richness of Aboriginal and Torres Strait Islander histories and create an inclusive environment where people of all backgrounds work and prosper side by side.

Our RAP work group

Sponsor:
Peter Stokes,
President, Global Logistics

Members:
Jacqui Bainbridge,
Senior Manager, Social Responsibility
Ceah David
Transitions Consultant, Global Logistics
Jody Duncan,
Senior Manager, Human Resources
Kate Martin,
General Manager, Strategy
Scott Nicholls,
Executive General Manager, Resources
Michael Gilmore,
Client Services Manager, Global Express
Emma Jones,
Talent Acquisition Manager

Quentin Masson,
Global Head of Government and Defence,
Group Sales and Marketing
Ruth Oakden,
Group Manager Wellbeing,
Employee Support and Engagement,
Human Resources
Sharon Abbott,
Graduate Program Manager,
Human Resources
Zed Ivankovic,
Chief Corporate Affairs Officer, Corporate
Affairs



Our reconciliation journey

Toll has been engaging with Aboriginal and Torres Strait Islander communities throughout Australia in relation to employment, training, procurement of business and in-kind support for many years. In 2013, we developed our first RAP, aimed at acknowledging the role that Aboriginal and Torres Strait Islander peoples and communities play within our business, as suppliers, customers, employees and in wider society. Since then, we have made many steps towards reconciliation, but we know the journey is not over. We launched our second RAP in 2014 and with our third RAP we aim to continue our journey by looking for more opportunities to engage, drive positive relationships and provide long term sustainable economic and social outcomes.

Our journey highlights

- 2011** – Toll changes our Second Step employment and training program to focus on employment pathways program for Aboriginal and Torres Strait Islander peoples
- 2012** – Toll launches national approach to Reconciliation
- 2012** – Toll joins Supply Nation and starts utilising Indigenous owned Businesses (IoB) as part of our procurement of goods and services
- 2013** – Toll launches first Reconciliation Action Plan
- 2013** – Toll commences delivery of Cultural Awareness training across our operations
- 2014** – Toll supports the Long Walk
- 2014** – Toll launches second Reconciliation Action Plan
- 2015** – Toll supports APY Lands and the delivery of fresh food into the community through partnership with Mai Wiru Regional Stores Council
- 2016** – Toll supports Aboriginal football player, turned artist, Gavin Wanganeen in moving his artwork across the country
- 2017** – Toll supports the training and development of APY Land community members through offering traineeships and a dedicated Aboriginal mentor on local projects
- 2018** – Aboriginal trainee, Nathan Paige, wins Indigenous Trainee of the Year at the Civil Contractors Federation of SA Industry & Training Awards
- 2019** – Toll continues to build proactive relationships with Traditional Owner Groups, including in the Pilbara and across our operations

Our action plan



Relationships

Toll recognises that building strong and lasting relationships with Aboriginal and Torres Strait Islander communities and peoples is important for driving mutually beneficial relationships that work towards a reconciled Australia.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2020	Senior Manager, Social Responsibility
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations (nationally).	December 2020	Senior Manager, Social Responsibility
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations (regional/local).	May 2020	Senior Vice President, Projects
	Prepare a toolkit to encourage local sites and offices to engage with Traditional Owner groups and local Aboriginal and Torres Strait Islander communities.	May 2021	Senior Vice President, Projects
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2020 and 2021	Chief Corporate Affairs Officer
	RAP Work Group members to participate in an external NRW event.	27 May-3 June, 2020 and 2021	RAP Work Group Sponsor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June, 2020 and 2021	RAP Work Group Sponsor
	Organise at least one internal NRW event each year.	27 May-3 June, 2020 and 2021	Senior Vice President, Projects
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2020 and 2021	Senior Manager, Social Responsibility
	Participate in at least one NRW activity at a customer site.	May 2021	Senior Vice President, Projects

Our action plan



Respect

One of the Toll Group's core beliefs is that if we show other people respect, we will be respected. We know that by showing our respect to Aboriginal and Torres Strait Islander peoples, cultures and histories, we will drive towards a reconciled Australia.

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	May 2020	Chief Corporate Affairs Officer
	Communicate our commitment to reconciliation publicly.	February 2020	Senior Manager, Social Responsibility
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2020	Global Head of Government and Defence
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	September 2020	Client Services Manager
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2020	Client Services Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	February 2021	Human Resources Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2020	Human Resources Manager
	Educate senior leaders on the effects of racism.	December 2020	RAP Work Group Sponsor

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	August 2020	Human Resources Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2020	Human Resources Manager
	Develop, implement and communicate a cultural learning strategy for our staff.	January 2021	Human Resources Manager
	Provide opportunities for RAP Work Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2021	Senior Manager, Social Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2020	Client Services Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	May 2021	Client Services Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August 2020 and 2021	Chief Corporate Affairs Officer
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2021	Chief Corporate Affairs Officer
	Organise and display an Acknowledgement of Country plaque in our corporate offices within Australia.	November 2021	Property Director

Our action plan



Opportunities

Striving to create an inclusive culture to provide opportunities for economic empowerment and growth for Aboriginal and Torres Strait Islander communities and peoples.

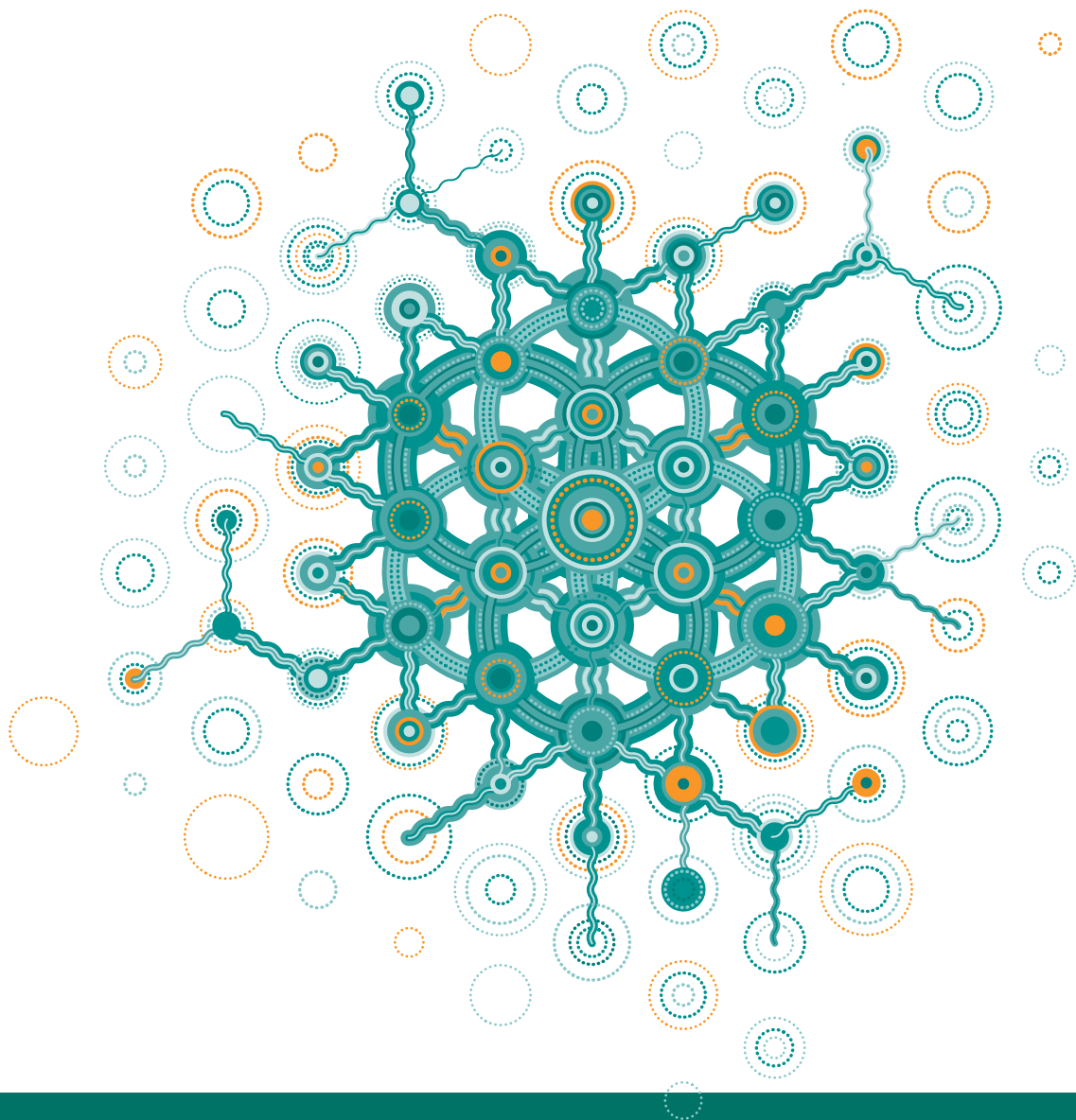
Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2020 and 2021	RAP Work Group Sponsor
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2020 and 2021	Human Resources Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2020 and 2021	Chief Corporate Affairs Officer
8. Build respect and acknowledgement of Aboriginal and Torres Strait Islander employees.	Investigate opportunities to have a Toll Indigenous Employee Award.	May 2021	Senior Vice President, Projects
	Provide Aboriginal and Torres Strait Islander employees with the opportunity to access additional mentoring opportunities.	December 2021	Global Head of Government and Defence

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	April 2020	Human Resources Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2020	Human Resources Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2021	Human Resources Manager
	Advertise job vacancies to more effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2020	EGM, Toll People
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2020	Human Resources Manager
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	September 2021	Human Resources Manager
	Implement a new pathways program for Aboriginal and Torres Strait Islander peoples.	March 2020	Human Resources Manager

Governance

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2020	Global Head of Procurement
	Investigate Supply Nation membership.	January 2020	Global Head of Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2020	Global Head of Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2020	Global Head of Procurement
	Increase the value of commercial relationships with Aboriginal and/or Torres Strait Islander businesses by 5% on FY20 levels.	December 2021	Global Head of Procurement
11. Investigate opportunities to support Aboriginal and Torres Strait Islander education.	Identify suitable opportunities to support localised education and mentoring for Aboriginal and Torres Strait Islander students.	April 2020	Senior Manager, Social Responsibility
12. Investigate opportunities to provide in-kind support for Aboriginal and Torres Strait Islander community or health organisations.	Identify and provide suitable in-kind support for Aboriginal and Torres Strait Islander community organisations.	July 2020	Senior Manager, Social Responsibility

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Work Group.	May 2020	Senior Manager, Social Responsibility
	Establish and apply a Terms of Reference for the RAP Work Group.	January 2020	Senior Manager, Social Responsibility
	Meet at least four times per year to drive and monitor RAP implementation.	December 2020 and 2021	Senior Manager, Social Responsibility
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2020	Senior Manager, Social Responsibility
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2020	RAP Work Group Sponsor
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2020	Senior Manager, Social Responsibility
	Appoint and maintain an internal RAP sponsor from senior management.	January 2020	Senior Manager, Social Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2020 and 2021	Senior Manager, Social Responsibility
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September and January 2020 and 2021	RAP Work Group Sponsor
	Publically report our RAP achievements, challenges and learnings, annually.	December 2020 and 2021	Senior Manager, Social Responsibility
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020	Senior Manager, Social Responsibility
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2021	Senior Manager, Social Responsibility



About the artwork

This original artwork design was created for the Toll Group Reconciliation Action Plan by Marcus Lee. Marcus Lee Design is a creative design agency accredited by Supply Nation.

This design was created with dual meanings in mind, to express the daily movement activities of the transport and logistics sector that Toll provides, while also representing the many and varied employment pathways on offer.

Representing a bustling community, the central core of the artwork expands out through the interconnected network of access pathways, and also depicts transport movement via air, sea and land to urban and rural regions.



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