

# Reconciliation Action Plan

July 2025 – July 2027

*Innovate*



RECONCILIATION  
ACTION PLAN

INNOVATE



Fremantle  
PORTS





## Acknowledgement of Country

**Fremantle Ports acknowledges the Noongar peoples as the Traditional Custodians of port land and waters and pays respect to their Elders past and present.**

### Cover Artist – Bradley Kickett

**Fremantle Ports commissioned acclaimed Noongar artist Bradley Kickett to paint the Derbal Verrigan (Swan River) and Derbal Nara (Cockburn Sound). In Mr Kickett's unique and compelling abstract style, the artwork captures the beauty of the waterways where Fremantle Ports operates.**



# Statement from CEO of Reconciliation Australia

## Reconciliation Australia commends Fremantle Ports 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 Fremantle Ports to expand its understanding of its core strengths and deepen its relationship with its community, employees and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Fremantle Ports 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 employees to contribute to this process.

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



Implementing an Innovate RAP signals Fremantle Ports' 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 Fremantle Ports on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## Chair's foreword

I am delighted to present Fremantle Ports' 2025–27 Reconciliation Action Plan (RAP), our second such document and a significant step forward in our commitment to national reconciliation. As Reconciliation Australia Chief Executive Officer Karen Mundine has noted, reconciliation is not a single moment or achievement but a series of small, consistent steps. I agree and add that it requires a heartfelt commitment by an organisation and its people and sustained effort over a long duration. Fremantle Ports is committed to such a journey.

Fremantle Ports has operated for 128 years at the entrance of the Swan River (Derbal Yerrigan) and Cockburn Sound (Derbal Nara), places that have a deep significance for Noongar peoples who have walked, camped, hunted and fished on the land and waters for tens of thousands of years. Acknowledging this fact is our foundation.

My thanks go to all employees and those in the community, particularly our Aboriginal and Torres Strait Islander stakeholders, who have contributed to the development of this RAP.

The actions and initiatives contained within focus on working with Aboriginal and Torres Strait Islander peoples. Fremantle Ports' goal is to take real action in a concerted and authentic manner to produce better outcomes for all Australians.

Through this RAP, we recognise the diversity of Aboriginal and Torres Strait Islander peoples, their values, strengths, resilience, and cultures. This document is a continuation of our journey toward playing an active part in reconciliation in a way that is genuine, respectful, and particularly about listening and doing more.

Our commitment to reconciliation aligns with Fremantle Ports' broader sustainability approach and value of respect, ensuring that our efforts contribute to a more inclusive and sustainable future for all.

**Chris Sutherland**  
Chair  
Fremantle Ports



Noongar elder Nick Abraham conducts a smoking ceremony to launch the Whadjuk Welcome Statement at the Fremantle Passenger Terminal.













## CEO's foreword

**At Fremantle Ports, our commitment to sustainability is at the heart of everything we do. Our Innovate Reconciliation Action Plan (RAP) is a key component of this approach, reflecting our dedication to creating a positive impact on the community and environment.**

Importantly, this plan has the full support of Fremantle Ports' Board and Executive Leadership Team. The General Manager Strategy, Planning and Performance, along with the General Manager People and Culture, will champion our RAP. They will ensure it aligns with our diversity, equity and inclusion program, is incorporated into policies to attract, retain, and build the capabilities of employees, and ensures our systems, processes, policies, and infrastructure deliver our strategic objectives. However, it is the openness of our employees toward its potential that is most exciting. If that sentiment alone is a measure of how we might move forward, the time is right for us to do more.

I look forward to working with Aboriginal and Torres Strait Islander peoples, our employees, customers, and service providers as we play our parts in achieving the outcomes we've identified in our second RAP. The four pillars of our RAP—Relationships, Respect, Opportunities, and Governance—will be interlinked in our overall approach, so that we can make a true difference. I am confident that our efforts will achieve strong practical outcomes, improved relationships, better training and employment opportunities for Aboriginal and Torres Strait Islander peoples, and more opportunities with us for Aboriginal and Torres Strait Islander-owned businesses.

Fremantle Ports is a significant organisation in the local community, and we are pleased to continue to demonstrate leadership on reconciliation, which we hope will in turn inspire and motivate others. I urge everyone to support the implementation of this plan and help ensure our commitments translate into tangible outcomes for not just Aboriginal and Torres Strait Islander peoples, but for all.

**Jodie Ransom**  
Chief Executive Officer  
Fremantle Ports





## Our vision for reconciliation

At Fremantle Ports, our vision for reconciliation is to foster an inclusive and caring community where Aboriginal and Torres Strait Islander peoples are treated equally. We are committed to acknowledging, valuing, and respecting Aboriginal and Torres Strait Islander histories and cultures throughout our organisation and beyond.

We aim to influence reconciliation within the Fremantle and Kwinana communities where we operate by actively supporting and engaging Aboriginal and Torres Strait Islander peoples in our decision-making processes. Our goal is to create a workplace that not only recognises the significance of Aboriginal and Torres Strait Islander cultures but also integrates their perspectives and contributions into our operations.

By building strong relationships and fostering mutual respect, we strive to lead by example and inspire others to join us on this journey towards a more equitable and united Australia. Our commitment to reconciliation is reflected in our actions and initiatives, which are designed to produce tangible outcomes for all Australians, ensuring that our efforts contribute positively to the broader national reconciliation movement.



Fremantle Passenger Terminal heritage gangway mural by Whadjuk, Ballardong, Arrente artist, Jade Dolman













## Our organisation

Fremantle Ports is a Western Australian government trading enterprise that is the strategic manager of the Port of Fremantle, the largest general cargo port in Western Australia. Fremantle Ports is the registered business name of the Fremantle Port Authority, under the *Port Authorities Act 1999* and the *Port Authorities Regulations 2001*. Fremantle Ports' governing body is a Board of Directors appointed by and responsible to the Minister for Ports. The Board sets our strategic direction, agrees on goals for management and monitors the achievement of those goals. The Chief Executive Officer is appointed by the Board and is responsible for day-to-day management.

Fremantle Ports is responsible for the operation of Western Australia's largest general cargo port, comprising three precincts: North Quay and Victoria Quay adjacent to the City of Fremantle, and Kwinana Port, which includes Kwinana Bulk Terminal and Kwinana Bulk Jetty, as well as the CBH grain terminal and the bp and Alcoa jetties in Cockburn Sound.

The Port of Fremantle handles more than 99 per cent of Western Australia's container trade and is the fourth largest and one of the most efficient container ports in Australia. North Quay and Victoria Quay also facilitate vehicle imports, cruise ships, non-containerised cargo such as machinery, steel, heavy equipment, livestock, and scrap metal, as well as research, naval, and specialist vessels. The heritage-listed Fremantle Passenger Terminal is owned and operated by Fremantle Ports and is one of two cruise terminals in Australia that can berth two large passenger ships at once.

The port is a mix of facilities and services managed by Fremantle Ports and private operators. Fremantle Ports provides and maintains shipping channels, navigation aids, cargo wharves at common user areas and leased terminals, the Fremantle Passenger Terminal, road and rail transport infrastructure in the port area, moles and seawalls and other port infrastructure such as storage sheds, water, power and public amenities.

As of January 2025, Fremantle Ports employed 399 people working in a range of operational and administrative roles in support of the facilitation of trade. At the time of this report's release, Fremantle Ports has two employees who identify as Aboriginal and/or Torres Strait Islander peoples.

Fremantle Ports has two offices (Fremantle and Kwinana) and operates from land in Fremantle (Walyalup) and two sites in Kwinana on Cockburn Sound (Derbal Nara). It is responsible for 383 square kilometres of water. The Fremantle Inner Harbour is situated at the mouth of the Swan River (Derbal Yerrigan).

Fremantle Ports has a significant sphere of influence that includes internal stakeholders such as employees and contractors, and external stakeholders like government partners, customers, and the local communities of Fremantle, Cockburn, Kwinana, and Rockingham. We actively engage with these groups to foster collaboration and drive positive outcomes. While our operations are based in Western Australia, the impact of our activities extends nationally and globally, as we facilitate international trade and contribute to the broader economy.





The Waugal by Noongar artist Rikesh Burdett, WA Maritime Museum forecourt, Victoria Quay.

## Our RAP

Fremantle Ports wishes to acknowledge, value, respect and affirm the history and cultural richness of Aboriginal and Torres Strait Islander peoples in what we do, to help build reconciliation. Fremantle Ports is not only the principal entity in the wider port community but also a notable and influential organisation in the Fremantle and Kwinana communities. This provides Fremantle Ports with the opportunity to use its influence to further extend strong reconciliation outcomes locally.

Fremantle Ports continues its RAP journey with a genuine desire to support and engage with Aboriginal and Torres Strait Islander peoples. We recognise that historical port works, especially the construction of the Fremantle Inner Harbour in the 1890s, changed the environment and ecology of the Swan River (Derbal Yerrigan), and that port operations and further works continue to impact the physical environment of its land and waters in Fremantle and Kwinana/Cockburn Sound (Derbal Nara).

Since the late 1990s, Fremantle Ports has moved from a position where engagement with Noongar Elders and their family groups was predominantly seen through the prism of planning consultation, to a recognition that there are much deeper benefits for all through genuine and broader engagement. Fremantle Ports has maintained continuous consultation with Aboriginal and Torres Strait Islander community groups on developments relative to places of significance as a requirement of the Aboriginal Heritage Act 1972.

Initially, the consultation was more likely to be interpreted as a compliance requirement, but over time, the desire developed to more fully engage with Aboriginal and Torres Strait Islander peoples. Fremantle Ports also wants to genuinely understand Aboriginal and Torres Strait Islander people's perspectives on our works in port waters, such as planning for a new container port at Kwinana and dredging works.

Within the organisation, there is a recognised desire to create genuine change. This gradual shift is a result of many factors, including altering societal attitudes, new employees joining Fremantle Ports, and a growing staff awareness of the strong connection between Noongar peoples and the places where the port operates.



# RAP development

Our Innovate RAP provides a public commitment to reconciliation and includes practical steps for us to increase our understanding of Aboriginal and Torres Strait Islander cultures and histories, and as individuals and as an organisation, to build relationships with Aboriginal and Torres Strait Islander peoples.

During development Fremantle Ports consulted with employees on what should be included in the Innovate RAP, including an all-staff survey, a workshop hosted by a local Aboriginal consultant and a formal review of the Reflect RAP. Targeted consultations, as well as our ongoing regular engagements with local community groups and the Gnaala Karla Booja and Whadjuk Aboriginal Corporations, have also been held with our Aboriginal and Torres Strait Islander stakeholders to support Fremantle Ports' development of authentic, respectful relationships. Work has also progressed with Fremantle Ports' external stakeholders, to identify potential partnerships or collaboration opportunities with our customers, service providers and other relevant government agencies.

The RAP Working Group at Fremantle Ports plays a crucial role in supporting the governance and delivery of our RAP. Comprising a broad range of representatives from Fremantle Ports, the group strives to align RAP activities with our strategic objectives and diversity and inclusion programs.

The RAP Working Group is responsible for overseeing the implementation of RAP initiatives and monitoring progress. This collaborative approach ensures that our RAP is effectively integrated into the broader organisational framework, driving meaningful and sustainable reconciliation outcomes. The General Managers of People and Culture and Strategy, Planning and Performance will champion our RAP, ensuring it aligns with our diversity and inclusion program, supports staff development, and advocates for reconciliation both internally and externally. The RAP Working Group currently includes one Aboriginal and Torres Strait Islander representative, with an aim to increase this representation as part of our Innovate RAP journey.

- General Manager Strategy, Planning and Performance
- General Manager People and Culture
- Manager Communications and Community
- Manager Government Relations and Public Policy
- Manager Organisational Development
- Senior Environmental Advisor
- Executive Assistant
- Manager Employee Services
- Manager Commercial
- Manager Risk and Governance
- Bulk Services Officer
- Chief Procurement Officer
- Policy Compliance and Administrative Partner
- Principal Public Policy Advisor

Through our community investment program, Fremantle Ports has provided sponsorship and in-kind support for education and community programs focused on Aboriginal and Torres Strait Islander peoples over several years. As part of the Reflect RAP, Fremantle Ports committed to support a minimum of two Aboriginal and Torres Strait Islander community organisations or initiatives a year through our community investment program. This commitment will be carried through to our Innovate RAP, with a focus on building stronger and more meaningful partnerships with Aboriginal and Torres Strait Islander organisations, based on sponsorship, education, and mentoring of Aboriginal and Torres Strait Islander peoples.





# Key achievements

- 1** The Reflect RAP, which was successfully rolled out across the organisation, included over 50 completed actions, demonstrating our commitment to reconciliation. These actions have laid the groundwork for deeper engagement and understanding, setting the stage for future initiatives that will further our reconciliation journey.
- 2** Fremantle Ports ran Aboriginal and Torres Strait Islander cultural awareness training to build understanding and support a safe, capable workforce. This was a precursor to our inaugural Reflect RAP.
- 3** Fremantle Ports engaged more Aboriginal and Torres Strait Islander suppliers to increase procurement opportunities.
- 4** Aboriginal and Torres Strait Islander peoples' history and culture are reflected in our Victoria Quay port walks and harbour boat tours.
- 5** Fremantle Ports' employees took part in National Reconciliation Week and NAIDOC Week events.
- 6** Fremantle Ports supported Aboriginal artists across the State through the Fremantle Ports Manjaree Indigenous Art Competition 2024.
- 7** Since the development of the Reflect RAP, Fremantle Ports has undertaken several projects that engage and reflect the Noongar connection and story.

## CASE STUDIES

### Gangway Project

In June 2024, Fremantle Ports unveiled a new Noongar heritage gangway at the Fremantle Passenger Terminal, featuring a stunning mural by young Whadjuk, Ballardong, and Arrente artist Jade Dolman. This vibrant artwork, created in collaboration with Tourism WA and Fremantle Ports, serves as an Aboriginal and Torres Strait Islander peoples' welcome statement for cruise visitors to Western Australia. Jade Dolman's creative process involved collecting stories connected to the Dreamtime and Noongar culture, which she then translated into a visual narrative on the gangway. The mural tells the story of the landmarks at the mouth of the Derbal Yerrigan/Swan River, a site of great significance to the Noongar people.

The artwork prominently features the dingo spirit or dwert/dwerda, that watches over the area from the head of the gangway. This guardian figure is surrounded by symbols representing the journey lines, sacred sites, and natural elements of the region.

The mural also includes depictions of the night sky, with the Seven Sisters Dreaming and the Emu in the Sky, as well as the connection between the ocean and river. Ms Dolman's work not only beautifies the port but also educates visitors about the rich cultural heritage of the Noongar people, making it a meaningful addition to Fremantle's landscape.

### Dredging Project

Fremantle Ports has taken significant steps to support employment and training opportunities for Aboriginal and Torres Strait Islander peoples through a Aboriginal and Torres Strait Islander Ranger Training initiative. Recognising the potential for meaningful engagement, Fremantle Ports collaborated closely with the Whadjuk Aboriginal Corporation (WAC) to develop the Sea Ranger Verification of Competency program, in partnership with Marine Consultants O2 Marine. This program aims to equip Aboriginal and Torres Strait Islander participants with the necessary skills and certifications to work on marine projects, fostering both professional growth and cultural connection.

As part of the maintenance dredging project, Fremantle Ports engaged three Aboriginal Sea Rangers to work on short-term marine projects. In collaboration with the WAC, an environmental monitoring program was established to oversee the dredging activities. Following WAC's recommendations, a smoking ceremony was conducted before the commencement of dredging and Whadjuk Rangers were present on the dredge and environmental monitoring vessels throughout the project. Prior to the project's start, the Whadjuk Rangers underwent training and were verified as competent in marine quality monitoring and marine species observing roles. This initiative not only ensured the protection of the marine environment but also strengthened the cultural heritage and employment prospects of the Aboriginal and Torres Strait Islander peoples.



# Challenges and lessons learnt

Fremantle Ports recognises that the Reflect RAP was just the start on the reconciliation action journey and the Innovate RAP offers opportunities to grow and continue to implement change. Some of the opportunities for improvement are:



Having a small proportion of Aboriginal and Torres Strait Islander employees has resulted in insufficient peer support and connection. The deliverables under Action 9 seek to build more opportunities for support and connection.



To increase engagement of more Aboriginal and Torres Strait Islander businesses, it was noted that more support was required to ensure adequate onboarding for the Fremantle Ports' procurement systems and processes. Conversely, employees needed more support on procurement opportunities for Aboriginal and Torres Strait Islander businesses. The deliverables under Action 10 seek to strengthen these opportunities.



Whadjak and Ballardong Traditional Owner and Elder Kerry-Ann Winmar conducts a walking tour on Victoria Quay.





# Relationships

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is essential to Fremantle Ports as it fosters mutual respect, enhances collaboration, and enriches our community through shared experiences and inclusive governance. This commitment strengthens our core business activities by promoting effective communication, engagement, and partnerships.

**Focus area:** The RAP focus area of Relationships aligns with the Fremantle Ports 2027 Strategic Plan by fostering strong connections with our customers and partners, driving shared successes and growth.

Action	Deliverable	Timeline	Responsibility
<b>1. 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.	December 2025	Manager Communications and Community
	Review and update the engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2025	Manager Communications and Community
	Proactively engage with Traditional Owners at the outset of planning and delivering port projects to build and maintain strong, respectful relationships.	Review June 2027	General Manager Strategy, Planning and Performance
	Maintain ongoing engagement and collaboration with Noongar Elders to develop Innovate RAP commitments that align with Fremantle Ports' 2027 Strategic Plan.	Review June 2027	General Manager Strategy, Planning and Performance
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May (annually)	Manager Communications and Community
	RAP Working Group members to participate in an external NRW event.	27 May to 3 June (annually)	Chair, RAP Working Group
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June (annually)	Chair, RAP Working Group
	Organise at least one NRW event each year.	27 May- 3 June (annually)	Chair, RAP Working Group
	Register all our NRW events on Reconciliation Australia's NRW website.	May (annually)	Chair, RAP Working Group



Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	June 2026	Manager Organisational Development
	Communicate our commitment to reconciliation publicly through LinkedIn and the <a href="http://www.fremantleports.com.au">www.fremantleports.com.au</a> website ensuring our RAP Innovate is provided and accessible to all.	July 2025	Manager Communications and Community
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Review July (annually)	Manager Communications and Community
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Review July 2027	Manager Organisational Development
	Promote Fremantle Ports' reconciliation events and achievements through social media platforms and marketing materials.	Review June (annually)	Manager Communications and Community
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December 2025	Manager Organisational Development
	Review People and Culture policies and procedures to identify existing anti-discrimination provisions and highlight future needs.	June 2026	Manager Organisational Development
	Review existing policies and procedures relating to anti-discrimination and develop, implement and communicate across our organisation.	June 2026	Manager Organisational Development
	Provide education to senior leaders on the effects of racism.	Review December (annually)	Manager Organisational Development





# Respect

As a government trading enterprise (GTE) our purpose is to advance the public benefit through the performance our functions. Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is integral to Fremantle Ports' core business activities.

**Focus area:** Fostering respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights, aligns with our key strategic direction of investing in people and culture to enable our organisation, as outlined in our 2027 Strategic Plan.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development of a cultural learning strategy tailored for our organisation.	December 2025	Manager Organisational Development
	Conduct a review of cultural learning needs across our organisation to identify gaps and opportunities for growth.	December 2025	Manager Organisational Development
	Ensure mandatory cultural awareness training remains embedded in induction processes for all employees.	Review February (annually)	Manager Organisational Development
	Develop, implement, and communicate a cultural learning strategy document for our employees in consultation with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors.	February 2026	Manager Organisational Development
	Provide opportunities for RAP Working Group members, People and Culture managers and other key leadership staff to participate in formal and structured cultural learning.	Review February (annually)	Manager Organisational Development
	Review the existing cultural awareness training to ensure the content aligns the organisational needs and is suited for our workforce and locations across Fremantle and Kwinana.	December 2025	Manager Organisational Development
	Arrange guest speaker sessions and workshops featuring Aboriginal and Torres Strait Islander leaders, artists, or knowledge holders to share their insights and stories.	Review February (annually)	Manager Organisational Development



Action	Deliverable	Timeline	Responsibility
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Review and update cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Review February (annually)	Manager Communications and Community
	Continue to increase Fremantle Ports' employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Review February (annually)	Manager Communications and Community
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review March (annually)	Manager Communications and Community
	Incorporate an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and public events.	Review June (annually)	Manager Communications and Community
	Review and circulate an internal toolkit for Fremantle Ports' employees that provides guidance on protocols and engagement.	December 2025	Manager Communications and Community
	Enhance understanding and respect for Aboriginal and Torres Strait Islander cultures in our community by incorporating lessons learnt into a tailored induction experience for employees.	Review June (annually)	Manager Organisational Development
	Facilitate cultural learning programs where employees can spend time in Aboriginal and Torres Strait Islander community, learning about their traditions and ways of life.	Review March (annually)	Manager Organisational Development



Action	Deliverable	Timeline	Responsibility
<b>7. 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.	July 2025, 2026	Chair, RAP Working Group
	Promote, support and encourage participation in external NAIDOC events in our local area to all staff.	July 2025, 2026	Chair, RAP Working Group
	Review People and Culture policies and procedures to remove barriers to staff participating in NAIDOC Week.	Review June (annually)	Manager Organisational Development
<b>8. Build opportunities to acknowledge Aboriginal and Torres Strait Islander cultures and histories in precincts.</b>	Consult with Traditional Owners on ways Fremantle Ports can support and strengthen Aboriginal and Torres Strait Islander people's connection to country within our precincts.	Review June (annually)	Manager Strategy and Planning
	Continue identifying and recognising culturally significant areas on port land by marking them physically at the locations where possible and/or featuring them online.	Review June (annually)	Manager Strategy and Planning
	Explore opportunities to acknowledge Aboriginal and Torres Strait Islander cultures and histories in all existing office locations.	Review June (annually)	Manager Strategy and Planning









## Opportunities

Developing greater opportunities for Aboriginal and Torres Strait Islander peoples is crucial to Fremantle Ports' core activities, enhancing employment, procurement, and professional development for a diverse and inclusive workforce.

**Focus area:** Opportunities for Aboriginal and Torres Strait Islander peoples aligns with our 2027 Strategic Plan pillars of safety and sustainability, ensuring a sustainable port and supply chain that delivers long-term economic, environmental and social returns.

Action	Deliverable	Timeline	Responsibility
9. <b>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.	December 2025	Manager Organisational Development
	Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	December 2025	Manager Organisational Development
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2026	Manager Organisational Development
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review July (annually)	Manager Employee Services
	Review People and Culture and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander peoples' participation in our workplace.	July 2026	Manager Organisational Development
	Explore partnerships to develop employment pathway programs to prepare Aboriginal and Torres Strait Islander jobseekers for Fremantle Ports' roles.	Review July (annually)	Manager Organisational Development
	Engage a minimum of 12 resources that identify as Aboriginal and Torres Strait Islander through targeted recruitment strategies.	December 2026	Manager Employee Services
	Explore opportunities for engagement with education providers to improve and increase Aboriginal and Torres Strait Islander peoples' employment outcomes in the maritime industry.	June 2026	Manager Organisational Development



Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Implement training programs for Aboriginal and Torres Strait Islander youth, such as the expansion of the Sea Ranger initiative to foster skills and conservation leadership.	June 2026	Manager Environment
	Explore internship and apprenticeship programs specifically for Aboriginal and Torres Strait Islander youth and provide mentorship and career support.	June 2026	Manager Organisational Development
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2026	Chief Procurement Officer
	Review membership opportunities and leverage the Aboriginal Business Directory WA and Supply Nation Business Direct to engage with Aboriginal and Torres Strait Islander businesses.	July 2025	Chair, RAP Working Group
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	Review June (annually)	Chief Procurement Officer
	Ensure that our procurement practice enables the sourcing of goods and services from Aboriginal and Torres Strait Islander businesses.	Review June (annually)	Chief Procurement Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Review June (annually)	Chief Procurement Officer
	Engage with registered Aboriginal and Torres Strait Islander-owned businesses directly to explore the potential for direct sourcing or sole sourcing exemption for contracts under \$250,000 in value.	Review June (annually)	Chief Procurement Officer
	Aim to award four per cent of goods services, community services and works addressable spend to Aboriginal and Torres Strait Islander businesses.	June 2027	Chief Procurement Officer
	Develop internal procurement processes to support Fremantle Ports' progress in meeting targets in line with the WA Aboriginal Procurement Policy.	December 2025	Chief Procurement Officer



## Governance and Reporting

Support internal governance, monitoring and reporting of the RAP; coordinate external commitments and reporting to Reconciliation Australia and our stakeholders; manage the close out of RAPs at the end of their term; and the development of new RAPs.

**Focus area:** Governance, open and transparent reporting and communications.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RAP Working Group) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	Review June (annually)	Chair, RAP Working Group
	Review and maintain a Terms of Reference for the RAP Working Group.	Review June (annually)	Chair, RAP Working Group
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December, (annually)	Chair, RAP Working Group
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2025	Chair, RAP Working Group
	Continue to engage senior leaders and other staff in the delivery of RAP commitments.	June 2026	Chair, RAP Working Group
	Maintain two internal RAP Champions from Executive Leadership Team.	June 2026	Chair, RAP Working Group
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Review June 2026	Chair, RAP Working Group



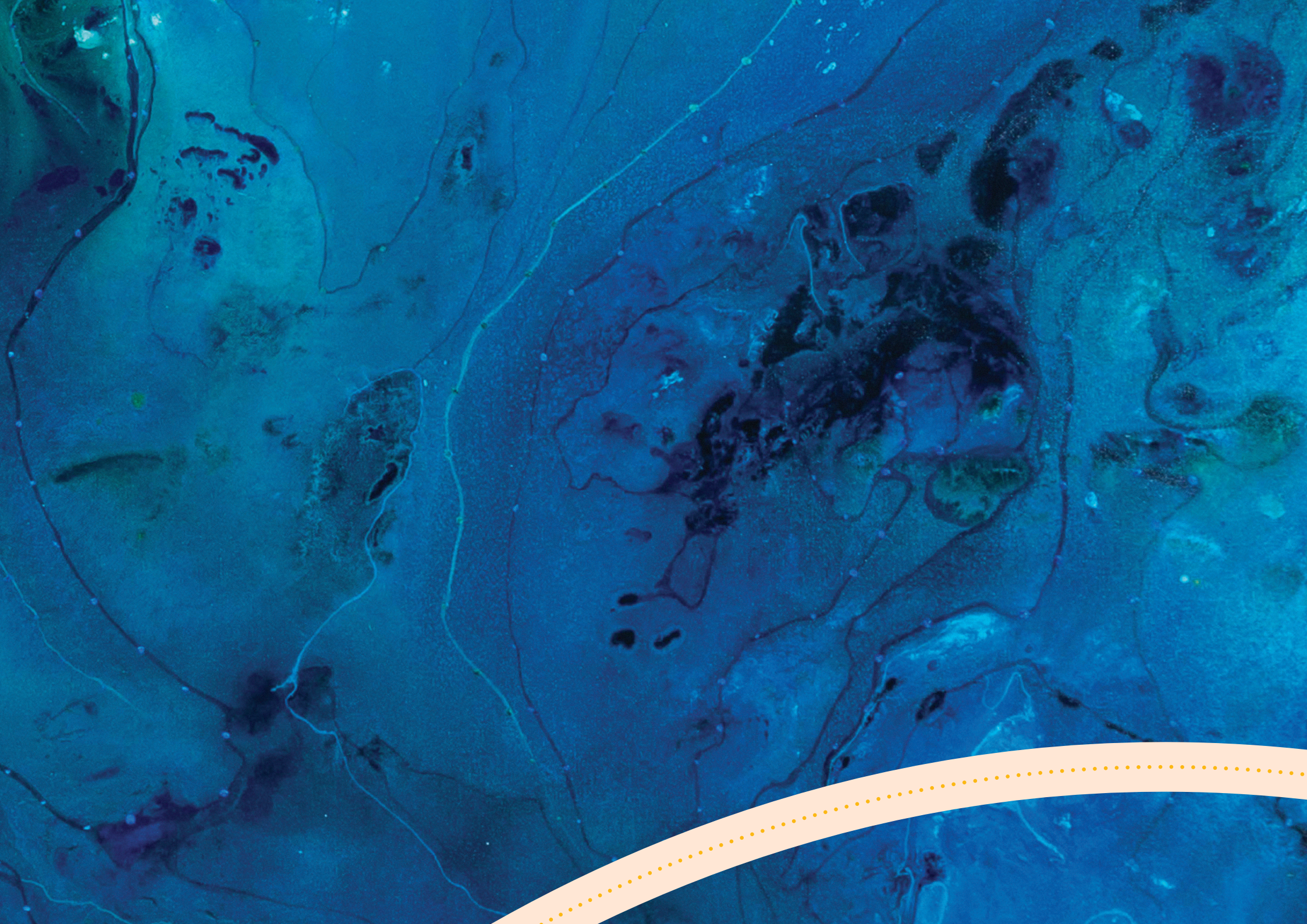
Action	Deliverable	Timeline	Responsibility
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August (annually)	Chair, RAP Working Group
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September (annually)	Chair, RAP Working Group
	Report RAP progress to all Fremantle Ports' staff and senior leaders.	March, June, September, December, (annually)	Chair, RAP Working Group
	Publicly report our RAP achievements, challenges and lessons learnt.	Review December (annually)	Chair, RAP Working Group
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Chair, RAP Working Group
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2027	Chair, RAP Working Group
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2026	Chair, RAP Working Group



Whadjuk Noongar Marmin, Steven Jacobs  
conducts our Indigenous Port Walk for  
community members and employees.









# Contact details

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