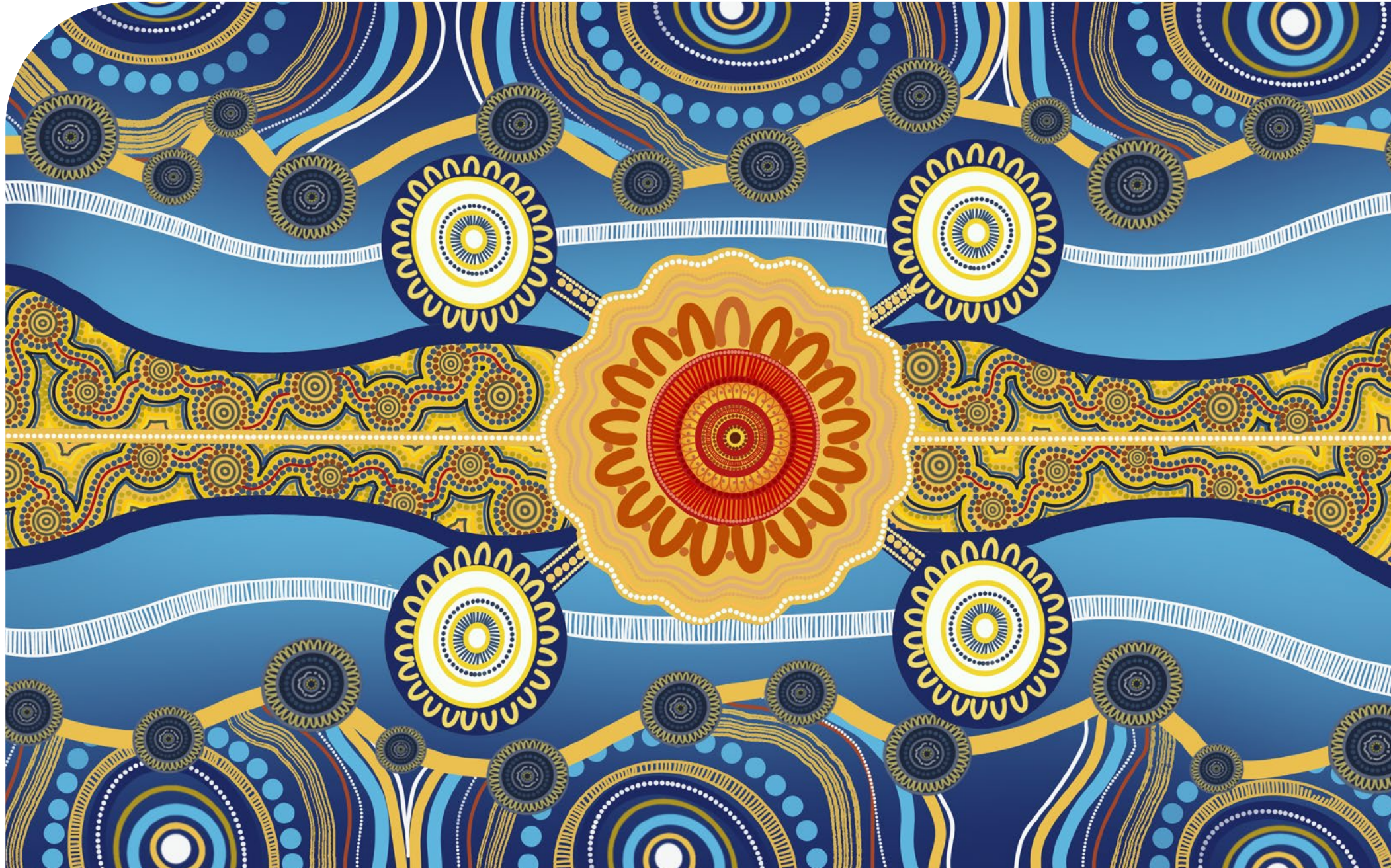


# Innovate Reconciliation Action Plan

June 2026 - May 2028





## Acknowledgement of Country

GrainCorp acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We embrace the spirit of reconciliation and are committed to walking alongside First Nations communities to foster equality in outcomes and opportunities.

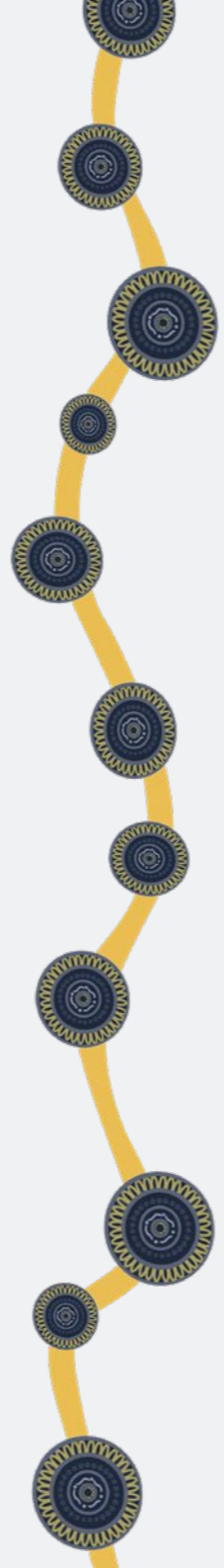
We recognise their enduring connection to lands, waters, skies and cultures, a relationship that continues to shape identity, strengthen communities and guide care for Country.

Reconciliation at GrainCorp is grounded in action. We are committed to building genuine relationships, creating space for shared learning, and contributing to a future built on inclusion and shared progress.

This report was produced on the lands of the Gadigal people of the Eora Nation. We acknowledge the Traditional Custodians of all the lands where our people live and work, and we extend our recognition and respect to Indigenous peoples and communities around the world.

### Note on Terminology

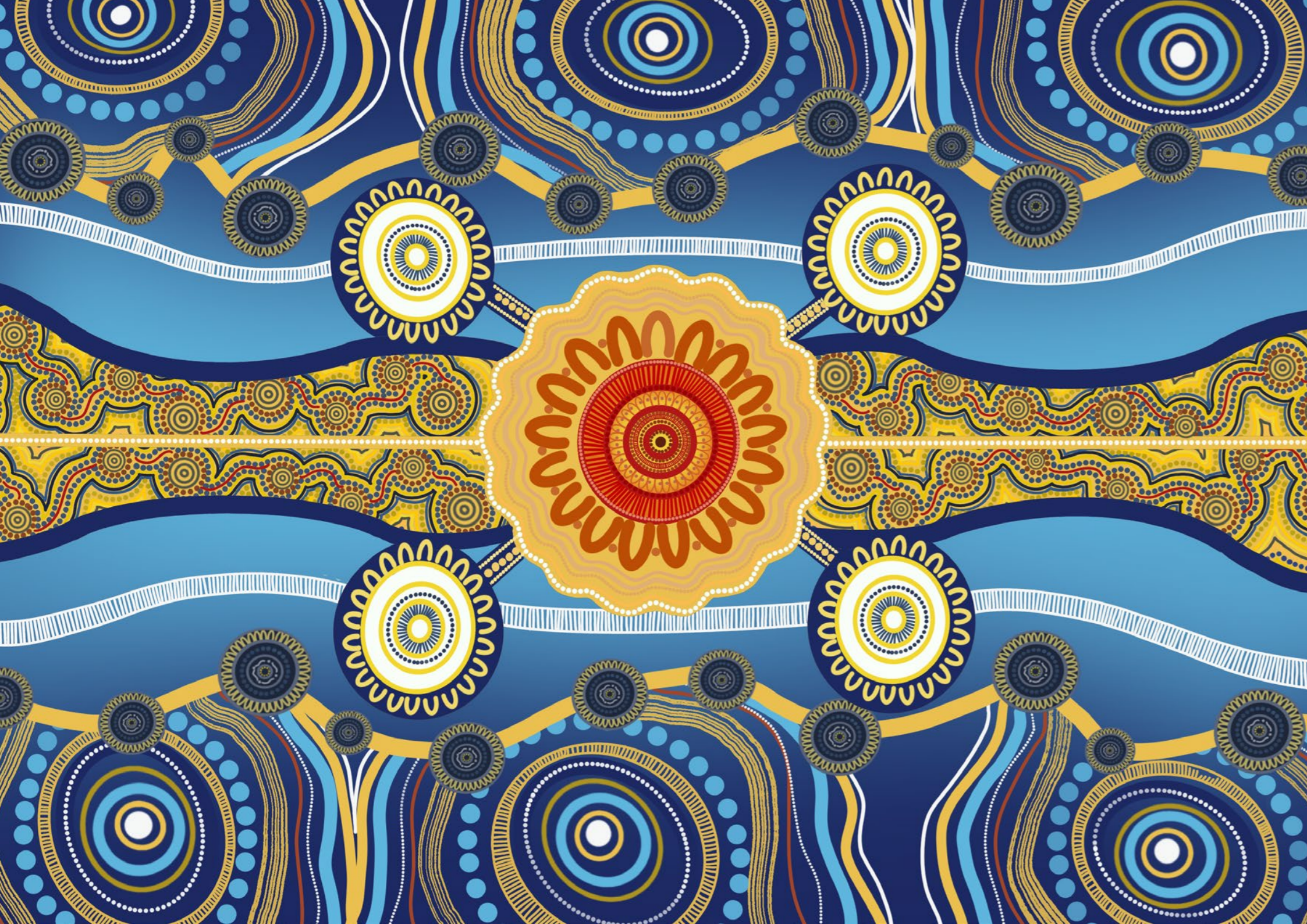
Throughout this document, we use “Aboriginal and Torres Strait Islander” and “First Nations” when referring to the First Peoples of Australia.



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## Our Reconciliation Artwork

### Layers Within - Leah Gerrard

Layers Within begins at the centre, representing the strong relationship between GrainCorp and the communities it works alongside. This central layer symbolises the shared space between GrainCorp and the organisations and people it works with – reflecting partnership, cultural exchange, and the company's commitment to walking this reconciliation journey with First Nations peoples.

Within this centre sits one symbol in a slightly different colour. This represents both myself as the artist and the future First Nations employees who will join GrainCorp. It acknowledges how far the company has come, while looking ahead to the next generation who will shape its future.

Surrounding the centre are four circles representing GrainCorp's values – We Care, We Do What's Right, We Stay Safe and We Deliver. Part of each of these circles are intentionally left without detail, symbolising future goals, aspirations and the next steps in GrainCorp's ongoing reconciliation journey.

The side elements illustrate the interconnectedness of GrainCorp's many parts. Each segment is unique, yet all are linked showing how every area of the business contributes to a shared purpose and a shared vision. The twelve blue circles represent the countries GrainCorp operates in and its strong international trade presence.

The outer sections depict key areas of the business. Threaded throughout is a continuous red line representing care for Country, sustainability and GrainCorp's commitment to doing what's right. This line ties all elements together, reaffirming the company's leadership within the agriculture industry and its dedication to caring for people, land and community.



**Leah Gerrard**  
Proud Wiradjuri and Dharug Artist

Leah is deeply rooted in the Eora and Gadigal nations of New South Wales. This passion to learn more everyday about herself and her culture is a vital source of inspiration, where she skillfully weaves emotions, stories, and cultural beliefs into her artwork. While Leah enjoys exploring various artistic methods such as painting, weaving, digital art and woodburning, she gravitates toward acrylic paintings, particularly those incorporating intricate dot and line work.

Drawing inspiration from the multifaceted nature of life and her love for country, Leah finds fulfillment in translating her emotions onto canvas. As she beautifully states, "Bringing dots into a bigger piece of artwork is such a beautiful way to express the values and emotions I'm trying to portray."



## Message from CEO

As CEO and Managing Director, I am proud to introduce GrainCorp's Innovate Reconciliation Action Plan. A plan built not only on commitment, but on genuine progress, partnerships, and learning.

Our first Innovate RAP laid the foundations, in this, our second Innovate RAP we reflect upon the steps we have taken, the relationships we have built, and the way reconciliation has become increasingly woven into how we work, across our people, our regions, and our communities.

Over our more than 100-year history, GrainCorp has grown alongside First Nations communities across Australia. We recognise, more than ever, that reconciliation is not a program or a single milestone, it is a long-term journey requiring honesty, care, and action. Through this second RAP, we aim to deepen our cultural understanding, strengthen regional partnerships, and create meaningful economic opportunities for First Nations peoples in our workforce and supply chain.

We are encouraged by the growing engagement from our employees, who have embraced reconciliation as part of what it means to work at GrainCorp. Their participation, curiosity and support give me confidence that this plan will drive even greater impact.

We will continue to deliver against the pillars of Relationships, Respect, Opportunities and Governance, with a stronger focus on listening, partnering locally, and creating long-term outcomes not just intentions.

I invite everyone connected with GrainCorp to walk with us – to listen, to learn, and to act – as we take the next steps in our reconciliation journey together.

**Robert Spurway**  
Managing Director and CEO  
GrainCorp

## Message from RAP Sponsor

Thank you for taking the time to explore our next Reconciliation Action Plan. As our second Innovate RAP, this plan not only sets out our commitments, but it also demonstrates the progress we've achieved, the partnerships we have built, and the continued commitment among our people to reconciliation and First Nations inclusion.

Through our first RAP, we began to shape GrainCorp's unique approach to reconciliation. In this plan, we build on those foundations with deeper regional engagement, stronger community connections, and an enhanced understanding of how reconciliation must live in the everyday behaviours of our business.

Our ambition remains clear: to support a more inclusive and equitable Australia, where the rights, cultures and aspirations of First Nations peoples are respected, valued, and supported. We are proud of what has been achieved so far and equally clear that there is more to do. This RAP is both a continuation and an expansion of our commitment.

As a well-recognised Australian brand with deep regional roots, we have a unique opportunity and responsibility to listen, learn, and connect. Our footprint across the land enables us to work closely with Aboriginal and Torres Strait Islander peoples and communities not only through employment and opportunity, but through genuine relationships built on respect.

We would like to thank the many employees who have embraced reconciliation through their actions, curiosity, and support. Their energy has helped move reconciliation from a concept to a shared responsibility.

With the dedication of our people and partners, we are confident that this next chapter of our RAP will deliver meaningful, lasting impact for our organisation, for our communities and for reconciliation across Australia.

**Stephanie Belton**  
Chief Corporate Affairs Officer &  
Group General Counsel





## Message from Reconciliation Australia

Reconciliation Australia commends GrainCorp Limited on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

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

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

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

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

These learnings extend to GrainCorp Limited using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

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

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

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of GrainCorp Limited's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations GrainCorp Limited on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Our Vision for Reconciliation

GrainCorp's vision for reconciliation is a future where respect, truth-telling, and connection to Country are part of who we are and how we work. We imagine an Australia where Aboriginal and Torres Strait Islander peoples cultures, histories, and contributions are deeply valued and celebrated within our organisation, across our industry, and in the communities we serve.

Our second Innovate RAP reaffirms this commitment and strengthens our aspiration to foster strong relationships built on trust and understanding, creating an environment where inclusion and shared prosperity thrive. With our regional footprint, we see ourselves as a connector. Listening, learning, and leading alongside First Nations peoples to help shape a reconciled future for all.



## Our Business

GrainCorp is a leading Australian agribusiness and processing company, with a significant regional accumulation, storage, and handling network across the east coast of Australia (ECA), and integrated operations across four continents. We partner with growers to maximise the value of their crops, connecting them to domestic and global marketplaces through our end to end supply chain and infrastructure assets.

GrainCorp employs more than 2,000 people across Australia and internationally, and we are committed to sustainability and innovation. We foster a safe workplace and create

an environment where inclusion is part of everything we do. Our GrainCorp Community Foundation plays a key role in supporting regional communities through grants and sponsorships that help strengthen local resilience and wellbeing.

We're proud to lead the agricultural sector in reconciliation. Our Innovate RAP reflects our respect for Aboriginal and Torres Strait Islander peoples and our commitment to embedding reconciliation into our business practices and culture, guided by our values.

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; however, we will work within this RAP to develop ways to better understand this.



## Our Values

### We care

We care for each other, our customers, our company, our communities, and environment.



### We do what's right

We prioritise what's right for GrainCorp, our customers and each other.



### We stay safe

We prioritise staying safe and creating an inclusive environment where everyone can bring their whole self to work.



### We deliver

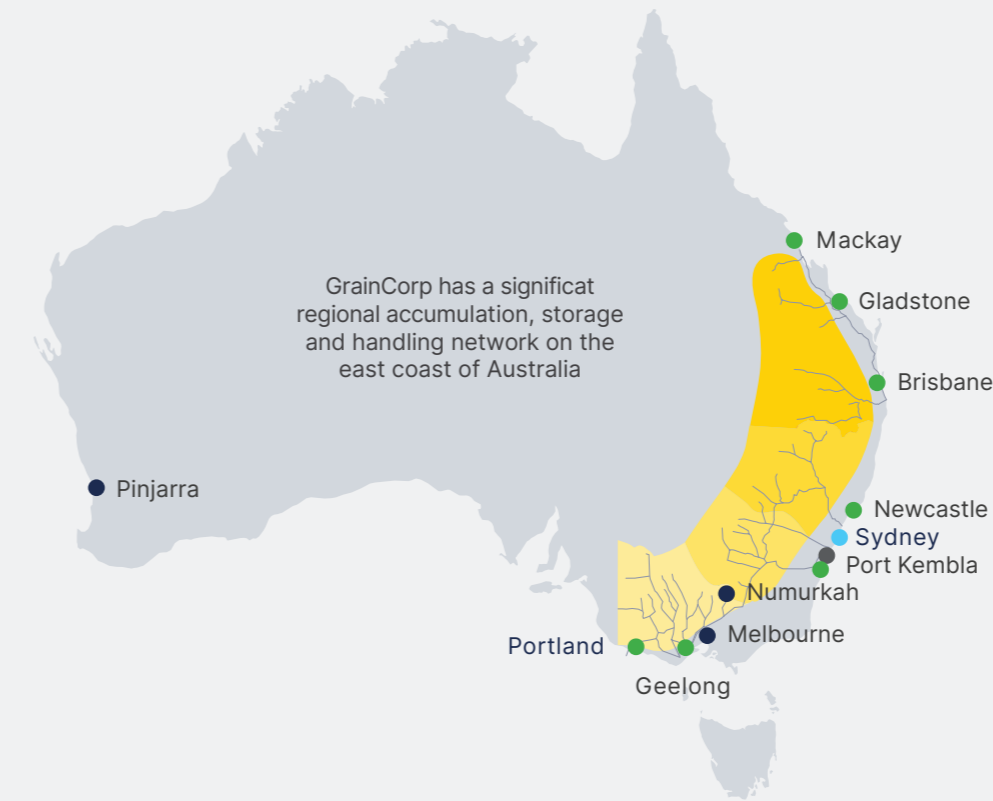
We are accountable for our decisions, actions, and results by taking ownership.



## Our Business

GrainCorp has a proud history of delivering for customers for more than 100 years.

GrainCorp has a significant regional accumulation, storage, and handling network on the east coast of Australia - See our network map <https://grains.graincorp.com.au/locations/>



7

Ports across ECA

>160

Grain receival sites throughout ECA

>500kmt

Oilseed crush capacity

290kmt

Refining, bleaching, deodorising (RBD) capacity

4

Grain elevators and one port in western Canada

12

Marketing offices globally

## 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>1</sup>, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)<sup>2</sup> and the Reconciliation Australia core RAP pillars to ensure that our Innovate RAP is best practice and aligned with major national and international frameworks.

**1 Create opportunities for economic empowerment** – Identify opportunities to embed Aboriginal and Torres Strait Islander employment pathways and procurement strategies within GrainCorp.

- a. Sustainable Development Goals – 8 & 10
- b. Articles of the UNDRIP – 3,17,21
- c. RAP Pillar – Opportunities

**2 Recognise and respect Traditional Owners on the lands 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.

- a. Sustainable Development Goals – 15 & 16
- b. Articles of the UNDRIP – 4,5,11,12,18,19,29,30,32
- c. RAP Pillar – Relationship

**3 cultural capability within GrainCorp** – Focus on creating an educated and culturally competent workforce who are empowered and equipped to engage with First Nations communities.

- a. Sustainable Development Goals – 8,10,11
- b. Articles of the UNDRIP – 2,9,12
- c. RAP Pillar – Respect

**4 Drive inclusion through industry leadership** – Promote best practice and share learnings across the agricultural sector, collaborating with industry partners to increase awareness and representation of Aboriginal and Torres Strait Islander peoples in agriculture.

- a. Sustainable Development Goals – 2 & 9
- b. RAP Pillar – Opportunities

<sup>1</sup> United Nations Department of Economic and Social Affairs, The 17 Goals, accessed at: <https://sdgs.un.org/goals>

<sup>2</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)



## RAP Journey

Since launching our first Innovate RAP in late 2023, we have taken meaningful steps to embed reconciliation into how we lead, connect, and grow. Through strong partnerships, shared learning, and purposeful action, we are building lasting impact. Our RAP Working Group continue to drive this work, helping make reconciliation part of everyday conversations across GrainCorp.

### THEN: Foundations and reflections (2012 -2015)

GrainCorp's reconciliation journey began in 2012 with the launch of our first Reflect RAP; a foundational step that signalled our intent to build respectful relationships with Aboriginal and Torres Strait Islander peoples. The RAP helped initiate early conversations and awareness across the organisation.

In 2015, the RAP concluded due to organisational change and the departure of key champions. This pause became a moment of reflection. It reminded us that reconciliation is not a one-off initiative, it requires continuity, commitment, and cultural courage to be sustained and meaningful.

### NOW: Reigniting purpose and embedding actions (2020 – 2025)

In 2020, we reignited our reconciliation efforts with renewed purpose, embedding reconciliation into our Inclusion and Diversity Action Plan. By 2022 we publicly committed to developing a new RAP in our Sustainability Report, marking a shift from intent to action.

Our first Innovate RAP laid the groundwork for sustained engagement, guided by a multidisciplinary working group and executive sponsorship. We partnered with The Goodes O'Loughlin Foundation Limited (GO Foundation) to support educational opportunities for Aboriginal and Torres Strait Islander students, recognising the importance of long-term investment in future generations. Internally, we worked with Arrilla Indigenous Consulting to build cultural capability across our workforce, helping our people better understand the histories, cultures, and lived experiences of First Nations peoples.

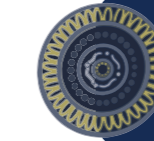
These partnerships have strengthened cultural awareness and helped foster more inclusive workplaces. To ensure continuity, reconciliation is now embedded in our sustainability strategy, supported by stronger governance and ongoing engagement.

### NEXT: Embedding Reconciliation for the Long Term (2026 and beyond)

This RAP marks a significant milestone in our journey. It reflects our evolution from foundational awareness to sustained, strategic action. It is shaped by the lived experiences of Aboriginal and Torres Strait Islander peoples within our organisation and the communities we work with.

Guided by our RAP Working Group and co-designed with First Nations stakeholders, we are focused on creating culturally safe workplaces, fostering inclusive leadership, and celebrating identity and belonging. We will continue to work closely with Reconciliation Australia to ensure our commitments are measurable, meaningful, and aligned with national reconciliation goals.

## Journey Highlights



**Leadership-Driven Cultural Change:** Our leaders have championed inclusive leadership by completing cultural awareness training and driving workforce wide learning initiatives that foster a culturally safe environment.



**Community Investment and Impact:** Through the GrainCorp Community Foundation, we have invested in First Nations led initiatives that celebrate culture, promote wellbeing, and support lifelong learning.



**Strengthening Partnerships:** We have deepened relationships with First Nations organisations by co-designing initiatives that reflect community priorities and provide education and mentoring opportunities for youth.



**Industry Leadership and Advocacy:** We have set a benchmark in agribusiness by embedding reconciliation into our sustainability strategy and aligning our efforts with global goals for equity and environmental stewardship.



**Living Our Values Through Everyday Inclusion:** Our people have embraced reconciliation through authentic Acknowledgments of Country, increased cultural engagement, and everyday actions that reflect shared learning.

## Learnings from our Innovate RAP

Reflecting on our previous innovate RAP, we acknowledge challenges that provided valuable lessons for the development of our second Innovate RAP. These insights have been instrumental in shaping a more effective and inclusive Innovate RAP.



**1 Cultural Learning Is Ongoing and Evolving:**  
Training alone wasn't enough. Cultural understanding requires continuous reflection, relationship building, and listening to First Nations voices to create deeper connection and culturally safe environments.

**2 A Focused RAP Working Group Drives Deeper Impact:**  
Our previous group was too broad, which made coordination challenging at times. Moving forward, a smaller more focused team will help maintain momentum and build deeper relationships, while still creating opportunities for local involvement.

**3 Reconciliation Thrives When Embedded in Everyday Practice:**  
Actions were sometimes treated as separate from core business, confined to a project or a plan. Reconciliation needs to be integrated into day-day decisions, conversations and ways of working.

**4 Clear and Communicated Engagement Plans are Essential:**  
With a national footprint, we found it challenging to establish a consistent engagement approach in our previous RAP. A clearly documented and widely shared plan will ensure all employees understand how we connect with Aboriginal and Torres Strait Islander communities and build meaningful partnerships. This will be a key focus in this RAP.

## RAP Working Group

Our Reconciliation Action Plan Working Group oversees the development and implementation of our RAP.

1. **Stephanie Belton** – RAP Sponsor / Chief Corporate Affairs Officer and Group General Counsel
2. **Danica Casper** – Organisational Development Specialist
3. **Catherine Farrell** – RAP Champion / Acting Head of Organisational Development
4. **Jess Simons** – Head of Corporate Affairs & Government Relations
5. **Kyle Docherty** – Community Engagement Manager
6. **Kathy Kaderavek** – General Manager, Procurement
7. **Jason Shanley** – Head of National Operations
8. **Justin Manns\*** – Network Support Officer
9. **Michael Anderson** – General Manager, Sustainability
10. **Shona Crighton** – General Manager, Transformation Delivery
11. **Angie Arteaga Jaime** – Environment and Sustainability Engineer

To support the successful implementation of our RAP, we will create a RAP Action Group in addition to our existing RAP Working Group. This Action Group will operate at a local level to embed reconciliation initiatives into everyday practices and ensure our commitments are actioned across all sites.

Working closely with regional leadership and business teams, the RAP Action Group plays a key role in driving actions and fostering relationships that bring our RAP commitments to life across GrainCorp.

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



Jess Brindle, GrainCorp Area Planner



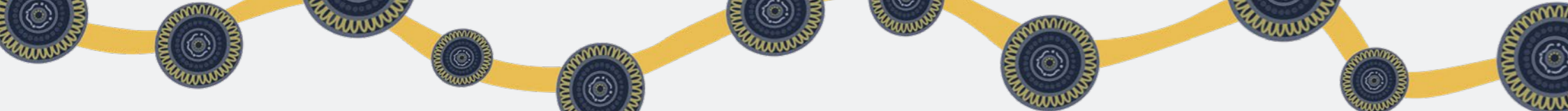
## Relationships

We recognise the deep and enduring connections Aboriginal and Torres Strait Islander peoples have to Country and community. As we continue our reconciliation journey, we are committed to strengthening respectful, reciprocal relationships with Traditional Owners, Elders, and First Nations communities across the lands where we operate. Through meaningful engagement and collaboration, we aim to co-create initiatives that reflect shared values and support long-term reconciliation outcomes.

**Focus Area: *We care* means we support, respect, and trust one another, creating a safe and inclusive environment where everyone can bring their whole self to work. This value guides how we build genuine relationships with Aboriginal and Torres Strait Islander peoples, grounded in trust and shared respect.**

| Action  | Deliverable  | Timeline      | Responsibility   |
|---|--|---------------|--|
| 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 local to our key sites, to develop guiding principles for future engagement.  | November 2026 | Community Engagement Manager, Head of National Operations                |
|   | Utilise existing relationships to explore the engagement of an external Aboriginal and Torres Strait Islander RAP Advisor for the purpose of providing guidance and advice on reconciliation activities. | October 2026  | General Manager Organisational Development                               |
|   | Document and communicate a structured engagement plan that outlines how GrainCorp connects with Aboriginal and Torres Strait Islander stakeholders and organisations across our national footprint.      | February 2027 | General Manager Organisational Development, Community Engagement Manager |

| Action  | Deliverable   | Timeline                 | Responsibility  |
|---|---|--------------------------|---|
| Build relationships through celebrating National Reconciliation Week (NRW). | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees via multiple communication channels. | May 2027, 2028           | 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 | Organisational Development Specialist   |
|   | 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 | RAP Sponsor, General Manager Organisational Development                                 |
|   | 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   |



| Action  | Deliverable   | Timeline           | Responsibility  |
|---|---|--------------------|---|
| Promote reconciliation through our sphere of influence.                 | Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.                                    | July 2026, 2027    | Organisational Development Specialist                                       |
|   | Use external communication channels to promote and raise awareness of reconciliation.   | July 2026          | Head of Corporate Affairs & Government Relations                            |
|   | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.                                       | July 2026, 2027    | General Manager Sustainability, General Manager Procurement                 |
|   | Collaborate with like-minded organisations to enable learning and advance reconciliation.   | August 2026, 2027  | General Manager Organisational Development                                  |
| Promote positive race relations through anti-discrimination strategies. | Conduct a review of key People and Culture policies and procedures to ensure anti-discrimination provisions are included and meet future needs. | September 2026     | General Manager Human Resources   |
|   | Communicate and monitor GrainCorp's Diversity and Inclusion Policy and commitment to anti-discrimination and behavioural expectations.          | August 2026, 2027  | General Manager Organisational Development                                  |
|   | Engage with Aboriginal and Torres Strait Islander employees to consult on our anti-discrimination policy.                                       | October 2026, 2027 | General Manager Human Resources, General Manager Organisational Development |
|   | Educate senior leaders on the effects of racism.  | July 2026, 2027    | General Manager Organisational Development                                  |

| Action  | Deliverable  | Timeline                                       | Responsibility   |
|---|--|--|--|
| Support and build relationships with Aboriginal and Torres Strait Islander communities through programs and initiatives.      | Establish and maintain formal two-way partnership with Aboriginal and Torres Strait Islander communities or organisations. Current partners include: GO Foundation.  | November 2026, 2027                            | General Manager Organisational Development, Community Engagement Manager |
|   | Consult with Aboriginal and Torres Strait Islander community organisations to understand their priorities and provide ongoing support beyond the community fund grant application.   | July 2026, February & July 2027, February 2028 | Community Engagement Manager   |
|   | Strengthen First Nations consultation in the Silo Art Project, where Indigenous communities, stories, or cultural elements are depicted.   | March 2027, 2028                               | Community Engagement Manager   |
|   | Increase the representation of Aboriginal and Torres Strait Islander community organisations among the GrainCorp Community Fund recipients through targeted outreach, support, and relationship building.                                | July 2026, February & July 2027, February 2028 | Community Engagement Manager   |
| Strengthen our partnership with the GO Foundation to support Aboriginal and Torres Strait Islander education and opportunity. | Co-design an annual engagement plan with GO Foundation to align on shared goals, including opportunities for GrainCorp employees to support or participate in GO Foundation programs (e.g. mentoring, volunteering, speaking at events). | August 2026, 2027                              | Organisational Development Specialist                                    |
|   | Share impact stories from the partnership internally and externally to build awareness and celebrate outcomes.   | November 2026, 2027                            | Head of Corporate Affairs & Government Relations                         |
|   | Explore opportunities for work experience, internships, or career pathways for GO Foundation scholars within GrainCorp.  | March 2027, 2028                               | General Manager Organisational Development                               |



## Supporting First Nations Communities Through Grassroots Investment

GrainCorp's reconciliation journey includes investing in community-led initiatives that celebrate culture, promote wellbeing, and create opportunities for learning. Since 2021, the GrainCorp Community Foundation has provided grants to First Nations organisations across regional Australia, helping bring local visions to life.



One project that demonstrates this impact is the Yurrandaali Dreamtime Story Animation, developed by the Walhallow Local Aboriginal Land Council in Caroon, NSW. With GrainCorp's support, the Council created an interactive animation that preserves and shares the cultural heritage of the Gamilaroi people. Now shown in schools and community centres, the project ensures the sacred Yurrandaali story is accessible to future generations.

"This program is a vital cultural project for the Gamilaroi people," says Jason Allen, CEO of the Walhallow Local Aboriginal Land Council. "GrainCorp's support helped us safeguard our heritage and promote cultural understanding across the broader community".

Through its Community Foundation, GrainCorp continues to back projects that honour identity, strengthen connection, and build a legacy for the next generation.



GrainCorp Sea Lakes Silo



## Respect

Respect is at the heart of reconciliation. We are deepening our understanding of Aboriginal and Torres Strait Islander cultures, histories, and contributions, and embedding this knowledge into our organisational culture. By fostering a culturally safe and inclusive workplace, we empower our people to engage confidently and respectfully with First Nations communities, and to champion reconciliation in their everyday work.

**Focus area: Our core value *We stay safe* guides how we create a workplace where physical, emotional, and cultural safety are prioritised. As our RAP journey progresses, we continue to embed inclusion and cultural respect across our organisation, empowering our people to engage confidently with Aboriginal and Torres Strait Islander communities.**

| Action   | Deliverable   | Timeline           | Responsibility                             |
|--|---|--------------------|--|
| 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 business.  | October 2026, 2027 | Organisational Development Specialist      |
|  | Develop, implement, and communicate a cultural learning strategy for our employees, factoring in insights from Aboriginal and Torres Strait Islander employees. | November 2027      | General Manager Organisational Development |
|  | Create an online cultural learning hub for GrainCorp employees to access on demand training (short videos, guides, and other resources on a range of topics).   | December 2026      | Organisational Development Specialist      |
|  | Provide opportunities for RAP Working Group, RAP Action Group members, and other key leaders to participate in structured cultural learning.                    | March 2027, 2028   | Organisational Development Specialist      |

| Action   | Deliverable  | Timeline           | Responsibility  |
|--|--|--------------------|---|
| Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.      | Review existing cultural protocols document and update as required.  | September 2026     | Organisational Development Specialist   |
|  | Build employee confidence to apply cultural protocols in everyday work through targeted conversations and practical guidance.                | July 2026, 2027    | General Manager Organisational Development  |
|  | Engage with local Traditional Owners to provide a Welcome to Country or other appropriate protocol at significant events, where appropriate. | October 2026, 2027 | General Manager Organisational Development  |
|  | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.                              | July 2026, 2027    | Organisational Development Specialist, Head of Corporate Affairs & Government Relations |
| 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.   | July 2026, 2027    | RAP Sponsor   |
|  | Review People and Culture policies and procedures to remove barriers to employees participating in NAIDOC Week.                              | February 2027      | General Manager Organisational Development  |
|  | Promote and encourage participation in external NAIDOC events to all employees.  | July 2026, 2027    | Organisational Development Specialist   |

| Action   | Deliverable  | Timeline      | Responsibility   |
|--|--|---------------|--|
| Enhance workplace inclusion for Aboriginal and Torres Strait Islander peoples through key policy and practice changes. | Develop a proposal to support employees in choosing an alternative day of leave in place of a local public holiday, recognising that days such as 26 January may be culturally sensitive.                      | November 2027 | General Manager Organisational Development                                 |
|  | Investigate and develop policies that support Aboriginal and Torres Strait Islander employees, including cultural leave and cultural loading, to ensure culturally inclusive employment practices.             | February 2027 | General Manager Organisational Development, General Manger Human Resources |
|  | Review and enhance cultural safety practices within onboarding and induction on an ongoing basis, ensuring they remain relevant and informed by feedback from Aboriginal and Torres Strait Islander employees. | October 2026  | General Manager Organisational Development                                 |

## Justin Manns: Reconciliation Through Truth and Family

For Justin Manns, a proud Aboriginal man from the Mandandanji people of south-west Queensland, reconciliation begins with truth – and family.

His father, part of the Stolen Generations, was taken from his family at 11. That experience shaped Justin’s story: one of loss, resilience, pride, and purpose.

“Dad always said: ‘We’re Australian first and from there, we should honour every part of our heritage.’ He believed in bringing people together, not dividing them”.

The Mandandanji are custodians of land across the Roma district, including Bungil Creek, now a National Burial Ground. Yet Native Title recognition remains elusive.

“Dispossession has fragmented our territories. Without evidence, full recognition is near impossible. It’s not a checkbox; it’s a long and complex journey”.

Despite this, Justin is rebuilding what was lost. Continuing his father’s work, he is piecing together Mandandanji histories for his two daughters.

“Division weakens a country, but inclusion makes it strong. I want my girls to be proud of who they are”.

At GrainCorp, Justin brings reconciliation into the workplace through his involvement in the RAP and iDAP.



Justin and his family



## Opportunities

We are committed to creating sustainable and impactful opportunities in partnership with Aboriginal and Torres Strait Islander peoples. This includes expanding employment pathways, strengthening procurement partnerships, and supporting economic empowerment. By valuing and integrating First Nations knowledge, skills, and perspectives, we enrich our organisation's capability and contribute to a more inclusive and innovative future.

**Focus area: Creating meaningful opportunities starts with doing what's right. Guided by our core value *We do what's right, we act with integrity, build trust through transparency, and honour our commitments. As our RAP evolves, we continue to grow capability and create lasting economic opportunities with Aboriginal and Torres Strait Islander peoples.***

| Action  | Deliverable   | Timeline             | Responsibility  |
|---|---|----------------------|---|
| 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. | October 2027         | General Manager Organisational Development, General Manager Human Resources |
|   | Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention, and professional development strategy.          | September 2026, 2027 | General Manager Organisational Development                                  |
|   | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.                         | October 2027         | General Manager Organisational Development, General Manager Human Resources |

| Action  | Deliverable  | Timeline             | Responsibility  |
|---|--|----------------------|---|
|   | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.   | February 2027        | General Manager Organisational Development                                  |
|   | Review recruitment and employee lifecycle procedures and policies to remove barriers to Aboriginal and Torres Strait Islander employee participation in our workplace.   | September 2026, 2027 | General Manager Organisational Development, General Manager Human Resources |
| Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | Review GrainCorp's procurement policies, procedures, and supplier onboarding processes to ensure they support the inclusion of Aboriginal and Torres Strait Islander businesses and enable the identification and tracking of First Nations suppliers. | November 2026        | General Manager Procurement   |
|   | Conduct a baseline assessment to identify existing Aboriginal and Torres Strait Islander suppliers within GrainCorp's current supply chain.  | July 2027            | General Manager Procurement   |
|   | Increase awareness and understanding of supplier diversity among the procurement team.   | September 2026       | General Manager Procurement   |
|   | Investigate new ways to support Aboriginal and Torres Strait Islander business owners.   | February 2027        | General Manager Procurement   |
|   | Engage current suppliers and customers to learn from their reconciliation and supplier diversity practices.  | July 2027            | General Manager Procurement   |
|   | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.   | April 2028           | General Manager Procurement   |

| Action   | Deliverable  | Timeline             | Responsibility  |
|--|--|----------------------|---|
| Explore employment pathways for Aboriginal and Torres Strait Islander youth into our industry. | Explore partnerships with Aboriginal and Torres Strait Islander recruitment and labour hire organisations.   | December 2026        | Organisational Development Specialist                                 |
|  | Identify and implement professional development opportunities for First Nations students through internal internships and graduate programs.   | February 2027, 2028  | General Manager Organisational Development                            |
|  | Investigate opportunities to sponsor at least one educational scholarship opportunity per year for First Nations students.   | October 2026, 2027   | General Manager Organisational Development                            |
| Strengthen community partnerships for economic empowerment.                                    | Collaborate with community partners to develop initiatives that reflect local priorities and create sustainable economic opportunities.  | September 2026, 2027 | Community Engagement Manager<br>Organisational Development Specialist |
|  | Work collaboratively with Aboriginal and Torres Strait Islander community organisations to identify and invest in partnerships that support employment, training, and business development priorities in the regions where we operate. | November 2026, 2027  | Community Engagement Manager<br>Organisational Development Specialist |



GO Foundation Career Experience Day

## GO and GrainCorp: A Partnership that Empowers Future Leaders

Before stepping into her role at GrainCorp as a Harvest Recruitment Co-ordinator, Leah Gerrard, a talented artist, was a student with the GO Foundation, an organisation founded by Adam Goodes and Michael O’Loughlin that empowers Indigenous youth through education by providing scholarships and holistic support.

GrainCorp’s partnership with the GO Foundation is a cornerstone of our Innovate RAP, reflecting a shared vision to create meaningful opportunities for Aboriginal and Torres Strait Islander peoples. Leah credits much of her development to the GO Foundation, which she says shaped not just her education but her identity.

Leah’s journey reflects the best of what the GrainCorp & GO Foundation partnership stands for – opportunity, belonging and growth.

“Being a GO alumni and now working with GrainCorp, it feels like everything has come full circle”, she says.

“It’s more than just a partnership. It’s action. It’s change. And it’s helping people like me take that next step in my career”.

GrainCorp’s General Manager of Organisation Development says Leah’s journey reflects GrainCorp’s broader goals to embed reconciliation across professional development and community partnerships. “Leah’s story is a powerful example of what happens when opportunity meets talent and cultural pride”, he says.

## Supporting the Goulburn Murray Regional Prosperity Plan

Reconciliation in regional communities starts with listening and showing up. In 2024, GrainCorp's Numurkah team signed a Statement of Intent to support the Goulburn Murray Regional Prosperity Plan, a 15-year strategy led by the Yorta Yorta people to drive economic opportunity, cultural connection, and equity.

That commitment came to life during NAIDOC Week 2025, when the team hosted a GrainCorp stall at Dharnya Family Day, organised by the Yorta Yorta National Aboriginal Corporation. The event celebrated culture through dance, music, food, and storytelling.

“It was an incredible opportunity to connect, share stories, and build relationships”, said Angie Arteaga Jaime, Environment and Sustainability Engineer and RAP Working Group member. “These moments show reconciliation in action — listening, learning, and showing up with respect”.

GrainCorp's involvement in the Prosperity Plan and events like Dharnya Day demonstrates how we turn RAP commitments into real, community-driven outcomes.



GrainCorp employees at Dharnya Family Day



GrainCorp Community Grant recipient: Coomaditchie Community Garden



## Governance

| Action  | Deliverable  | Timeline                                  | Responsibility  |
|---|--|---|---|
| Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | Maintain Aboriginal and Torres Strait Islanders representation on RWG.                                       | July 2026, 2027                           | Organisational Development Specialist                   |
|   | Create Terms of Reference for RWG, outlining roles, responsibilities, and meeting protocols.                 | July 2026                                 | Organisational Development Specialist                   |
|   | Ensure the RWG meets at least four times a year to drive and monitor implementation progress.                | March, June, September, December annually | Organisational Development Specialist                   |
| Provide appropriate support for effective implementation of RAP commitments.                | Maintain a senior leader to champion our RAP internally.   | December 2027                             | RAP Sponsor   |
|   | Define resource allocation and the ongoing requirements for the implementation of RAP activities and events. | July 2026, 2027                           | RAP Sponsor, General Manager Organisational Development |
|   | Define and maintain appropriate systems to track, measure and report on RAP activity.                        | July 2026, 2027                           | RAP Sponsor, Organisational Development Specialist      |
|   | Engage our senior leaders and other staff in the delivery of RAP commitments.                                | February 2027                             | General Manager Organisational Development              |

| Action   | Deliverable  | Timeline                                  | Responsibility                                     |
|--|--|---|--|
| Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Contact Reconciliation Australia to verify current primary and secondary details.                        | June 2026, 2027                           | Organisational Development Specialist              |
|  | Complete and submit the annual RAP Impact Survey to Reconciliation Australia.                            | September 2026, 2027                      | Organisational Development Specialist              |
|  | Report RAP progress to all employees quarterly.  | March, June, September, December annually | RAP Sponsor  |
|  | Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings. | November 2026, 2027                       | RAP Sponsor, Organisational Development Specialist |
|  | Investigate participation in Reconciliation Australia's biennial Workplace RAP Barometer.                | April 2028                                | RAP Sponsor, Organisational Development Specialist |
| Continue our reconciliation journey by developing our next RAP.  | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.                 | April 2027                                | Organisational Development Specialist              |
|  | Register via Reconciliation Australia's website to begin developing our next RAP.                        | December 2027                             | Organisational Development Specialist              |



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**GrainCorp**