

Innovate Reconciliation Action Plan

October 2025 – September 2027



Port of Melbourne





Contents

1. Preface	02	3. Our RAP	12
1.1 Acknowledgment of Country	02	3.1 About this Innovate RAP	12
1.2 About the Artist & Artwork	03	3.2 Why we are Developing a RAP	12
1.3 Statement from Port of Melbourne CEO	04	3.3 Our Vision for Reconciliation	12
1.4 Statement from Reconciliation Australia CEO	05	3.4 Our RAP Working Group	13
		3.5 Our Reconciliation Journey to Date	14
2. Our Business	06	3.6 Key Learning from Reflect RAP	15
2.1 About Our Business	06	3.7 Case Studies	16
2.2 History of Port Land	08		
2.3 Our People & Culture	10	4. Our Work Plan	18
		4.1 Relationships	18
		4.2 Respect	19
		4.3 Opportunities	20
		4.4 Governance	21



1. Preface

1.1 Acknowledgement of Country

Port of Melbourne acknowledges the Bunurong, Wadawurrung, and Wurundjeri Peoples of the Kulin Nations as the Traditional Owners of the land and waters on which our business operates.

We recognise and value their unique cultural heritage, customs, spiritual beliefs and relationship with the land. We pay our respects to their Elders past, present and emerging, and to all First Nations people across the communities in which we work.

We acknowledge that we work on the unceded land of First Nations people. We recognise the past wrongdoings and injustices against First Nations people and the ongoing inequalities that continue today.

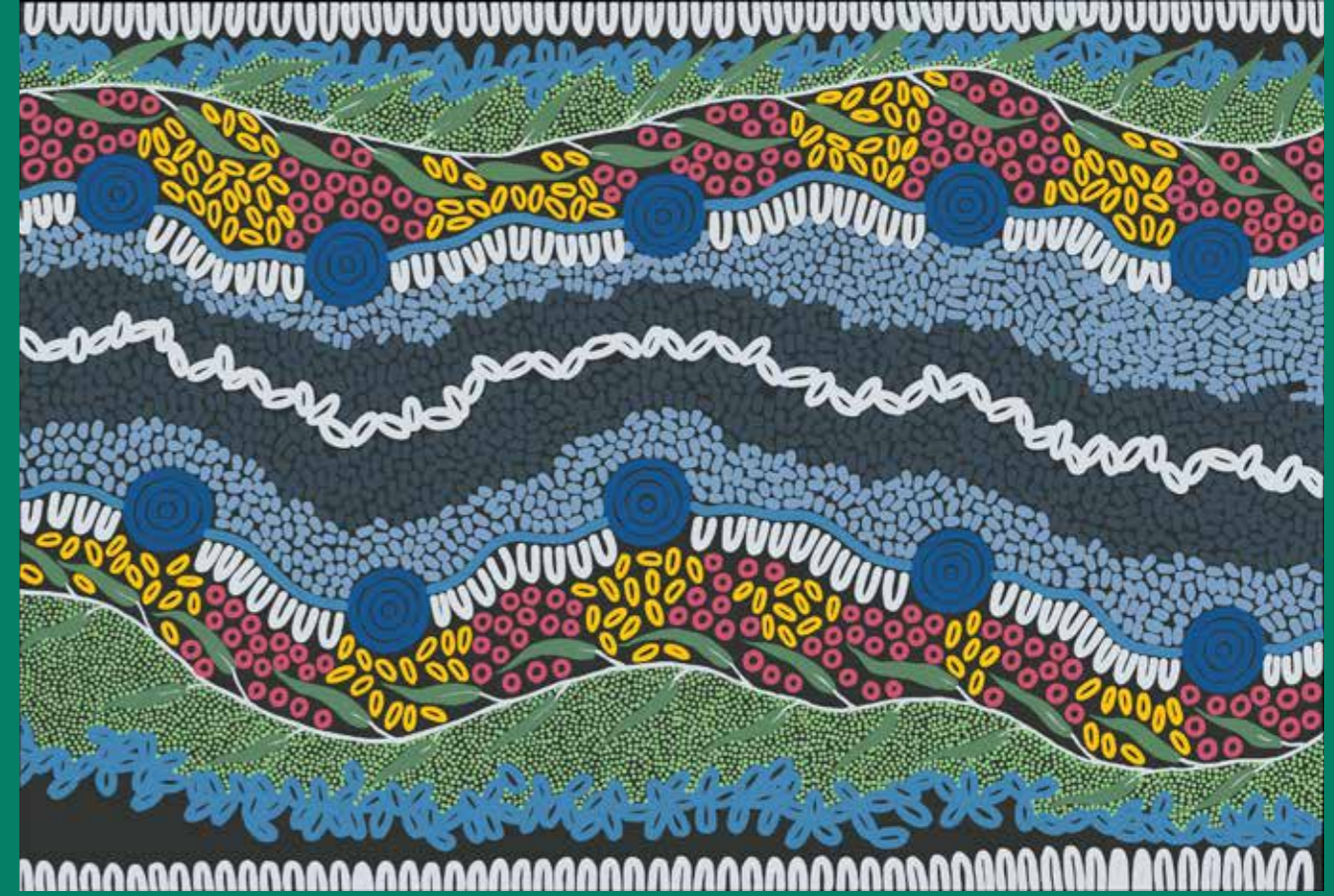


1.2 About the Artist & Artwork

Kamara Morgan is a proud Yorta-Yorta, Gunai-Kurnai, Dja Dja Wurrung, Boonwurrung, Taungurung and Baraparapa Aboriginal Artist specialising in contemporary Aboriginal art. Kamara grew up on Yorta- Yorta Country in Shepparton Victoria and is now living on Wurundjeri Country in Melbourne, Australia. Kamara expresses her Aboriginal cultures and connection to Country through her artwork. Kamara is proud to have grown up around her culture and watching her family members paint. This experience gave her the desire and confidence to pick up a paint brush herself to tell her story and the stories of her Country and cultures.

CONNECTION TO COUNTRY

The piece represents the land and waters on which the Port of Melbourne operates. The blue circles joined by blue lines represent the role Port of Melbourne plays in facilitating trade. The oval shapes that are linked together on the water and land show the connection between Boonwurrung, Wadawurrung, and Wurundjeri peoples and their history, cultures and relationship to the water and land. The 'U' shapes represent people from the three Countries working with Port of Melbourne in managing and maintaining the port land and the waterways.





Saul Cannon
Chief Executive Officer

1.3 Statement from Port of Melbourne CEO

On behalf of the Port of Melbourne, I am proud to present our Innovate RAP. This RAP builds on our progress to date and reaffirms our commitment to advancing reconciliation and forging pathways for the success and self-determination of First Nations peoples.

We have always respected the significant and enduring connection that Bunurong, Wadawurrung, and Wurundjeri peoples have with the land and waters on which we operate. As acting stewards of the port, we recognise the role we play in preserving this connection and ensuring the waterways and surrounding lands are managed with care and respect.

Our Innovate RAP outlines the specific actions we will take to build lasting relationships based on mutual respect, collaboration, and partnership; deepen our respect and understanding of First Nations peoples cultures, histories, and social issues; and create opportunities that contribute to meaningful and lasting change for First Nations peoples.

We look forward to working together with local Registered Aboriginal Parties and our First Nations communities to help continue the conversation around reconciliation.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

1.4 Statement from Reconciliation Australia CEO

Reconciliation Australia commends Port of Melbourne 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 Port of Melbourne to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Port of Melbourne will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and

collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With 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. Port of Melbourne 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 Port of Melbourne 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 Port of Melbourne on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

2. Our Business

2.1 About Our Business

As Australia's largest general cargo and container port, the Port of Melbourne is a vital trading gateway for south-eastern Australia, facilitating more than one-third of the nation's container trade and enabling economic activity in the region. The port services the southeast of Australia, including Tasmania, and occupies a central position in the freight and logistics industry.

As the landlord manager of the port, we are responsible for the strategic planning, development, and management of the port under a 50-year lease from the Victorian Government. The Port of Melbourne Group¹ is owned by some of the largest and most experienced global infrastructure investors with expertise in managing significant infrastructure assets. They are QIC, Future Fund, Global Infrastructure Partners and OMERS Infrastructure.

These long-term shareholders make investment decisions in the strategic interests of the port and its place in the national supply chain. We are focussed on growing the port's capacity to cater for future demand, as well as maintaining the operational efficiency of our assets and the port freight supply chain. We provide world-class port facilities and services, while investing in infrastructure to drive port efficiencies and productivity that support Victoria's economic growth and social prosperity.

1. Port of Melbourne Group (referred to as 'PoM', 'we', 'our' or 'us'), comprises of Port of Melbourne Operations Pty Ltd as trustee for the Port of Melbourne Unit Trust; Lonsdale Operations Hold Pty Limited as trustee for the Lonsdale Operations Hold Trust; Lonsdale Asset Hold Pty Limited as trustee for the Lonsdale Asset Hold Trust; Lonsdale Asset Property Pty Limited as trustee for the Lonsdale Asset Property Trust; Lonsdale Finance Pty Limited; and Lonsdale Finance Hold Pty Limited.

2.1.1 FACILITATING ECONOMIC AND SOCIAL PROSPERITY

The Port of Melbourne is central to the freight and logistics industry in south-eastern Australia, serving as a key domestic and international trade gateway for Tasmania while also having a critical role in supporting regional exporters. The day-to-day way of life for many Australians depends on the port running efficiently. The building, manufacturing, retail, food, agriculture, and energy industries rely heavily on the port and its road and rail transport connections.

The port supports more than 30,000 jobs and contributes \$11 billion to the national economy each year. These flow on commercial and employment benefits are delivered well beyond the port gate.

2.1.2 INVESTING FOR THE LONG TERM

Our 30-year Port Development Strategy ([2055 Port Development Strategy](#)), which is updated every five years provides a roadmap for future development to enable sustainable trade growth over the long term by driving investment and innovation across Port of Melbourne's operations and the broader supply chain. Since late 2016, Port of Melbourne has invested nearly \$1 billion in infrastructure, with a strong proposed investment pipeline over the next decade to drive efficiencies and deliver productivity that will support economic growth, job creation and social prosperity.

2.1.3 PORT OF MELBOURNE'S OPERATIONS

We manage 534 hectares of land stretching from Williamstown in the west around Port Phillip Bay to Port Melbourne in the east, encompassing parts of Yarraville, Footscray and West Melbourne. We also manage 52 kilometres of commercial shipping channels within Port Phillip Bay and the Yarra River. This means that our operations span the lands of three Registered Aboriginal Parties, including Bunurong Land Council Aboriginal Corporation, Wadawurrung Traditional Owners Aboriginal Corporation, and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.

We are responsible for maintaining and developing these lands, waters, port facilities and the associated infrastructure which includes commercial berths and wharves, terminal and trade-handling facilities and connections to surrounding road and rail networks. Our responsibilities also include planning for the long term use of port land and shipping channels to ensure we have the capacity and capability to handle cargo well into the future. The berths, wharves, terminals, and trade handling facilities are used by numerous tenants and other private businesses who largely undertake the port's daily operations including the provision of cargo shipping, stevedoring, pilotage, towage and road and rail transport services.

2.1.4 OUR STAKEHOLDERS

As our operations play a vital role in the economy and community, it is essential that we understand our stakeholders' needs and interests and engage with them in a meaningful way. Our stakeholders are unique, and we consider their interests when engaging with them as part of projects or programs of work. Figure 1 depicts the different stakeholder groups that we engage with.

2.1.5 FIRST NATIONS STAKEHOLDERS

Port of Melbourne is committed to working with our First Nations stakeholders, including local Registered Aboriginal Parties, businesses, and community groups to ensure their needs and interests are understood, cultural heritage is respected, opportunities and partnerships are established, and the associated economic and social benefits of port activities are realised.

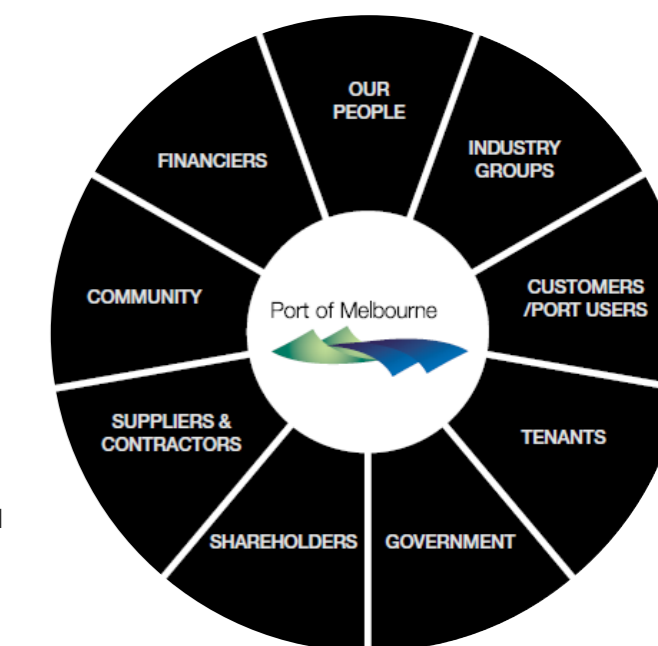


Figure 1. Port of Melbourne Stakeholder Groups

2.2 History of Port Land

2.2.1 BEFORE EUROPEAN CONTACT

The creation stories of the Bunurong, Wadawurrung, and Wurundjeri peoples extend back to the Last Glacial Maximum (between 16,000 – 25,000 years ago). During this period, low sea levels connected Tasmania to mainland Australia, and the area now known as Port Phillip Bay was dry land. The Yarra River and Werribee River would have flowed through this dry region, providing a rich environment in flora and fauna for First Nations people to utilise extensively. Around 14,000 years ago, rising sea levels flooded the land bridge to Tasmania, and Port Phillip Bay and its environs were submerged between 6,000 and 8,000 years ago.²

Traditionally, what is now the Port of Melbourne was a biodiverse wetland and swamp, home to a variety of native plants and animals that sustained many First Nations peoples. These included river-dwelling animals such as eels, crustaceans, platypuses, and fish, as well as terrestrial animals like kangaroos, possums, wallabies, emus, small marsupials, waterfowl, and migratory birds. The area also supported abundant vegetation, including the staple plant cumbungi (bulrush; *Typha* spp.), whose starchy base was roasted and eaten.³

At the time of European contact, the Port area lay within the traditional lands of the Bunurong, Wadawurrung, and Wurundjeri peoples. The Bunurong territory stretched from the Werribee River in the northwest to Wilson's Promontory in the southeast, encompassing the catchments of the old Currum Swamp, Tarwin River, and Western Port Bay, including Mornington Peninsula and French and Phillip Islands. Wadawurrung Country included areas from the Great Dividing Range of Ballarat to the coast, from the Werribee River to Airey's Inlet, incorporating Geelong, Ballarat, Torquay, the Bellarine Peninsula, and the Surf Coast. The Wurundjeri people occupied the Yarra and Maribyrnong watersheds, bounded on the north by the Dividing Range from Mount Baw Baw westward to Mount William and Mount Macedon, and on the west by the Werribee River.

The Bunurong people were divided into six smaller groups, each responsible for a specific section of Bunurong territory. The group responsible for the Port area was the Yalukit Willam, whose name means 'river camp' or 'river dweller.' Historical sources place the Yalukit Willam along the coastal tract from the Werribee River to St Kilda.

Prior to European contact, the Wadawurrung people consisted of 25 separate groups, each occupying part of the Wadawurrung territory. The groups believed to be responsible for the Port area and

surrounding parts of the Bellarine Peninsula were the Bengalat balug and the Wadawurrung balug. In Wadawurrung language, the Bellarine Peninsula is known as Bella Wiyn, meaning 'recline on the elbow by the fire' – resting place.

The Wurundjeri people were divided into four groups, each responsible for a specific section of Woi Wurrung territory. The group responsible for the Port area was the Wurundjeri Balug. This group was further divided into two patrilineal groups: the Wurundjeri Willam and the Bulug Willam. The Wurundjeri Willam were responsible for the territory along the Yarra River and within the current footprint of the Port of Melbourne, while the Balug Willam were located further from the bay toward the Yarra Ranges. The Wurundjeri People take their name from the Woiwurrung language word 'wurun,' meaning the Manna Gum (*Eucalyptus viminalis*), which is common along 'Birrarung' (Yarra River), and 'djeri,' the grub found in or near the tree.

The Bunurong, Wadawurrung, and Wurundjeri peoples, along with the Taungurung and Dja Dja Wurrung peoples, form the Kulin nation. Collectively, their traditional territory extends around Port Phillip and Western Port Bays and up into the Great Dividing Range and the Loddon and Goulburn River valleys. These groups share cultural and linguistic affinities, with similarities in speech, burial practices, initiation rites, kinship, marriage ties, and religious beliefs.⁴

2.2.2 POST EUROPEAN CONTACT

The Port of Melbourne had its beginnings in 1836 at Liardet's Beach, Port Melbourne, which was a short distance east of the mouth of the Yarra. It was named after Wilhelm Liardet who had settled on the beach that year. The area was named 'Sandridge' by surveyor William Darke in 1836 but was also referred to simply as 'The Beach'. This was an open and accessible stretch of beach where long boats could pull in, but which was too shallow for ships to safely anchor. By 1838, Sandridge was serviced by boatsmen and a store.

A more reliable early landing place, especially for livestock, was at Point Gellibrand (Williamstown). Also known as the Landing Place, Point Gellibrand was located about 15 kilometres southwest of Melbourne. This was a deep-water harbour where large ships were able to safely berth. Port facilities for passengers and stock were established here for the growing settlement of Port Phillip.⁵ In 1839, a jetty constructed of local bluestone (later Gem Pier) was erected. Ships could safely anchor three kilometres from Point Gellibrand whereas at Port Melbourne it was six kilometres.⁶ Steamboat services were established at Point Gellibrand in 1838 to transfer passengers and cargo up the Yarra River

to Melbourne. As the settlement grew, there would have been cargo sheds and stock yards established at Gellibrand Point. Rudimentary buildings were erected to accommodate those servicing the port and its official operations. By 1840, these structures had become more substantial.

The course of the Yarra River was significantly altered from 1879 in order to alleviate regular devastating floods and to improve vessel flow along the river⁴. The wide loop in the old course of the river was eliminated in 1886 through the construction of the Coode Canal.

In 1907-08, steady progress was made on the reclamation of the West Melbourne Swamp by the Government. The first oil berths which were constructed on the Yarra, south of the end of Burleigh Street in 1911-15 by the Melbourne Harbour Trust, were erected to meet the needs of the British Imperial Oil Company Ltd. The growth of automobile ownership necessitated the need for more bridges over the Yarra.

The construction of the Spencer Street Bridge in 1927-28 meant that all port traffic had to be handled further downstream and foreshadowed the need for more docks⁴. Works commenced to deliver additional

port facilities with Appleton Dock operational from 1956, and Webb Dock and Swanson Dock operational from the 1960s⁴. Following the construction of the Bolte Bridge in 1999, the Victoria Dock area was officially closed to shipping and now forms the centrepiece of the residential, office and entertainment precinct of Docklands.

Today, Port of Melbourne's footprint extends west from the Bolte Bridge to the west bank of the Maribyrnong River and south of the West Gate Freeway (M1) to Webb Dock and Williamstown covering 534 hectares. It also extends into the water environment with declared 'Port Waters' of the port of Melbourne, totalling over 94,000 hectares of water throughout Port Phillip Bay, extending to the Bay's Entrance.

² Eric CF Bird 1993, *The Coast of Victoria*, Melbourne University Press, Carlton.
³ Clark, I.D. (1990) *Aboriginal Languages and Clans: An Historical Atlas of Western and Central Victoria, 1800-1900*. Monash Publications in Geography, Number 37, Melbourne.
⁴ Howitt, A.W. (1996) *The Native Tribes of South-East Australia*. Aboriginal Studies Press, Canberra.
⁵ Barnard, Jill 2000. 'Moving Goods and People by Sea and Inland Waterways', p. 11.
⁶ G.H. Haydon 1846, *Five Years' Experience in Australia Felix*, London, p. 8.

2.3 Our People & Culture

2.3.1 PEOPLE & CULTURE STRATEGY

Port of Melbourne's most valuable asset is its people, and their health, safety, and wellbeing are fundamental to our ongoing success. As part of our People & Culture Strategy, we aim to empower our people through initiatives that focus on:

1. building a collaborative, agile, and innovative culture that is focused on performance & long term value creation;
2. developing the skills and capabilities of our people to enable performance and maximise their impact on our purpose; and
3. creating a working environment that is inclusive, values diversity, and is psychologically safe for everyone to contribute.

2.3.2 DIVERSITY, EQUITY, INCLUSION, & BELONGING

Diversity, Equity, Inclusion and Belonging (DEI&B) are foundational to our People & Culture Strategy. This Strategy guides our efforts to build a workplace that is inclusive, respectful, supportive and safe for all employees. Our key areas of focus include workplace inclusion, gender equality, reconciliation and the celebration of diverse identities and experiences.

We are committed to fostering a culture where all individuals feel valued and empowered to bring their full selves to work. Through our DEI&B initiatives, we aim to broaden the knowledge, capabilities and perspectives within our workforce, ensuring that different viewpoints and lived experiences are not only welcomed but actively sought and appreciated.

2.3.3 FIRST NATIONS PEOPLES

We recognise that First Nations peoples have unique histories, cultures, and lived experiences shaped by the enduring impacts of colonisation, systemic discrimination and intergenerational trauma. As such, our commitment to reconciliation goes beyond inclusion, it involves actively listening, learning and working in partnership with First Nations communities.

This includes the implementation of our Reconciliation Action Plan (RAP) and other reconciliation initiatives that are specifically designed to acknowledge the past, foster meaningful relationships and support the social, cultural and economic inclusion of First Nations peoples. Our approach is grounded in respect, recognition and a deep commitment to truth-telling and systemic change.

2.3.4 STRUCTURE & WORKFORCE

Our business is structured into six (6) divisions, including Commercial, Corporate Relations, Finance, Legal, Operations and People & Culture. Each division is led by an Executive General Manager, all of which form our Executive Leadership Team.

Our workforce is made up of 159 employees with diverse cultural backgrounds, experiences and skillsets. Whilst no one identifies as a First Nations person currently employed by our organisation, we understand the importance of representation and acknowledge we have progress to make in this area. As part of our commitment to reconciliation, we aim to create a culturally safe, respectful, and inclusive environment for First Nations people and establish pathways for employment and professional development opportunities.



3. Our RAP

3.1 About this Innovate RAP

Port of Melbourne is implementing an Innovate Reconciliation Action Plan (RAP), which builds upon the foundations established from our journey to date and advances our commitment towards reconciliation. It outlines the actions that our business will take in collaboration with local Registered Aboriginal Parties and surrounding First Nations communities and businesses over a 2 year period from October 2025 to September 2027.

3.2 Why we are Developing a RAP

As stewards of the port, we seek to protect and preserve the cultural heritage of the port and support the social and economic prosperity of all those who live in the surrounding community. This includes the cultural heritage of the Traditional Owners of the lands and waters on which we work and the prosperity of all First Nations people within the port area.

As we develop the port for the future, it is important that we have meaningful relationships with Traditional Owners and First Nations businesses and communities to deepen our understanding of First Nations cultural heritages, aspirations, and needs, and identify mutually beneficial opportunities that will enable positive economic, social and environmental outcomes for First Nations people. Our RAP serves as the framework through which we will fulfill our responsibility and outlines the activities and initiatives we will commit to over the duration of our Innovate RAP.

3.3 Our Vision for Reconciliation

We envision a future where First Nation and non-First Nation peoples are united, working together for mutual benefit to create lasting social, cultural, and economic outcomes for future generations. We believe that Port of Melbourne can help achieve this through:

- strong relationships with Registered Aboriginal Parties⁷, surrounding community groups and businesses, stakeholders and customers, and suppliers;
- deepening our own and others' understanding of First Nation's cultural heritage, relevant legislation, customs, spiritual beliefs, and relationships with land and water; and
- working together with Registered Aboriginal Parties, local businesses, and community groups and other organisations to create meaningful opportunities for First Nations people.

7. Local Registered Aboriginal Parties include Bunurong Land Council Aboriginal Corporation, Wadawurrung Traditional Owners Aboriginal Corporation, and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation

3.4 Our RAP Working Group

Our RAP Working Group, which is led by our Executive General Manager People & Culture, is responsible for the design, development, and delivery of all RAP activities across the organisation.

While the Working Group leads the overall RAP, to ensure each deliverable is met, the ownership of each action lies with a designated Executive General Manager (EGM). Each EGM has the responsibility to ensure the delivery of each action assigned to their respective teams, elevate awareness across the organisation, and assist with deepening our peoples' understanding of our reconciliation journey. The RAP Working Group members will work with the assigned team members to facilitate the execution of these activities and ensure that they are completed within the specified timeframes. The Working Group meet regularly to provide progress updates, discuss risks, issues and mitigation strategies, and provide ongoing support to each other. Progress reports will be provided to our Executive Leadership Team and People & Culture Committee (which is a Board subcommittee) via our existing reporting channels.

WORKING GROUP MEMBERS

Our Working Group is comprised of the following employees from across our organisation and is supported by First Nation Representatives from an external advisory group:

- Executive General Manager of People and Culture (RAP Champion)
- Organisational Development and Change Program Manager (People and Culture)
- Head of Land Use Planning & Compliance (Commercial)
- Land Use & Heritage Policy Advisor (Commercial)
- Finance & Procurement Lead (Finance)
- Stakeholder and Community Lead (Corporate Relations)
- Sustainability Reporting & Performance Lead (Commercial)
- Founder / Owner Liz Allen Consultancy (External Advisory Group)



Port of Melbourne Employee delivering a presentation to school students as part of our Port Education Program. Image courtesy of Port of Melbourne.



3.5 Our Reconciliation Journey to Date

Since the launch of our Reflection RAP in November 2022, we have undertaken actions to build our relationships, increase our knowledge of First Nations histories, cultures, aspirations and challenges, and create a working environment that is inclusive and supportive of cultural differences. Port of Melbourne has:

- developed relationships with Traditional Owners to understand more about their vision for Country and explore opportunities to partner on mutually beneficial initiatives;
- engaged First Nation-owned businesses to design and deliver cultural awareness training to our Board, Executive Leadership Team, and all employees across the business;
- hosted all-staff internal events with First Nations guest speakers from local communities to recognise and celebrate First Nations histories and cultures through training, internal events and celebrations;
- reviewed and updated all People & Culture policies and procedures to ensure provisions are inclusive and respectful of differing cultural practices and needs;
- introduced a new cultural leave initiative, offering employees the flexibility and choice to use of public holiday leave in a way that respects and celebrates their individual cultural and religious practices;
- established our human rights policy, which aligns with UN Declaration on the Rights of Indigenous Peoples and provides a framework for how the port promotes equality, prevents discrimination and addresses human rights violations.
- redesigned our procurement guidelines to incorporate social procurement considerations, including opportunities to procure from First Nation businesses;
- identified and engaged local First Nation suppliers for catering, corporate supplies, education, and personal protective equipment; and
- reviewed our community investment program to support First Nations community initiatives/and or businesses within the surrounding port area

While Port of Melbourne is proud of the initial steps we have taken since launching the RAP, we acknowledge that more needs to be done to strengthen our connection with First Nations communities and further actions that will result in more opportunities and better outcomes for First Nations people are required. Our Innovate RAP is an important next step on our reconciliation journey and will guide our efforts in achieving our reconciliation goals.

3.6 Key Learning from Reflect RAP

There were several lessons that Port of Melbourne took away from our Reflect RAP:

- relationships take time and commitment to develop and we therefore need to be thoughtful, transparent, and committed to building a long term, meaningful relationship with First Nations stakeholders;
- engaging, listening, and learning from First Nations stakeholders is the key to identifying opportunities that will drive impact;
- active participation and commitment from leadership is essential for ensuring our RAP is understood across the business, that there are high levels of engagement, and that actions are delivered;
- clearly defined roles and responsibilities help ensure accountability and effective delivery of reconciliation actions;
- initiatives must be realistic, actionable, and aligned with our business capabilities and resources; and
- tracking, measuring, and reporting progress regularly ensures transparency, accountability, and continuous improvement.



3.7 Case Studies

3.7.1 RAISING AWARENESS IN THE COMMUNITY

Port of Melbourne are working with the Williamstown Football Club and Bunurong Land Council Aboriginal Corporation to raise awareness and deepen respect for First Nations peoples histories and cultures in the community. Funding provided by Port of Melbourne has enabled Williamstown Football Club to:

- work with local Elders to celebrate First Nations cultural heritages, histories, and customs as part of the Indigenous round of the Victorian Football League;
- engage a First Nations artist to design the warmup t-shirts that all Williamstown Football Club players wear before every game; and
- partner with local First Nations football players to extend the scope of the club's educational outreach program with local schools to incorporate the perspectives, histories, and stories of First Nations people

These initiatives will not only raise awareness and understanding of First Nation histories and cultures within the community but also helps to bring different parts of the community together and provides opportunities for learning, education, and employment.

3.7.2 SUPPORTING 'WEAVING THREE STORIES' WORKSHOPS



Port of Melbourne are supporting Fisherman's Bend Innovation Diversity Experimentation Activation with delivering the 'Weaving Three Stories', a powerful series of yarnning and weaving workshops by Bianca Easton and Sarah Naarden, which promote intercultural engagement and connection in Fisherman's Bend.

As the precinct undergoes transformation, this project aims to create an ongoing sense of belonging, inclusion and welcoming for First Nations People. The project brings local First Nations educators together to weave stories about the embedded narrative of place and invites the broader community to learn stories of common connection. These can assist with untangling intercultural differences and building a more meaningful appreciation of First Nations peoples cultures.

Port of Melbourne are one of several proud project partners providing an educational space for the workshops to be held.

Player from the Williamstown Football Club warming up before a game. Image courtesy of Williamstown Football Club.

4. Our Work Plan

4.1 Relationships

We must work collaboratively to understand the priorities of First Nation people and empower action. Building and maintaining mutually beneficial relationships based on trust and respect is essential to successful collaboration and for achieving outcomes that move reconciliation forward.



ACTION	DELIVERABLE	START DATE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with our local Registered Aboriginal Parties, First Nations stakeholders and organisations.	Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	October, 2025	Executive General Manager, Corporate Relations
	Develop and implement an engagement plan to work with First Nation stakeholders and organisations.	October, 2025	Executive General Manager, Corporate Relations
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2026 & 2027	Executive General Manager, People and Culture
	RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2026, 2027	Executive General Manager, People and Culture
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June, 2026, 2027	Executive General Manager, People and Culture
	Organise at least one NRW event each year.	27 May-3 June, 2026, 2027	Executive General Manager, People and Culture
3. Promote reconciliation through our sphere of influence.	Register all our NRW events on Reconciliation Australia's NRW website.	May, 2026 & 2027	Executive General Manager, People and Culture
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	October, 2025	Executive General Manager, People and Culture
	Communicate our commitment to reconciliation publicly.	October, 2025	Executive General Manager, Corporate Relations
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November, 2025	Executive General Manager, Corporate Relations
4. Promote positive race relations through anti-discrimination strategies.	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	March, 2027	Executive General Manager, Corporate Relations
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February, 2026	Executive General Manager, People and Culture
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	February, 2026	Executive General Manager, People and Culture
	Engage with First Nation staff and/or First Nation advisors to consult on our anti-discrimination policy.	February, 2026	Executive General Manager, People and Culture
	Educate senior leaders on the effects of racism.	February, 2026	Executive General Manager, People and Culture

4.2 Respect

By sharing, celebrating, and honouring the cultures and histories of First Nations peoples with our employees and communities, we contribute to building a strong and lasting foundation for reconciliation across our sphere of influence.



ACTION	DELIVERABLE	START DATE	RESPONSIBILITY
5. Increase understanding, value and recognition of First Nation peoples cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	March, 2026	Executive General Manager, People and Culture
	Consult local Traditional Owners and/or First Nation advisors to inform our cultural learning strategy.	March, 2026	Executive General Manager, People and Culture
	Develop, implement, and communicate a cultural learning strategy document for our staff.	April, 2026	Executive General Manager, People and Culture
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	May, 2026	Executive General Manager, People and Culture
6. Demonstrate respect to First Nation peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October, 2025	Executive General Manager, People and Culture
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October, 2025	Executive General Manager, People and Culture
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October, 2025	Executive General Manager, People and Culture
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October, 2025	Executive General Manager, People and Culture
7. Build respect for First Nation cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026 & 2027	Executive General Manager, People and Culture
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March, 2026	Executive General Manager, People and Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2026 & 2027	Executive General Manager, People and Culture
8. Celebrate and honour local First Nation cultures and heritage of the lands our assets are located on, using urban design, artwork and story telling.	Develop an asset map with cultural heritage / history overlay for in partnership with Registered Aboriginal Parties	November, 2025	Executive General Manager, Commercial
	<i>Raise awareness of local cultural heritages, histories, beliefs and aspirations through celebration, urban design, artwork and storytelling on assets and throughout the ports heritage trail.</i>	November, 2025	Executive General Manager, Commercial & Executive General Manager, Operations
	Provide funding to local organisations to deliver educational programs to primary school students at schools located near the port	October, 2025	Executive General Manager, Corporate Relations

4.3 Opportunities

We are committed to taking meaningful actions that create employment and education opportunities, paving the way for the success and self-determination of First Nations peoples.



ACTION	DELIVERABLE	START DATE	RESPONSIBILITY
9. Improve employment outcomes by increasing First Nation recruitment, retention, and professional development.	Build understanding of current First Nation staffing to inform future employment and professional development opportunities.	March, 2026	Executive General Manager, People and Culture
	Engage with First Nation staff to consult on our recruitment, retention and professional development strategy.	May, 2026	Executive General Manager, People and Culture
	Develop and implement a First Nation recruitment, retention and professional development strategy.	May, 2026	Executive General Manager, People and Culture
	Advertise job vacancies to effectively reach First Nation stakeholders.	March, 2026	Executive General Manager, People and Culture
	Review HR and recruitment procedures and policies to remove barriers to First Nation participation in our workplace.	March, 2026	Executive General Manager, People and Culture
10. Increase First Nation supplier diversity to support improved economic and social outcomes.	Develop and implement a First Nation procurement strategy.	November, 2025	Chief Financial Officer
	Continue exploring how best to use Supply Nation membership.	November, 2025	Chief Financial Officer
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	April, 2026	Chief Financial Officer
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	April, 2026	Chief Financial Officer
	Develop commercial relationships with First Nations businesses.	April, 2026	Chief Financial Officer
	Engage with Port of Melbourne's existing contractors to identify opportunities for involving First Nation owned businesses with delivering aspects of services being procured.	November, 2025	Chief Financial Officer
	Establish reporting practices to measure contractor spend with First Nations suppliers.	November, 2025	Chief Financial Officer
11. Implement initiatives that improve education and employment outcomes for First Nations peoples.	Support First Nations businesses by partnering with government agencies and other businesses to provide insights, knowledge, and support with trade exporting and supply chain connectivity.	October, 2025	Executive General Manager, Commercial
	Continue our community grant program to enable support of First Nations community groups, businesses and activities within the port area.	October, 2025	Executive General Manager, Corporate Relations
	Support First Nations people pursuing a career in the Marine Transport or similar industry with port education programs.	October, 2025	Executive General Manager, People & Culture
	Participate in a fundraising event for a local charity that supports educational and/or employment opportunities for First Nations people.	October, 2025	Executive General Manager, People & Culture

4.4 Governance

We will embed effective and sustainable decision-making, due diligence, reporting, and accountability into the implementation of our reconciliation commitments.



ACTION	DELIVERABLE	START DATE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain First Nation representation on the RAP Working Group.	August, 2025	Executive General Manager, People and Culture
	Revise and apply our Terms of Reference for the RAP Working Group.	August, 2025	Executive General Manager, People and Culture
	Ensure that the RAP Working Group meets at least four times per year to drive and monitor RAP implementation.	October 2025, December 2025, March 2026, June 2026, September 2026, December 2026, March 2027, June 2027, September 2027	Executive General Manager, People and Culture
	Define the resources needed for RAP implementation.	October, 2025	Executive General Manager, People and Culture
13. Provide appropriate support for effective implementation of RAP commitments.	Engage with our senior leaders and other staff in the delivery of RAP commitments.	October, 2025	Executive General Manager, People and Culture
	Maintain appropriate systems to track, measure and report on RAP commitments.	October, 2025	Executive General Manager, People and Culture
	Maintain an internal RAP champion from senior management.	October, 2025	Executive General Manager, People and Culture
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure that we do not miss out on important RAP correspondence.	June 2026 & June 2027	Executive General Manager, People and Culture
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August 2026 & 2027	Executive General Manager, People and Culture
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2026 & 2027	Executive General Manager, People and Culture
	Report RAP progress to all staff, including senior leaders, quarterly.	Quarterly, beginning October 2025	Executive General Manager, People and Culture
	Publicly report our RAP achievements, challenges and learnings, annually.	November 2026 & 2027	Executive General Manager, People and Culture
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March, 2026	Executive General Manager, People and Culture
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September, 2027	Executive General Manager, People and Culture
	Register via Reconciliation Australia's website to begin developing our next RAP.	March, 2027	Executive General Manager, People and Culture
15. Continue our reconciliation journey by developing our next RAP.			



IMPORTANT NOTICE:

Whilst Port of Melbourne Operations Pty Ltd (PoM) has made reasonable efforts to ensure that the information and materials provided in this document are free from error, this document is published for information only and is not intended to be relied on by anyone other than PoM, its employees and its authorised contractors and representatives. The information in this document is based on information and sources which PoM believes to be reliable. Such information is intended as general information only and is intended to be current as at the date indicated on the information. PoM recommends that any party seek further advice or make further enquiries which takes into account the relevant party's particular circumstances before considering or acting on this material further. PoM will not be liable to any third party using or relying on any information contained in this document for any purpose.

This RAP has also been developed and published in accordance with Reconciliation Australia's RAP [Licensing Agreement](#).

COPYRIGHT:

This document is a proprietary document and the property of PoM under Australian and international laws. All rights are reserved. PoM's written permission is required before any part of this publication is reproduced in any retrieval system, or transmitted in any form or by means, electronic, graphic, mechanical, photocopying, recorded, or otherwise. However, PoM acknowledges that Reconciliation Australia discloses copies of Reconciliation Action Plans on their website.

Port of Melbourne



CONTACT DETAILS

Name: Alex Kuras

Position: Executive General Manager of People and Culture

Phone: +61 417 477 867

Email: Alex.Kuras@portofmelbourne.com