



Ampol Limited Innovate Reconciliation Action Plan

March 2022 – March 2024





The top margin features several abstract, organic shapes in shades of orange, red, and yellow. These shapes are filled with various patterns, including concentric circles, wavy lines, and small dots, reminiscent of traditional Aboriginal art.

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Message from Reconciliation Australia

Reconciliation Australia commends Ampol on the formal endorsement of its second 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 Ampol to expand its understanding of its core strengths and deepen its relationship with its community, employees, and stakeholders.

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

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling employees to contribute to this process as well.

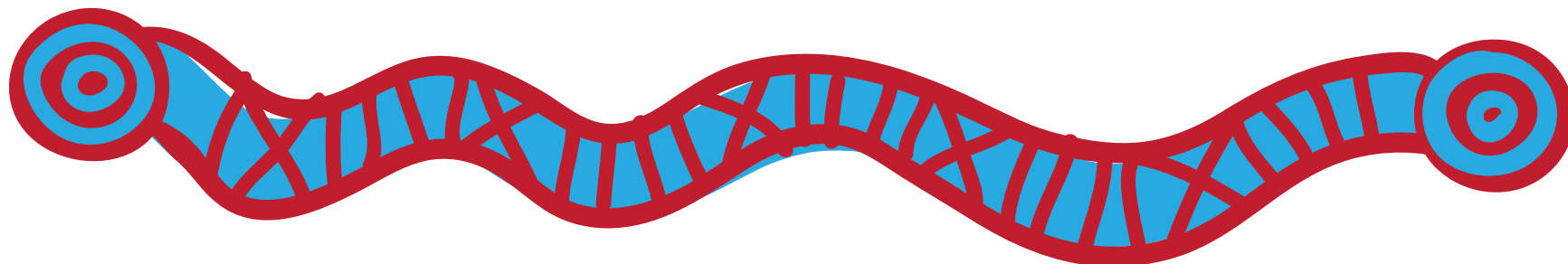
With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Ampol is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Ampol's readiness to develop and strengthen relationships, engage employees 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 Ampol on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Message from the Managing Director and CEO

I am proud to present Ampol's RAP for 2022 to 2024 which reaffirms our commitment to the reconciliation process and builds upon the foundations set out in our first RAP introduced in 2018.

This RAP renews our focus on improving outcomes for Aboriginal and Torres Strait Islander peoples as we reshape our business under a new brand, new leadership team, transformed culture and position our business for a successful future. It also ensures that the combination of passion, engagement and well-defined deliverables percolates through the organisation and highlights our significant role as individuals - both non-Indigenous people and Aboriginal and Torres Strait Islander peoples - in the journey towards reconciliation.

Our business transformation over the past 18 months has included a refreshed company strategy, including a strong focus on the future energies that will be needed by our customers, as well as a renewed commitment to communities and realignment of our diversity and inclusion objectives. Shaped by our new purpose of *Powering better journeys, today and tomorrow*, we will not only power better journeys for our people, customers and communities into the future, but we will also power better opportunities for Aboriginal and Torres Strait Islander peoples, their communities, and their businesses.

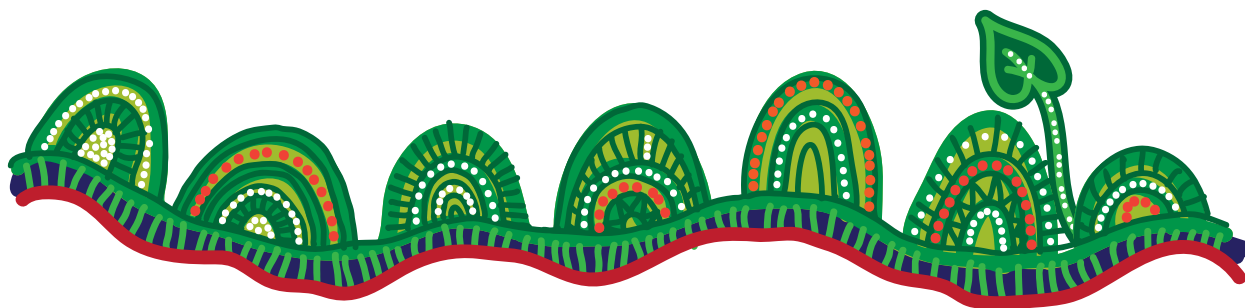
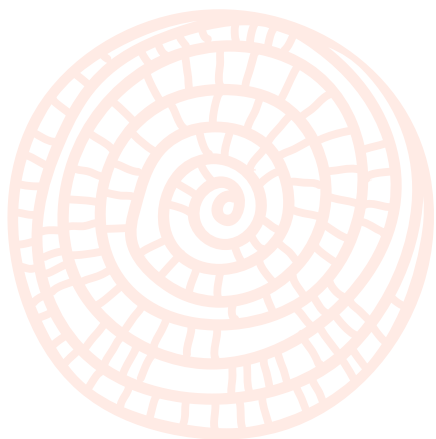
The initiatives to be implemented under our RAP include the following.

- Enhancing opportunities to build and maintain relationships with Aboriginal and Torres Strait Islander peoples and businesses, and continuing to invest in important youth education programs, including through our work with the Clontarf Foundation and Stars Foundation.
- Committing to exploring opportunities that positively influence our employees, our partners and customers to advance reconciliation. We will re-engage our cultural awareness strategy that reinforces the importance of reconciliation and roll out training across the organisation.
- Formalising our Aboriginal and Torres Strait Islander Procurement Strategy and actively engaging our business on Aboriginal and Torres Strait Islander procurement opportunities.
- Developing new initiatives to improve and increase Aboriginal and Torres Strait Islander employment outcomes, as well as working closely with partners, including customers and other stakeholders across our business.

As a large national company that has a deep history in modern Australia, we understand our responsibility to be a sustainable, diverse business and to connect with others to empower Aboriginal and Torres Strait Islander peoples and create opportunities for equitable participation in Australian society.

I look forward to working with our people, customers and partners on this important journey to reconciliation.

Matt Halliday
Managing Director and Chief Executive Officer



Acknowledgement of Country

Ampol acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians across Australia. We pay respect to the Elders of the past, present and emerging in maintaining the culture, country and their spiritual connection to the land.





Our vision

Our vision for reconciliation is one where Aboriginal and Torres Strait Islander peoples have equitable participation in Australian society and where all Australians respect the long heritage and culture of First Australians.

Our company has always been about more than fuel. Fuel may be the foundation of our business, but our motivation and purpose come from the passion of our people and the dedication we have to the communities that we serve.

As we emerge from the COVID-19 pandemic and turn our focus to delivering cleaner energy for our customers, we believe that the empowerment of Aboriginal and Torres Strait Islander peoples is key to developing a sustainable economy that can advance communities and achieve better economic equity overall.





'Journey Pathways'
Riki Salam (Mualgal, Kaurareg, Kuku Yalanji), We Are 27 Creative

About the artwork

'Journey Pathways'

This Country is ancient, vast and full of life.
Landscape is traversed far and wide.

Magpie geese flock and gaggle on wetland plains,
barramundi shimmer in crystal clear waters, from
billabongs to riverways.

Flowing lines define resources in abundance, the
richness of place discovered.

As Creation Spirit moves across the land it brings
wisdom to its people.

From fast flowing rivers to tall growing gums across
arid desert lands.

There is story written in the spirit of the people,
place and culture.

Pathways lead to community and ceremony, a
celebration of land, sea and sky.

Sun shines bright and energises the landscape,
its form and shapes revealed.

Open pathways lead to a greater understanding of our
Country, our culture and this place moving forward in
understanding together from the past into the future.

Ampol RAP artwork explained

The Ampol RAP artwork 'Journey Pathways' depicts
the diversity of both Country and culture throughout
Australia.

The Creation Spirit, represented by the Rainbow
Serpent, moves across the land creating new and
exciting pathways to explore. The Creation Spirit
forms the landscape and defines culture, establishes
ceremony and lore.

The different markings represent different lands,
cultures and countrys within Australia. The central
circle is the Ampol community which connects each and
every community across the nation. Pathways lead to
and from communities and create opportunities for
Aboriginal and Torres Strait Islander people.

The four symbols that are connected below represent
different energies Ampol will provide, develop and
research. These include electricity, hydrogen, biofuels
as well as fuels and lubricants. The engraved rocks
represent ancient knowledge of land and Country
which represents the values of Ampol. Ampol -
Powering better journeys, today and tomorrow

Riki Salam (Mualgal, Kaurareg, Kuku Yalanji),
We Are 27 Creative



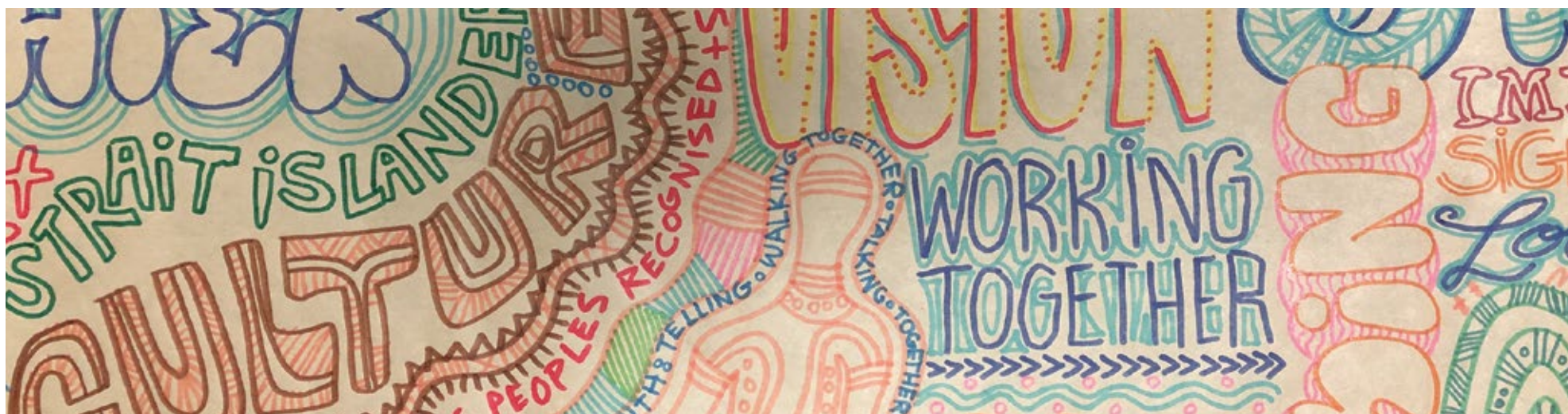
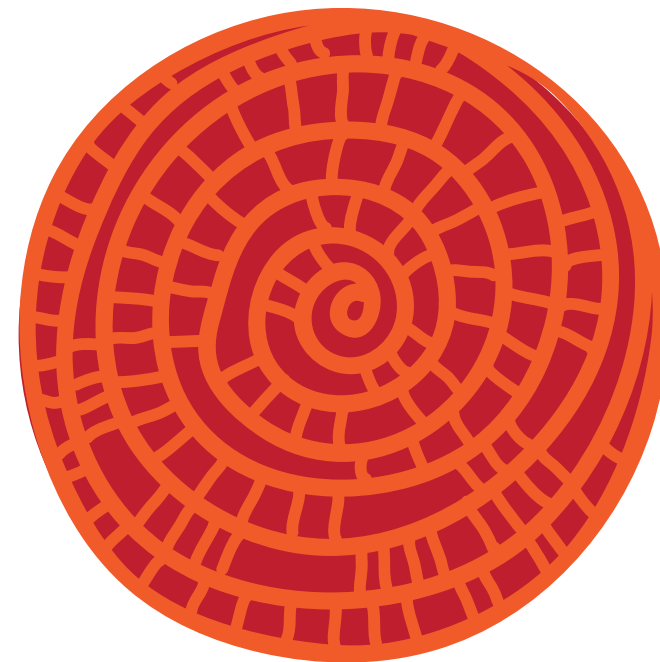


About the artist

Riki Salam, Principal, Creative Director and artist of We are 27 Creative, was born and raised in Cairns on Yidinji Land in 1972 and is a member of and connected to Kala Lagaw Ya – Western Island groups (St. Pauls – Moa Island), Kuku Yalanji peoples on his Father's and Grandfather's side and a member of the Ngai Tahu people in the South Island of New Zealand on his Mother's side. Educated in both Cairns and Brisbane, he has more than 20 years of industry experience as a graphic designer and artist.

Riki has worked on many high-profile projects, including the Qantas painted Boeing 747/800, Yananyi Dreaming, and produced artworks for Telstra, Origin, Woolworths, the Healing Foundation and the Australian Human Rights Commission. Riki also designed the identity for the G20 in 2014. He works in pen, ink, brush, gouache on paper and with acrylic paints, exploring concepts of traditional culture in a contemporary format.

To view more of Riki's artworks visit www.weare27.com.au





Our business

Ampol is an independent Australian company and the nation's leader in transport energy, with our operations touching hundreds of communities, businesses and cultures across the country.

We are one of Australia's oldest businesses with a history that spans 120 years, over this time growing to become the largest transport energy company listed on the Australian Securities Exchange (ASX).

Driven by our purpose of *Powering better journeys, today and tomorrow*, we supply the country's largest branded petrol and convenience network as well as refining, importing and marketing fuels and lubricants. Currently, we are extending our customer value proposition to include electricity, hydrogen, biofuels and carbon offsets as we work to support the energy transition and achieve our ambition of net zero emissions from operations by 2040.

Across our national retail network, we serve approximately three million customers every week with fuel and convenience products. We also supply approximately 80,000 business customers in diverse markets across the

Australian economy, including defence, mining, transport, marine, agriculture, aviation and other commercial sectors.

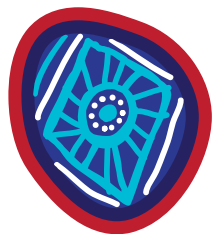
Our ability to service our broad customer base is supported by our robust supply chain and strategic infrastructure positions, with representation across all states and territories, including 15 terminals, 6 major pipelines, 55 wet depots, approximately 1,900 branded sites (including 684 company-controlled retail sites) and one refinery located in Lytton, Queensland. This network is supported by over 8,300 valued employees across Australia and overseas, including more than 200 Aboriginal and Torres Strait Islander peoples who primarily work at our retail sites.

In recent years, we have leveraged our Australian business to extend our supply chain and operations into international markets. This includes our trading and shipping business that operates out of Singapore and the United States, and our international storage positions across the Asia Pacific region. We also have a growing presence in New Zealand as owner of Gull New Zealand, which operates the largest independent import terminal in the country and

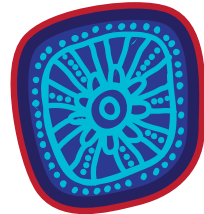
a retail network. Ampol also owns a 20% equity interest in Seaoil, a leading independent fuel company in the Philippines.

Ampol is proud of its work with communities, investing \$3.17 million in 2021 through the Ampol Foundation and supporting the education of 14,270 children. Diversity is also a key focus for Ampol, with a female representation of 37.9% at senior leadership level in 2021.

Ampol Limited returned to its iconic Australian name following shareholder approval at our 2020 Annual General Meeting.



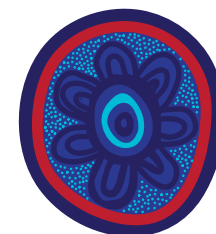
Fuels and
lubricants



Electricity



Hydrogen



Biofuels

"The depth and breadth of our operations gives us a deep connection with community and a significant opportunity to make a meaningful impact on creating equal economic opportunities for Aboriginal and Torres Strait Islander peoples."

Andrew Brewer, Executive General Manager, Fuel Supply Chain, Diversity and Inclusion Executive Sponsor and RAP Working Group Chair



We are Australia's leading transport energy provider



880 sites
rebranded to
Ampol in 2021



120 years
Ampol has been
operating in Australia



Future Energy
and Decarbonisation
Strategies launched, with
an ambition to achieve
net zero emissions from
operations by 2040



~80,000
business
customers



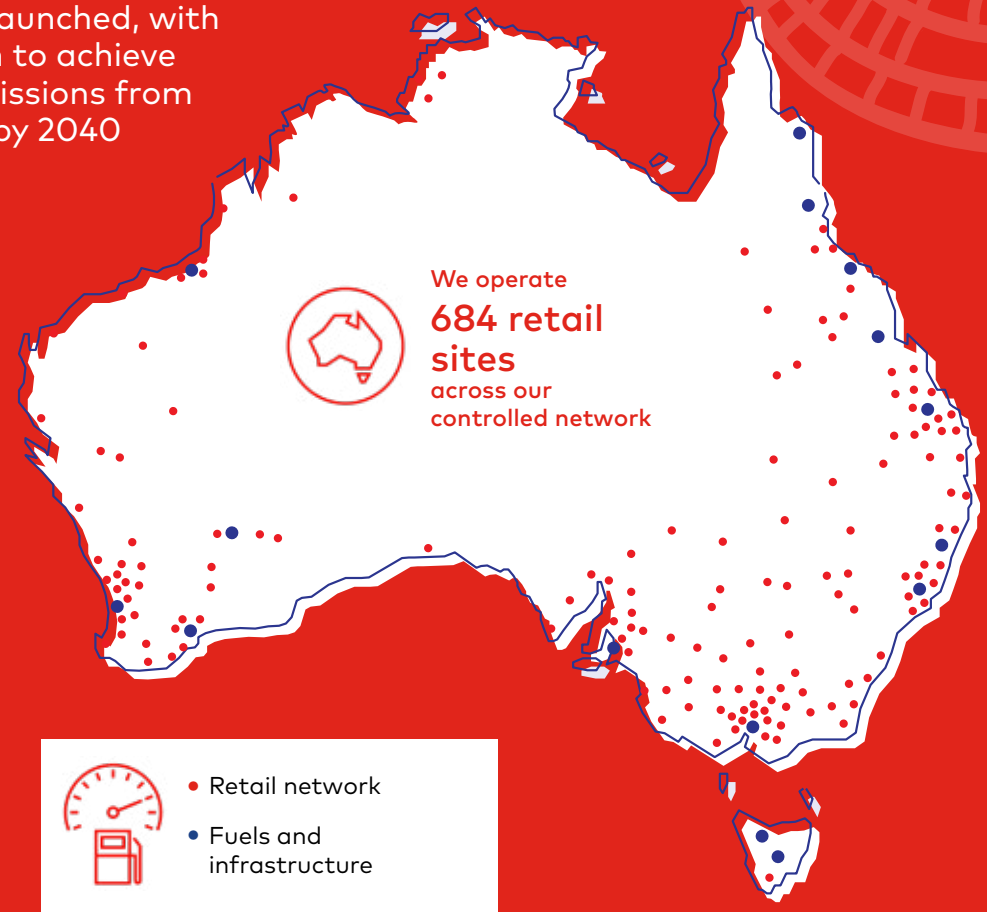
15 terminals
and 55 wet depots in
our fuel distribution
infrastructure network



~3 million
weekly customers in
our retail network



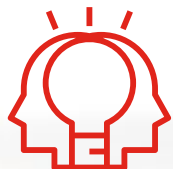
~1,900 retail sites
in our branded and AmpolCard-
accepting network



Our values



Connect to win
We collaborate
as an integrated
business to drive
growth.



Find new ways
We innovate to
deliver positive
outcomes.



Own it
We make bold
decisions and are
accountable for
the outcomes.



**Make a difference
for customers**
We are connected
to our customers
and support their
changing needs.



Never stop caring
We keep safety
front of mind and
make a positive
contribution to
those around us.



Our journey



2011

Our partnership with Clontarf Foundation commences.



2012

We commit to employing 100 Aboriginal and Torres Strait Islander peoples with the signing of the Australian Employment Covenant.

2013

Aboriginal and Torres Strait Islander artwork covers a company-owned fuel tanker. The first CareerTrackers intern joins Ampol.



2014

50 employees identifying as Aboriginal and/or Torres Strait Islander join Ampol, increasing from 12 in the previous year.

100% of placements for Aboriginal and Torres Strait Islander peoples are filled after signing the Australian Employment Covenant.



2015

Ampol purchases Australian Carbon Credit units from the Indigenous Land Corporation's Fish River Fire Project.

Our first Aboriginal graduate joins the Ampol Graduate Program.

2016

Clontarf Foundation student Daniel Thomson's artwork is displayed on the Caltex Team Vortex car and driver Craig Lowndes' suit.

The Indigenous Trailblazers group forms - a passionate group of employees committed to building awareness around Aboriginal and Torres Strait Islander cultures.

The Ampol Indigenous Employment Strategy is refreshed.

Quandamooka Elders bless and raise the Aboriginal flag at our Lytton refinery.

Seven CareerTrackers interns join Ampol.



2017

A RAP working group forms.
Our first school-based trainee commences in partnership with the Clontarf Foundation.



2018

Ampol launches its first Innovate RAP.
14 CareerTrackers interns join Ampol.
Two employees participate in a Jawun secondment.



2019

Ampol kicks off a partnership with Stars Foundation, which improves the health and education outcomes of young Aboriginal and Torres Strait Islander girls.
Membership with Supply Nation established.
Ampol employs 10 CareerTrackers interns, with one transitioning to full-time employment.



2020

The Ampol brand is revitalised and the network roll out commences.
Continued support of Clontarf Foundation and Stars Foundation through the emergence of COVID-19.



2021

Ampol's RAP working group reconvenes and the second Innovate RAP is prepared.
Ampol celebrates 10 years of partnership with the Clontarf Foundation.

2022

Ampol launches its second Innovate RAP.



At Ampol, we value the importance of diversity and inclusion, and we are committed to respecting the rights and interests of all Australians. We also recognise the important role we need to play in Australia's reconciliation efforts.

Our Innovate RAP has been formally endorsed by Reconciliation Australia and we have engaged key stakeholder groups, including the Ampol Leadership Team, our senior leaders, RAP business unit representatives and our community partners, to build out the commitments in this RAP.

The objective of this RAP is to renew our focus on improving outcomes for Aboriginal and Torres Strait Islander peoples and to deliver on our vision for reconciliation.



Our RAP working group

As a result of the learnings from our first RAP, we have ensured that our RAP working group (RWG) features an appropriate cross-representation of our business. This group met regularly during the formation of the 2022-2024 Innovate RAP and will continue to do so on a quarterly basis to monitor and guide our progress as we move forward. Two of our working group members identify as Aboriginal, and will provide guidance as we deliver the commitments.

We also engaged representatives from each of the key functional business units to assist the RWG when rolling out initiatives across our various teams and geographies.

Finally, we have a diverse group of interested and passionate individuals called our 'RAP community' who have expressed an interest in being reconciliation ambassadors and involved in the rollout of our commitments. There is also an individual within this community that identifies as Aboriginal.



Our RAP working group

Richard Baker, Head of Corporate Affairs

Andrew Brewer, Executive General Manager, Fuel Supply Chain, Diversity and Inclusion
Executive Sponsor and RAP Working Group Chair

Tom Clay, Human Resources Director

Natalie Crain, Business Manager, Metro and First Nations representative

Brett McDonald, Head of Contracts and Procurement

Maddy Pickwick, Communications Coordinator and First Nations representative

Jessica Puz, External Communications Advisor

Dhee Subramaniam, Category Specialist and RAP Coordinator

Cathy Wilks, Head of Organisational Development

Kendall Woodward, Head of Merchandise Planning

Our commitments



Relationships



Respect



Opportunities



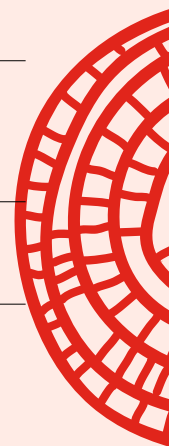
Governance

Relationships

Our commitment to strive for strong internal and external relationships is fundamental in developing mutual respect, connection, and better awareness of Aboriginal and Torres Strait Islander cultures and values.



Action	Deliverable	Responsibility	Timeline
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop and implement an engagement plan for working with Ampol's Aboriginal and Torres Strait Islander stakeholders. Ensure our Aboriginal and Torres Strait Islander stakeholders are consulted when developing this plan.	Executive General Manager (EGM) Fuel Supply Chain	July 2022
	Work with Local Aboriginal Land Councils and/or community representatives in proximity to Ampol's key sites in Sydney, Brisbane and Melbourne to identify and implement ways of fostering relationships.	EGM Fuel Supply Chain and Head of Corporate Affairs	Ongoing, report in October 2022 and October 2023
	Meet with local Aboriginal and Torres Strait Islander organisations, including land councils across key office locations, and other organisations as suggested by our partners, to develop guiding principles for future engagement.	EGM Fuel Supply Chain	December 2022
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to employees ahead of NRW.	Head of Corporate Affairs and Head of Internal Communications	April 2022 April 2023
	Register all NRW events on Reconciliation Australia's website.	Diversity and Inclusion (D&I) Coordinator	April 2022 April 2023
	Hold at least one business-wide celebration or information session each year for NRW. This will include a requirement to: <ul style="list-style-type: none"> • collaborate with RAP business unit representatives to organise remote participation opportunities across key Ampol offices and sites; and • ensure invitations for NRW events are extended to Aboriginal and Torres Strait Islander peoples, communities and organisations. 	Head of Corporate Affairs and Head of Internal Communications (supported by RAP Coordinator)	May 2022 May 2023

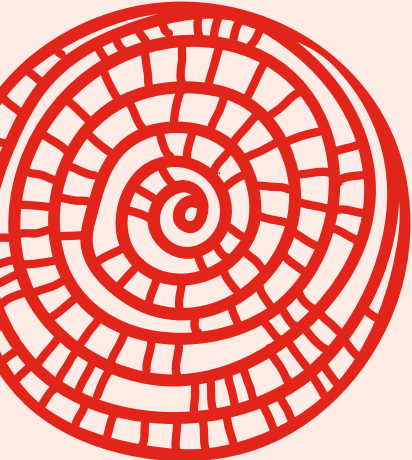


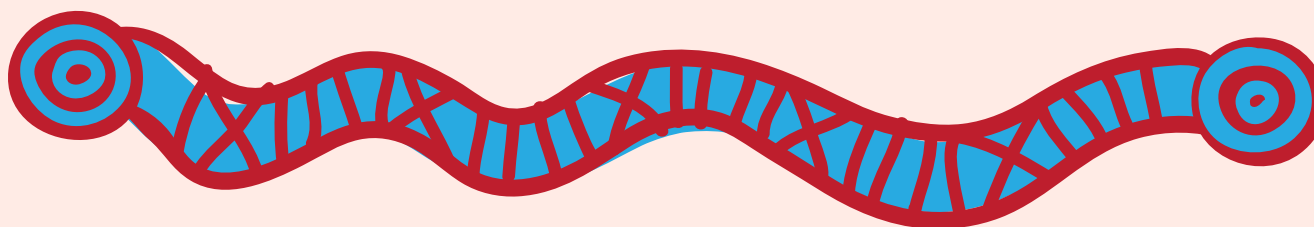
Relationships

Action	Deliverable	Responsibility	Timeline
Celebrate and participate in NRW by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Support nominated business unit representatives to encourage and drive employees and senior leaders to attend and participate in an external NRW event.	Head of Corporate Affairs and Head of Internal Communications (supported by RAP Coordinator)	April 2022 April 2023
	Support an external NRW event.	Head of Corporate Affairs (supported by RAP Coordinator)	May 2022 May 2023
	Ensure the Ampol RWG participate in an external event to recognise and celebrate NRW.	Head of Corporate Affairs (supported by RAP Coordinator)	May 2022 May 2023
	Register all our NRW events on Reconciliation Australia's NRW website.	RAP Coordinator	May 2022 May 2023
Promote reconciliation through our sphere of influence by raising internal and external awareness of our RAP to promote reconciliation across our business and sector.	Develop and implement a strategy to engage our employees in reconciliation.	Head of Corporate Affairs and Head of Internal Communications	April 2022
	Identify like-minded organisations that are more mature in their RAP journey that our RWG and business unit representatives can engage with to further progress our reconciliation journey.	Head of Corporate Affairs (supported by the RWG)	June 2022 June 2023
	Positively influence our external stakeholders to drive reconciliation outcomes by promoting our expectations around reconciliation when communicating and engaging with stakeholders (community partners, businesses and suppliers).	Head of Corporate Affairs, Head of Contracts and Procurement and Contract and Procurement Manager, Fuel Supply Chain	Ongoing, report in July 2022 and July 2023
	Use external communication channels to publicly share our commitment to reconciliation (for example, Ampol's LinkedIn page, Annual Report and/or annual Sustainability Report).	Head of Corporate Affairs and Head of Sustainability	Ongoing, report in July 2022 and July 2023



Relationships

Action	Deliverable	Responsibility	Timeline
Promote reconciliation through our sphere of influence by raising internal and external awareness of our RAP to promote reconciliation across our business and sector.	Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation.	Head of Corporate Affairs and Head of Organisational Development	January 2024
Promote positive race relations through anti-discrimination strategies.	Promote positive race relations by reinforcing our Diversity and Inclusion Policy, including anti-discrimination and promoting Ampol as a diverse and inclusive workplace.	Head of Organisational Development and Head of Internal Communications	Ongoing, report in July 2022 and July 2023
	Integrate diversity and inclusion and race relations into internal communications, such as key messages, strategic priorities, initiatives and achievements.	Head of Organisational Development and Head of Internal Communications	Ongoing, report in July 2022 and July 2023
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Head of Organisational Development	September 2022
	Educate senior leaders on the effects of racism.	Head of Organisational Development	June 2023



10 years with the Clontarf Foundation

In 2021, Ampol celebrated 10 years of partnership with the Clontarf Foundation, an organisation that seeks to improve the education outcomes of young Aboriginal and Torres Strait Islander men.

To celebrate, the Red Bull Ampol Racing Team unveiled a special one-of-a-kind livery for Indigenous Round, which displayed artwork designed by students of Clontarf's Nightcliff Academy in Darwin.

The striking Aboriginal artwork featured colour circles of the Aboriginal flag and was anchored by a blue and white path through the middle of the design, symbolising a connection to the theme of NAIDOC and new beginnings.

Footprints and fingerprints of all Nightcliff Academy students also featured in the livery design to represent knowledge, understanding, change and power.

Ampol's Executive General Manager, Consumer and B2B, Joanne Taylor, said: "Our partnership with Clontarf forms part of our commitment to making a positive impact on the communities in which we operate."

"Over the past 10 years, we have committed more than \$5 million to Clontarf and these funds have helped support the expansion of their program from 2,000 boys and 25 academies to now almost 10,000 boys and 136 academies."

Over the past 10 years, Ampol employees have also participated in various activities, such as volunteering at Clontarf football carnivals or participating in remote community experiences. Since 2011, 34 employees have participated in Clontarf remote immersion experiences, travelling to places such as Bourke and Brewarrina.

Gerard Neesham, Chief Executive Officer of Clontarf Foundation, said: "Ampol has been with us on our journey for more than 10 years and their support has played an important role in the expansion of our programs to new states and schools."

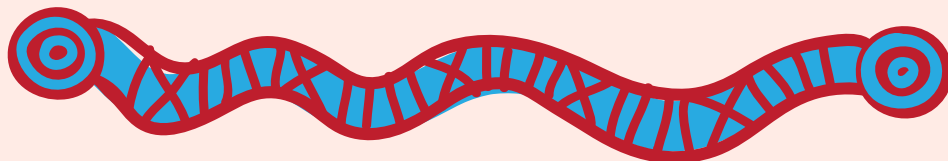
"The unwavering support we continue to receive from the top through Matt Halliday and right across the entire Ampol business, has been nothing short of phenomenal."

"Worksite visits, executive immersions, employee volunteering, early morning training sessions and breakfasts, visits to the Supercars, soccer and employment outcomes – the list of rich activities involving Ampol employees and Clontarf students is endless."

"We thank everyone at Ampol for being a true corporate leader in its support of Clontarf and in the process, making a genuine difference in 'closing the gap'."



Students from the Clontarf Nightcliff Academy with their artwork dressed across Red Bull Ampol Racing car #97



Respect

We recognise that respect for cultures, histories and land is integral in making a meaningful difference to the lives of all Australians.



Action	Deliverable	Responsibility	Timeline
Engage employees in continuous cultural learning opportunities to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Explore opportunities to display Aboriginal and Torres Strait Islander artwork and/or display Acknowledgement of Country plaques at key Ampol sites.	EGM Fuel Supply Chain	Ongoing, report June 2022 and June 2023
	Conduct a review of cultural learning needs within our organisation and consult with local Aboriginal land councils and/or community representatives in proximity to Ampol's key sites in Sydney, Brisbane and Melbourne.	Head of Organisational Development and Head of Corporate Affairs	December 2022
	Deliver site-based cultural awareness training in consultation with local Aboriginal land councils and/or community representatives.	Head of Organisational Development and Head of Corporate Affairs	June 2023
	Develop a cultural learning strategy that accounts for learning needs and enables implementation across our national network for roles identified with the highest need. Internally communicate Ampol's learning strategy.	Head of Organisational Development supported by business unit representatives	April 2023
	Provide opportunities for RWG members, business unit representatives and other key leaders to participate in cultural training.	Head of Organisational Development	June 2023
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	Develop, communicate and maintain a cultural protocol document to assist in educating our workforce and provide opportunities for those interested in being ambassadors for reconciliation. Protocols will include Welcome to Country and Acknowledgement of Country, and templates for email signatures.	Head of Corporate Affairs	March 2022
	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Head of Organisational Development and Head of Corporate Affairs	December 2022



Respect

Action	Deliverable	Responsibility	Timeline
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	Develop a list of key contacts (including Traditional Owners and Elders) for organising a Welcome to Country and maintaining respectful partnerships.	RAP Coordinator	June 2022
	Include an Acknowledgement of Country at the commencement of all significant internal and external communication channels, such as the intranet, internet sites, meetings and events.	EGM Fuel Supply Chain (supported by RAP Coordinator)	Ongoing, report in July 2022 and July 2023
	Ensure an Acknowledgement of Country message is available to employees and included in email signatures.	EGM Fuel Supply Chain (supported by RAP Coordinator)	June 2022
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including a Board meeting in 2022 and the Ampol Annual General Meeting in 2023.	EGM Fuel Supply Chain	December 2022 May 2023
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Consult with Aboriginal and Torres Strait Islander peoples to hold and promote internal events during NAIDOC Week at major Ampol sites across Australia.	Head of Corporate Affairs (supported by RAP Coordinator)	July 2022 July 2023
	Ensure invitations for these events are extended to Aboriginal and Torres Strait Islander peoples, communities and organisations.	RAP Coordinator	July 2022 July 2023
	Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their cultures and communities and celebrate NAIDOC Week by ensuring they have access to cultural leave.	Head of Organisational Development	July 2022 July 2023
	Support an external NAIDOC Week community event.	Head of Corporate Affairs (supported by RAP Coordinator)	July 2022 July 2023
	Debrief and collaborate with RAP business unit representatives to ensure education and learnings from such events are shared more broadly into the business.	RAP Coordinator	August 2022 August 2023



Working collaboratively to build cultural awareness

Building cultural awareness of Aboriginal and Torres Strait Islander histories, peoples and communities continues to be a key focus for Ampol.

Ampol has a strong foundation of recognising and celebrating Aboriginal and Torres Strait Islander cultures through NAIDOC Week, National Reconciliation Week as well as delivering an Acknowledgment of Country or Welcome to Country at important meetings.

Building on these protocols, Ampol has prioritised the development of a cultural awareness training program and has been working collaboratively with key stakeholders, including customers, employees, and suppliers, to provide opportunities for our people to engage with and learn about Aboriginal and Torres Strait Islander cultures, histories and what respectful inclusion means at Ampol.

Tom Clay, Human Resources Director, said: "We have taken inspiration from various partners, including one of our customers, Origin Energy, to build our cultural awareness program. We are now scoping the incorporation of this program into our own ways of working at Ampol and implementing this across key employee populations.

"We have also engaged our people, including Natalie Crain, a proud Kamilaroi woman, who has supported us by reviewing the training and consulting her community to ensure it is appropriate and respectful."

With the cultural awareness training close to finalisation, the last step is to engage the Quandamooka Elders, Auntie Bec and Auntie Merle, where the Ampol Lytton refinery is located, for final review and endorsement before delivery of the training commences.

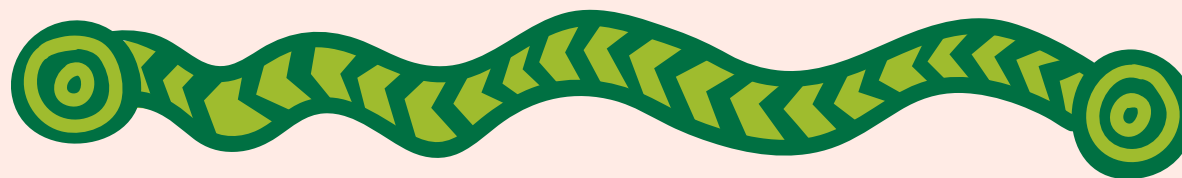
"I am proud of how we have been able to engage and work with various stakeholders on the development of this training," added Tom.

"We look forward to continuing to enhance cultural awareness in our organisation in the future by ensuring that the training evolves with our maturity in collaborating with Aboriginal and Torres Strait Islander peoples and stakeholders."

Through building our collective cultural awareness and competency, we will enhance our ability to partner with Aboriginal and Torres Strait Islander peoples to create a culturally safe and supportive work environment and build sustainable social and economic opportunities.



Natalie Crain, a proud Kamilaroi woman and First Nations representative in our RWG.



Opportunities

We believe that knowledge can change lives, and we want every Australian to have the freedom of economic and life empowerment through better education and career pathways.

Action	Deliverable	Responsibility	Timeline
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	Provide instructions on the Ampol Intranet and broader support for employees wanting to identify as Aboriginal and/or Torres Strait Islander peoples and ensure there is an ability to do so in the recruitment and onboarding processes.	Head of Organisational Development	March 2022
	Develop an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, including providing employment opportunities in our areas of operations.	Head of Organisational Development	June 2022
	Commence implementation and report annually on the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Head of Organisational Development	October 2022 October 2023
	Develop metrics for recruitment and retention of Aboriginal and Torres Strait Islander employees.	Head of Organisational Development	May 2022
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Head of Organisational Development	May 2022
	Engage with existing Aboriginal and Torres Strait Islander employees to consult on their experience with recruitment and professional development.	Head of Organisational Development (supported by business unit representatives)	June 2022
	In partnership with business unit representatives and in collaboration with employment officers from the Clontarf Foundation, develop initiatives surrounding increasing Aboriginal and Torres Strait Islander employment arrangements across Ampol's various business units.	Head of Organisational Development (supported by business unit representatives)	September 2022
	Engage with Aboriginal and Torres Strait Islander recruitment agencies within select regions to support recruitment of Aboriginal and Torres Strait Islander employees.	Head of Organisational Development (supported by business unit representatives)	Ongoing, report in July 2022 and July 2023



Opportunities

Action	Deliverable	Responsibility	Timeline
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	Continue to engage with CareerTrackers to explore opportunities for university students to be placed into internship roles across Ampol.	Head of Organisational Development (supported by business unit representatives)	Ongoing, report in July 2022 and July 2023
	Tangible progress towards increasing the employee population who identify as Aboriginal and Torres Strait Islander peoples (in Ampol's Australian workforce) to 3%.	EGM Fuel Supply Chain	Ongoing, report in July 2022 and July 2023
	Review human resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Talent Acquisition Manager	June 2022
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Talent Acquisition Manager	June 2022
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an internal Aboriginal and Torres Strait Islander Procurement Strategy.	Head of Contracts and Procurement	March 2022
	Circulate the Aboriginal and Torres Strait Islander Procurement Strategy internally with key senior leaders for cascading to relevant stakeholders across Ampol business units.	Head of Contracts and Procurement	March 2022
	Review and update Ampol's procurement policies and procedures to: <ul style="list-style-type: none"> • ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses; and • proactively identify opportunities for Aboriginal and Torres Strait Islander businesses to be assessed for participation in the Ampol supply chain. 	Contract and Procurement Manager, Fuel Supply Chain	March 2022
	Identify potential partners and Aboriginal and Torres Strait Islander businesses to mentor.	Retail Category Specialist	March 2022

Opportunities

Action	Deliverable	Responsibility	Timeline
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Maintain Supply Nation membership, promote use of the supplier database and actively participate in events.	Head of Contracts and Procurement	Ongoing, report on insights and progress in September 2022 and September 2023
	Maintain a centralised register of external spend opportunities identified by business units and a record of where we've engaged with Aboriginal and Torres Strait Islander suppliers.	Fuels and Infrastructure Category Specialist	Ongoing, report on progress in June 2022 and June 2023
	Maintain commercial relationships with Aboriginal and Torres Strait Islander businesses.	Head of Contracts and Procurement	Ongoing, report in July 2022 and July 2023
Improve education outcomes of young Aboriginal and Torres Strait Islander peoples.	Maintain and strengthen the relationship with the Clontarf Foundation by: <ul style="list-style-type: none"> • continuing to provide financial support; • promote and invite employees to volunteer at and attend Clontarf events throughout the year and record participation rates; and • support Clontarf students to visit different Ampol locations on tours. 	Head of Corporate Affairs and Head of Organisational Development	Ongoing, report in July 2022 and July 2023
	Continue our relationship with the Stars Foundation to support the empowerment of Aboriginal and Torres Strait Islander young women to balance Ampol's support for all genders in Aboriginal and Torres Strait Islander communities.	Head of Corporate Affairs	July 2023



Powering better career journeys at Ampol

Maddy Pickwick, Communications Coordinator within Ampol's internal communications function and member of our RWG, has been with Ampol for more than four years.

Originally joining the company as a CareerTrackers intern, today Maddy plays a crucial role in the delivery of internal communications programs, including working on key projects such as the Ampol rebrand and cultural transformation strategy.

Bringing enthusiasm and drive to the internal communications team, Maddy says that she would not have realised her passion for internal communications without CareerTrackers.

"After joining Ampol as a CareerTrackers intern in June 2017, I did a couple of rotations within human resources and marketing before finding my way to the internal communications team.

"I enjoyed it so much that I stayed for another five rotations."

As a proud Gurang and Munanjahli woman, Maddy grew up in Canberra on Ngunnawal Country before taking the big step after high school to move to Sydney and study a Bachelor of Communications at UTS, following in her father's footsteps.

"I had originally done a few semesters of a nursing degree, which I didn't particularly enjoy, so I decided to take up a communications degree and found it was perfect for me."

After a family friend recommended the CareerTrackers program, Maddy quickly signed up and commenced her career with Ampol.

"CareerTrackers was extremely valuable, and it gave me an opportunity that my own family never had.

"I got the opportunity to try out different roles that I would never have been able to otherwise, and I was able to discover my passion for internal communications and employee engagement."

Showcasing the success of the program, Maddy was awarded a full-time role at the conclusion of her university degree, based purely on merit.

"Being through the program and building relationships really helped me secure a full-time position. I learned a lot about Ampol and how corporate organisations operate, which gave me a big advantage over some of my peers."

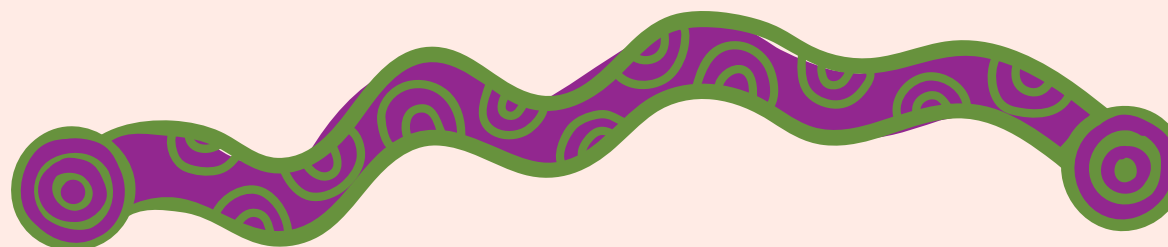
Speaking of the appointment, Sam Sheldon, Head of Internal Communications and Maddy's manager, said: "Throughout her internship, Maddy demonstrated an extremely mature approach to corporate life. Her willingness to learn, coupled with her communication skills and 'give anything a go' attitude made her stand out from the beginning. So, when we had a recruitment opportunity for a Communications Coordinator, Maddy was who I thought of first."

Looking to the future, Maddy says she'd like to see more CareerTrackers join Ampol and offer them the same mentoring and support that was provided to her.

"I look forward to seeing how Ampol will grow its reconciliation efforts in the future. I would love to see more CareerTrackers transition into full-time roles and seeing Aboriginal and Torres Strait Islander representation at an executive level would make me really proud."



Maddy Pickwick (right) with her manager, Sam Sheldon (left)




Governance

Action	Deliverable	Responsibility	Timeline
Establish and maintain an effective RWG to drive governance of the RAP.	Establish terms of reference for the RWG.	RAP Coordinator	March 2022
	Ensure the RWG oversees the development, endorsement and launch of the RAP.	EGM Fuel Supply Chain	March 2022
Engage business unit representatives to liaise with the RWG and implement RAP actions.	Ensure one of the business unit representatives identifies as Aboriginal or Torres Strait Islander.	RAP Coordinator	March 2022 March 2023
	Ensure the RWG meets at least quarterly to drive, monitor and report on RAP implementation.	RAP Coordinator	Ongoing, March, June, September and December 2022 and March, June, September and December 2023
	Maintain Aboriginal and Torres Strait Islander representation on our RWG.	EGM Fuel Supply Chain	Feb 2022 Feb 2023
Provide appropriate support for effective implementation of RAP commitments.	Define and review resource allocation and ongoing requirements for the implementation of RAP activities and events.	EGM Fuel Supply Chain (supported by Head of Corporate Affairs and Head of Organisational Development)	March 2022 March 2023
	Engage business unit representatives in the delivery of RAP commitments.	RAP Coordinator	March 2022, Ongoing
	Collaborate, communicate, and delegate activities to RAP business unit representatives and the RAP Community in their areas of expertise and spheres of influence.	RAP Coordinator	March, June, September, December 2022 and March, June, September, December 2023
	Meet with RWG, business unit representatives and the RAP Community to maintain visibility of RAP commitments.	RAP Coordinator	June and December 2022



Governance

Action	Deliverable	Responsibility	Timeline
Provide appropriate support for effective implementation of RAP commitments.	Executive Sponsor (RAP Chair) to report to the Ampol Leadership Team and the Ampol Key Leader group on the progress of RAP implementation, with emphasis on the leadership required of these groups to enable successful completion.	EGM Fuel Supply Chain	July 2022 July 2023
	RWG to collect data for the RAP Impact Measurement Questionnaire.	Head of Corporate Affairs (supported by RWG)	July 2022 July 2023
	RWG to seek internal approval to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	EGM Fuel Supply Chain (supported by RAP Coordinator)	August 2022 August 2023
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Head of Organisational Development (supported by RAP Coordinator)	30 September 2022 30 September 2023
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	RAP Coordinator	August 2022 August 2023
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up-to-date, to ensure we do not miss out on important RAP correspondence.	RAP Coordinator	June 2022 June 2023
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	RAP Coordinator	January 2024
Report RAP achievements, challenges and learnings internally and externally.	Publicly report our RAP achievements, challenges and learnings through our Annual Report and/or annual Sustainability Report.	Head of Corporate Affairs and Head of Sustainability	March 2022 March 2023

Governance

Action	Deliverable	Responsibility	Timeline
Report RAP achievements, challenges and learnings internally and externally.	Report on RAP progress to all employees and senior leaders quarterly.	EGM Fuel Supply Chain (supported by RWG)	June, September, December 2022 and March, June, September, December 2023
	Report RAP achievements to the Ampol Leadership Team.	EGM Fuel Supply Chain (supported by RWG)	July 2022 July 2023
Continue our reconciliation journey by developing our next RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Head of Organisational Development and Head of Corporate Affairs	June 2023
	Send draft RAP to Reconciliation Australia for review and feedback.	Head of Organisational Development and Head of Corporate Affairs	August 2023
	Submit draft RAP to Reconciliation Australia for formal endorsement.	Head of Organisational Development and Head of Corporate Affairs	November 2023

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At Ampol, our purpose is
*Powering better journeys,
today and tomorrow*

