

RECONCILIATION
ACTION PLAN

INNOVATE



Ampol Limited Innovate Reconciliation Action Plan

September 2024 – September 2026

Contents

OUR VISION FOR RECONCILIATION, AND THE ROLE WE PLAY	3
MESSAGE FROM OUR MANAGING DIRECTOR AND CEO	4
MESSAGE FROM RECONCILIATION AUSTRALIA	6
OUR BUSINESS	7
MESSAGE FROM OUR RAP EXECUTIVE SPONSOR	10
WE ARE AUSTRALIA'S LEADING TRANSPORT ENERGY PROVIDER	11
OUR VALUES	12
OUR JOURNEY	13
OUR RECONCILIATION ACTION PLAN	16
POWERING OUR PROGRESS – OUR RAP WORKING GROUP MEMBERS	18
RELATIONSHIPS	20
CELEBRATING 5 YEARS OF THE AMPOL & STARS FOUNDATION PARTNERSHIP	23
RESPECT	24
LEADERSHIP CULTURAL AWARENESS AS AN ENABLER OF OUR PROGRESS	26
OPPORTUNITIES	28
EXPANDING OUR ENGAGEMENT WITH ABORIGINAL AND TORRES STRAIT ISLANDER BUSINESSES	32
GOVERNANCE	34
ABOUT THE ARTWORK AND ARTIST	38

Acknowledgement of Country

Ampol acknowledges Aboriginal and Torres Strait Islander peoples as the Custodians of Country across Australia. We pay our respect to them, to Ancestors, and to Elders past and present in maintaining the culture, country and their spiritual connection to the land and seas.

Our vision for reconciliation, and the role we play

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 cultures 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 continue our journey of growth, and power better journeys, today and tomorrow, we recommit to the empowerment of Aboriginal and Torres Strait Islander peoples as key to developing a sustainable economy that can advance communities and achieve better economic equity overall.



Message from our Managing Director and CEO

I am proud and privileged to launch Ampol's next Innovate Reconciliation Action Plan. We are committed to playing an active role in the advancement of reconciliation by building on our engagement, progress, and achievements.

With the endorsement of Ampol's Executive team, this RAP will harness the skills, knowledge, and effort of our RAP Working Group and RAP Community to drive the implementation of our deliverables, with a readiness to adapt our approach as we achieve our aspirational goals.

In our previous RAP, we were able to deliver progress across many areas, including:

Building respect

through increased cultural capability, including with an Ampol Executive team Cultural Competency session held with Shelley Reys, CEO of Arrilla Indigenous Consulting.

Cultural awareness education sessions for over

150 Senior Leaders

with more than 80% reporting increased understanding and confidence to discuss the topic with their teams.

Launching a business-wide Aboriginal and Torres Strait Islander Peoples

Cultural Awareness

e-learning modules, which was completed by over 96% of Retail staff.

Strengthening

relationships with local land councils near Ampol's key locations.

Achieving a 117% increase in our total annual spend with Aboriginal and Torres Strait Islander-

owned businesses.

Our business transformation has continued over the past two years, with a focus on the three strategic pillars of enhancing the core business, expanding from the rejuvenated fuels platform, and evolving our energy offer for our customers.

“ We have also developed a refreshed approach to representation, equity and inclusion which strengthens our ability to power better opportunities for Aboriginal and Torres Strait Islander peoples, their communities, and their businesses. ”

The ways we aim to achieve growth in our reconciliation journey in this RAP include:

- ▲ Fostering connections with Aboriginal and Torres Strait Islander organisations and communities at our key locations.
- ▲ Partnering with an external Aboriginal and Torres Strait RAP Advisor to provide guidance and expertise on our reconciliation journey.
- ▲ Implementing a Cultural Learning strategy to scale sustainable cultural learning across business and key employment life cycle stages.
- ▲ Building connections and engagement with our Aboriginal & Torres Strait Islander staff to understand the barriers and opportunities to succeed at Ampol.
- ▲ Delivery of a consistent, quality, and impactful partnership with Clontarf academies, students, and alumni via a new Clontarf + Ampol Engagement Plan.
- ▲ Increasing our affiliations and commercial engagements with Aboriginal & Torres Strait Islander businesses.

For over 100 years, Ampol has supported customers across Australia. We understand our responsibility to be representative of the communities in which we operate. This Reconciliation Action Plan is a reflection of our ongoing commitment to furthering reconciliation, guided by Aboriginal and Torres Strait Islander peoples. I look forward to working with our people, customers, and partners as we advance our focus on reconciliation.

Matt Halliday

Managing Director & CEO

Message from Reconciliation Australia

Reconciliation Australia commends Ampol Australia on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Ampol Australia continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that

Ampol Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

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

Congratulations Ampol Australia on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia





Our business





Our business

Ampol is an independent Australian company and the leader in transport energy across Australia and New Zealand, with our operations touching hundreds of communities, businesses and cultures.

We are one of Australia's oldest businesses with a history that spans over 100 years, over this time growing to become the largest transport fuels company listed on the Australian Securities Exchange (ASX).

Ampol Limited returned to its iconic Australian name following shareholder approval at our 2020 Annual General Meeting, with the national roll-out of the Ampol brand across our retail network reaching its completion by the end of 2022.

Driven by our purpose 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, and explore the viability of hydrogen, biofuels and other future energies as we work to support the energy transition and achieve our ambition of net zero emissions operations by 2040.

Ampol supplies fuel to approximately 80,000 customers in diverse markets across the Australian economy, including mining, transport, marine, agriculture, aviation and other commercial sectors. Across our retail network, we serve approximately three million customers every week with fuel and convenience products, as well as electric vehicle charging at selected locations.

Our ability to service our broad customer base is supported by our robust supply chain and strategic infrastructure positions across the country, which include 14 terminals, 6 major pipelines, 53 wet depots, over 1,750 branded sites (including approximately 636 company operated retail sites) and one refinery located in Lytton, Queensland.

This network is supported by over 9,000 people across Australia and overseas, including 228 Aboriginal or Torres Strait Islander employees.

In recent years, we have deployed the capabilities of our Australian business to expand our supply chain and operations into international markets. This includes our Trading and Shipping business that operates out of Singapore and Houston in the USA, and our international storage

positions across the Asia-Pacific region. We also have a growing presence in New Zealand as the owner of Z Energy Limited, the trusted and iconic New Zealand brand which sells approximately 40% of all fuel volumes across New Zealand. Ampol also owns a 20% equity interest in Seaoil, a leading independent fuel company in the Philippines.

This includes our Trading and Shipping business that operates out of Singapore and Houston in the USA, and our international storage positions across the Asia-Pacific region. We also have a growing presence in New Zealand as the owner of Z Energy Limited, the trusted and iconic New Zealand brand which sells approximately 40% of all fuel volumes across New Zealand. 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 over AU\$4.6 million in 2023 through the Ampol Foundation, an increase of 12% from 2022. Diverse representation is also a key focus for Ampol, with females representing 40% of our senior leaders in 2023.



Message from our RAP Executive Sponsor

At Ampol, 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 cultures of First Australians. We have reflected on our past learnings and achievements to shape the approach we are taking in our 2024 – 2026 Reconciliation Action Plan (RAP).

As the RAP Executive Sponsor, I am proud to lead our Working Group in driving reconciliation change and impact in our areas of commitment. In this RAP, we are committed to four key opportunities, centred on: *Building community connection, Strengthened cultural learning, Sustainable experience and education opportunities and Increased supplier engagement.*

Key to our success will be adopting a whole of organisation approach, so all parts of our business understand their role and how to influence change. This RAP is our commitment to playing our part. I am looking forward to working with our people and stakeholders over the next two years to make a meaningful difference.

Brad Clunes

Ampol RAP Executive Sponsor



Building community connection



Strengthened cultural learning



Sustainable experience and education opportunities



Increased supplier engagement



**We are
Australia's
leading
transport
energy
provider**

Ampol has been operating
in Australia for over

120 years

~ 4 million

weekly customers across our retail
network in Australia and New Zealand

We operate approximately

633 retail

sites across our controlled network
in Australia as of June 30 2024

~80,000

business customers across Australia

Over 1,750

retail sites in our branded and
AmpolCard accepting Australian network

1 refinery,

14 terminals and 53 wet depots in our Australian
fuel distribution infrastructure network

Future Energy and Decarbonisation Strategies
launched, with an ambition to achieve

net zero

Scope 1 and 2 emissions in our Australian
operations by 2040



Our values



Connect to win

We collaborate as an integrated business to drive growth.



Find new ways

We innovate to deliver positive outcomes.



Make a difference for customers

We are connected to our customers and support their changing needs.



Own it

We make bold decisions and are accountable for the outcomes.



Never stop caring

We keep safety front of mind and make a positive contribution to those around us.



Our journey

We are proud of the progress we continue to make on our reconciliation journey. Progress in reconciliation is the combination of achievements and continuous learning.

Over the past two-years our key learning is that meaningful connections linked to our operational footprint, active listening to our staff and community leaders and targeted cultural learning are critical to strengthening Ampol's impact on Indigenous partnerships and reconciliation into the future.

This RAP builds these learnings into our focus areas and continues to serve our vision to contribute to the equitable participation of Aboriginal and Torres Strait Islander peoples in Australian society and build respect for the long heritage and cultures of First Australians.



2012

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

2014

50 staff identifying as Aboriginal and/or Torres Strait Islander peoples 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.

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 staff 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 Reconciliation Action Plan working group forms.

Our first school-based trainee commences in partnership with Clontarf.

2011

Our partnership with Clontarf Foundation commences.

2013

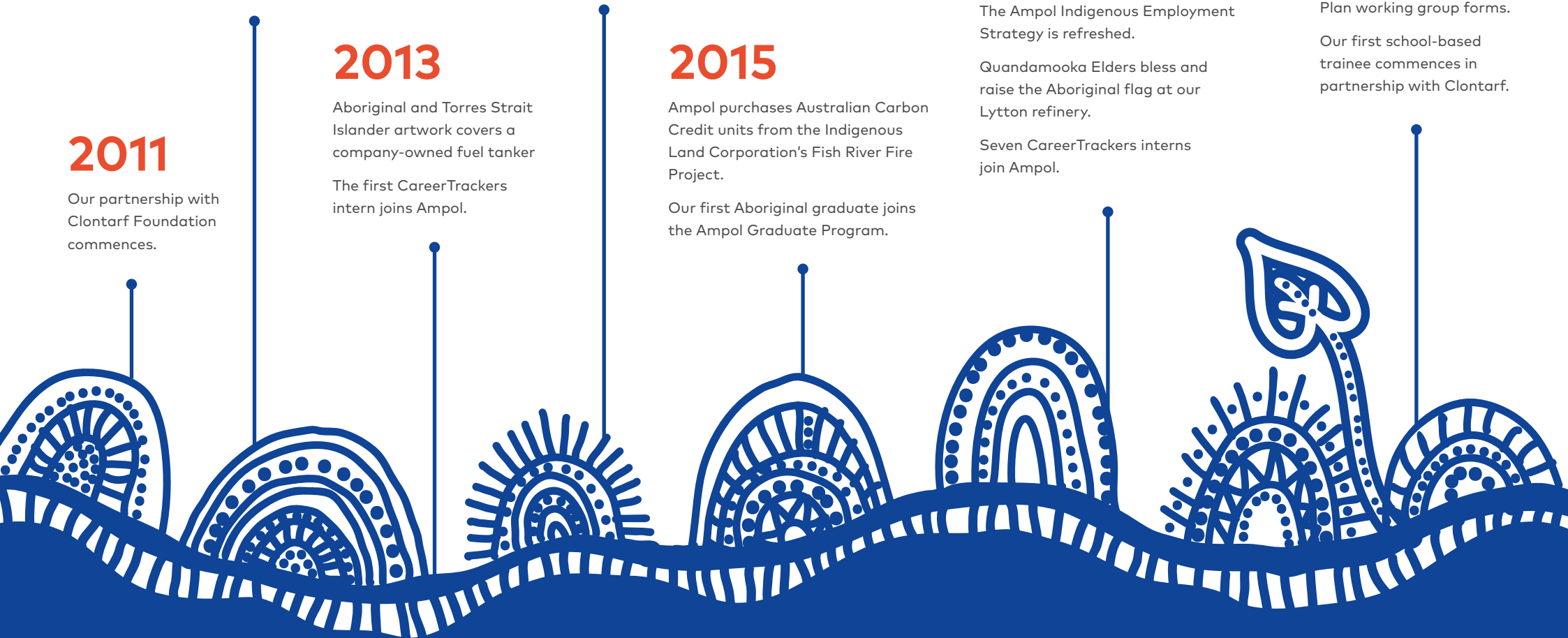
Aboriginal and Torres Strait Islander artwork covers a company-owned fuel tanker

The first CareerTrackers intern joins Ampol.

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.



2018

Ampol launches its first Innovate RAP.

14 CareerTrackers interns employed.

Two staff participate in a Jawun secondment.

2020

The Ampol brand is revitalised and network roll out commences.

Continued support of Clontarf Foundation and Stars Foundation through the emergence of COVID-19.

2022

Network rollout to Ampol brand completes.

Ampol acquires Z Energy.

Ampol launches its second Innovate RAP.

2024

Ampol concludes its second Innovate RAP, achieving 86% of deliverables.

Appointed a new RAP Executive Sponsor and updated RAP Working Group and Community composition.

Ampol launches its third Innovate RAP.

2019

Ampol commences 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.

2021

Ampol's Reconciliation Action Plan working group reconvenes and the second Innovate RAP is prepared.

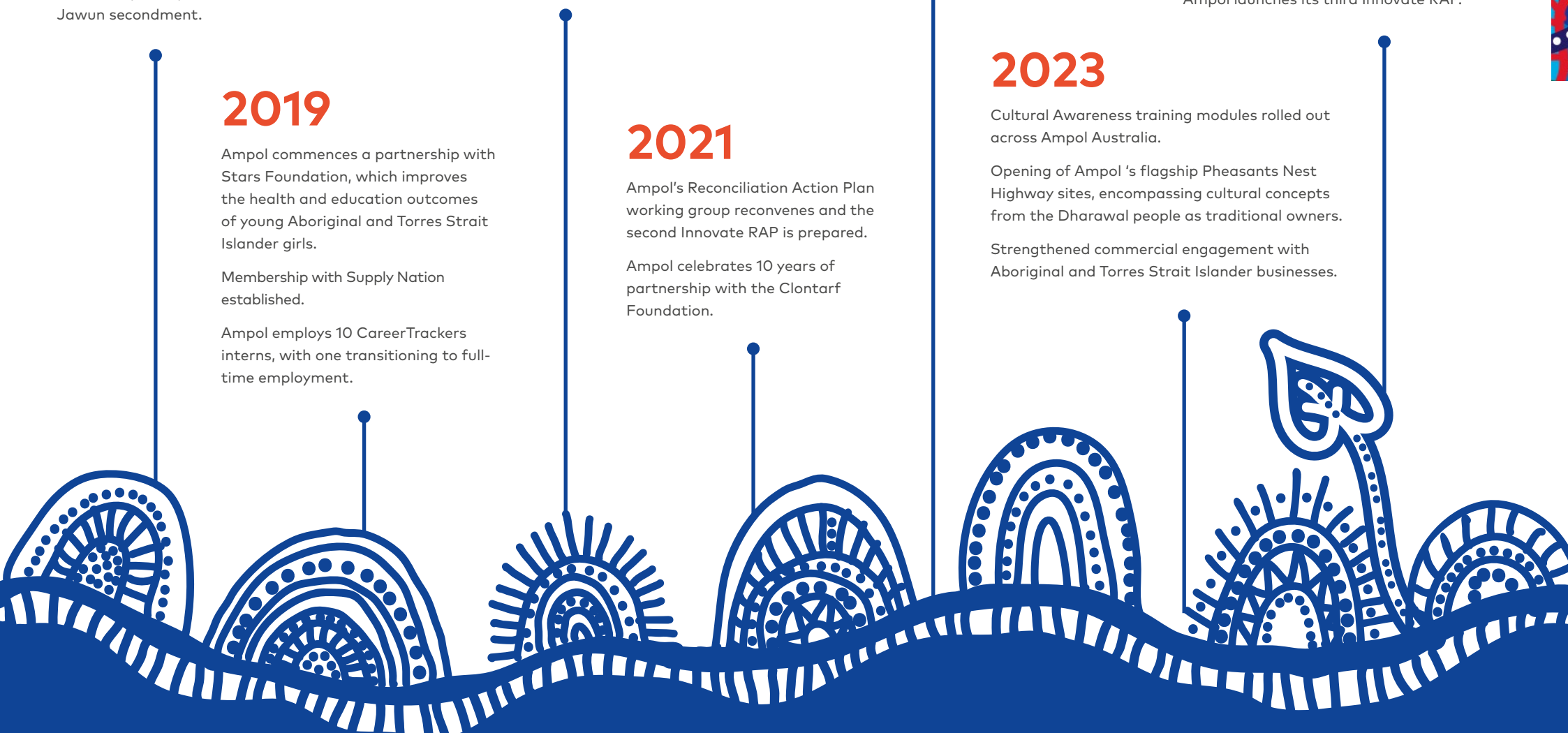
Ampol celebrates 10 years of partnership with the Clontarf Foundation.

2023

Cultural Awareness training modules rolled out across Ampol Australia.

Opening of Ampol 's flagship Pheasants Nest Highway sites, encompassing cultural concepts from the Dharawal people as traditional owners.

Strengthened commercial engagement with Aboriginal and Torres Strait Islander businesses.





Our Reconciliation Action Plan



Our Reconciliation Action Plan

At Ampol, we are committed to representing the diverse communities we support, and to respecting the rights and interests of all Australians.

We also recognise the important opportunity we have in contributing to Australia's reconciliation efforts.

Our Innovate RAP has been endorsed by Reconciliation Australia and has been informed by consultation with key stakeholder groups, including the Ampol Leadership Team, our senior leaders, RAP business unit representatives and our community partners.

The objective of this RAP is to strengthen our relationships with Aboriginal and Torres Strait Islander people, through increased and consistent engagement, commercial partnerships, broadened cultural understanding and focus on improving outcomes for Aboriginal and Torres Strait Islander Peoples and to deliver on our vision for reconciliation.



Powering our progress – Our RAP Working Group members

Our RAP Working Group drives progress and promotes engagement in our reconciliation work across the business. In early 2024, the group was refreshed to provide opportunities for new involvement from diverse teams. This resulted in a new composition to lead our activity through regular meetings.

The RAP Working Group is led by Brad Clunes, our RAP Executive Sponsor, with the support of the Ampol Leadership Team. The impact of the RAP Working Group is both in their drive to influence reconciliation, and their diversity of backgrounds, perspectives, and skills. The RAP Working Group is responsible for implementing the day-to-day actions and deliverables in a coordinated effort across our business.

Name	Role	Cross-Business Lead	Team
Brad Clunes	National Lubricants Supply Chain Manager, RAP Executive Sponsor	BD Burns Lorenzo Falcocchio	B2B
Kellie Wade	Head of Representation, Equity, and Inclusion, RAP Working Group Chair	Lucas Riddell Gillian Moore	Manufacturing
Tom Clay	General Manager, People and Culture	Dhee Subramaniam	Supply & Optimisation
Natalie Crain	Business Manager Metro and First Nations representative	Tessa Hart	People & Culture
Joseph Degrazia	Head of Contracts and Procurement	Brendan Fitzpatrick	Retail
Helen Stanley	Internal Communications Manager	Gemma Priddle	Energy Solutions
Jack Brady	Senior External Communications Advisor	Hayley Porich	Ampol Foundation
Faith Taylor	Executive General Manager, Group General Counsel	Adam El Atem	Aviation
Maddy Scott	Graduate, RAP Coordinator	Josephine Bloor Madeleine Treacy-Maclean	Procurement Government Affairs



Our commitments



Relationships



We believe that developing and nurturing purposeful and open relationships with Aboriginal and Torres Strait Islander peoples and communities is essential to co-creating opportunities that are culturally respectful and impactful.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify and meet with Aboriginal and Torres Strait Islander stakeholders and organisations local to our key sites, to develop guiding principles for future engagement to foster relationships and support opportunities and/or needs.	April 2025	RAP Executive Sponsor, Head of Representation, Equity and Inclusion
	Utilise existing relationships to explore the engagement of an external Aboriginal and Torres Strait Islander RAP Advisor for the purpose of providing guidance and advice on our reconciliation activities.	September 2024	Head of Representation, Equity and Inclusion
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2024	Head of Representation, Equity and Inclusion
	Launch Innovate RAP with direct reference to NAIDOC key messages.	November 2025	RAP Executive Sponsor, Head of Representation, Equity and Inclusion.
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff ahead of NRW via our key communication channels and on our internal RAP Hub.	27 May – 3 June 2025 / 26	RAP Executive Sponsor
	Register our NRW events on Reconciliation Australia's website and update on our internal RAP Hub.	May 2025 / 26	RAP Coordinator
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025 / 26	Head of Representation, Equity and Inclusion

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	RAP Working Group and Community members to drive awareness of external NRW event opportunities to their business units and encourage attendance.	27 May – 3 June 2025 / 26	Head of Representation, Equity & Inclusion
	Arrange one organisation-wide NRW event each year.	27 May – 3 June 2025 / 26	Internal Communications Manager
Promote reconciliation through our sphere of influence.	Implement an annual communication and engagement plan to raise awareness of our RAP actions and outcomes.	September 2024, July 2025	Internal Communications Manager
	Collaborate with like-minded organisations to enable learning and advance reconciliation.	March 2025	Head of Representation, Equity and Inclusion
	Investigate opportunities to influence our external stakeholders to drive reconciliation outcomes by promoting our expectations, commitment, and support (including businesses and suppliers).	February 2025	Procurement Lead
	Use external communication channels to promote and raise awareness of reconciliation (for example, Ampol's LinkedIn page, Annual Report and/or annual Sustainability Report).	February 2025	Senior External Communications Advisor
Promote positive race relations through anti-discrimination strategies.	Conduct a review of key People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2025	People and Culture Lead
	Engage with Aboriginal and Torres Strait Islander staff to consult on our anti-discrimination policy.	March 2025	People and Culture Lead
	Review, update, and communicate our Discrimination, Bullying and Harassment Policy, reflecting current research and leading practice.	October 2024	People and Culture Lead
	Promote respect and inclusion through appropriate language in internal communications, such as key messages, strategic priorities, initiatives, and achievements.	October 2024	Internal Communications Manager
	Educate key leaders on the effects of racism, utilising community leaders and guest speakers.	July 2025	Head of Representation, Equity and Inclusion

Action	Deliverable	Timeline	Responsibility
Strengthen our relationship with the Clontarf Foundation and connections with academies	Develop and implement a national Clontarf + Ampol Engagement Plan to expand the existing relationship through volunteering, local academy connections, and work experience, on a quarterly basis.	October 2024	Ampol Foundation Lead
	Provide opportunities for RWG and senior leader representatives to participate in Clontarf Academy Immersion Experiences.	April 2025	Ampol Foundation Lead
	Review learnings from the strengthened Clontarf relationship to support our relationship with Stars Foundation.	February 2025	Ampol Foundation Lead





Celebrating 5 years of the Ampol and Stars Foundation partnership

In 2023, Ampol celebrated five years of partnership with Stars Foundation, an organisation that supports and empowers First Nations girls and young women across nearly sixty schools around Australia.

A new agreement in 2024 confirms the company's commitment to extend this partnership for at least another three years while doubling the annual donation from the Ampol Foundation to focus on delivering alumni employment outcomes.

Leveraging Ampol's partnerships, we have been able to practically support to motivate and inspire the students with NRL skills development sessions and attendance at a variety of events such as Ampol State of Origin men's and women's games, NRL premiership games and Supercars Indigenous Round in Darwin with Red Bull Ampol Racing.

Stars exists to educate, empower, support and mentor them to be able to achieve their dreams and aspirations and take the next step when they finish school, confidently and positively. With the support of partners such as Ampol, we've almost seen 1,000 First Nations young women graduate from Year 12, and this year alone we'll see a further 1,000 graduates.

Ampol has been an amazing partner of the Stars Foundation and we're really grateful to them not just for their financial investment in the futures of First Nation's young women, but also the additional opportunities that they offer us through engagement with some of their other activities and partnerships. They been just a wonderful partner.

Andrea Goddard

Founder and CEO
Stars Foundation



STARS JOINED AMPOL TO
CELEBRATE INTERNATIONAL
WOMEN'S DAY 2024



Respect



By understanding and respecting the cultures, knowledge, histories and rights of Aboriginal and Torres Strait Islander peoples, we are better able to provide a safe, equitable and welcoming environment for all.

Action	Deliverable	Timeline	Responsibility
Strengthen our connection and respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning and collaboration.	Conduct a review of cultural learning within our business.	October 2024	Head of Representation, Equity and Inclusion
	Develop, implement, and communicate a cultural learning strategy document for our staff, factoring in insights from Aboriginal and Torres Strait Islander staff.	October 2024	RAP Executive Sponsor, Head of Representation, Equity and Inclusion
	Promote opportunities for RAP Working Group members, and other key leaders, to participate in structured cultural learning.	March 2025	RAP Executive Sponsor, Head of Representation, Equity and Inclusion
	Deliver a Group-wide session annually at a minimum during National Reconciliation Week and embed cultural awareness into onboarding / inductions via our cultural learning strategy.	May 2025 / 26	RAP Executive Sponsor, Head of Representation, Equity and Inclusion
	Continue to update and promote the internal RAP Hub with relevant resources including articles, podcasts, research and invite RAP Working Group and Community members to add resources.	September 2024	RAP Coordinator
	Include Traditional place names on our Site Locator website in recognition of Traditional Custodians of Country.	August 2025	RAP Coordinator

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Review our Cultural Protocols Guide and update as required.	March 2025	First Nations RAP Advisor, Head of Representation, Equity and Inclusion
	Through targeted conversations, increase staff understanding and confidence to implement cultural protocols into the way we do business.	May 2025	RAP Executive Sponsor, Head of Representation, Equity and Inclusion
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2024	RAP Executive Sponsor
	Continue to engage a Traditional Owner to provide an Acknowledgement of, or Welcome to, Country at the commencement of significant events and include them on our communication channels.	September 2024	Internal Communications Manager
	Establish and circulate a list of key contacts (including Traditional Owners and Elders) to invite to deliver an Acknowledgment of Country or Welcome to Country and maintain respectful relationships.	November 2024	Senior External Communications Advisor
Build respect for Aboriginal and Torres Strait Islander cultures	RAP Working Group members to participate in an external NAIDOC Week event.	July 2025 / 26	RAP Executive Sponsor
	Review People and Culture policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2025	People and Culture Lead
	Promote and encourage participation in external NAIDOC events to all staff.	July 2025 / 26	RAP Executive Sponsor
Enable the celebration of significant events.	Create a Days of Significance framework using our existing calendar to streamline our communications, engagement and resource sharing regarding culturally significant events.	September 2024	Internal Communications Manager
	Develop a proposal to allow staff to take up the option to swap leave from local public holidays with an alternative date (e.g., noting that 26 January is a culturally sensitive day for many in the context of reconciliation in Australia).	November 2024	Head of Representation, Equity and Inclusion

Leadership cultural awareness as an enabler of our progress

Cultural awareness and capability across our leadership is central to our ability to influence and progress our reconciliation commitments. Over 150 of our senior leaders across Australia participated in education sessions facilitated by Paul Sinclair, Director of Education at Mirri Mirri Indigenous Consulting, to build on their existing knowledge and understand a First Nations perspective on modern Australian history. Paul's insights on the pre-protection era, loss of independence and power, and the reclaiming of independence encouraged wide-ranging discussions with our leaders on the value and recognition of Aboriginal and Torres Strait Islander cultures. These sessions also increased confidence among our leaders to share insights with their teams and support them in accessing information in the lead up to the 2023 referendum on constitutional recognition.

As Paul Sinclair said: "Very rarely do we get to participant in something as significant as a referendum and have an opportunity to amend our constitution. Incorporated as our nation's 'rulebook' in 1901, it would take another 66 years for the constitution to change and allow Aboriginal and Torres Strait Islander peoples to be counted as part of the population and the Commonwealth to make laws for them. A mere 56 years later, our small Aboriginal owned business, would be engaged by one of Australia's most recognisable companies - Ampol, to talk with your staff about what it means to be an Indigenous person in this country and how this can be reflected within our constitution. To say it was a privilege is an understatement. Our company will always be grateful for providing us the opportunity to talk about issues that are important to First Nations peoples."



Leaders and all staff for that matter, have an opportunity to help those who are often underrepresented, such as First Nations peoples, to feel culturally safe and included in the workplace. Creating environments that recognise and are responsive to Aboriginal and Torres Strait Islander people only serves to increase the overall well-being of staff, which contributes to productive and improved retention.

Paul Sinclair

Director of Education
Mirri Mirri Indigenous Consulting



Opportunities



We see the potential to encourage employment, experience and education opportunities, to strategically align our processes and practices and to strengthen procurement relationships with Aboriginal and Torres Strait Islander businesses. By providing these opportunities, our organisation is enriched with the knowledge and skills of Aboriginal and Torres Strait Islander perspectives.

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander positive employment, experience, and education outcomes.	Build an understanding of current Aboriginal and Torres Strait Islander staff to inform future employment and professional development opportunities, and cultural safety needs.	October 2024	People and Culture Lead
	Engage with Aboriginal and Torres Strait Islander staff to consult on employment and professional development approaches, and cultural safety enhancements.	February 2025	People and Culture Lead
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	April 2025	People and Culture Lead
	Map opportunities across all business units and communicate these with recruitment stakeholders, including pathways via our expanding QSR (Quick Service Restaurants) offering.	May 2025	People and Culture Lead
	Partner with specialised recruitment agencies and labour hire companies to pilot traineeships for Aboriginal and Torres Strait Islander candidates in four stores across Western Sydney, including a tailored onboarding program, supportive leadership, and progression pathways.	September 2024	People and Culture Lead
	Grow Aboriginal and Torres Strait Islander employment in our Australian workforce.	September 2024	Head of Representation, Equity and Inclusion

Action	Deliverable	Timeline	Responsibility
Review and align our people processes and practices to our learnings and Representation, Equity & Inclusion Strategy.	Review our attraction and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2024	Head of Representation, Equity & Inclusion
	Collaborate with Talent Acquisition Leads to identify opportunities and resources to improve Aboriginal and/or Torres Strait Islander recruitment, including advertising in Aboriginal and Torres Strait Islander media and job networks.	February 2025	Head of Representation, Equity & Inclusion
	Collaborate with People and Culture Business Partners to improve Aboriginal and/or Torres Strait Islander retention and professional development through education, resources, events, communications, and conversations.	February 2025	Head of Representation, Equity & Inclusion
	Provide an update on People and Culture related RAP activity at each People and Culture Community Exchange.	2024 – October 2025 – April, July, October 2026 – April, July	Head of Representation, Equity & Inclusion
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue the delivery of our Aboriginal and Torres Strait Islander Procurement Strategy to develop a suite of case studies of commercial engagements and achieve a sustained increase in spend for each year of our RAP.	September 2024	Head of Procurement
	Include Aboriginal and Torres Strait Islander businesses in key sourcing activities and continue to maintain a centralised register of external spend opportunities with Aboriginal and Torres Strait Islander suppliers.	October 2024	Procurement Lead
	Identify and partner with senior managers and/or cost centre owners in each business unit that can advocate for the Procurement Strategy and manage changes in supplier relationships.	February 2025	Procurement Lead
	Establish a regular meeting with Supply Nation to maintain relationship and identify opportunities.	September 2024	Procurement Lead

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Provide at least three (3) annual updates to the RAP Working Group and key budget owners to increase awareness of opportunities.	2024 - September, December 2025 - April, August, December 2026 - February, June	Head of Procurement
	Work with existing major Ampol suppliers to encourage them to engage Aboriginal and Torres Strait Islander suppliers in their own supply chains and report to Ampol their procurement spend.	October 2024	Head of Procurement
	Establish a pre-qualifying process in our accounting system for agreed Aboriginal and Torres Strait Islander businesses to enable easier commercial engagement.	September 2024	Procurement Lead





Expanding our engagement with Aboriginal and Torres Strait Islander businesses

Kulbardi

Our commitment to partnering with Aboriginal and Torres Strait Islander suppliers has been elevated through the creation of an Indigenous Procurement Strategy and active engagement across our business on Indigenous procurement opportunities. This has resulted in a number of high value business engagements.

By using the Supply Nation Directory, we were able to invite Kulbardi, a 100% Indigenous owned and managed business, to tender for our merchandising supplier opportunity. The diligent and thorough process evaluated each supplier across a number of criteria including quality, organisational fit, cost, account management, online systems, and technology of which Kulbardi was one the shortlisted suppliers. Ultimately Kulbardi was selected as the successful merchandise supplier across Ampol due to its superior technical and commercial offer.

Our engagement with Kulbardi has allowed us to gain efficiencies in ordering and cost, through the provision of a centralised ordering system for all Ampol branded merchandise, as well as providing a consistent range of branded promotional merchandise that helps strengthen the position of our brand.

Like Ampol, Kulbardi also has a strong focus on supporting local communities and they channel part of their sales proceeds to the Bibbulmun Fund, that supports, encourages and inspires Indigenous communities across Australia. Similar to our Ampol foundation it helps with programs around entrepreneurship, education, numeracy and literacy.



Sharna Collard, Kim Collard,
Chris Collard | Kulbardi

The Bibbulmun Fund designs and delivers programs around entrepreneurship, education, numeracy and literacy. This includes scholarships, work-ready programs, reclaiming culture and language courses, youth diversionary programs, Elder camps and leadership programs.

'For a number of years Kulbardi has been a proud supplier of branded merchandise to Ampol and is honoured to have such a blue-chip company as a customer. In addition, part of every dollar that Ampol spend with Kulbardi flows back into our Bibbulmun Fund; which gives back to Aboriginal people and communities around Australia.'

Kim Gilchrist

Kulbardi Strategic Account Manager

New Start Australia

Following a competitive tender process for our Kurnell and Banksmeadow Terminal cleaning services, we were able to bring on board 100% Indigenous-owned company New Start Australia. Not only have New Start Australia uplifted cleaning standards across both of our Australian terminal locations, but they have also introduced innovative technologies, processes, and efficiencies, which has driven improved account management, delivery, and capability.

In addition to leaving a sustained, positive footprint in the communities in which they operate, New Start Australia has a strong focus on:

- ▲ Community Engagement & Consultation.
- ▲ Improving job and career pathway opportunities for Aboriginal and Torres Strait Islander jobseekers through specific identified roles.
- ▲ Sponsorship and financial support of community-based programs and initiatives that support Indigenous well-being, social, economic, employment and health outcomes.
- ▲ Support of local community-based programs and initiatives that benefit the local communities in which we work and deliver services.

New Start Australia is a business-to-business (B2B) service provider, with a national footprint and a presence in all states and territories in Australia including metropolitan, regional and remote areas. They have 12 different service divisions across services such as construction, civil and rail, trade services, maintenance, and labour hire. With a goal to leave a sustained, positive footprint in communities, they are proud to be a 100% Indigenous owned Australian company.

Speaking about engagements of First Nations Businesses, Head of Contracts and Procurement, Joseph DeGrazia said: "By partnering with Aboriginal and Torres Strait Islander businesses, we have an opportunity to support reconciliation efforts via our supply chain and at the same time find suppliers to provide best in class services for our requirements."



Governance



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RWG to drive governance of the RAP.	Maintain a minimum of at least one Aboriginal and Torres Strait Islander representative across our RWG & Community.	September 2024	Head of Representation, Equity & Inclusion
	Review group composition to allow for changing roles & business structures.	August 2025	Head of Representation, Equity & Inclusion
	Create Terms of Reference / Charter for the RAP Working Group, outlining roles, responsibilities, and meeting protocols. Review annually during the RAP.	September 2024	Head of Representation, Equity & Inclusion
	Assign RWG responsibility for overseeing the development, endorsement and launch of the RAP.	September 2024	Head of Representation, Equity & Inclusion
	Ensure the RWG meets at least bi-monthly for an hour to drive and monitor implementation progress.	2024 - August, October, December 2024 - February, April, June, August, October, December 2026 - February, April, June	Head of Representation, Equity & Inclusion
	Ensure the RAP Community meets at least bi-monthly for 30 minutes for an activity update and opportunities for involvement.	2024 - September, October, December 2024 - February, April, June, August, October, December 2026 - February, April, June	Head of Representation, Equity & Inclusion

Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	Appoint and maintain an internal RAP Sponsor from senior management and agree core responsibilities.	September 2024	Head of Representation, Equity & Inclusion
	Define and review resource allocation and ongoing requirements for the implementation of RAP activities and events.	September 2024	Head of Representation, Equity & Inclusion
	Define and maintain appropriate systems to track, measure and report on RAP activity. Ensure the systems are accessible to all members of the RWG.	September 2024	RAP Coordinator
	Collaborate, engage, and assign activities to cross-business unit representatives in the delivery of RAP commitments in their area of interest / expertise, and spheres of influence within the business.	September 2024	Head of Representation, Equity & Inclusion
Strengthen accountability and transparency through internal and external reporting on RAP achievements, challenges, and learnings.	Contact Reconciliation Australia to verify current primary and secondary contact details.	September 2024 / 25	Head of Representation, Equity & Inclusion
	Obtain our unique RAP Impact Survey link, collect financial year data & information, and complete the annual RAP Impact Measurement Survey for Reconciliation Australia.	September 2024 / 25	RAP Coordinator
	Report our RAP progress bi-yearly to the internal Safety & Sustainability Board Sub-Committee.	2024 - October 2025 – April, October (TBC) 2026 – April (TBC)	Head of Representation, Equity & Inclusion
	Report RAP achievements to the Ampol Leadership Team twice yearly at a minimum.	2024 – November Future dates TBC	RAP Executive Sponsor
	Report on RAP progress to all staff and senior leaders at least twice yearly via an article on the internal RAP Hub.	2024 - November, 2025 – May, October 2026 – March, July	RAP Executive Sponsor

Action	Deliverable	Timeline	Responsibility
Strengthen accountability and transparency through internal and external reporting on RAP achievements, challenges, and learnings.	Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings.	February 2025 / 2026	Senior External Communications Advisor
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Head of Representation, Equity and Inclusion
	Convene a RAP Working Group & Community meeting to discuss RAP reflections, insights, and learnings.	July 2026	Head of Representation, Equity & Inclusion
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2026	RAP Coordinator
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2026	RAP Coordinator







About the artwork and artist

Riki Salam (Mualgal, Kaurareg, Kuku Yalanji),

We Are 27 Creative - www.weare27.com.au

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.



'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.



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