

REFLECT

# Reconciliation Action Plan

January 2025–January 2026





## Acknowledgement of Country

Flinders Port Holdings acknowledges the Traditional Owners of the land and waterways on which we operate, and pays respect to Elders past, present and emerging.





# ***Contents***

Acknowledgment of Artist	4
The Art	6
The values guiding FPH above and below the water	8
Acknowledgment of Aboriginal Consultancy	10
Message from our CEO	12
Message from Reconciliation Australia CEO	13
Our Business	14
Our RAP	16

# Acknowledgement of Artist



Iteka Ukarla  
Sanderson-Bromley

Iteka Ukarla Sanderson-Bromley is 24 years old and lives in Adelaide, South Australia.

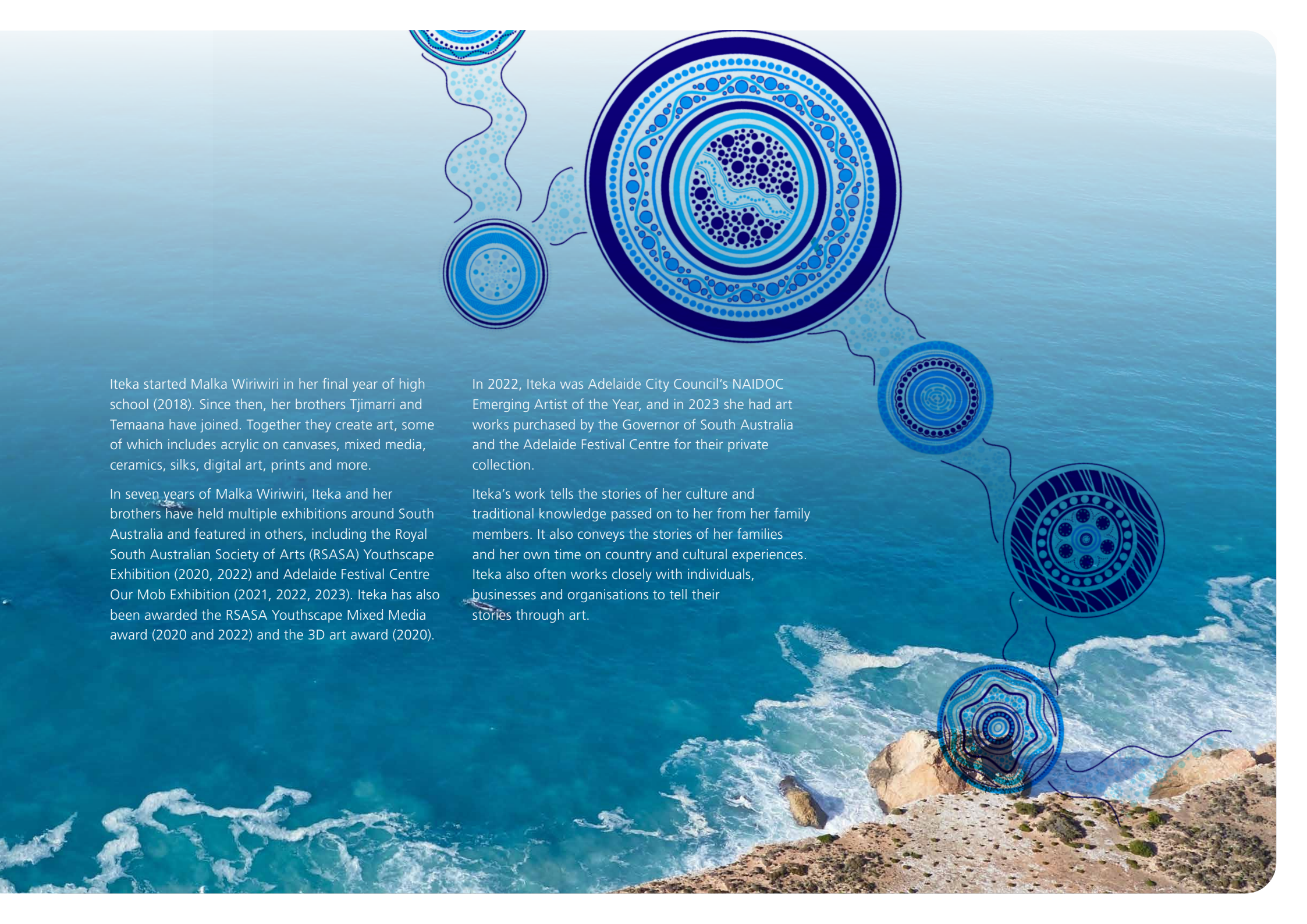
Her language groups are Adnyamathanha (Flinders Ranges), Narungga (Yorke Peninsula) and Yarluyandi (Simpson Desert).

Iteka has grown up making regular trips home to 'country'.

Iteka completed her university degree at University of Adelaide studying a Bachelor of Arts with majors in Sociology and Anthropology in 2022.

She is involved in her culture and enjoys sharing it through her art and dance, as well as, by guiding cultural tours in Adelaide and Flinders Ranges, and delivering cultural education sessions as part of her family's businesses working in cultural education. Iteka is a member of Aboriginal based dance group 'Of Desert and Sea', and Aboriginal art collective 'Malka Wiriwiri Arts'.





Iteka started Malka Wiriwiri in her final year of high school (2018). Since then, her brothers Tjimarri and Temaana have joined. Together they create art, some of which includes acrylic on canvases, mixed media, ceramics, silks, digital art, prints and more.

In seven years of Malka Wiriwiri, Iteka and her brothers have held multiple exhibitions around South Australia and featured in others, including the Royal South Australian Society of Arts (RSASA) Youthscape Exhibition (2020, 2022) and Adelaide Festival Centre Our Mob Exhibition (2021, 2022, 2023). Iteka has also been awarded the RSASA Youthscape Mixed Media award (2020 and 2022) and the 3D art award (2020).

In 2022, Iteka was Adelaide City Council's NAIDOC Emerging Artist of the Year, and in 2023 she had art works purchased by the Governor of South Australia and the Adelaide Festival Centre for their private collection.

Iteka's work tells the stories of her culture and traditional knowledge passed on to her from her family members. It also conveys the stories of her families and her own time on country and cultural experiences. Iteka also often works closely with individuals, businesses and organisations to tell their stories through art.

# ***The Art***

Art is a vital part of Aboriginal cultures. It is used to pass on knowledge and tell stories about Country, language, kinship, living and spiritual beliefs. Through art Aboriginal and Torres Strait Islander peoples share important cultural narratives, ancestral connections, and the understandings of the land.

This artwork tells the story of Flinders Port Holdings (FPH).

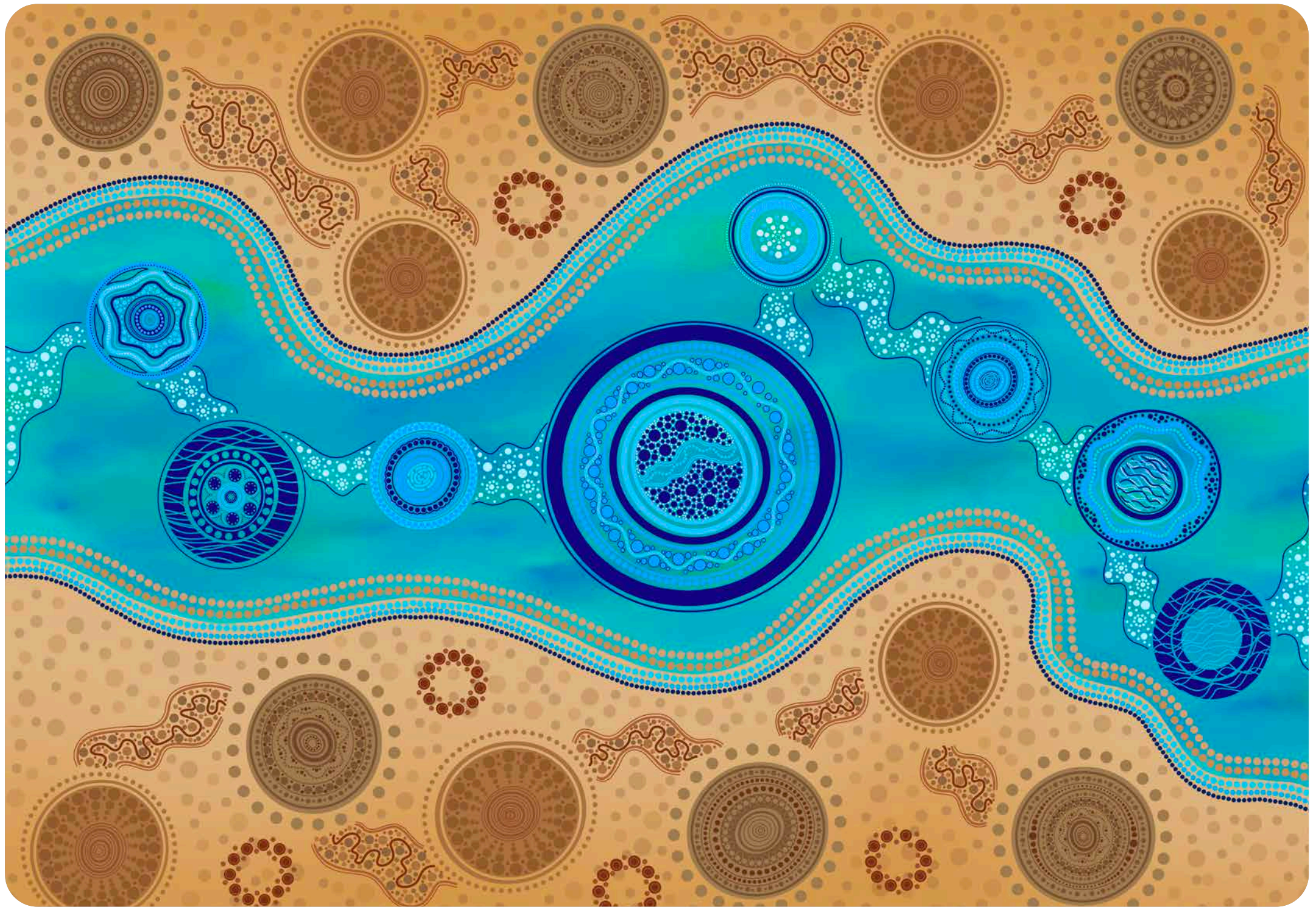
In the centre of the artwork is the waterways that FPH works on and travels through. The largest middle circle represents the FPH business with dotted lines connecting all their seven ports. The dotted lines then flare out at the edges of the canvas, depicting the connection of FPH's Adelaide base to the world. It is a visual representation of their motto "connecting South Australia to the world".

In the water, each port is represented with a unique design. While all share the same three colours (the colours of the FPH logo), the individual designs symbolise the distinctiveness of each location. These differences highlight the unique characteristics and roles of each port, while the consistent colour scheme ties them together, reinforcing the unified nature of FPH's network.

The dots lining the water represents the deep connection between land and sea, a relationship that is often overlooked. For Aboriginal peoples, the land and sea are not just physical, they also carry cultural and spiritual importance. For FPH, through its ports and maritime activities, the land and sea play a vital role. The dots are a symbol of respect, recognising the balance and harmony between the land and sea, and honouring the ongoing relationship that sustains both communities.

Above and below the water is the land that FPH works on, along with thirteen circles. During my conversations with the FPH team, there were thirteen words that reoccurred which I understood to be important to them. Each circle corresponds to one of these words, serving as a visual anchor for these values and principles that guide their work.







# ***Thirteen Circles, One Vision***

*The values guiding FPH above and below the water*



## **ALLYSHIP**

To Aboriginal and Torres Strait Islander peoples, culture and their communities.



## **CUSTODIANS**

Caring for, and showing respecting to, the Traditional Custodians of the land and seas we work on.



## **COMMUNICATION**

Promoting conversations around Reconciliation and its importance. Effective communication is key to building understanding, trust, and respect and working towards strong relationships and an inclusive and respectful future.



## **CONNECTION**

Valuing connection within the workplace but also the interconnectedness with people and community they collaborate with, and the land and waters they operate on. Connection is about fostering a supportive workplace culture while also acknowledging responsibility to the surrounding communities and the natural world, including Aboriginal and Torres Strait Islander peoples cultural ties to the land and sea.



## **WELCOMING**

To everyone connected with FPH.



## **COMMUNITY**

Creating a positive community within the workplace and connecting to the community outside.





## ENVIRONMENT

Understanding our environment and placing importance on good practise and sustainability.



## CARE

For the wellbeing of our staff, as well as, people and community we work with, and for the land and seas we work on.



## FORWARD THINKING

Thinking into the future, what are we leaving for our children, what are we setting up for them, what are we teaching them, what footsteps are we leaving for them to follow.



## INNOVATIVE

Commitment to embracing new ideas and technologies, and a business model that embraces growth, creative solutions and engagement with, and responsiveness to, community.



## SUPPORTIVE

Showing respect within the work culture and a commitment to fostering an inclusive and respectful environment. Also supporting the broader community and Aboriginal and Torres Strait Islander peoples cultural knowledge.



## CONFIDENT

Moving forward and into all spaces of work with confidence.



## CUSTOMER FOCUSED

Being responsive and accountable in a customer-focused approach to business.



# ***Acknowledgement of Aboriginal Consultancy***

Aboriginal consulting is a testament to the commitment to honour Aboriginal voices, traditions, and aspirations.

FPH understands that reconciliation involves working with and not for Aboriginal and Torres Strait Islander communities, with this understanding we engaged the guidance and knowledge of a respected member of the community to help us develop and deliver our inaugural Reconciliation Action Plan (RAP).

Engaging with an Aboriginal consultancy is crucial for building effective relationships with Aboriginal and Torres Strait Islander communities. Director and founder of Nik&Co. Consultancy, Nicole Gollan has worked with our RAP Working Group every step of the way to delivery our RAP.

Nik&Co. provided integral advice to our team, including our Group Leadership Team, that recognised our journey so far and translated our genuine intentions in a culturally appropriate manner.

Nik&Co. led engagements with a range of community partners that both broadened and deepened our intended actions, ensuring that they were meaningful and contributed to a holistic vision for both current and future generations.





*Members of RAP Working Group discussing what Reconciliation means to FPH.*



*Iteka Ukarla Sanderson-Bromley reveals draft of RAP Artwork at workshop with RAP Working Group.*



*RAP Working Group member's reactions to draft artwork reveal.*



*Members of the RAP Working Group, Iteka Ukarla Sanderson-Bromley and Nicole Gollan at the workshop held to create our RAP Artwork.*



# ***Message from our CEO***

FPH has a vision of connecting South Australia to the world. At its heart, this vision begins with the land and waters on which we operate. These are the traditional lands of the Kurna, Banggarla, Narungga, Nawu, Wirangu and Nukunu people.



This sense of connection to land and waters, from South Australia to the world, also informs and guides our RAP. We seek to strengthen our relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, and to work collaboratively and respectfully to increase our understanding of Aboriginal and Torres Strait Islander cultures. This fosters a genuine sense of connection with First Nations peoples. Those connections are reconciliation in action.

Our RAP fits within a broader commitment to sustainability across our business. Sustainability is one of the guiding philosophies in the way we operate and in our future planning and development - ensuring we minimise harm, decarbonise our business, collaborate with our communities and build resilience.

This RAP builds on work that is already well established in the development of vocational pathways for Aboriginal and Torres Strait Islander youth and adults, which we are developing through our partnership with the Clontarf Foundation. This program is expected to see First Nations participation rates in our workforce

steadily increase in the coming years as students transition through secondary education into vocational training and direct employment.

The development of this RAP has been the result of the hard work and dedication from the team in our RAP Working Group (RWG). On behalf of the Board and the Group Leadership Team at FPH I would like to thank everyone in the RWG and everyone who contributed to this Reflect RAP. We are fortunate to have the energy and enthusiasm of this group, who are so passionate about making a difference.

I look forward to reporting on progress against the plan and I urge all our people to support the actions set out here and the aspirations that sit behind them.

**STEWART LAMMIN**  
Chief Executive Officer

# ***Message from Reconciliation Australia CEO***

Reconciliation Australia welcomes FPH to the RAP program with the formal endorsement of its inaugural Reflect RAP.

FPH joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Flinders Port Holdings to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Flinders Port Holdings, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**KAREN MUNDINE**  
Chief Executive Officer,  
Reconciliation Australia





# Our Business

The FPH Group is the leading privately owned port operator in South Australia, handling the vast majority of the State's international imports and exports each year. Through integrated stevedoring, infrastructure and logistics services, FPH connects South Australian businesses to each other and the world, facilitating over \$25 billion in international trade annually.

FPH was originally established in 2001 through the acquisition of 99-year land leases, associated assets and the licence for the operation of the Port of Port Adelaide plus six regional ports across South Australia - Port Giles, Port Lincoln, Wallaroo, Port Pirie, Klein Point and Thevenard. We also own and operate Flinders Adelaide Container Terminal (FACT). The Group is privately owned by five separate Australian businesses (Infrastructure Capital, Equip Super, CareSuper, State Super and Hostplus), based in Australia and owned by Australians.


Over the last 20+ years, the business has grown to offer a wide range of port related services. These services range from offshore pilotage and marine control services, as well as onshore stevedoring and end-to-end supply chain logistics services.

We provide integrated supply chain solutions through Flinders Warehousing and Distribution; hydrographic survey services are delivered through HydroSurvey Australia.

FPH also provides services to three other commercial ports in South Australia on behalf of third parties at Whyalla, Port Bonython and Ardrossan.

FPH is ranked as one of South Australia's top 10 companies and employers. With an annual turnover of almost \$250 million, we employ 700 people and indirectly support 6,000 jobs in South Australia. At the time of compiling our RAP, FPH currently have ten employees who identify as Aboriginal and or Torres Strait Islander employees.





We have only recently created systems to compile and record this data, so this number is a variable. As part of our reconciliation journey, FPH aims to improve the reliability of this data and to increase the number of Aboriginal and or Torres Strait Islander employees.

In 2021, FPH became a signatory to the United Nations Global Compact (UNGC), cementing its commitment to the pursuit of the UN Sustainable Development Goals (SDGs). Nine SDGs have been identified as goals that FPH can most contribute to, via the initiatives set out in our Sustainability Plan.

FPH has the greatest capacity to align with goals across health and wellbeing, climate, energy, resource consumption and diversity and inclusion.

We are proud of our role in the economic development of the State and the wellbeing of our port communities.





# Our RAP

FPH has been proud sponsors of Clontarf Foundation since 2021. Our support started and continues at the academy based at Ocean View College.

There are views to expand this support to other academies based in areas we operate: Port Adelaide, Whyalla, Port Lincoln and Port Pirie. Volunteering and engagement activities have included:

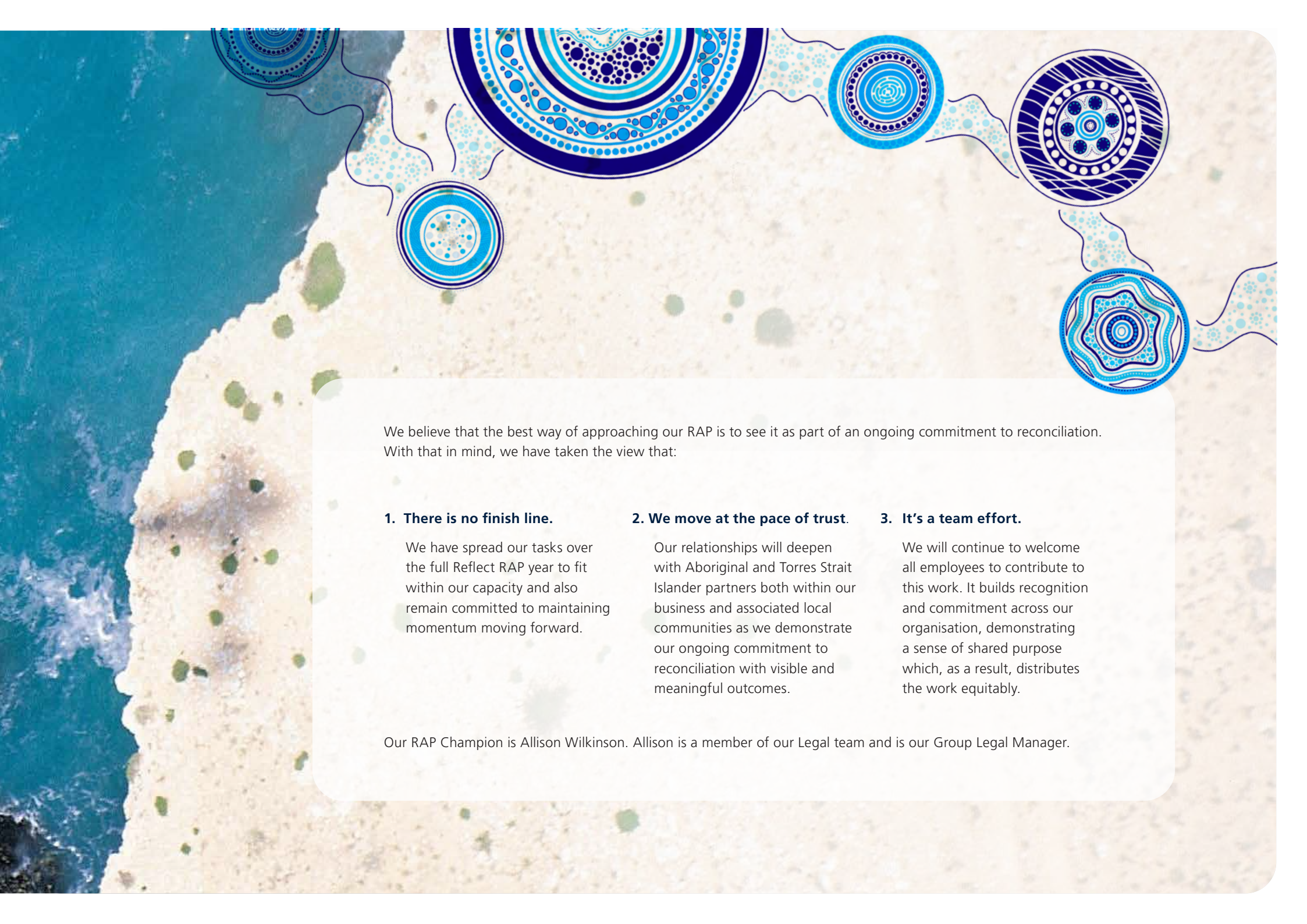
- Site visits at the Flinders Adelaide Container Terminal
- Morning Training Sessions at Ocean View College
- Year 12 Super Training and Breakfast sessions
- Annual Employment Forum.

FPH has also commenced engagement with Ocean View College around pathways to employment within the business.

In 2022 we welcomed a new pilot boat to our fleet - TURA. TURA is our first pilot boat to be wrapped in artwork and she is the first to have a connection to the Aboriginal Kaurna community. Her name in Kaurna means shadow / shade. TURA was chosen as it captures the way a pilot boat shadows a vessel into or out of Port. The artwork wrapping around TURA was designed by Shane Cook and pays respect to his Aboriginal identity.

FPH has a strong belief in the value of a diverse and inclusive workplace. We see the development of our RAP as one way of promoting and increasing diversity in our business, which is in line with our values and good for business. It also fits with our broader commitments to the pursuit of the UN Sustainable Development Goals. And it continues our reconciliation initiatives that began with Clontarf Foundation and TURA.





We believe that the best way of approaching our RAP is to see it as part of an ongoing commitment to reconciliation. With that in mind, we have taken the view that:

**1. There is no finish line.**

We have spread our tasks over the full Reflect RAP year to fit within our capacity and also remain committed to maintaining momentum moving forward.

**2. We move at the pace of trust.**

Our relationships will deepen with Aboriginal and Torres Strait Islander partners both within our business and associated local communities as we demonstrate our ongoing commitment to reconciliation with visible and meaningful outcomes.

**3. It's a team effort.**

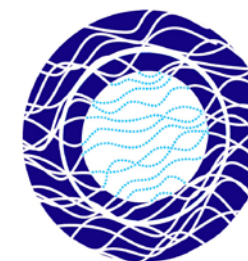
We will continue to welcome all employees to contribute to this work. It builds recognition and commitment across our organisation, demonstrating a sense of shared purpose which, as a result, distributes the work equitably.

Our RAP Champion is Allison Wilkinson. Allison is a member of our Legal team and is our Group Legal Manager.



## RELATIONSHIPS

Proactive, respectful relationships assist FPH to work collaboratively and strengthen relationships, increases involvement in activities and broadens opportunities with the local South Australian Aboriginal and Torres Strait Islander communities.



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and or Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and or Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	February 2025	Group HR Manager
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and or Torres Strait Islander stakeholders and organisations.</li> </ul>	March 2025	General Manager – Health, Safety & Systems
	<ul style="list-style-type: none"> <li>Investigate culturally appropriate consultation and engagement practices for FPH projects.</li> </ul>	May 2025	Executive General Manager Group Assets
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	27 May - 3 June 2025	Operations Process Analyst
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2025	Communications and Stakeholder Engagement Advisor
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June 2025	RAP Champion and RAP Project Sponsor to present to GLT and Senior Leaders
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	June 2025	Group Executive People and Brand
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	April 2025	General Manager – Health, Safety and Systems
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	May 2025	Executive General Manager Group Assets
	<ul style="list-style-type: none"> <li>Develop proactive media plan to share Reflect RAP delivery milestones.</li> </ul>	April 2025	Communications and Stakeholder Engagement Advisor
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	April 2025	Group HR Manager
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	February 2025	Group Executive People and Brand

## RESPECT

Respect is the product of healthy relationships, embracing diversity and promoting harmony. FPH will increase understanding and mutual respect by supporting cultural learning, understanding, elevating community awareness and participation in reconciliation action.



Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	February 2025	Group Executive People and Brand
	• Conduct a review of cultural learning needs within our organisation.	May 2025	Group Executive People and Brand
	• Investigate options for cultural training, including different models (face to face, online, as part of induction etc).	May 2025	Senior Training Business Partner
	• Cultural training offered to General Leadership Team, RAP Working Group, and hiring managers.	February 2025	Senior Training Business Partner
	• Organise and offer cultural awareness training to all FPH employees.	August 2025	Senior Training Business Partner
	• Investigate additional cultural awareness training opportunities specific to each of the Traditional Owners in the regions in which FPH operates.	October 2025	Senior Training Business Partner
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within FPH's operational area.	January 2025	RAP Champion
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	April 2025	Communications and Stakeholder Engagement Advisor
	• Create an A5 printed protocol guideline for Welcome to Country and Acknowledgment of Country.	August 2025	RAP Champion
	• Create Acknowledgment of Country signage at all FPH entry points.	December 2025	Communications and Stakeholder Engagement Advisor
	• Update staff email signature blocks and other corporate templates to include by recognising local Traditional Country where our offices are located.	June 2025	Group Administration Manager
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June and July 2025	Group Financial Accountant
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	First week in July 2025	Communications and Stakeholder Engagement Advisor
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	RAP Champion



## OPPORTUNITIES

Developing relationships with Aboriginal and Torres Strait Islander communities and businesses to enable improved economic and social outcomes.



Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2025	Group HR Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2025	Group HR Manager
	• Create culturally safe onboarding procedures include systems that allow the opportunity for employees to respectfully identify their Aboriginality or Torres Strait Islander Identity.	August 2025	Group HR Manager
	• Develop a list of secondary schools in each region to explore traineeship / employment pathway opportunities.	February 2025	Group Executive People and Brand
	• Develop an Aboriginal and Torres Strait Islander Cultural Leave Policy.	January 2025	Group Executive People and Brand
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement opportunities with Aboriginal and or Torres Strait Islander owned businesses.	July 2025	Procurement and Supply Chain Manager
	• Investigate Supply Nation membership.	March 2025	Procurement and Supply Chain Manager
	• Investigate membership with The Circle First Nations Entrepreneur Hub membership.	March 2025	Procurement and Supply Chain Manager
10 Create culturally safe visibility of Aboriginal and Torres Strait Islander artwork, cultures, names, and histories within FPH.	• Engage with a local Aboriginal artist to create a reconciliation mural to be displayed at FPH location.	March 2025	Executive General Group Executive Assets (from GLT org chart)
	• Explore to consult with local Traditional Owners or Custodians to incorporate Aboriginal names for emerging FPH pilot vessels.	June 2025	Executive General Manager Group Assets

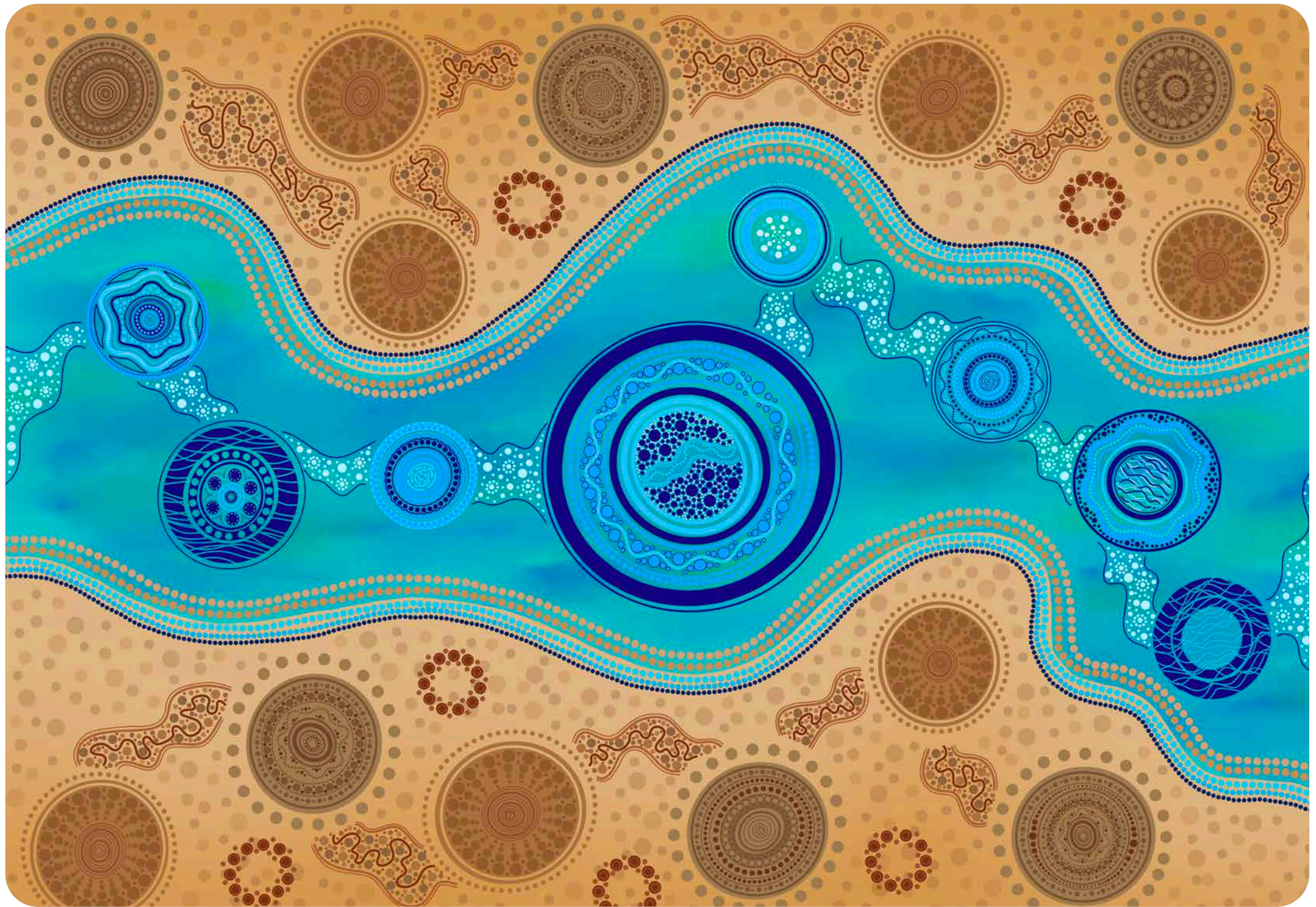


## GOVERNANCE

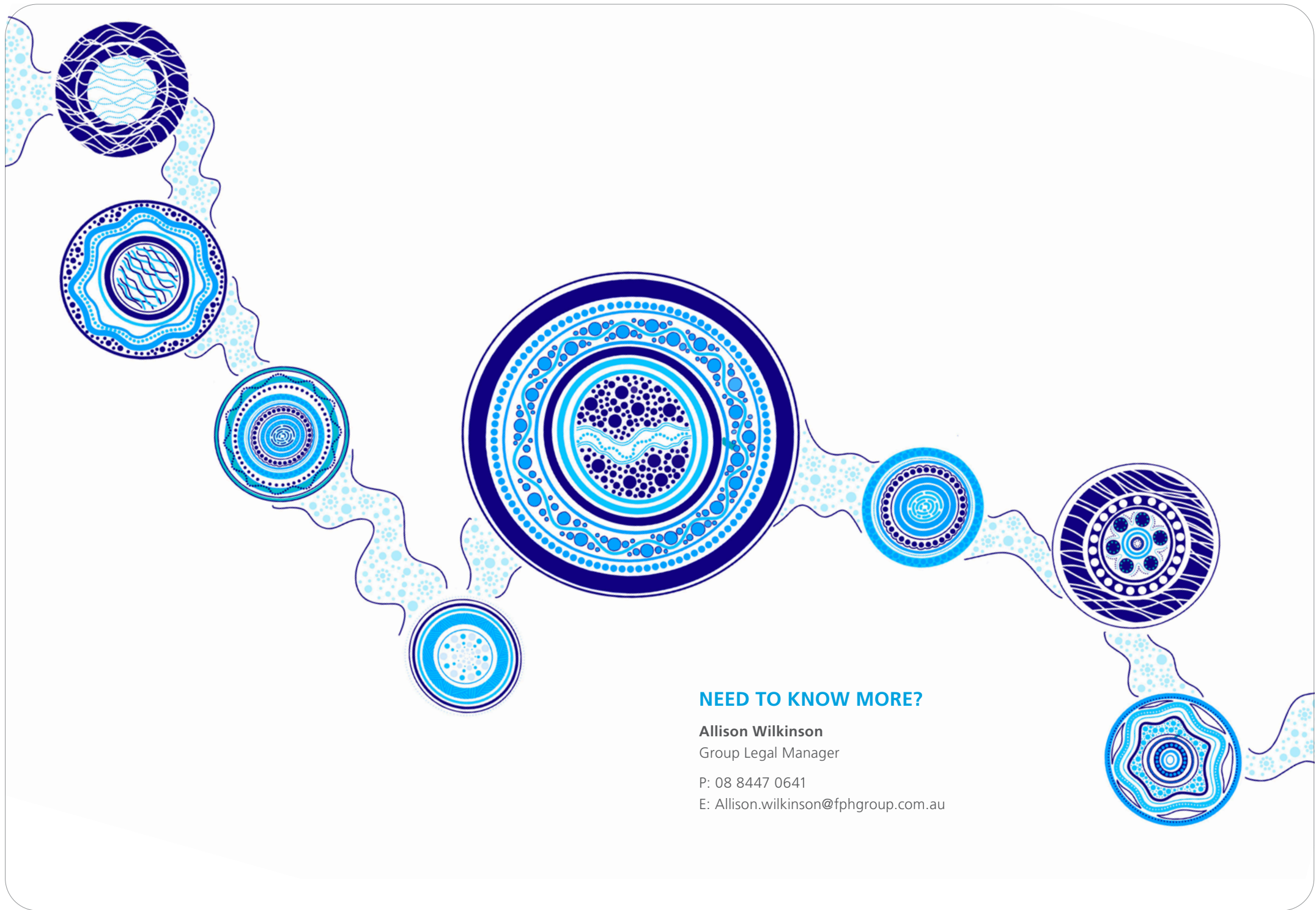
Accountability matters. FPH will drive governance and reporting against RAP actions to build stronger relationships with Aboriginal and Torres Strait Islander communities, encourage consistent performance, improve results and communication.

Action	Deliverable	Timeline	Responsibility
11 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	January 2025	RAP Champion
	• Draft a Terms of Reference for the RWG.	February 2025	RAP Champion
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	January 2025	Group HR Manager
	• Identify opportunities to extend RWG membership to partners.	August 2025	General Manager – Health, Safety & Systems
12 Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	February 2025	Group Executive People and Brand
	• Engage senior leaders in the delivery of RAP commitments.	July 2025	RAP Project Sponsor
	• Define appropriate systems and capability to track, measure and report on RAP commitments. For example: FPH Leadership Team and Board.	July 2025	Group Sustainability Manager
13 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• 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.	June annually	RAP Champion
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Champion
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	Operations Process Analyst
14 Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	RAP Champion









### NEED TO KNOW MORE?

**Allison Wilkinson**  
Group Legal Manager

P: 08 8447 0641

E: [Allison.wilkinson@fphgroup.com.au](mailto:Allison.wilkinson@fphgroup.com.au)





296 St Vincent Street, Port Adelaide South Australia 5015  
P: +61 (0)8 8447 0611 | E: [fpholdings@flindersports.com.au](mailto:fpholdings@flindersports.com.au)

[flindersportholdings.com.au](http://flindersportholdings.com.au)

ACKNOWLEDGMENT OF COUNTRY

Flinders Port Holdings acknowledges the Traditional Owners of the land and waterways on which we operate, and pays respect to Elders past, present and emerging.