



Gladstone Ports Corporation

Reconciliation Action Plan

May 2025 – May 2027



**Gladstone Ports
Corporation**

Growth, prosperity, community.



Reconciliation Action Plan

MAY 2025 - MAY 2027

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Gladstone Ports Corporation (GPC) acknowledges and recognises Aboriginal and Torres Strait Islanders as the First Peoples of this country.

We acknowledge the Bailai, Gurang, Gooreng Gooreng, Taribelang Bunda, Darumbal, Kabi Kabi and Butchulla peoples on whose Country we work and live.

We respect their Elders past and present and embrace reconciliation to make positive, enduring change.

MESSAGE FROM

Reconciliation Australia CEO

Reconciliation Australia commends Gladstone Ports Corporation on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Gladstone Ports Corporation to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

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

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

With 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. Gladstone Ports Corporation is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Gladstone Ports Corporation's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

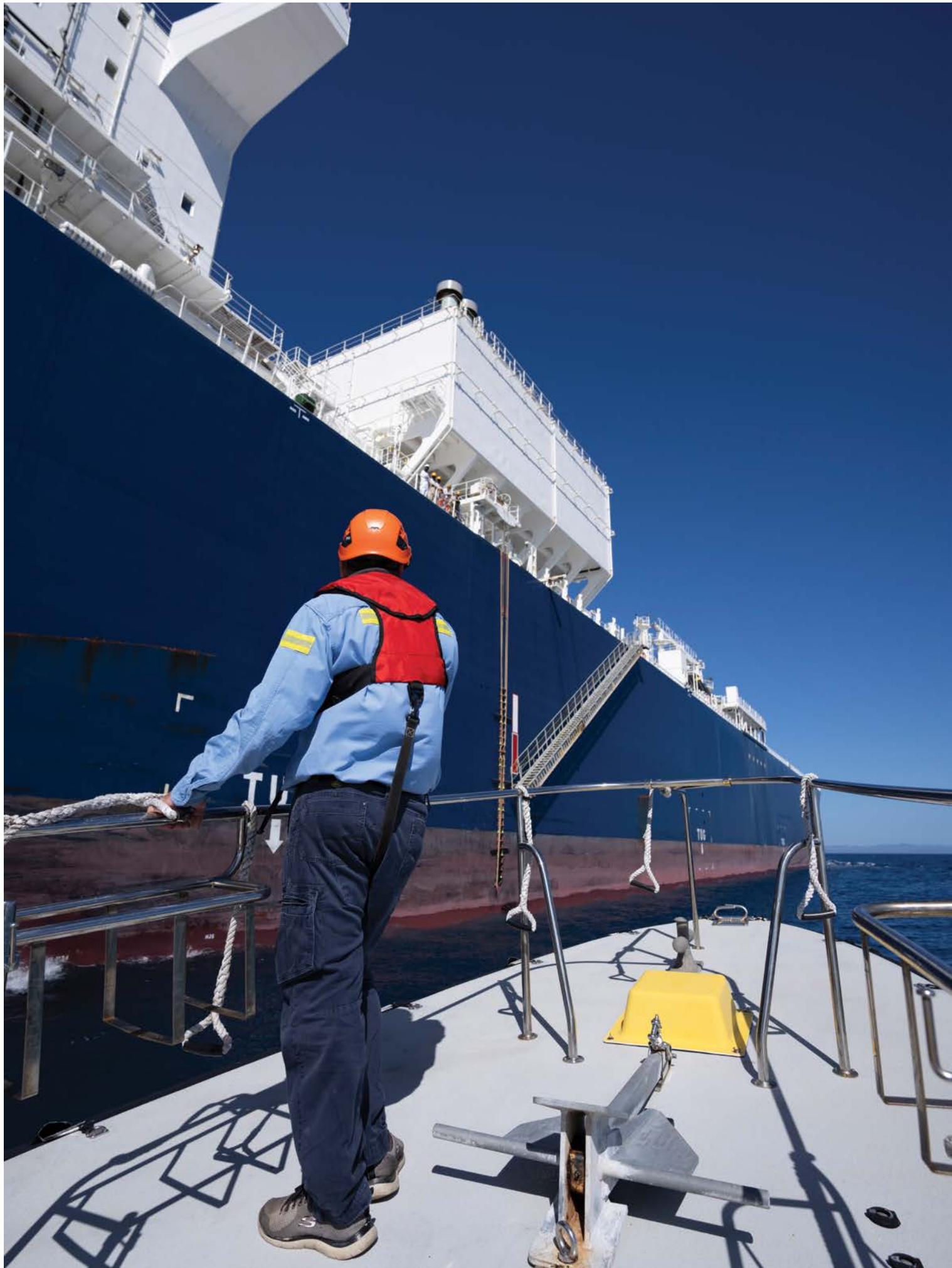
Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Gladstone Ports Corporation on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia





MESSAGE FROM OUR Acting Chief Executive Officer

Gladstone Ports Corporation (GPC) has been operating for over 110 years and working with First Nations People through the implementation of our three previous Reconciliation Action Plans (RAP's). Preparation of this new Innovate RAP has provided a unique opportunity to share different insights and ideas that underpin stronger partnerships with First Nations people and communities. It has enhanced opportunities to support their meaningful and substantial contributions within our organisation and our operating footprint.

Working and engaging with First Nations Peoples is a key focus for GPC as we seek to support and optimise current trade while pursuing new and emerging trades.

To support this, our RAP has been developed in partnership with local First Nations communities to foster sustainable relationships with future generations. GPC invited local Elders, Traditional Owners and members of First Nations community to form an External RAP Advisory Group. The Advisory Group met with GPC during the development phase of the RAP and offered guidance and advice on reconciliation actions, creating a welcomed improvement to the process and opportunity to provide progress updates as we implement the RAP.

As another first, GPC formed an Internal RAP Working Group. Members of the Executive Leadership Team and employees across various disciplines of the business met regularly to discuss strategies for reconciliation while also

taking ownership of critical actions to achieve this. Members of the group will act as champions across all teams to support implementation and ensure reconciliation actions are front of mind for all employees.



I am proud that GPC has helped nurture, guide and mentor our local school and university students via GPC's Talent Today, Talent Tomorrow bursary and scholarship programs. With more than 283 students gaining valuable financial support, insights and experience via work placements throughout our organisation.

Our employees embrace, celebrate and participate in First Nations national recognition days and important cultural events, welcoming and learning from local Elders and artists - their inspiring stories, truth telling, and their vision for reconciliation.

The strides that GPC gained in the actions and outcomes of our previous RAP is a credit to our Indigenous Affairs team and the long-lasting partnerships the organisation has built with First Nations community.

I am proud to lead GPC's reconciliation journey through our RAP, where our collective vision is to ensure equality, equity and unity, and culture and heritage is recognised, respected and celebrated as part of our shared national identity.

Jenelle Druce

Our Footprint



Our Business

GPC is Australia's premier multicommodity port managing and operating four port precincts, the Port of Gladstone, Port of Rockhampton, Port of Bundaberg, and the Port of Maryborough. Our unique footprint is key to our strategic advantage.

With our multicommodity ports with renowned harbours, land holdings and proximity to Asia, we are firmly focused on creating prosperity for all. Our dual operating model includes port and coal terminals, broadening our scope and capability as a multicommodity port. Each port has a speciality focus and an emphasis firmly on creating employment and prosperity for all.

Our First Nations employee landscape as of March 2025

	Number	%
ALL (GPCL & GMPS)	40/792	5.05%
Apprentices	6/45	13.33%
Permanent Employees	32/745	4.29%
Trainees	5/11	45.45%

GPC has helped navigate the way for others in the ports and transport industry when it comes to reconciliation. In 2012, we were the first port in Australia to develop a RAP and in 2018 we became the only port in the nation to have a Reconciliation Australia endorsed RAP.

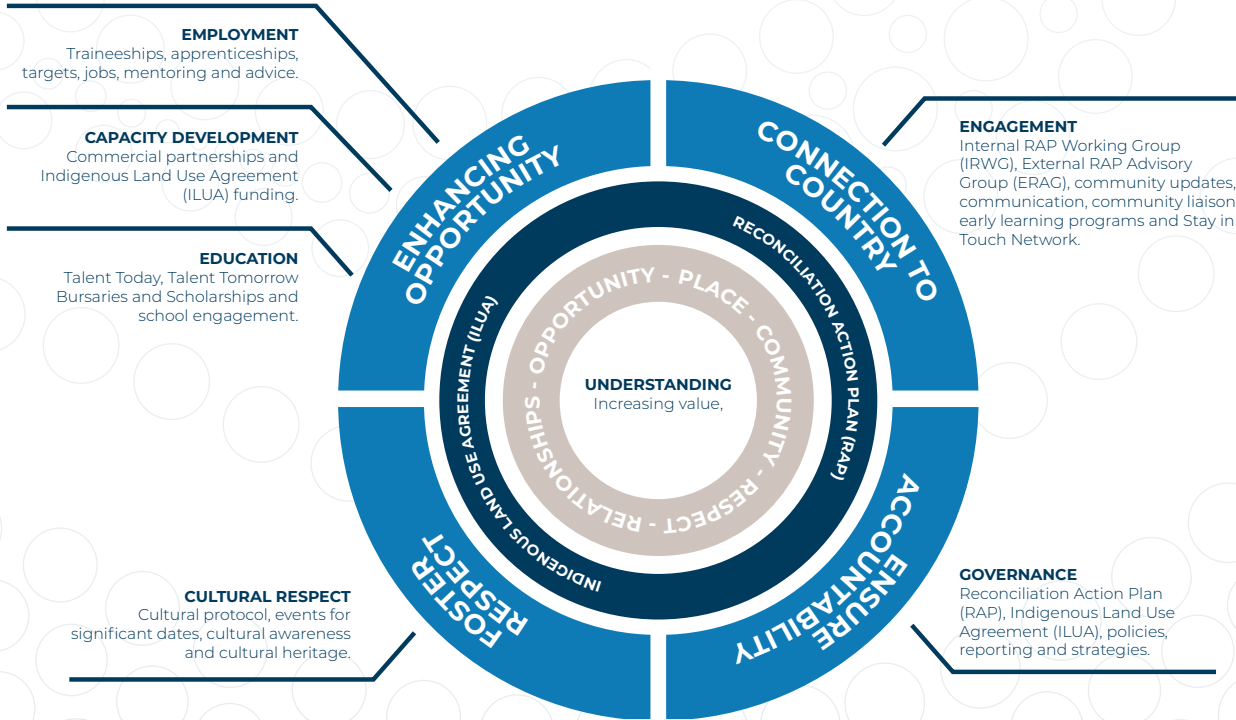
GPC has operated its Indigenous Affairs program under the strategic direction of an authorised RAP since 2012. In addition to the RAP, GPC further outlines its activities and initiatives for Indigenous Affairs in line with our Indigenous Affairs Strategy Framework.

We are committed to continue working diligently with First Nations People from Gladstone and Bundaberg areas and more recently with groups from our now expanded footprint including Rockhampton. We have been guided by generations of knowledge to navigate the journey to genuine reconciliation.

GPC established an Indigenous Land Use Agreement (ILUA) in 2013 with the First Nations Bailai, Gurang, Gooreng Gooreng, Taribelang Bunda People Aboriginal Corporation. The voluntary agreement affords both local Traditional Owners and GPC the opportunity to establish genuine and respectful partnerships aimed at building capacity with the Port Curtis Coral Coast People.

GPC is committed to building upon our previous RAPs to ensure the spirit and intention of our implementation creates positive, beneficial and sustainable change for all.

GPC Indigenous Affairs Strategy Framework



Our **VISION** for reconciliation

Our vision is to strengthen our connection to Country and achieve true reconciliation by ensuring equality, equity and unity for First Nations People. Our vision for reconciliation is to remain inspired and empowered by our shared story and strong connection to the lands and seas on which we operate.

Our actions towards reconciliation are guided by First Nation voices, views and wisdom. Our commitment is genuine as we strive to build on, and foster strong, respectful relationships with First Nations People and their communities.

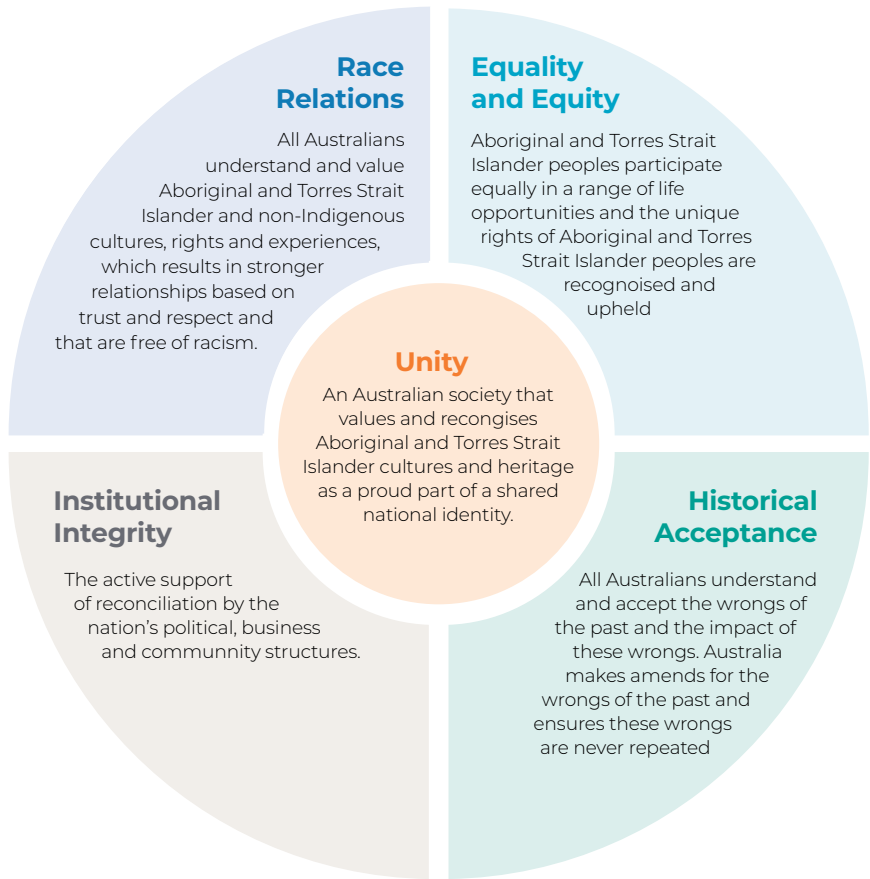
We know by continuing to work towards true inclusion, engagement and diversity in the workplace, we can improve employment and retention and ensure better outcomes for the communities we serve.

We commit to identifying ways to work closely together, fostering opportunities for economic, social and environmental progress for the future. GPC has committed a business model that empowers First Nations People by creating a culturally safe work environment and community where each individual can contribute, learn and grow.

We are culturally sensitive in our policies, procedures and our approach to demonstrating reconciliation.

Through the successful and ongoing implementation of our commitments, we seek to positively acknowledge the traditional values and cultural heritage of First Nations People and grow our understanding of how we can increase unification as we work towards reconciliation.

Our vision of reconciliation is based and measured on Reconciliation Australia's five dimensions, historical acceptance, race relations, equality and equity, institutional integrity and unity.



Our RAP

GPC’s RAP is a tool for change and shows our commitment to reconciliation. We acknowledge the commitment to development and implementation of this RAP and will continue to deliver initiatives to enhance partnerships between GPC and First Nations People within our operating footprint.














To improve GPC’s RAP outcomes, internal and external stakeholders were invited to participate in the development process. An Internal RAP Working Group of employees from various business departments and role levels, met quarterly to enhance identification of First Nation opportunities and obstacles. Quarterly consultations will continue throughout the RAP period with the group monitoring actions and deliverables and championing reconciliation across the business.

An External RAP Advisory Group of local First Nations community members met with GPC employees to offer advice and guidance on RAP items. Counsel from the group was a welcomed element when developing this RAP and meetings will continue over the two year RAP period. For the development of this RAP, GPC also sought and received reconciliation recommendations from an independent third party First Nations RAP consultant.



Our Internal RAP Working Group

We have appointed an Internal RAP Working Group encompassing a diverse team from all areas of the business. The purpose of this group is to act as champions of reconciliation throughout all operating areas of GPC. Additional group members not shown below include Jane Blackbourn EGM People, Terese Tobin – Environment Specialist, Daron Foster – Terminal Supervisor Relief, Melissa Ghee – Procurement Officer and Government & Corporate Relations Manager (G&CR).

				
Lee-ann Dudley Indigenous Affairs Advisor	Nicole Smith Mentor and Liaison Officer	Karen Beare ILUA Coordinator	Mel Swatten Corporate Affairs Advisor	Anja Urban Environment, Social and Governance Specialist
				
Jason Rice Maintenance Planning Officer - Unloading	Lauren Kelliher Training Administration Officer	Tamara Born Apprentice Officer	Michael Hogg Learning and Development Manager	Jymeeekah Blackman Human Resources Officer
				
Ashan Weerasinha Continuous Improvement Lead	Richard Haward EGM Safety and ESG (RAP Champion)	Rob Torrasi Acting Chief Operating Officer (RAP Champion)		

Our External RAP Advisory Group

GPC also introduced an External RAP Advisory Group. This group is a mixture of GPC employees and members of our local First Nations community and offers an open forum to discuss important reconciliation matters and gain community advice.

G&CR Manager - GPC	Jovitah Corowa	Ambrose Coolwell
Lee-ann Dudley - GPC	Aunty Neola Savage (Gooreng Gooreng Elder)	Aunty Juliri Ingra (Gooreng Gooreng Elder)
Nicole Smith - GPC	Elaine Daylight	Sonya Ingra
Karen Beare - GPC	Aunty Cecelia Eggmolesse (Byellee Elder)	Lisa Mould
Mel Swatten - GPC	Tilly Wirihana	Jarred Appo
Nadine Blackman	Celestino Canendo	Nikki Johnson
Shaneen Ingra	Alfonso Canendo	Sharalee Elijah
Melena McKeown	David Mailman	

Our Achievements

Our achievements are a result of a unified approach to reconciliation and a genuine commitment from our local First Nations community, Board Directors, Executive Leadership Team and our employees to achieving sustainable outcomes together.

Through GPC's sphere of influence across our ports we're committed to improved life outcomes and pathways that promote positive generational change for First Nations People. We support this by providing rich and inclusive learning, career development strategies and sustainable employment opportunities.

Wide Bay Burnett's largest Indigenous development corporation, Gidarjil, has been guiding and supporting young First Nations leaders for many years, and in August 2020 GPC joined the journey by offering the Port of Bundaberg as a central training ground.

Gidarjil Development Corporation was established to give leadership and momentum to the economic, social and cultural development of First Nations People. The Port of Bundaberg has since facilitated Gidarjil's Caring for Sea Country and Sea Ranger programs with 4000sqm of land, an existing building and waterfrontage to develop their own pontoon mooring facilities.

GPC and Gidarjil recognise the importance for Traditional Owners to undertake environmental work on Country that meets the aspirations for keeping Country healthy and for protecting their heritage.

The importance of Traditional Owner engagement also extends to collaboration and enhanced stakeholder relationships. While reflecting on achievements, this is an area GPC acknowledges is a challenge. For positive outcomes both elements must work in unison, an improvement in one will see an improvement in the other. As will a decline.

GPC is committed to continual improvement of systems and processes that foster beneficial collaboration and engagement for all.

Our Art

In 2021 GPC commissioned two local First Nations artists to design and create a large mural at GPC's East Shores Precinct (Stage 1B) for National Close the Gap Day.

With the intent to acknowledge and raise awareness of Traditional Owners and First Nations People in our community, Gooreng Gooreng artist Howard Butler and Byellee artist Patricia Coleman produced 12 colourful hand-crafted panels featuring Gladstone's iconic animals of the region. The conversation provoking artwork includes shorebirds, turtles, cetaceans, fish, dugongs and crustaceans and celebrates the local culture of our First Nations community.



A key learning from this experience was identifying the importance of ongoing artist acknowledgment and remuneration. GPC recognises that engaging an Expression of Interest process is best practice when commissioning artwork and formal documentation safeguards both the business and First Nations artist.

Key highlights and achievements from our 2019 – 2022 Stretch Reconciliation Action Plan:

- 40 employees (5.05%) self-identified as either Aboriginal or Torres Strait Islander people, meeting the target of 5% set and achieved by GPC.
- COVID-19 hampers provided to local Elders during NAIDOC Week.
- In 2021 Nicole Smith, a GPC Cross Industry Operations Program graduate, was employed as the Mentor and Liaison Officer to coordinate GPC's Resource and Infrastructure (R&I) Traineeship Program.
- Trainees Price Maynard and Liam Johnson were offered permanent employment in 2021 as a Rigger Scaffolder and Electrician.
- During the last RAP nine trainees completed GPC's new 18 month R&I Traineeship Program (formerly known as Cross Industry Operations Program).
- Raising awareness and promotion of National Reconciliation Week through employee BBQ's and morning teas.
- Annual employee lunch with cultural dance, food, music, song and stories from our local Australian South Sea Islander community for Australian South Sea Islander Recognition Day.



- GPC Talent Today, Talent Tomorrow University Scholarships awarded to three recipients Krysta Alexander, Harrison Smith, Kai Mitchell in 2021 and 2022.
- Revised and updated Certificate II in R&I Traineeship Program with round four offered in March 2021.
- Continued partnership with the local Aboriginal Health Service - Nhulundu Health Service and Port Curtis Coral Coast (PCCC) Trust Limited to raise awareness during NAIDOC Week and to foster respect with local Elders and community.
- Engaged and commissioned local First Nations artists to provide artwork throughout GPC precincts for community viewing and appreciation.
- Production and distribution of GPC First Nations polo shirt designed by local First Nations artist and proud Byellee woman, Patricia Coleman.

OUR PEOPLE

Kai continues to shine with GPC's support

“I’m really thankful for all the help I’ve received from GPC’s Talent Today, Talent Tomorrow program as it has given me confidence to work hard towards my goals.”

Kai Mitchell was an outstanding school student and is now shining at CQUniversity (CQU) with a bright future ahead of him, thanks in part to GPC’s Talent Today, Talent Tomorrow Program.

Kai’s dreams of becoming an instrumentational engineer in Gladstone became a reality after GPC provided financial support of \$21,000 over a three year period. The 18 year old carried out his first six week paid vacation placement at GPC in September 2022, as he completes his double degree in engineering and information technology at CQU.

“It was great getting hands on experience and learning from professionals in the field,” Kai said.

“I’ve always been interested in instrumentational engineering because I’m interested in how things are interconnected from electrical, mechanical and programming perspectives.”

Kai is expected to graduate from CQU in 2026 and GPC has been there every step of the way, supporting Kai’s learning journey since 2017 as a successful recipient of GPC school bursaries throughout his secondary school and higher learning education.

“I’m really thankful for all the help I’ve received from GPC’s Talent Today, Talent Tomorrow program as it has given me confidence to work hard towards my goals,” he said.

GPC’s Talent Today, Talent Tomorrow secondary school bursary program has helped 236 Aboriginal, Torres Strait Islander and Australian South Sea Islander students like Kai over the past nine years, with GPC providing more than \$121,200 in funding.

The Talent Today, Talent Tomorrow program helps take the financial pressure off students and their families by removing the financial barrier in student’s lives, allowing them to focus solely on their studies.

The program is an integral part of GPC’s RAP and helps increase opportunities for those who identify as First Nations People in the areas in which GPC operates.



OUR PEOPLE

Planting the seeds for success

From little things big things grow, and for Gracie Moore it has never been truer.

The seed for success was originally planted when Gracie started work at GPC in March 2021 as part of the Cross Industry Traineeship, now called Resources and Infrastructure Traineeship, after graduating high school. She’s delighted that she has now progressed to an apprentice gardener position with GPC’s Parks and Recreation team.

“I completed the Cross Industry Traineeship rotating through the Warehouse, Building Trades, the Pilot Launch Crew, Administration and Parks and Recreation,” Gracie said.

“I was very privileged to get this opportunity straight after school. I wasn’t certain on what I wanted to do after I graduated, and this opportunity allowed me to get a range of experience in all different departments and find out what I was interested in.

“It was great to learn how different teams work together and the importance of each department working together to achieve a common goal, and I really enjoyed being able to meet so many different people within the business and from the public.”

Gracie said completing the traineeship allowed her to share her experience with other First Nations friends and family and tell them how great the program is.

“I would tell them that it’s such a great opportunity to get an introduction to industry and to help them gain confidence. It definitely allowed me to find out what I was interested in and I was able to start a career in horticulture. So many job opportunities can come out of the traineeship if you put the effort in!” Gracie said.



“I have also been able to stay at home with my family and they are very supportive and love to ask me questions about my job.”

As Gracie’s skills and experience grew at GPC, so did her confidence to take on the great outdoors and greener pastures.

“I am currently completing my second year as a Parks and Gardens apprentice with GPC, and the best thing is the team I work with and the variety of parklands that GPC maintains,” Gracie said.

“I love interacting with the public and hearing their feedback and their praise of GPC parklands.

“I would like to grow my knowledge in horticulture as I find it very fascinating and diverse. I am also interested in irrigation and would like to get more experience, so I am able to complete repairs by myself.

“I am going to finish my Parks and Gardens apprenticeship and hopefully get an opportunity for a full-time job in this field.”

“I have created so many strong relationships during my traineeship with my fellow trainees, supervisors and colleagues. I still see some people in the parklands or at the terminal and we will have a chat. They are all very supportive and pushed us trainees to be the best we could be. The traineeship also gave me insight to what I enjoy and provided me with experience and skills I now use in my apprenticeship.”

OUR PEOPLE

A passion for people and family

Jymeekah Blackman completed GPC's Cross Industry Traineeship in 2019 and has since learnt valuable lessons and gained an abundance of knowledge, which has steered her down a path where a passion for people and family is paramount – the role of a Human Resources Officer.

"Doing the original traineeship was one of the best decisions I have ever made - it was a great opportunity to get my foot in the door and gain experience in different areas," Jymeekah said.

"It also meant that I got to go home every day to my two girls and be a role model for other First Nations People and Australian South Sea Islanders.

"The sense of family and friendship at GPC is also great. Everyone welcomes you with open arms.

"One of the most important lessons I learnt early on was to always have a go at everything, ask questions and put in 100%."

Jymeekah said the future was exciting with GPC as she looks to expand her skills and knowledge.

"As a Human Resources Officer, I'm doing something I really enjoy while working with a great bunch of people," she said.

"I've gained a lot of GPC knowledge along the way, but now I'd really like to learn more about the human resource and recruitment area, and I'd like to study to be a Human Resources Advisor, which is pretty exciting."



Jymeekah said one of the other great things about GPC's broader RAP was that it included several culturally important events and days for First Nations People.

"I've been able to participate in and help coordinate NAIDOC Week and National Reconciliation Week celebrations, and be part of Australian South Sea Islander Recognition Days, and had the opportunity to attend the Queensland Indigenous Youth Leadership Program."

“I would say this was one of the best decisions I have ever made - it is a great opportunity to get your foot in the door and gain experience in different areas.”

OUR PEOPLE

If you're not challenged, you're not growing

“The RAP has strengthened relationships within the work community and increased opportunities for people like myself to be able to get an apprenticeship that is predominately male. It allows us to prove ourselves to others and show what we are capable of.”

In March 2021, Saria Cakau started her GPC journey as a Resources and Infrastructure Trainee. Like Jymeekah and Gracie, she also had the opportunity to move through each trainee area and is now making her mark in a predominately male profession – diesel fitting.

"The thing I learnt most when rotating through each GPC section was how much GPC actually does as a whole company and how to get along with different people from different areas within the business," Saria said.

"That foundation helped me take on my diesel fitting apprenticeship, where I'm learning new things every day. Even though every day is a challenge, it just means I am growing, and if you're not challenged, you are not growing.

"Apart from learning new things, the reason I like working at GPC is definitely the people. They are great to work with and there is just so much knowledge between all of them to learn from.

"The RAP has definitely strengthened relationships within the work community and increased opportunities for people like myself to be able to get an apprenticeship, particularly that is predominately male - it allows us to prove ourselves to others and show what we are capable of."

Being close to home and staying in touch with family and community means the world to Saria.



"The opportunity to work as a diesel fitter apprentice is absolutely amazing. I get to stay in town close to my family and friends and continue to be a part of a company that does so much for our community," she said.

"Hopefully the future for me ends up with me staying at GPC, but if not, I do want to work and travel and when I am finished, I would love to come back to GPC again and hopefully have some more studies up my sleeve and expand further in my trade to the refrigeration side of diesel fitting."

OUR PEOPLE

Krysta’s dream career takes off thanks to GPC scholarship

Krysta Alexander’s teaching journey is about to reach new heights after the mother of two officially graduated with a Bachelor of Secondary Education thanks to GPC’s Scholarship accelerating her dream career.

The 26 year old was a recipient of GPC’s Talent Today, Talent Tomorrow Secondary School bursary in 2016 before being awarded the scholarship in 2020.

Fast forward to 2023, Krysta is now officially a qualified teacher.

It all started when she took the leap into teaching after uncovering her strengths at GPC where she was mentoring First Nations trainees. Since setting out on her teaching journey, Krysta has also started a family and joined Toolooa State High mentoring First Nations students and teaching.

“I have been teaching at Toolooa State High as part of the ‘Permission to Teach Program’ that allows university students to begin their teaching career early if they meet the markers and are approved by the university,” Krysta said.



Krysta said her goal is to help people throughout her teaching career.

“I enjoy building relationships with students and helping them to achieve their best. It definitely comes with its challenges but it is always worth it, especially when I have students say that I helped them,” Krysta said.

The last year has been the hardest for the Alexander’s but the support from GPC has taken off the financial pressure to study.

“Our family experienced major damages to our home which put us out of our home for more than six months and in that time we also welcomed our second baby into the world,” Krysta said.

“With the support of my family, my work and through financial support from GPC scholarships, I was able to set out to achieve my dream,” she said.

“Now, finally, after six years of study and two beautiful kids I am finally a teacher.”

Talent Today, Talent Tomorrow Scholarship program started almost a decade ago with GPC providing more than \$91,000 in financial assistance since, increasing opportunities for members of the First Nations and Australian South Sea islander communities in the areas in which GPC operates.

Krysta’s story shows us that by supporting our community with tertiary education we can create leaders who will inspire more leaders.

GPC is proud to have supported dozens of students throughout the Talent Today, Talent Tomorrow Secondary School program. Another of these students included Harrison Smith who was also awarded the scholarship in 2020. He is completing a double degree of a Bachelor of Medicine and Bachelor of Surgery at the University of Tasmania.

Relationships

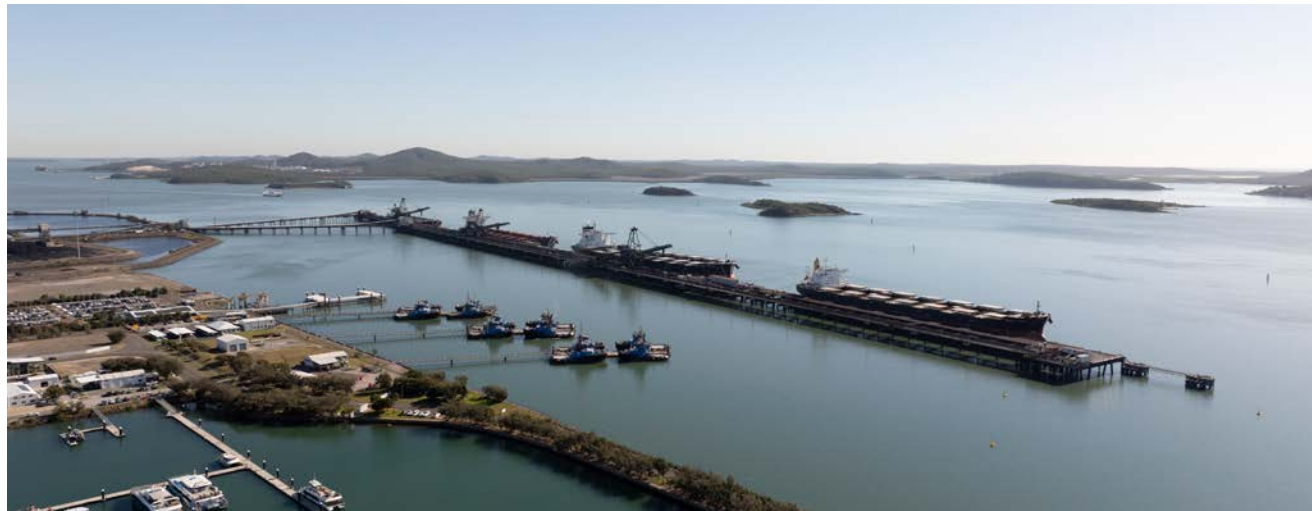


GPC believe positive, genuine and mutually beneficial relationships are integral to our business and its operations and the community. We commit to supporting and encouraging the development and growth of existing partnerships with First Nations People through effective and open communication underpinned by a mutual respect of working and learning together and understanding of each other’s concerns and expectations.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	1.1 Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	May 2025, 2026, 2027	Lead: G&CR Manager Support: Indigenous Affairs Advisor
	1.2 Develop, implement and review for continuous improvement, an engagement plan to work with First Nations people, stakeholders and organisations.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: G&CR Manager
	1.3 Establish and maintain formal two-way partnerships with First Nations communities, businesses and/or organisations within our operating and non-operating ports, including maintaining existing Indigenous Land Use Agreements (ILUA's) and exploring new ILUA's.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: G&CR Manager, ILUA Coordinator
	1.4 Educate workforce on who these First Nations communities, businesses and organisations are and how they benefit GPC.	May 2025, 2026, 2027	Lead: Learning & Development Manager Support: Indigenous Affairs Team
	1.5 Develop a register to identify organisations/businesses to reference to support future procurement.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: Corporate Affairs Advisor
	1.6 Implement community forums within each of our operating ports per year that provides a progress update on performance against the RAP (Rockhampton, Gladstone and Bundaberg).	May 2025, 2026, 2027	Lead: Corporate & Community Relations Team Support: Indigenous Affairs Team

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our employees via intranet, email and toolbox meetings.	27 May - 3 June 2025, 2026	Lead: Indigenous Affairs Advisor Support: Corporate & Community Relations Team
	2.2 Internal RAP Working Group members and External RAP Advisory Group members to participate in an external NRW event.	27 May - 3 June 2025, 2026	Lead: Indigenous Affairs Advisor Support: Internal RAP Working Group
	2.3 Encourage and support employees, senior leaders, Executive Leadership Team and Board to participate in at least one (1) external event to recognise and celebrate NRW.	27 May - 3 June 2025, 2026	Lead: G&CR Manager Support: Indigenous Affairs Advisor
	2.4 Collaborate with other local RAP organisations to hold a joint NRW community event.	27 May- 3 June 2025, 2026	Lead: Indigenous Affairs Advisor Support: G&CR Manager
	2.5 Invite First Nation Elders to each of the NRW events to connect and share experiences.	27 May - 3 June 2025, 2026	Lead: Indigenous Affairs Advisor Support: G&CR Manager
	2.6 Representation by Executive General Managers or delegates to attend NRW events in each of our operational ports (Rockhampton, Gladstone, Bundaberg).	27 May - 3 June 2025, 2026	Lead: G&CR Manager Support: Indigenous Affairs Team
	2.7 Organise at least three (3) NRW events each year across our operational ports (Rockhampton, Gladstone, Bundaberg).	27 May - 3 June 2025, 2026	Lead: Indigenous Affairs Advisor Support: Corporate Affairs Advisor
	2.8 Register all our NRW events on Reconciliation Australia's NRW website.	27 May - 3 June 2025, 2026	Lead: Mentor & Liaison Officer Support: Indigenous Affairs Advisor

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Implement strategies to engage our employees in reconciliation.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: G&CR Manager
	3.2 Communicate our commitment to reconciliation internally and publicly via GPC's social media platforms – corporate website, Facebook, LinkedIn.	May 2025, 2026, 2027	Lead: Corporate & Community Relations Team Support: Indigenous Affairs Advisor
	3.3 Include RAP updates in CEO's business updates (internal) and community (external) updates, reflecting on and sharing successes.	April, July, October 2025, 2026, 2027	Lead: Corporate Affairs Advisor Support: Indigenous Affairs Advisor
	3.4 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes via proactive conversations.	May 2025, 2026, 2027	Lead: G&CR Manager Support: Indigenous Affairs Team
	3.5 Collaborate with at least six (6) RAP and other like-minded organisations to develop ways to advance reconciliation.	May 2025, 2026, 2027	Lead: G&CR Manager Support: Indigenous Affairs Advisor
	3.6 Review and implement a strategy to communicate GPC's RAP to all internal and external stakeholders. Promote reconciliation through ongoing active engagement with all stakeholders.	May 2025, 2026, 2027	Lead: Corporate Affairs Advisor Support: Indigenous Affairs Advisor
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2025, 2026, 2027	Lead: Human Resources Advisor Support: Human Resources Officer, Indigenous Affairs Advisor
	4.2 Develop, implement and communicate an anti-discrimination policy for our organisation in consultation with First Nations employees/Advisors.	May 2025, 2026, 2027	Lead: Human Resources Advisor Support: Human Resources Officer, Indigenous Affairs Advisor



Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	4.3 Engage with First Nations employees/Advisors to consult on our anti-discrimination policy.	May 2025, 2026, 2027	Lead: Human Resources Advisor Support: Human Resources Officer, Indigenous Affairs Advisor
	4.4 Continuously review and improve our Human Resources Equity, Diversity, Harassment and Discrimination Standard in consultation with First Nations employees and/or Advisors.	May 2025, 2026, 2027	Lead: Human Resources Advisor Support: Human Resources Officer, Indigenous Affairs Advisor
	4.5 Engage with First Nations employees/Advisors to consult on our Human Resources Equity, Diversity, Harassment and Discrimination Standard.	May 2025, 2026, 2027	Lead: Human Resources Advisor Support: Human Resources Officer, Indigenous Affairs Advisor
	4.6 Provide ongoing education opportunities for Internal RAP Working Group members and senior leaders on the effects of racism through Cultural Awareness Training.	May 2025, 2026, 2027	Lead: Learning & Development Manager Support: Indigenous Affairs Advisor
	4.7 GPC Board, Executive Leadership Team, Senior Leaders and members of the Internal RAP Working Group to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	May 2025, 2026, 2027	Lead: G&CR Manager Support: Bulk Handling Manager

Respect



We continue to work together to strengthen cross cultural awareness opportunities to better engage GPC employees in our RAP initiatives, and to develop champions for these activities across our business. We grow our awareness of First Nations People's values and heritage and recognise and respect the cultural significance and connection of the lands and seas which we operate on.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of First Nations peoples, cultures, histories, knowledge and rights through cultural learning.	1.1 Conduct a review of cultural learning needs within our organisation.	May 2025, 2026, 2027	Lead: Learning & Development Manager Support: Indigenous Affairs Advisor
	1.2 Engage and consult with First Nations Elders /Advisors on the development and implementation of a cultural learning strategy.	May 2025, 2026, 2027	Lead: G&CR Manager Support: Indigenous Affairs Advisor, ILUA Coordinator
	1.3 Develop, implement and communicate a cultural learning strategy for our employees.	May 2025, 2026, 2027	Lead: Learning & Development Manager Support: Indigenous Affairs Advisor
	1.4 All employees to undertake formal and structured mandatory cultural learning through the development of an online e-learning module with 100% uptake.	April, May, July, September, November 2025, 2026, 2027	Lead: Learning & Development Manager Support: Indigenous Affairs Advisor
	1.5 Collaborate with Port Curtis Coral Coast Elders' Council, First Nations Elders represented in the External RAP Advisory group and Advisors to develop and implement face-to-face cultural awareness training and cultural heritage training at least 4 per year with a target of over 100 employees participating per annum.	May 2025, 2026, 2027	Lead: ILUA Coordinator Support: Learning & Development Manager, Indigenous Affairs Advisor
	1.6 Provide opportunities for GPC's Board, Executive Leadership Team, Managers/Supervisors, Corporate Relations and People Team, Internal RAP Working Group members and other key leadership employees to undertake formal and structured cultural learning i.e. – Walk on Country tours, Cultural Immersion programs.	April, May, July, September, November 2025, 2026, 2027	Lead: ILUA Coordinator Support: Indigenous Affairs Advisor, G&CR Manager

Action	Deliverable	Timeline	Responsibility
2. Support opportunities to promote First Nations cultures within our footprint to the wider community.	2.1 Engage and collaborate with First Nations artists in our areas of operations in making a First Nations themed corporate shirt available to ALL employees as part of the corporate uniform.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: ILUA Coordinator, G&CR Manager
	2.2 Engage and collaborate with First Nations artists to showcase their culture and art on a variety of mediums e.g. corporate ties, scarves, caps, documents, banners. This supports First Nations people within our operating areas through public demonstration of engagement with their culture and art.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: Mentor & Liaison Officer, ILUA Coordinator
3. Demonstrate respect to First Nations by observing cultural protocols.	3.1 Increase employees understanding of the purpose and significance behind cultural protocols, including <i>Acknowledgement of First Nations and Welcome to Country</i> protocols via GPC communication channels.	May 2025, 2026, 2027	Lead: Corporate & Community Relations Team Support: Indigenous Affairs Advisor, Bulk Handling Manager, G&CR Manager
	3.2 Develop, implement and communicate our cultural protocol document (tailored for all communities we operate in), including protocols for <i>Welcome to Country and Acknowledgement of First Nations</i> .	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: G&CR Manager, Indigenous Affairs Team
	3.3 Invite a local First Nations Elder to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. <i>(Significant events are held from March to December each year).</i>	May to December 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: Corporate Affairs Advisor
	3.4 Include a Welcome to Country or Acknowledgement of First Nations or other appropriate protocols at the commencement of important GPC meetings and events.	May to December 2025, 2026, 2027	Lead: G&CR Manager Support: Corporate & Community Relations Team, Indigenous Affairs Team
	3.5 Design and display Acknowledgement of First Nations plaques in the main buildings across the three operating sites.	May 2025, 2026, 2027	Lead: Corporate Affairs Advisor Support: Indigenous Affairs Advisor

Action	Deliverable	Timeline	Responsibility
4. Build respect for First Nations peoples, cultures, languages and histories by celebrating National Aborigines and Islanders Day Observance Committee (NAIDOC) Week.	4.1 Internal RAP Working Group members and/or GPC representative to attend at least one (1) external NAIDOC Week event in each of our operating ports each year i.e. <i>Flag raising ceremony, Elders Luncheon, NAIDOC march.</i>	First week in July 2025, 2026	Lead: Mentor & Liaison Officer Support: Maintenance Planning Officer
	4.2 In consultation with First Nations stakeholders, support at least two (2) external NAIDOC Week events event in each of our operating ports each year i.e. <i>sponsor NAIDOC ball, Family Picnic Day, Elders Luncheon.</i>	First week in July 2025, 2026	Lead: Mentor & Liaison Officer Support: Maintenance Planning Officer
	4.3 Review People policies and procedures to remove barriers to employees participating in NAIDOC Week.	May 2025, 2026, 2027	Lead: Human Resources Advisor Support: Human Resources Officer
	4.4 Promote and encourage participation in external NAIDOC events to all employees.	First week in July 2025, 2026	Lead: Corporate & Community Relations Team Support: G&CR Manager, Bulk Handling Manager



Opportunities



GPC has been an integral part of the community and economic landscape in Rockhampton, Gladstone and Bundaberg for more than 110 years. Its diverse operations contribute to employment opportunities for First Nations People and businesses. We are, and continue to be, committed to identifying and fostering youth and supporting them to achieve their full potential through mentoring and financial support. We work together to provide enduring opportunities that build confidence and skills that contribute to the connectivity of the communities in which we operate.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	1.1 Build understanding of current First Nations employees to inform future employment and professional development opportunities.	May 2025, 2026, 2027	Lead: Human Resources Advisor Support: Human Resources Officer, Indigenous Affairs Advisor
	1.2 Engage and consult with First Nations employees to review and improve the effectiveness of GPC's First Nations recruitment, retention and professional development strategy.	May 2025, 2026, 2027	Lead: Human Resources Advisor Support: Human Resources Officer, Indigenous Affairs Advisor
	1.3 Advertise job vacancies to effectively reach First Nations stakeholders through employment forums within the local community (i.e. Careers Expos, Employment Forums, Job Network Providers).	May 2025, 2026, 2027	Lead: Human Resources Advisor Support: Human Resources Officer, Indigenous Affairs Advisor
	1.4 Review Human Resources and recruitment procedures and policies to remove barriers to enhance First Nations peoples' participation in our workplace (e.g. review criteria of identified positions).	May 2025, 2026, 2027	Lead: Human Resources Advisor Support: Human Resources Officer, Indigenous Affairs Advisor
	1.5 Review and update GPC's First Nations Employment and Engagement Standard.	May 2025, 2026, 2027	Lead: Human Resources Advisor Support: Human Resources Officer, Indigenous Affairs Advisor
	1.6 Ensure First Nations employees are supported and encouraged to take on management and senior level positions	May 2025, 2026, 2027	Lead: G&CR Manager Support: EGM People, Apprentice Officer
	1.7 Aspire to increasing First Nations employment at GPC to at least 6%, with 3% permanent roles with the opportunity to develop into senior level roles.	May 2025, 2026, 2027	Lead: G&CR Manager Support: Human Resources Team, Indigenous Affairs Advisor

Action	Deliverable	Timeline	Responsibility
2. Continue to support First Nations secondary school and university students through GPC's <i>Talent Today, Talent Tomorrow Bursary and Scholarship Programs</i>	2.1 Provide up to \$30,000 in bursaries annually to junior (Years 7, 8, 9) and senior (Years 10, 11, 12) secondary schools students across the Rockhampton, Gladstone and Bundaberg regions.	July 2025, 2026	Lead: Mentor & Liaison Officer Support: Indigenous Affairs Advisor
	2.2 Continue to provide a three (3) year scholarship valued at up to \$7,000 per annum to support one (1) successfully selected university student financially to obtain their university degree.	May 2025, 2026, 2027	Lead: Mentor & Liaison Officer Support: Indigenous Affairs Advisor
	2.3 Inform students of employment opportunities and educational support available at GPC.	May 2025, 2026, 2027	Lead: Mentor & Liaison Officer Support: Apprentice Officer
	2.4 Develop a school engagement program for regional schools focusing on cultural awareness, the promotion of support initiatives and employment opportunities (i.e. traineeships and apprenticeships).	May 2025, 2026, 2027	Lead: Mentor & Liaison Officer Support: Apprentice Officer
3. Increase First Nations supplier diversity to support improved economic and social outcomes.	2.5 Report on an annual basis the number and value of scholarships and bursaries awarded to First Nations students within our footprint to support Reconciliation Australia's annual RAP Measurement Impact report.	September 2025, 2026	Lead: Indigenous Affairs Advisor Support: Mentor & Liaison Officer
	3.1 Develop, review and implement a First Nations procurement strategy through reviewing avenues for First Nations participation in service delivery e.g. scoping undertaken on a wider business approach.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: Maintenance Planning Officer, Procurement Officer
	3.2 Investigate Supply Nation membership through increasing awareness and training for GPC employees on tools to increase First Nations supply (e.g. via Supply Nation).	May 2025, 2026, 2027	Lead: Procurement Officer Support: Maintenance Planning Officer, Indigenous Affairs Advisor
	3.3 Increase awareness of employees involved in scoping and sourcing strategies to GPC's access to 'Supply Nation.'	May 2025, 2026, 2027	Lead: Procurement Officer Support: Maintenance Planning Officer, Indigenous Affairs Advisor

Action	Deliverable	Timeline	Responsibility
3. Increase First Nations supplier diversity to support improved economic and social outcomes.	3.4 Develop and communicate opportunities for procurement of goods and services from First Nations businesses to employees in-line with Qld Port Procurement Policy and linking to develop a sustainable procurement strategy that aims to assist First Nations employment.	May 2025, 2026, 2027	Lead: Procurement Officer Support: Maintenance Planning Officer, Indigenous Affairs Advisor
	3.5 Provide opportunity for employment through employment agencies.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: Maintenance Planning Officer, Procurement Officer
	3.6 Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses through creating awareness of existing forums to provide First Nations businesses/organisations upskilling.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: Maintenance Planning Officer, Procurement Officer
	3.7 GPC to assist with raising awareness with First Nations groups available via Gladstone Engineering Alliance on navigating Gladstone Industry Procurement processes.	May 2025, 2026, 2027	Lead: Procurement Officer Support: Maintenance Planning Officer, Indigenous Affairs Advisor
	3.8 Develop and maintain commercial relationships with First Nations businesses/organisations.	May 2025, 2026, 2027	Lead: ILUA Coordinator Support: G&CR Manager, Maintenance Planning Officer, Procurement Officer, Indigenous Affairs Advisor
	3.9 Develop relationships with First Nations artists via process of 'Expression of Interest.'	May 2025, 2026, 2027	Lead: ILUA Coordinator Support: Corporate Affairs Advisor, Indigenous Affairs Advisor
	3.10 Develop and maintain an internal list of potential First Nations suppliers which may be considered during procurement.	May 2025, 2026, 2027	Lead: ILUA Coordinator Support: Procurement Officer, Maintenance Planning Officer, Indigenous Affairs Advisor
	3.11 Report on an annual basis the number of commercial relationships formed with First Nations businesses to contribute to the reporting requirements of Reconciliation Australia.	September 2025, 2026	Lead: Indigenous Affairs Advisor Support: Procurement Officer, ILUA Coordinator, G&CR Manager

Governance



GPC is committed to ensuring accountability by reviewing and reporting regularly with our internal and external stakeholders. We are accountable for delivering the targets in our RAP and we will share and celebrate our achievements and successes both internally and externally.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective Internal RAP Working group and External RAP Advisory Group to drive governance of the RAP.	1.1 GPC's Internal RAP Working Group to maintain and effectively drive governance and the deliverables of the RAP.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: G&CR Manager, Continuous Improvement Lead
	1.2 Maintain First Nations and business wide representation on Gladstone Ports Corporation's Internal RAP Working Group.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: G&CR Manager
	1.3 Review, update and implement Terms of Reference for Internal RAP Working Group which includes meeting schedule, protocols, roles, responsibilities and membership.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: Continuous Improvement Lead, ILUA Coordinator
	1.4 Internal RAP Working Group meet at least four times per year to drive and monitor RAP deliverables implementation prior to People Performance and Culture Committee (PPCC) Board meeting or additional meetings as required.	April, May, July, September, November 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: Internal Rap Working Group, G&CR Manager
	1.5 GPC's External RAP Advisory Group to assist to drive positive outcomes within set timeframes in areas of action (Relationship, Respect and Opportunities).	April, May, July, September, November 2025, 2026, 2027	Lead: G&CR Manager Support: Indigenous Affairs Advisor
	1.6 Establish and maintain an effective External RAP Advisory Group to seek external stakeholder RAP input and provide progress updates.	April, June, August, October, December 2025, 2026, 2027	Lead: G&CR Manager Support: Indigenous Affairs Advisor
	1.7 External RAP Advisory Group to meet twice per year for updates <ul style="list-style-type: none"> End of Financial Year update End of Year update. 	July 2025, 2026 November 2025, 2026	Lead: G&CR Manager Support: Indigenous Affairs Advisor
	1.8 Review, update and implement Terms of Reference which includes meeting schedule, protocols, roles, responsibilities and membership.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: G&CR Manager

Action	Deliverable	Timeline	Responsibility
2. Provide appropriate support for effective implementation of RAP commitments.	2.1 Review resource needs for RAP implementation.	May 2025, 2026, 2027	Lead: Corporate Affairs Advisor Support: G&CR Manager
	2.2 Engage our Executive Leadership Team, senior leaders and other employees in the delivery of RAP commitments.	May 2025, 2026, 2027	Lead: G&CR Manager Support: Indigenous Affairs Advisor
	2.3 Define and maintain appropriate systems to track, measure and report on RAP commitments. · Indigenous Affairs Team to develop and report to Environmental Social Governance Committee and escalate to Board.	May 2025, 2026, 2027	Lead: Indigenous Affairs Advisor Support: Indigenous Affairs Team, Continuous Improvement Lead, G&CR Manager
	2.4 Appoint and maintain an internal RAP Champion from senior management. · GPC's Executive Leadership Team, in particular Executive General Manager Safety & ESG, will be our RAP Champions.	May 2025, 2026, 2027	Lead: G&CR Manager Support: Indigenous Affairs Advisor
	2.5 RAP updates as a standing agenda item at GPC's Executive Leadership Team and Board meetings. · Quarterly updates to Executive Leadership Team, Environmental Social & Governance Committee and Board People Performance and Culture Committee.	May 2025, 2026, 2027	Lead: G&CR Manager Support: Indigenous Affairs Advisor
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	3.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure GPC do not miss out on important RAP correspondence.	Annually	Lead: Indigenous Affairs Advisor Support: Corporate Affairs Advisor
	3.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Survey.	Annually	Lead: Indigenous Affairs Advisor Support: Indigenous Affairs Team
	3.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Annually	Lead: Indigenous Affairs Advisor Support: G&CR Manager

Action	Deliverable	Timeline	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	3.4 Report RAP progress to all employees and senior leaders quarterly. · Via GPC's intranet and employee forums.	March, June, September, December 2025, 2026, 2027	Lead: G&CR Manager Support: Corporate & Community Relations Team, Indigenous Affairs Team
	3.5 Communicate progress update on performance against the RAP via digi-screen, toolbox meetings (flyers).	April, June, September, December 2025, 2026, 2027	Lead: Communications Officer Support: Indigenous Affairs Team
	3.6 Publicly report against our RAP commitments annually, achievements, challenges and learnings.	November 2025, 2026	Lead: Corporate & Community Relations Team, Indigenous Affairs Team Support: G&CR Manager
	3.7 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Lead: Indigenous Affairs Advisor Support: G&CR Manager, Corporate Affairs Advisor
	3.8 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2026	Lead: Indigenous Affairs Advisor Support: G&CR Manager
4. Continue our reconciliation journey by developing our next RAP.	4.1 Review, refresh and update RAP based on learnings, challenges and achievements and provide a final update to GPC's Board of Directors, Executive Leadership Team, Internal RAP Working Group, External RAP Advisory Group, employees and Reconciliation Australia.	May 2026	Lead: G&CR Manager Support: Indigenous Affairs Advisor, Internal RAP Working Group, External RAP Advisory Group
	4.2 Register via Reconciliation Australia's website to begin developing our next RAP (six months prior to RAP expiry date) .	May 2026	Lead: Indigenous Affairs Advisor Support: Indigenous Affairs Team



SIGNIFICANT DATES

Acknowledging First Nations People, culture and history each year

Acknowledging First Nations People, culture and history each year

While the path to reconciliation is about moving forward into the future, the past cannot be ignored. Australia has a long and complex history with our First Nations People. A history incumbered with many significant events that occurred over periods of decades, causing long term impacts on generations of First Nations People.

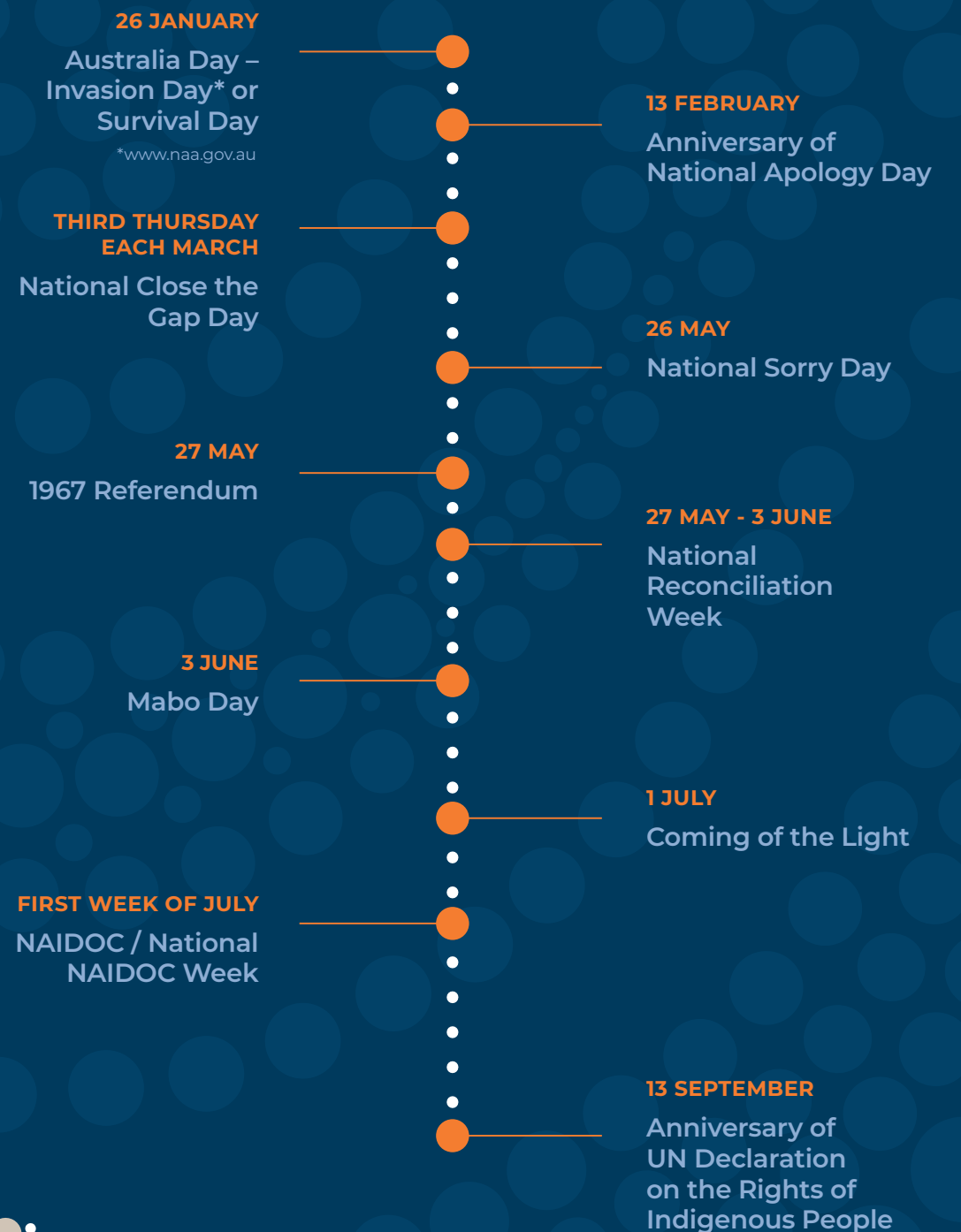
Historical dates of significance are recognised nationwide by Australians each year to celebrate, educate and commemorate our countries history. GPC value the importance of continuously learning and educating our employees and community of First Nation's historical events by recognising all dates of significance.

To ensure our business, employees and communities remain informed we encourage all to seek out additional historical information from the many additional resources widely available. If you would like to learn more please reach out to us via the contacts on the back cover and consider the following resources:

- <https://www.reconciliation.org.au>
- <https://aiatsis.gov.au>
- <https://humanrights.gov.au>
- <https://www.qld.gov.au/firstnations/cultural-awareness-heritage-arts/dates>

SIGNIFICANT ANNUAL DATES

Acknowledging First Nations People, cultures and history each year



Koongo

Byellee word meaning *'place of water'* pictured on the cover and throughout our Innovate Reconciliation Action Plan was created by local First Nations artist and proud Byellee woman, Patricia Coleman.

Contact details

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Gladstone Ports Corporation

Growth, prosperity, community.