



# Reflect Reconciliation Action Plan

MARCH 2023 - MARCH 2024

 CENTURION

# Acknowledgement /Of Country

Centurion Transport acknowledges the Traditional Custodians of Country throughout Australia and their continuing connection to community and the lands and waters on which we operate. We pay our respects to the elders of these lands, past, present and emerging.

*We recognise the vast cultural knowledge and management of the traditional owners of this country.*

Together we will commit to reconciliation and through these partnerships will respectfully traverse your country as guests and where we have been invited to be so, partners in the protection and use of these lands.





## Welcome / *Kaya*

Centurion walks proudly with Australia's traditional owners and treads gently on the land where we operate.

Our first formal Reconciliation Action Plan in 2023 is an important moment for us. It is foundational to our journey of diversity and inclusion and forms part of our work towards reconciliation, which is evolving and ongoing.

The Reflect RAP formalises our efforts over ten years, during which we have increased our focus to listen and work together towards better and fairer outcomes for First Australian people.

Our Reflect RAP clearly defines the steps we are taking as a company towards reconciliation. This phase of the RAP process governs our commitments and relationship development with First Australian people in determining our organisation's vision for reconciliation.

*We warmly invite our employees, partners, customers and the broader community to join us on our reconciliation journey and learn from the history and wisdom of those who have cared for this land for more than 60,000 years.*

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## A Message from our Group Chairman / *Phillip Cardaci*

This Reconciliation Action Plan formalises a range of initiatives and activities our group has been undertaking over many years.

Our reconciliation journey started with the development of the Youth and Indigenous Program and the Frank Cardaci Traineeship program in 2012.

Along with its sister CFC businesses, Centurion has been dedicated to driving reconciliation through development of respectful relationships with First Australians and evolving education, employment, and training opportunities.

It was when we began the RAP journey for Centurion Transport that we realised CFC Group had begun a crucial journey without fully appreciating its significance.

*While some positive steps have been taken so far, this RAP is an important formalisation of the commitments we make and the work that lies before us.*

I look forward to working with Centurion on this journey as we grow the CFC Group's diversity and inclusion program and continue to deepen our engagement with the communities in which we operate.

# A Message from our Chief Executive Officer / *Justin Cardaci*

Many of the highways and main roads our trucks use follow the journeyways walked by First Australian peoples for tens of thousands of years as traditional songlines, trade routes and ceremonial paths.

As the operators of a fleet of more than two thousand vehicles that travel more than 60 million kilometres each year, Centurion has an immense responsibility to respectfully address the needs of local communities in which we operate.

Our responsibilities to work with and engage local First Australian peoples and communities has always been important to us.

Reconciliation is not a new concept for Centurion, it is something that has been embedded within our businesses through the way we employ First Australian people and provide opportunities for them to develop, the partnerships we progress, our tendering process and the initiatives we undertake.

Centurion champions close working relationships with community organisations, vocational training and employment centres and secondary schools. These relationships open a way for Centurion to build interest and engagement with our traineeships, apprenticeships, and student vacation programs, particularly among First Australian peoples.

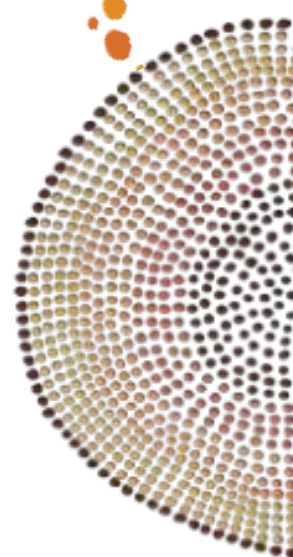
We have done some great things. And as our business has grown, we have worked hard to learn, to listen and to understand better how we can respectfully and positively contribute through our sphere of influence.

We recognise that good intentions are not enough without the support of good governance and organisational cultural competency. So, as we implement this RAP, we will be providing our employees with interactive cultural intelligence training to deepen their understanding and appreciation of the need for reconciliation and its role in building a stronger connection with traditional owners and their communities.



We have taken a significant step to formalise what until now has been an informal approach towards reconciliation. It will lay the foundation for us to learn, change and grow in ways that actively contributes to and supports reconciliation. By formalising our RAP, we are contributing to the reconciliation efforts of our contracting partners. By sharing the same goals and mindset towards reconciliation, we know we are working with like-minded organisations.

*As the roads we travel on are part of the stories and song lines of traditional owners, we want this RAP to be the start of our reconciliation story.*





## A Message from Reconciliation Australia Chief Executive Officer / *Karen Mundine*

Reconciliation Australia welcomes Centurion Transport to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Centurion Transport joins a network of more than 2,200 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 Centurion Transport 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 Centurion Transport, 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



# About Us / 50 years of growth

Centurion is an Australian company with more than 50 years of experience in transport and logistics, servicing the mining, mining services, energy, construction, and retail sectors. Centurion is a leading integrated logistics partner in the commodity rich communities of Australia utilising more than 3,000 assets combined with advanced logistics technologies.

Our commitment, as a proud Australian owned and operated company, has seen us invest in safety systems, infrastructure, resources, branches and technology to ensure we continue to provide world-class sustainable solutions in our operating markets.

Our continued growth across the country has been achieved through our determination to meet the specific and often changing requirements of our customers and local communities.

*Our people are core to our success. Across Australia, Centurion has over 1,500 employees, including 31 First Australian employees. Centurion aims to continue to leverage off the local workforce in regional areas to ensure people living in these areas residentially are given an opportunity to work for a growing national company.*





# Our Locations

We work from over 20 locations to simplify the supply chain experience and deliver exceptional transport and logistics support to our customers and communities.

## Western Australia

- Perth
- Bunbury
- Albany
- Kalgoorlie
- Carnarvon
- Karratha
- Port Hedland
- Newman
- Tom Price
- Broome
- Kununurra

## Northern Territory

- Darwin

## Queensland

- Townsville
- Mackay
- Mount Isa
- Cloncurry
- Emerald
- Rockhampton
- Gladstone
- Brisbane

## New South Wales

- Newcastle

## Victoria

- Wangaratta
- Melbourne



# Our Reconciliation Action Plan / *Our journey to reconciliation*

*Reconciliation Action Plans are a framework designed to turn "good intentions into action" by encouraging and supporting organisations, large and small, to engage within their sphere of influence in a national effort to Close the Gap in life expectancy between First Australians and other Australians.*

The framework covers the activities that we know can make a difference: building good relationships; respecting the special contribution of First Australian peoples to Australia; and ensuring First Australian children have the same life opportunities as other children in this prosperous country.

**2012**

Inception of Indigenous Youth employment program at Centurion.



**2016**

NAIDOC Day celebrations continuing on-site at Centurion.



**2019**

Joined Supply Nation.



**2015**

Indigenous Youth employment program renamed 'Frank Cardaci Traineeship Program' in honour of Centurion co-founder, Frank Cardaci.



**2018**

Centurion commissions Indigenous trainees to complete a piece of artwork for NAIDOC Week. The piece takes pride of place as a truck trailer cover in Centurion's fleet.

Centurion recognises that, through its wide sphere of influence, it can provide a meaningful contribution to reconciliation with First Australian peoples by consolidating existing contributions and initiatives such as employment opportunities, direct community engagement & support while collaborating with more First Australian-owned businesses through its membership with Supply Nation.

Centurion will also use this Reflect RAP as a springboard to cultivate continued respect and understanding for First Australian peoples and cultures for all employees by providing relevant cultural intelligence training and commemorating culturally significant events such as NAIDOC Week and National Reconciliation Week.



### 2020

The relationship between Centurion and the Clontarf Foundation is solidified in a formal partnership agreement.



### 2021 January

The alliance between Centurion and Winangali Logistics commences.



### 2021 September

Centurion donates two commuter buses and their ongoing maintenance to the Marra Worra Worra community in WA's north.



### 2022 May

Frank Cardaci Traineeship program expands with the commencement of its first trainee in Queensland.



### 2023 March

Centurion launches its Reflect Reconciliation Action Plan.

# Our Approach / *Good intentions into action*

Centurion will approach implementing its RAP by, firstly, raising awareness and knowledge amongst our employees of First Australian histories & cultures by implementing meaningful and interactive cultural intelligence training.

This will provide a strong foundation of accountability, respect and understanding across our organisation on the journey of reconciliation therefore enable traction for the continued implementation of our Reconciliation Action Plan.

Centurion will also use its RAP journey to consolidate the many initiatives and support it already provides to First Australian communities across our vast sphere of influence. Doing so will allow Centurion to not only continue this good work but draw on them as examples for similar or the same initiatives to be rolled out elsewhere.

This expansion will mean a greater distribution of community benefit as well as continued development of relationships between Centurion and First Australian stakeholders (community and businesses) and continued respect and understanding of culture for Centurion employees.

*Centurion has a storied history of providing direct support to First Australian communities including, most recently, the donation of vehicles for community transport as well as sports & recreation equipment to the Marra Worra Worra community near Fitzroy Crossing.*

Centurion is also a proud member of Supply Nation which enables us to monitor and target our spend on First Australian-registered and certified businesses and services.

Centurion has also established a strategy to engage & partner with external agencies including schools and foundations (Clontarf Foundation, Walitj Foundation) to ensure we are making meaningful employment opportunities available to First Australian people. This engagement also includes donations and providing industry exposure and awareness through immersive experiences such as classroom visits, presentations and tours of Centurion's operations.

Centurion's RAP journey will be supported by a RAP working group which will be comprised of Centurion employees across various areas of our business and operations. Centurion has also appointed Executive General Manager – People and Culture, Phil Scott as RAP Champion, to drive internal awareness engagement across Centurion's scope of operations.



## About the Artwork / *Our story*

In 2018, Centurion engaged its First Australian trainees and staff to produce an original artwork, which tells the story of Centurion, its values and its journey towards reconciliation.

*Designed by then Centurion Youth & Indigenous Program Coordinator, Melissa McGuire, the piece was developed by Centurion's Youth & Indigenous Trainees in Perth.*

The hand prints on the artwork belong to Centurion employees who have been with the company for more than 15 years, along with First Australian trainees who have been involved with Centurion's employment and traineeship program since the beginning.

The native tree inside Australia symbolises grounding with 25 branches and 25 roots, representing 50 years of the CFC Group.

The blue circles represent Centurion's footprint across Australia, with the large yellow gathering point representative of Centurion's Perth Airport Headquarters.

The artwork was unveiled at Centurion's NAIDOC celebrations in 2018, and has since been reproduced on the side of one of our trailers operating in Western Australia. The artwork remains an important centrepiece to all of Centurion's Indigenous celebrations and programs.





 **CENTURION**



Perseverance

Integrity

Accountability

Resilience

Passion

Passion

Trust

Accountability

# Our Partnerships and Current Activities / *Our connections*



## Winangali Logistics

Winangali Logistics services the defence, on-line retail, and infrastructure projects sector, and offers warehousing, order fulfilment, inventory management, national distribution, remote and project logistics, freight forwarding and consultancy services. Winangali Logistics combines its knowledge of freight logistics and First Australian engagement to provide its customers with a competitive edge by giving them the opportunity to play a significant role in reconciliation through their logistics and supply chain needs. This partnership has also enabled Centurion to deliver to Winangali Logistics support, training and jobs for First Australian peoples.





### **Kurtarra**

In 2015, Centurion's sister company, Cape, entered into, a fully incorporated 50/50 joint venture, Kurtarra Cape USA JV Pty Ltd (KCU) that is currently registered with Supply Nation and qualifies as a Pilbara Aboriginal Business.

Kurtarra was established in 2000, and is a 100% Aboriginal family-owned company by the Jaffrey-Sam family who originate from the Palkyu area in the Pilbara of Western Australia. KCU JV's focus is on engaging with the First Australian local community and Traditional Owner groups to create employment and training opportunities for local First Australian peoples and procurement opportunities for Traditional Owner businesses.

### **Clontarf Foundation**

Centurion is currently partnered with the Clontarf Foundation and currently works with them in all areas of Western Australia. We attend the foundation schools and conduct employment forums with the First Australian students and have also employed and placed former students (alumni) into our traineeship program.

This has resulted in the successful completion of the traineeship and the opportunity to continue on a career pathway with Centurion. We conduct employment forums with the Aboriginal and Torres Strait Island students and facilitate employment placements for former students (alumni) into the Frank Cardarci Traineeship Program.

## Our People / Staff testimonials

Testimonies of former Indigenous trainees who have remained employed with Centurion.



Completing the Frank Caraci traineeship has presented me with the opportunity to gain experience and put in the hard yards. *It has also led me to have full time permanent work, and grow to be more confident, stable and responsible to provide for my family.* I feel it has given me the ability to buy my first car and save for my future.

**Jake Harris**



After graduating high school, I landed a traineeship at Centurion with thanks to the Youth and Indigenous team. Even though it was a traineeship, it was my first full-time job. It has helped me gain experience in a busy workplace environment gaining new skills and abilities and further developed the ones I already had. *During my time at Centurion, I've been able to save up a percentage of my income to go towards buying my first car and being able to afford to travel back home to Carnarvon.* With the help of the Youth & Indigenous Affairs team, I was able to complete my Certificate III in Warehousing.

**Kaelee Hamlett**



Being a part of the Frank Cardaci traineeship is a great experience for me. *It's allowed me to grow and pick up qualities that would allow me to succeed in the workplace.* It has also given me more financial freedom to be able to do the things I like doing outside of work.

**Lang Pickett**



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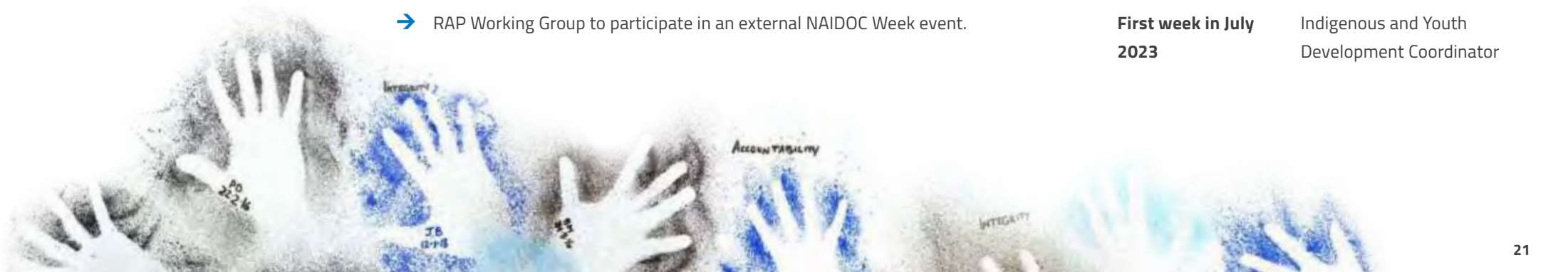
# Relationships / Action Plan

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Establish and strengthen mutually beneficial relationships with First Australian stakeholders and organisations.</b>	→ Identify First Australian stakeholders and organisations within our local area or sphere of influence.	<b>March 2023</b>	Executive General Manager - Business Development
	→ Research best practice and principles that support partnerships with First Australian stakeholders and organisations.	<b>March 2023</b>	RAP Lead
	→ Maintain and strengthen our current partnership with Winangali Logistics.	<b>July 2023</b>	Executive General Manager – Account Management
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	→ Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	<b>May 2023</b>	Marketing and Communications Manager
	→ RAP Working Group members to participate in an external NRW event.	<b>May, June 2023</b>	RAP Lead
	→ Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	<b>27 May- 3 June, 2023</b>	Indigenous and Youth Development Coordinator
<b>3. Promote reconciliation through our sphere of influence.</b>	→ Communicate our commitment to reconciliation to all staff.	<b>March 2023</b>	Chief Executive Officer
	→ Communicate our commitment to reconciliation publicly.	<b>March 2023</b>	Marketing and Communications Manager
	→ Identify external stakeholders that our organisation can engage with on our reconciliation journey.	<b>April 2023</b>	Indigenous and Youth Development Coordinator
	→ Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	<b>April 2023</b>	RAP Lead
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	→ Research best practice and policies in areas of race relations and anti-discrimination.	<b>June 2023</b>	RAP Champion
	→ Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	<b>April 2023</b>	RAP Champion



# Respect / Action Plan

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5. Increase understanding, value and recognition of First Australian cultures, histories, knowledge and rights through cultural learning.</b>	→ Develop a business case for increasing understanding, value and recognition of First Australian cultures, histories, knowledge and rights within our organisation.	<b>June 2023</b>	Indigenous and Youth Development Coordinator
	→ Investigate and deliver cultural learning opportunities for staff and senior leaders.	<b>April 2023</b>	RAP Lead
	→ Conduct a review of cultural learning needs within our organisation.	<b>May 2023</b>	RAP Lead
<b>6. Demonstrate respect to First Australian peoples by observing cultural protocols.</b>	→ Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	<b>April 2023</b>	Indigenous and Youth Development Coordinator
	→ Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	<b>April 2023</b>	RAP Lead
<b>7. Build respect for First Australian cultures and histories by celebrating NAIDOC Week.</b>	→ Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	<b>June 2023</b>	RAP Champion
	→ Introduce our staff to NAIDOC Week by promoting external events in our local area.	<b>June 2023</b>	Marketing and Communications Manager
	→ RAP Working Group to participate in an external NAIDOC Week event.	<b>First week in July 2023</b>	Indigenous and Youth Development Coordinator





# Opportunity / Action Plan

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>8. Improve employment outcomes by increasing First Australian recruitment, retention and professional development.</b>	→ Develop a business case for First Australian employment within our organisation.	<b>May 2023</b>	Indigenous and Youth Development Coordinator
	→ Build understanding of current First Australian staffing to inform future employment and professional development opportunities.	<b>May 2023</b>	RAP Lead
	→ Continue the expansion of Centurion’s own Frank Cardaci Traineeship Program for First Australian youth by diversifying its delivery locations and roles.	<b>March 2023</b>	Indigenous and Youth Development Coordinator
<b>9. Increase First Australian supplier diversity to support improved economic and social outcomes.</b>	→ Develop a strategy for procurement from First Australian owned businesses.	<b>March 2023</b>	Business Development Manager - Procurement
	→ Continue Supply Nation membership.	<b>March 2023</b>	RAP Lead
	→ Monitor current procurement from First Australian businesses and investigate opportunities to increase.	<b>August 2023</b>	Indigenous and Youth Development Coordinator






# Governance / Action Plan

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	→ Form a RWG to govern RAP implementation.	<b>April 2023</b>	RAP Lead
	→ Draft a Terms of Reference for the RWG.	<b>April 2023</b>	RAP Lead
	→ Establish First Australian representation on the RWG.	<b>April 2023</b>	RAP Lead
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	→ Define resource needs for RAP implementation.	<b>April 2023</b>	RAP Lead
	→ Engage senior leaders in the delivery of RAP commitments.	<b>May 2023</b>	RAP Lead
	→ Appoint a senior leader to champion our RAP internally.	<b>March 2023</b>	RAP Champion
	→ Define appropriate systems and capability to track, measure and report on RAP commitments.	<b>April 2023</b>	RAP Lead
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	→ 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.	<b>June 2023</b>	RAP Lead
	→ Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	<b>1 August 2023</b>	RAP Lead
	→ Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	<b>30 September, 2023</b>	RAP Lead
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	→ Register via Reconciliation Australia's website to begin developing our next RAP.	<b>September 2023</b>	RAP Lead


## CONTACT DETAILS


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