




C.H. ROBINSON



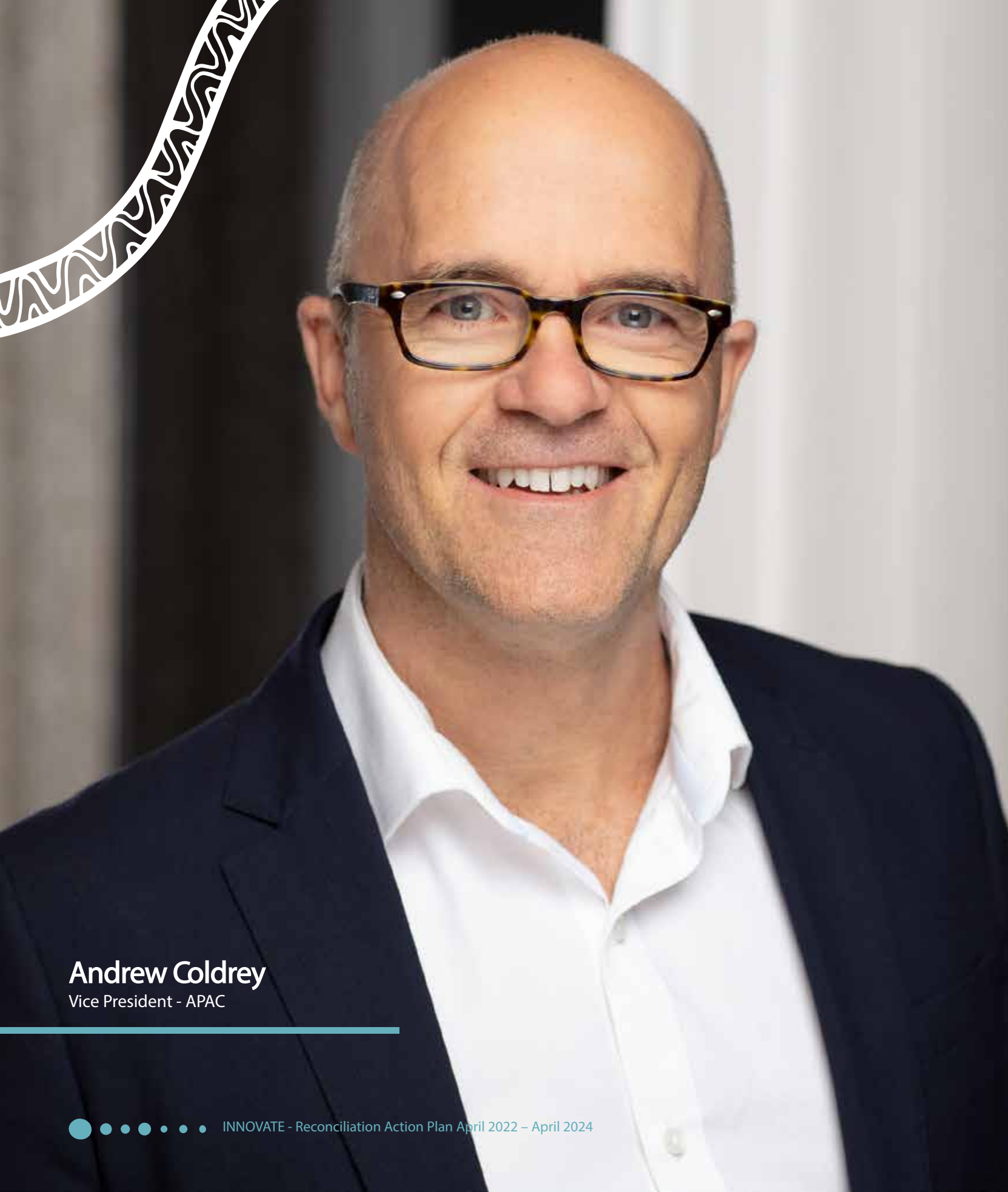
**INNOVATE RECONCILIATION ACTION PLAN
APRIL 2022 – APRIL 2024**





In the spirit of reconciliation,
C.H. Robinson acknowledges the Traditional
Custodians of Country throughout Australia
and their connections to land, sea and
community. We pay our respect to their
Elders past and present and extend that
respect to all Aboriginal and Torres Strait
Islander peoples.





Andrew Coldrey
Vice President - APAC

MESSAGE FROM OUR VICE PRESIDENT



I am proud to introduce the Innovate Reconciliation Action Plan (RAP) for C.H. Robinson Worldwide (AU) Pty. Ltd. This RAP guides our vision and commitments to fulfilling our diversity and inclusion initiatives within Oceania. Like our previous Reflect RAP, this plan outlines our commitment to help shape a tomorrow in which Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples share in an equitable, prosperous and rewarding future.

Having begun this program, it's impossible to now envisage C.H. Robinson Australia without an active RAP.

Our employees, contractors and suppliers look forward to working with and learning from our Aboriginal and Torres Strait Islander stakeholders.

Thank you for taking the time to read our plan.

While this is our second RAP, we are committed more so than ever before to continue to build the trust and respect the First Nations People deserve. Our journey is still only beginning as we learn and understand what it means to explore the opportunities within the supply chain industry.

Andrew Coldrey
Vice President - APAC

Through our strategic partnership with the Indigenous Defence & Infrastructure Consortium (iDiC) our primary objective is to achieve the sustainable inclusion of Aboriginal and Torres Strait Islander owned businesses as meaningful participants in the international supply chain industry. We plan to do this by engaging with Aboriginal and Torres Strait Islander businesses in this work and developing the skill sets of these businesses.

I know that as individuals, and collectively as an organisation, we are already richer for having gained an understanding of the cultures of First Nations Peoples.

My deepest gratitude goes to our RAP working group and RAP champions for their efforts.



MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends C.H. Robinson 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 C.H. Robinson 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, C.H. Robinson 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. C.H. Robinson is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals C.H. Robinson'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.

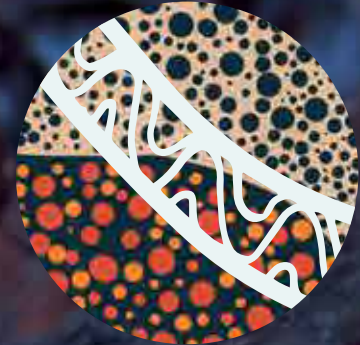
Congratulations C.H. Robinson on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia



OUR VISION

The C.H. Robinson vision for reconciliation is to establish equal business opportunities for Aboriginal and Torres Strait Islander Peoples and non-Indigenous Australians within the Supply Chain Industry.


At C.H. Robinson, we believe that together we can make a difference and contribute to reconciliation. We will continue to improve awareness and respect by engaging and sustaining our successful working relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities - as well as building a workplace culture that appreciates and values Aboriginal and Torres Strait Islander cultures. We will show respect by acknowledging and engaging Aboriginal and Torres Strait Islander peoples as colleagues, stakeholders, suppliers, community members and consumers of our services.


Our commitment to reconciliation mirrors our culture of belonging that embraces diversity, equity and inclusion. We are committed to reconciliation by ensuring our RAP continues our values of 'Evolving Constantly' and 'Growing Together' to increase awareness and engagement with Aboriginal and Torres Strait islander cultures and stakeholders. We believe our commitment will lead to the development of an Australian identity based on mutual respect and trust and support for reconciliation.

EDGE VALUES:

 **EVOLVE CONSTANTLY**
We try new things and never stop learning or challenging.

 **GROW TOGETHER**
We value relationships, and are smarter and stronger as a diverse and unified team.

 **DELIVER EXCELLENCE**
We go the extra mile, because good enough is never good enough.

 **EMBRACE INTEGRITY**
We do what we say we will do, and we do what is right.

WE ARE COMMITTED TO MAKING A MEANINGFUL DIFFERENCE TO THE LIVES OF ALL AUSTRALIANS.



OUR BUSINESS

C.H. Robinson solves logistics problems for companies across the globe and across industries, from the simple to the most complex. With \$28 billion in freight under management and 20 million shipments annually, we are one of the world's largest logistics platforms. Our global suite of services accelerates trade to seamlessly deliver the products and goods that drive the world's economy. With the combination of our multimodal transportation management system and expertise, we use our information advantage to deliver smarter solutions for our 100,000 customers and 83,000 contract carriers. Our technology is built by and for supply chain experts to bring faster, more meaningful improvements to our customers' businesses. As a responsible global citizen, we are also proud to contribute millions of dollars to support causes that matter to our company, our Foundation, and our employees.

We operate through a network of offices in North America, Europe, Asia, Australia, New Zealand, and South America. In Australia, we provide a wide range of value-added logistics services, such as ocean and air forwarding, customs clearance, delivery, supply chain consulting, and detailed status and financial reporting.

As a people-powered global company, C.H. Robinson is committed to having a workforce and performance culture that reflects the strengths of our worldwide marketplace. We value diversity within our company, our business relationships, and our communities.

"At C.H. Robinson, fostering a culture of inclusivity and belonging is core to who we are and embedded in our company values. We also know that rich diversity of backgrounds, experiences and opinions helps us innovate, think critically, better serve our customers and ultimately, makes us stronger as a company. The Innovate Reconciliation Action Plan is a great example of these principles in action".

*- Angie Freeman,
Chief Human Resources Officer & ESG Officer,
C.H. Robinson (She/Her)
Eden Prairie, United States*



Every one of us plays a role in advancing diversity, equity and inclusion (DEI)

At C.H. Robinson we continually deliver and create programs to support diversity, equity and inclusion (DEI) across our workplaces. We believe in raising awareness and knowledge of the rich histories and cultures of Aboriginal and Torres Strait Islander peoples, and we do this through ongoing participation in our industry and our internal growth of learning to deepen relationships with Aboriginal and Torres Strait Islander peoples and businesses.

Weaving diversity, equity and inclusion into all we do

When it comes to DEI, we strive to create a culture of belonging, core to our values, that embraces the unique experiences and diverse backgrounds for our people in order to create a stronger, more innovative, and successful team.





C.H. Robinson currently employs 372 employees in Australia and 58 in New Zealand

There are nine offices in total in Oceania. To date, C.H. Robinson Oceania currently employs one person who identifies as an Aboriginal and/or Torres Strait Islander person.

This image shows our global forwarding office locations in Australia and New Zealand.

C.H. Robinson is a global company spanning 32 countries and 15,000+ employees.

Our offices are located on the following countries: Whadjuk, Kurna, Woiworung, Boon Wurrung, Eora and Yuggera.



OUR RAP REFLECT

We value the importance of diversity and inclusion, and we are committed to respecting the rights and interests of all Australians. Reconciliation Australia endorsed our first RAP, Reflect, in 2019. We have since engaged in the following activities:

- Companywide and on-boarding Cultural Awareness training
- Smoking ceremony to officially open our Head Office in Melbourne (See Case Study)
- National Reconciliation Week activities, including a live webinar hosted by our Vice President with special guests – Shelley Ware & Adam Goodes (See Case Study)
- Increase in Aboriginal and Torres Strait Islander Business Spend
- Internal awareness and written contributions regarding NAIDOC Week and National Reconciliation Week.



“The events, activities and learning experiences I have participated in so far at C.H. Robinson have been both educating and enlightening. As a result, I have come to realise how much I still want to learn and that we have so much incredible knowledge and information right at our fingertips!”

- Danielle Tupou, Account Manager (She/Her) Brisbane, Australia

- The HR Specialist – Talent, Development & Diversity maintains a cultural calendar of events each year, which all employees have access to within our internal intranet.
- Installation of Aboriginal and Torres Strait Islander artwork throughout Melbourne Airport office (See Case Study)

CASE STUDIES



NATIONAL RECONCILIATION WEEK LIVE WEBINAR

In light of Australia's National Reconciliation Week (27 May – 3 June 2020), we marked the event with a regional live panel webinar. We heard fascinating stories and reconciliation insights from two inspiring Australians.

Shelley shared her thoughts on reconciliation, provided encouragement for individuals to participate and shared with us her current ambassador roles.

Adam also shared his reconciliation journey – both personal and practical and encouraged the employees of C.H. Robinson by shedding a light on the fact that we've taken the first step in reconciliation as a company and are certainly heading in the right direction.

Key takeaways from the event were that we don't need to overthink our participation in NRW and other events throughout the year. Joining in on webinars, reading books and having conversations with our colleagues are great opportunities to increase awareness, educate ourselves and enlighten others.



MELBOURNE AIRPORT OFFICE ARTWORK INSTALLATION

The newly re-furbished Melbourne Airport office with the Reflect RAP artwork on display.

Pat Caruso, the artist behind C.H. Robinson's Reflect RAP, specifically designed this decal as a means of cultural expression and as a vehicle for transmission of culture via conversations.



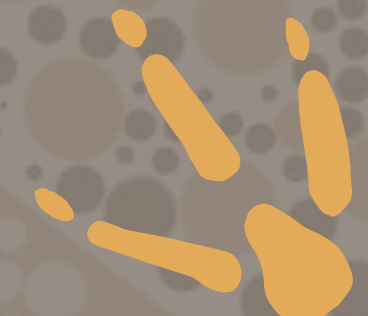
HEAD OFFICE OPENING SMOKING CEREMONY

Upon the opening of our new head office in Melbourne, members of the human resources team organised a Smoking Ceremony to be held in the courtyard of the newly refurbished office. The Smoking Ceremony was an opportunity for the staff members of the executive leadership team to connect with the land of the building and embrace the new start that the re-opening of the building brings. The ceremony was conducted by David Tournier on behalf of the Boon Wurrung Foundation. The connection was made through the Council of Port Phillip and the Ceremony was introduced by Andrew Coldrey, Vice President APAC. This was a powerful and moving experience which helped engage some employees with the Yaluk-ut Weelam clan of the Boon Wurrung people and pay respects to the land on which our head office has been built (Boon Wurrung country).



“The Smoking Ceremony was quite spiritual. It was a way to cleanse us and promote new beginnings amongst the walls of our new office. We wished for positive business transactions, profitable encounters and new learnings amongst our teams.”

- Starsha Learmonth, HR Coordinator (She/Her)
Melbourne, Australia





Alongside the deliverables and action items listed in this document, C.H. Robinson will explore way to achieve genuine and meaningful outcomes with Aboriginal and Torres Strait Islander peoples, businesses and communities. Within this plan we will:

- Develop new training programs and cultural experiences on diversity
- Engage three new partnerships with Aboriginal and Torres Strait Islander Suppliers within the supply chain industry
- Try to build capital in Aboriginal and Torres Strait Islander owned businesses
- Advance our procurement opportunities by building business relationships
- Create dialogue and conversations amongst our employees and foster a culture that ensures there is an openness to change.

Led by Andrew Coldrey, our RAP governance group is comprised of senior representatives from C.H. Robinson Oceania as well as our strategic partner, Indigenous Defence & Infrastructure Consortium (iDiC). Our RAP champions are self-nominated employees who have interest in making a difference and raising internal awareness. The RAP governance group is accountable for the delivery of the plan, and leadership across the business – with decisions being filtered through to the RAP champions.

GOVERNANCE GROUP

This group provides an oversight and governance function as well as iDiC support with RAP development and relationship building.

Andrew Coldrey

Vice President APAC

Nicole Lindsell

Senior Marketing Manager Oceania

Alice Stephenson

HR Specialist – Talent, Development & Diversity

Kim Thao

Human Resource Manager, Oceania

Paul Spadoni

Commercial Director, Oceania

Gabby Wilson

Manager Account Management (Strategy & Policy)

Adam Goodes

Chief Executive Officer (iDiC)

Brett Goodes

Manager SA / NT (iDiC)

RAP CHAMPIONS

Development of ideas, creation of events and raising internal awareness

Starsha Learmonth

HR Coordinator

Danielle Tupou

Account Manager

Lyndon McGrath

Manager Product (Sea freight) - Oceania

Kim Wilson

Manager Operations - Melbourne Airport

Chris Ciantar

Manager Operations GF

Anu Manuel

Account Manager

Shaun Ennis

Corporate Sales Manager

Jeff Cusack

Oceania Regional Sales Manager

OUR PARTNERSHIP WITH INDIGENOUS DEFENCE & INFRASTRUCTURE CONSORTIUM (IDIC)

As part of our commitment to the sustainable and meaningful inclusion of Indigenous owned businesses in our supply chain, we entered a five-year strategic relationship with the Indigenous Defence and Infrastructure Consortium (iDiC) in February 2018.

iDiC is an Indigenous-owned business, led by CEO Adam Goodes, which brings together a consortium of 100+ Indigenous Supply Nation certified businesses. We are committed to working with iDiC to ensure that Indigenous businesses are engaged in the planning phase for every project and that our staff and systems provide a safe and welcoming environment for Indigenous businesses and people.

iDiC is a single point deployment project and account manager, providing a diverse range of services via its consortium partners, all of whom are Aboriginal and Torres Strait Islander owned businesses. With a national footprint, iDiC has proven capability in a range of direct and indirect procurement services to support large defence and infrastructure projects.

The CEO of iDiC - Adam Goodes, and Manager - Brett Goodes, both sit on C.H. Robinson's RAP Governance Group.



RELATIONSHIPS

C.H. Robinson is committed to developing respectful, reciprocal, and enduring relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities. We will work to ensure these relationships are trusting, informed and free from prejudice. We see these relationships as important opportunities for our organisation to learn and grow and hope that they will give rise to positive opportunities and outcomes for Aboriginal and Torres Strait Islander peoples.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	April 2022	Torres Strait Islander stakeholders and organisations.
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2022	Manager Operations, Melbourne Airport
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022, May 2023	HR Coordinator
	• RAP governance group members to participate in an external NRW event.	27 May - 3 June 2022, 2023	HR Coordinator
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2022, 2023	Product Manager – (Sea freight) Oceania
	• Organise at least one NRW event each year.	27 May - 3 June 2022, 2023	HR Coordinator
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2022, May 2023	HR Specialist

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	• Implement strategies to engage our staff in reconciliation.	April 2022	Account Manager
	• Communicate our commitment to reconciliation publicly.	April 2022	Principal Marketing Manager
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2022	Commercial Director
	• Collaborate with iDiC and other like-minded organisations to develop ways to advance reconciliation.	October 2022	Account Manager
	• Create a culture of openness and willingness to embrace change by providing staff opportunities to participate in meaningful dialogue on reconciliation and truth telling.	April 2022	HR Specialist
4. Promote positive race relations through anti-discrimination strategies.	• Continue to review human resources policies and procedures to ensure they are inclusive and free from discriminatory provisions.	April 2022 April 2023 March 2024	Human Resources Manager
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	May 2022	Human Resources Specialist
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	May 2022	HR Coordinator
	• Educate senior leaders on the effects of racism.	June 2022	HR Specialist
	• Facilitate ongoing diversity & inclusion training for all staff, as well as reinforcing Australian anti-discrimination obligations through learning, communication and policy.	September 2022	Human Resources Manager

RESPECT

C.H. Robinson will work to develop a greater respect and understanding of Aboriginal and Torres Strait Islander peoples, cultures, lands and histories within its staff and management. We are committed to creating a culturally inclusive work environment for all employees by participating in activities, celebrations and other learning opportunities. In doing so, we are increasing our knowledge of important issues on both an individual and company-wide basis. We will work to ensure that our business activities and engagement are carried out in a way that is respectful and considerate of Australia's First Peoples.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Remove barriers to staff participating in cultural leaning programs and experiences	June 2022	Human Resources Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	May 2022	HR Specialist
	• Develop, implement and communicate a cultural learning strategy for our staff.	June 2022	HR Specialist
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2022	HR Specialist
	• Investigate local cultural immersion opportunities for staff.	June 2022	Account Manager
	• Promote and encourage participation in a regional book club, showcasing Aboriginal and Torres Strait Islander scholars and biographies.	June 2022	Global Forwarding Coordinator
	• Develop and launch various artwork applications - including merchandise, office fit outs and other tangible products - aimed at engaging and educating staff on the importance of Aboriginal and Torres Strait Islander art and C.H. Robinson's application.	April 2022	Senior Marketing Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	Global Forwarding Coordinator
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	February 2023	Global Forwarding Coordinator
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	April 2022	Global Forwarding Coordinator
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2022	Manager Product (Sea freight) - Oceania
	• RAP Governance Group to participate in an external NAIDOC Week event.	First week in July, 2022 & 2023	HR Coordinator
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Review human resources policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2022	HR Business Partner
	• Promote and encourage participation in external NAIDOC events to all staff.	June 2022, 2023	HR Coordinator

OPPORTUNITIES

C.H. Robinson is committed to developing accessible, meaningful and sustainable career opportunities for Aboriginal and Torres Strait Islander peoples and to ensuring that these opportunities have the potential for long-term career progression. We are also committed to developing relationships with Aboriginal and Torres Strait Islander enterprises to source products and services that are relevant and useful to our business. We do this with an understanding that having Aboriginal and Torres Strait Islander peoples directly involved in our company will be mutually beneficial and productive.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2022	Human Resource Manager
	• Build understanding of progressive and effective Aboriginal and Torres Strait Islander recruitment approaches to inform future employment and professional development opportunities within C.H. Robinson Oceania.	January 2023	Human Resource Manager
	• Engage with Aboriginal and Torres Strait Islander staff and external advisors to consult on our recruitment, retention and professional development strategy.	January 2023	HR Business Partner
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	October 2022	HR Business Partner
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2022	Human Resource Manager
	• Review human resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2022	Human Resource Manager
	• Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	March 2023	Human Resource Manager

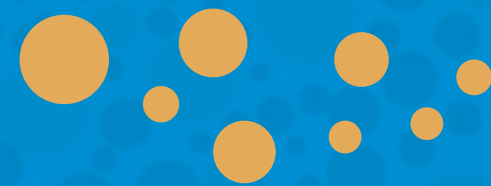
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by providing support for Aboriginal and Torres Strait Islander career pathways within C.H. Robinson Oceania	• Partner with local universities and career trackers to support Aboriginal and Torres Strait Islander students with employment opportunities within the supply chain industry.	April 2022	Human Resource Manager
	• Develop and implement an Aboriginal and Torres Strait Islander career development program within C.H. Robinson Oceania, which includes affirmative action and recognised support for the participants.	February 2023	Human Resource Manager
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Continue to develop and implement our Aboriginal and Torres Strait Islander procurement strategy.	July 2022	Business Development Manager
	• Investigate Supply Nation membership.	May 2022	Business Development Manager
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2022	HR Specialist
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2023	Director Commercial – Oceania
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2022	Manager Regional Sales
	• Build capital in an Aboriginal and/or Torres Strait Islander owned business.	January 2023	Director Commercial – Oceania
	• Target of year-on-year growth of Indigenous Procurement Spend.	December 2022, December 2023	Vice President – APAC
	• Build three new partnerships with Aboriginal and Torres Strait Islander suppliers within the Supply Chain space.	October 2023	Director Commercial – Oceania



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Governance Group (RGG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RGG.	January 2023	HR Specialist
	• Establish and apply a Terms of Reference for both the governance group and RAP champions.	September 2022	HR Specialist
	• Meet at least four times per year to drive and monitor RAP implementation.	April 2022, May 2022, September 2022, December 2022, February 2023, June 2023, October 2023, December 2023, March 2024	HR Specialist
12. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	April 2022	HR Specialist
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	April 2022	HR Specialist
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2022, March 2023	HR Specialist
	• Appoint and maintain an internal RAP champion from senior management.	February 2022	HR Specialist

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 30 September 2023	HR Specialist
	• Report RAP progress to all staff and senior leaders quarterly.	April 2022, September 2022, December 2022, March 2023, June 2023, September 2023, December 2023	HR Business Partner
	• Publicly report our RAP achievements, challenges and learnings, annually.	December 2022, December 2023	HR Specialist & Principal Marketing Manager
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022	HR Specialist
14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	June 2023	HR Specialist





OUR RECONCILIATION ARTWORK

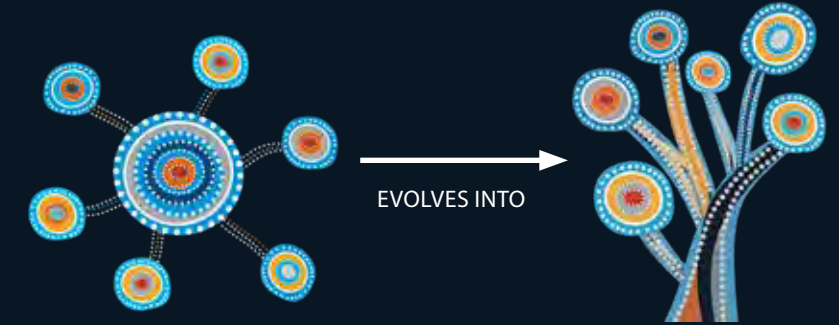
Pat Caruso – Founder of We Create Print Deliver
Eastern Arrernte country and South Australia

With more than eighteen years of artistic creating and multichannel advertising experiences, Pat has acquired the knowledge to integrate systemic, big picture thinking with the care and finesse required to conquer the details. His career reflects a holistic understanding of harnessing product creation and lifecycle management to meet client expectations.

Pat is an active partner of the Indigenous Defence and Infrastructure Consortium, and a proud member of Supply Nation. Pat works closely with organisations such as Reconciliation SA.

Whilst taking on this project, the We Create team realised that it was important to show the evolution of the C.H. Robinson commitment to reconciliation and also include the varying changes within the business service offering. Pat decided it was necessary to tell the story of C.H. Robinson using a combination of traditional symbols and artistic approach, but also using these techniques to translate into C.H. Robinson's offering.

AT THE CENTRE OF THIS ARTWORK, YOU WILL FIND THE EVOLUTION OF THE KEY ELEMENT IN GENERATION ONE.



LIFE TREE

The Life Tree represents the evolution of the group across Australia, entrenching their Reconciliation commitment with solid roots into strong foundation. The elements from the previous design are all incorporated but have evolved into becoming branches/pillars of this growth.

The dots in the centre of the trunk represent those in the organisation who champion this progress and funnel the information throughout the organisation.



WAVES/OCEAN/TRAVEL/FREIGHT

These waves are the evolution of the previous travel/freight lines, which have become more sophisticated to represent the inclusion of data and technological aspects of which

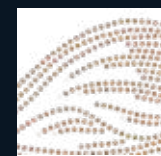
C.H. Robinson have reached into. They are organic in shape to illustrate the tailored solutions which C.H. Robinson can provide.

OTHER IMPORTANT SYMBOLS



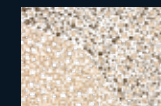
TREE ROOTS/ NETWORKING SYSTEMS

The tree roots represent the complex technological, the personal and commercial networks C.H. Robinson have built.



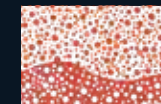
STAFF AND EMPLOYEES

The various circular elements represent the staff and people associated with C.H. Robinson - who hold up the infrastructure and network.



KNOWLEDGE, CLIENTS AND AUSTRALIAN SEASONS

The various colours within these pallets are indicative of the Australian seasons, country and landscape.



They also represent the various channels of knowledge shared by C.H. Robinson. It is vast and various, as indicated by the various organic shapes and channels.



The circles also represent those who interact with the organisation, be that clients, customers, suppliers etc.





CONTACT

ALICE STEPHENSON

HR Specialist – Talent, Development & Diversity

Alice.stephenson@chrobinson.com

+61 430 175 282



C.H. ROBINSON



**RECONCILIATION
ACTION PLAN**

INNOVATE