

# → Annual Progress Report 2022

Innovate Reconciliation Action Plan  
April 2022-April 2024



**C.H. ROBINSON**

# Cover Artwork

## **Pat Caruso, Founder of We Create Print Deliver**

Eastern Arrernte country and South Australia

After more than eighteen years of artistic work creating 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 South Australia.

# This Document

## **Conan Fulton, CEO and Founder of IB.Creative**

Conan is a Pakana Aboriginal man from Tasmania with an entrepreneurial spirit and a proven track record leading Indigenous community consultation, stakeholder engagement and policy & program reform and development. After 25 years of working across the Public, Private & 3rd Sectors creating solutions for others, he resigned from a permanent APS role to start his own company.

# Our Strategic Partner

## **Indigenous Defence and 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 of every project and that our staff and systems provide a safe, welcoming environment for Indigenous businesses and people.

iDiC acts as 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 capabilities in a range of direct and indirect procurement services to support large defence and infrastructure projects.

The CEO of iDiC, Adam Goodes, and Director of Partnerships, Kerrie Howard, both sit on the C.H. Robinson RAP Governance Group.

# Artwork in this document

C.H. Robinson has formal permission to use Pat's work for this document and other agreed upon materials and C.H. Robinson has paid the license fee requested; an agreement which has been negotiated with the support of iDiC.



# → Acknowledgement of Country

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.



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# Reflections and learnings

I am proud to share that our Innovate Reconciliation Action Plan (RAP) has seen positive progress with several success stories throughout 2022. As we continue to embark on this journey through the second half of our action plan, we will act as a learning organisation to educate ourselves and the broader business on opportunities to work with Aboriginal and Torres Strait Islander communities via partnerships, supply chain operations and employment activities.

We continue to have strong support and ongoing engagement from our people. I'm encouraged by the growth of our RAP champion group and what their contribution of new ideas will deliver.

Our vision remains important as we continue to hold ourselves accountable in creating equal business opportunities for Aboriginal and Torres Strait Islander peoples in the supply chain industry. Although, on reflection, we acknowledge areas where challenges have presented themselves, and as a result we continue to investigate and foster honest conversations about the nature of Australian supply chains and the availability of Indigenous businesses in this space.

The key to Innovate in 2023 is more listening, learning and an ability to be guided by Aboriginal and Torres Strait Islander peoples and communities on which our offices are located.

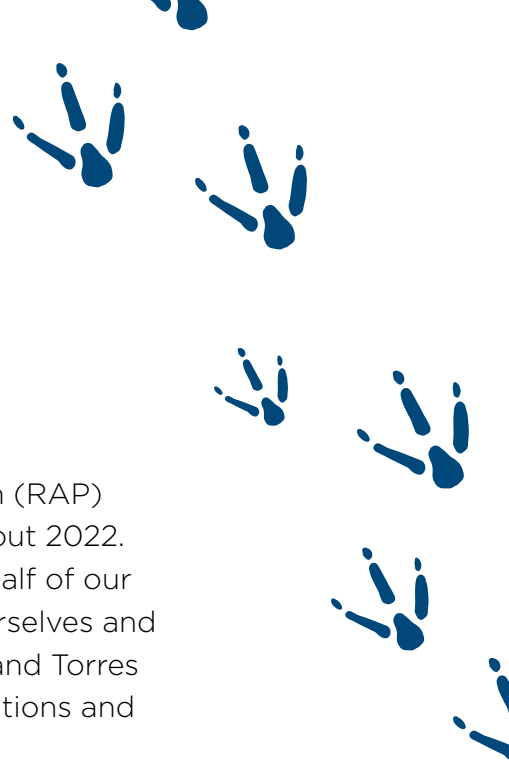
I look forward to the continuation of Innovate as we continue to learn and grow as an organisation throughout our journey of Reconciliation.



**Andrew Coldrey**

Vice President—APAC

Working on The Land of the Bunurong People



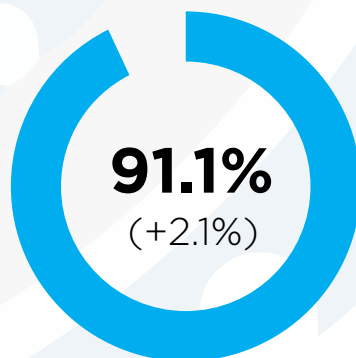
# Summary of our progress



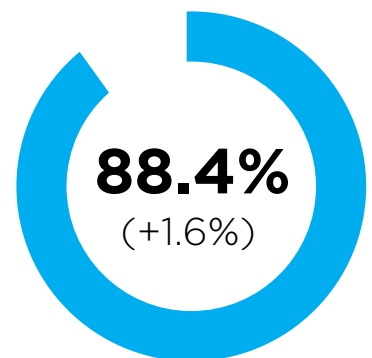
# Diversity, equity and inclusion

At C.H. Robinson, we believe it's critical to have an inclusive work environment that allows for diverse perspectives to be shared and celebrated.

Upon completion of the 2022 Employee Engagement Survey, results showed that C.H. Robinson Oceania has delivered growth year over year (Y/Y).



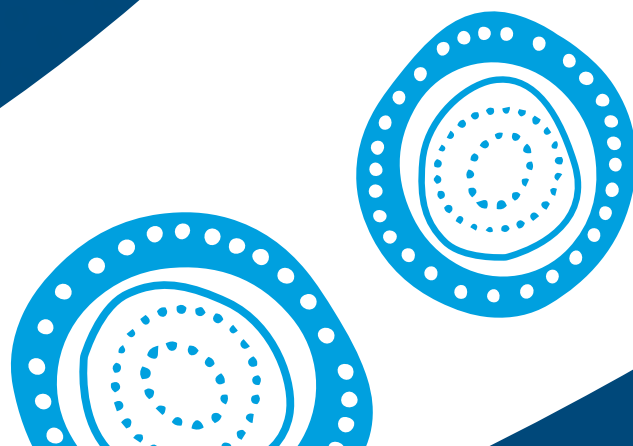
**C.H. Robinson has created an environment where people with diverse backgrounds can succeed**



**My team has an environment in which diverse perspectives are valued**

# In review: Our commitment to Innovate

Working toward creating equal business opportunities for Aboriginal and Torres Strait Islander and non-Indigenous businesses.









# Relationships

Hosted an engaging 2022 NRW week via a series of activities that included the launch of our Innovate RAP:

1. Learning: “Ask us Anything” lunch and learn session with 46% participation of Australian employees.
2. Socialising: Engagement of an Indigenous Caterer for lunch engaging a total of 152 people around the country.
3. Environmental: Encouraged employees to “Take a walk” to learn more about the original lands on which they live and work.

A successful promotion of our Innovate RAP, engaging our internal and external audiences through a series of communications:

1. Upon commencement of our Innovate RAP, our social series included a commitment announcement. The post received 101 engagements with 85 likes, 3 comments, 13 re-shares and a total audience reach of 4.5K. This was 1 of our top 3 performing social media posts for 2022.
2. The development of our dedicated Reconciliation web page showcases our official launch, including a press release, our Innovate RAP and an engaging video of RGG and committee members discussing our commitment to Innovate.

We have engaged in conversations to explore opportunities to drive reconciliation with two of our customers.

We have continued to focus on our culture of openness with results from our regional employee engagement survey:

1. C.H. Robinson has created an environment where people with diverse backgrounds can succeed 91.1% (+2.1%).
2. My team has an environment in which diverse perspectives are valued 88.4% (+1.6%).

Discussing opportunities to include just and fair policies that support all cultural beliefs free from discrimination. Continued work to educate people leaders on creating space and opportunity for varying cultures and activities while policies are under reform.

We continue to deliver our ongoing inclusivity training to all employees:

1. New employees complete a cultural and Indigenous training program upon commencement of employment.
2. Our RAP Governance Group participated in Culture, Country and Kinship training facilitated by Adam Goodes and iDiC.



# Respect

We continually strive to deliver a variety of cultural learning experiences. As we plan for 2023, we always consider:

1. The education and support of people leaders prior to upcoming events to ensure their understanding and importance of the event
2. Physical location versus virtual meeting opportunities
3. Time zone inclusiveness around Australia
4. Equal encouragement of all attendees

Launch of Australia-wide book club supporting Australia's leading Indigenous publishing house, Magabala. The group's first book review was in Q4 2022 via the purchase of Dark Emu by Bruce Pascoe.

Distribution of merchandise to recognize and celebrate Innovate artwork:

1. Water bottles
2. Acknowledgement of Country information cards

We continue to increase employees' understanding of the purpose and significance of Acknowledgement of Country through:

1. Senior leadership sponsorship of Acknowledgement of Countries at the commencement of face-to-face and virtual meetings.
2. Instructions around adding Indigenous countries to employee email signatures and business cards.

Employees were encouraged to Get Up, Show Up, Stand Up by attending:

1. Indigenous catered lunches around the country
3. External activities and events
  - a. NAIDOC in the city Gadigal Country
  - b. 50 years of posters event Kulin Nation
  - c. The Treaty Exhibition: The Kulin Nation

We promoted NAIDOC via our external sphere of influence through social media platforms. The post during NAIDOC week was the top performing post for the month of July with a total of 66 engagements including 23 clicks to our dedicated Innovate RAP, 58 likes, 1 comment, 7 shares and a total reach of 2.1K.



# Opportunities

Connected with our strategic partner, iDiC, we continue to understand and develop future partnerships with Indigenous recruitment agencies within their consortium.

We have updated our formal job advertisements to include language that supports the encouragement of applications from Aboriginal and Torres Strait Islander peoples. Our advertisements continue to offer employment as an equal opportunity employer with job vacancies available across multiple employment platforms.

In 2022, we launched the Early Careers program, which includes a future for Indigenous graduates throughout the remainder of our commitment to Innovate and beyond.

Research and investigation are under way to understand current operational spend to develop a procurement strategy that supports the business needs. In this process, we have identified areas of immediate opportunity as well as businesses that we have already been engaging that identify as an Indigenous or Torres Strait Island business. We aim to consolidate throughout this process to develop new opportunities as well as grow current contracts nationally. In the interim, a cultural shift by leaders in offices across the country has organically occurred. Already they are procuring items outside of a formalized procurement strategy, including:

1. Office equipment in the Sydney office worth \$18,000 AUD
2. Office catering in Western Australia
3. Implementation of a new regional travel agent

Our commercial team continues to keep Indigenous businesses at the forefront of product development.

In the first quarter of the 2022–2023 Australian financial year, spend on Indigenous and Torres Strait Island businesses saw a record increase of 130%. Through daily operations and the development of our procurement strategy, we plan to increase our Indigenous spend to meet a \$150,000 goal.

We are proud to have joined the Supply Nation community. This grants us access to Australia's leading database of verified Indigenous businesses along with a myriad of opportunities to engage diverse businesses within the growth of our supply chain. We are confident that this membership will support us in meeting our growth in Indigenous business spend.



# Governance

We continue to have Aboriginal and Torres Strait Islander representation on our RAP Governance Group (RGG). Since the launch of our Innovate RAP, representation has changed within our RGG. The departure of Brett Goodes has meant the inclusion of Kerrie Howard, Director of Sponsorships at iDiC, a proud Aboriginal woman with Gundungurra heritage. We continue to be guided by Adam Goodes as our executive sponsor and CEO of iDiC.

We maintain active participation through our RGG and continue to commit to meeting at least four times per year. Since the commencement of Innovate, the RGG have met in accordance with the dates outlined in our RAP.

To ensure the effective delivery of our Innovate RAP, we ensure the appropriate distribution of time and resources required for the implementation of commitment. We do this through guidance of our RGG and our RAP champions. Andrew Coldrey remains our key RAP sponsor. We are pleased to see further engagement from employees and welcome Lorin Dillon and Steve Keys who join in support of our journey as RAP Champions. Comprehensive project management plans are followed to track progress and delivery in support of our commitment to Innovate.

This document is our first formal annual impact report and we are proud to promote this to both our internal and external audiences upon completion.

# Our Team

## 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, Asia Pacific**

Working on The Land of the Bunurong People

**Nicole Lindsell, Senior Manager, Marketing—Oceania**

Working on The Land of the Bunurong People

**Alice Stephenson, HR Specialist—Talent, Development & Diversity**

Working on Eora Nation

**Kim Thao, Human Resource Manager, Oceania**

Working on The Land of the Bunurong People

**Paul Spadoni, Commercial Director, Oceania**

Working on Noongar Nation

**Gabby Wilson, Manager, Account Management (Strategy & Policy)**

Working on The Land of the Bunurong People

**Kerrie Howard, Director, Strategic Partnerships (iDiC)**

Working on Eora Nation

## RAP Champions

Developing ideas, creating events and raising internal awareness

**Danielle Tupou, Account Manager**

Working on Turrbal Country

**Lyndon McGrath, Director, Ocean Freight—Oceania**

Working on The Land of the Bunurong People

**Kim Wilson, General Manager, VIC/SA**

Working on The Land of the Bunurong People

**Anu Manuel, Account Manager**

Working on Noongar Nation

**Shaun Ennis, Corporate Sales Manager, Global Forwarding**

Working on Noongar Nation

**Jeff Cusack, Regional Sales Manager, Oceania**

Working on Eora Nation

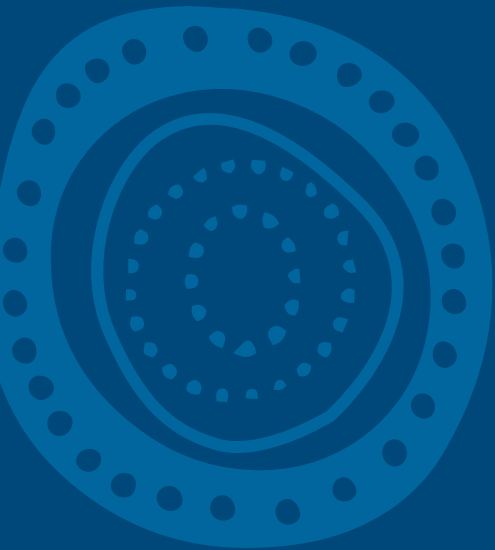
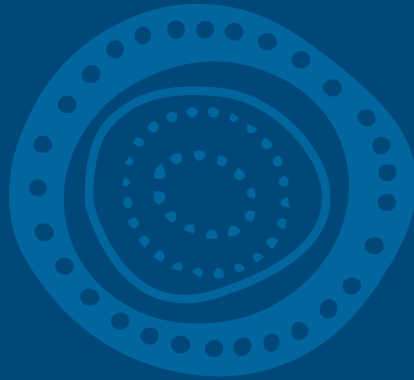
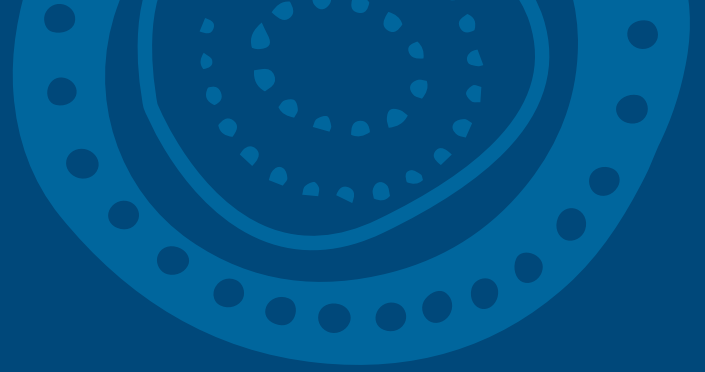
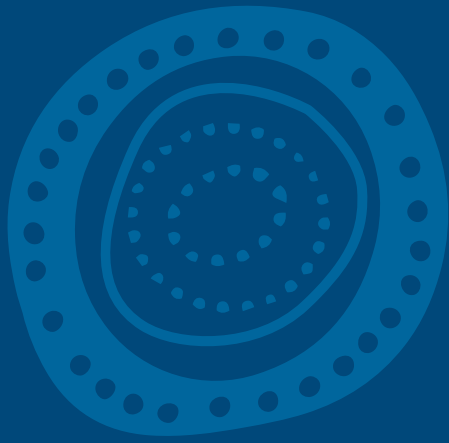
**Lorin Dillon, Customs Broker**

Working on Noongar Nation

**Steve Keys, Global Forwarding Coordinaor**

Working on Noongar Nation





**C.H. ROBINSON**



**RECONCILIATION  
ACTION PLAN**

**INNOVATE**

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