



REFLECT RECONCILIATION ACTION PLAN

ARTC

Australian
Rail Track
Corporation

ABN 75 081 455 754
11 Sir Donald Bradman Drive
Keswick Terminal, SA 5035



ABOUT ELENORE BINGE AND HER ARTWORK, JOURNEY

Elenore Binge, a proud Goomeroi/Kamilaroi woman, started painting at the age of 12 on her Auntie's porch in Boggabilla. Great Aunty Colleen would sit with Elenore and share stories of the Dreamtime, as well as animals, nature, and symbols. In year eight at school, her first major work was printed on a t-shirt and sold as a fundraiser for Aboriginal Week. Elenore studied for two years at Canberra's Institute of the Arts where she majored in printmaking and is now studying for a combined Bachelor of Teaching and Fine Arts at Newcastle University.

"Mother Earth is the land that we call Australia, and the waterways are her veins. Our Ancestors have walked this Country since time began. The Traditional Custodians of each Nation are our Spirit Guides, and they are there to protect our Lands and to make the reconciliation journey with ARTC a safe one, and the Value of No Harm which is the Heart of what you do. Represented also are the Traditional bush medicines, which is an acknowledgement of healing and moving forward with shared learning of the reconciliation journey."

The black and white hands are a symbolism of reconciliation between ARTC and the Traditional Custodians on which ARTC operates. With railway tracks depicted throughout, the blue lines are Mother Earth's veins, representing our rivers and waterways. The Meeting Place to the right is ARTC, with the Five Spirit Guides of the five states and the symbol of No Harm central and Meeting Place symbols a representation of the five states that ARTC operate on and through. White footprints of the Ancestors gone before us surrounded by Sacred Sites that may be on Country."

Artist: **Elenore Binge**

Country: Gomerioi/Kamilaroi/Gamilaraay – Toomelah

CONTENTS

MESSAGE FROM THE CEO	2
MESSAGE FROM RAP CHAMPION	3
MESSAGE FROM RECONCILIATION AUSTRALIA	4
ACKNOWLEDGEMENT	6
Our business	6
Our RAP	7
Our partnerships/current activities	8
Contact details	14

Please be advised that this document may contain the names and images of deceased persons.

MESSAGE FROM THE CEO



MARK CAMPBELL
CEO AND
MANAGING DIRECTOR

As a business, ARTC has reflected on the type of company we want to create for our people and the communities in which we live, work and visit. At the core of our thinking is creating a workplace of belonging – one that is centred around safety, wellbeing, and acceptance.

I have been inspired by the passion that ARTC's first Reconciliation Action Plan Working Team has brought to our first Reconciliation Action Plan and the program that has been built to guide our business, which is the first step in shaping a future that we can all be proud of.

Over the past 100 years, railways have been built across the country. However, throughout this short history, it's apparent that the stories of how we have impacted Aboriginal communities have been lost. These stories, like those of the Traditional Owners of these lands, must be brought to the forefront of our minds, so that our focus on prosperity includes finding new and sustainable opportunities for First Nations peoples.

So, as we begin on the path of reconciliation, we bring a spirit of openness and belonging. And through our Reconciliation Action Plan, we commit to lay a foundation that allows our Aboriginal and Torres Strait Islander employees to always feel safe, supported and heard. We will also engage with local communities to foster employment and business opportunities with First Nations people, so that everyone can benefit in the future that we build together.

A handwritten signature in black ink, which appears to read 'Mark Campbell', is positioned above the printed name.

Mark Campbell
CEO and
Managing Director

MESSAGE FROM RAP CHAMPION



SIMON ORMSBY
GROUP EXECUTIVE
INTERSTATE NETWORK

I feel humbled to champion ARTC's Reconciliation Action Plan Working Team – a team of passionate people focused on making a genuine difference to the core of our company culture. And on behalf of the Team, I feel equally honoured to present ARTC's inaugural Reflect Reconciliation Action Plan (RAP).

Acknowledging the enduring connection to land that Aboriginal and Torres Strait Islander people have had for more than 65,000 years, we begin our journey of reconciliation committed to recognising and collaborating with First Nations people.

The development of ARTC's Reflect RAP provides a clear strategy to positively engage and impact First Nations people within our business and within the communities in which we operate. Our vision is to create a more diverse and equitable organisation – a workplace where belonging begins with safety, wellbeing, and acceptance, and where opportunities abound.

Our Reconciliation Action Plan Working Team has the full support of our Executive team and senior leadership, with our inaugural RAP serving as the start of ARTC's pursuit of deeper knowledge and connections among our people and our local communities.

Simon Ormsby
Group Executive
Interstate Network

MESSAGE FROM RECONCILIATION AUSTRALIA

CEO STATEMENT

Reconciliation Australia welcomes Australian Rail Track Corporation to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Australian Rail Track Corporation joins a network of more than 1,100 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 Australian Rail Track Corporation 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 Australian Rail Track Corporation, 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



CULTURAL AWARENESS TOUR WITH WIRADJURI
ELDER PETER PECKHAM IN DUBBO.

ACKNOWLEDGEMENT

We acknowledge Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of the land and waters on which we operate and honour their spiritual relationship and enduring connection to country.

We pay our respects to Elders past and present and recognise the hundreds of cultures, languages, and kinship structures that have existed for more than 65,000 years.

We celebrate the diverse traditions, customs, and storytelling, and recognise the importance of truth telling to create a positive future of belonging.

OUR BUSINESS

For 21 years, we've been building Australia's largest rail network. Now more than 8,500 kilometres long, our railway spans five states – New South Wales, Victoria, Queensland, Western Australia, and South Australia, with six main offices including Adelaide (head office), Melbourne, Sydney, Brisbane, Newcastle, and Wagga Wagga. We also have three Network Control Centres – in Adelaide (SA), Junee (NSW), and Broadmeadow (NSW) – as well as 28 Provisioning Centres across Australia to help us maintain our national network.

We have a vision to keep Australia moving by providing seamless and efficient access to an environmentally responsible and efficient rail network, connecting cities to regions and regions to the world. We do this with a passionate commitment to the safety and wellbeing of our people.

Our 1,900 employees live in cities and regional areas, all the way from Toowoomba to Kalbarrie. We manage the safe transit of more than 440 freight and passenger trains per day – some of the freight trains are up to 1,800m long – which is about 260 shipping containers. We know how important it is to reduce congestion on our roads and highways because it's better for the environment and it improves safety for motorists across the country.

We continue to build new rail projects throughout Australia – including the 1,700km Inland Rail project between Melbourne and Brisbane – to bolster our network in support of the national economy.

One of our four core values of our business, No Harm, underpins how we work together and in the communities in which we operate. For us, we have an uncompromising commitment to safety and wellbeing. We must do everything we can to deliver a safe workplace for ourselves, for one another, and for the communities in which we live, work, and visit.

We are fortunate to have 54 valued members of our team who identify as Aboriginal and Torres Strait Islander people.

Our RAP Working Team

Our RAP-T, Ashley Williams, Darren Warner, Gregory Riches, Heather Parry, Jessica Jackson, Julie Sutton, Karen Hawley, Kymble Pascoe, and Michael Styles, have lit the fire of reconciliation. We're grateful for their passionate commitment and ongoing contribution. We also pay tribute to Wally Walker for his leadership, wisdom, and guidance, which will live on at the heart of our reconciliation journey.

OUR RAP

Our values – No Harm, Future Thinking, Active Engagement and Results – underpin who we are; we care about one another and our communities; we learn from history and foster better ways to live and work; we're curious, listen to one another, and think positively, and we deliver based on shared goals. By living our values, we can create an amazing workplace where we all feel we belong.

These values are at the core of who we are, with safety and wellbeing being central to our business and our people; it is part of every conversation and is the beginning of every meeting.

As such, our number one value is No Harm, and as we've started to mature and reflect on who we are and the employer we want to become, we've come to understand that the value of No Harm is so much more than safety.

It includes physical and mental wellbeing, how we treat the environment and the people within our communities. We've realised that for us to create a workplace centred around No Harm we need to step-up and into the possibility of what this can really mean for our employees, our customers, and importantly the communities in which we operate.

And, upon this reflection we recognise we have a responsibility to advance reconciliation.

For us, this means we need to better understand the diversity of the Aboriginal communities in which we operate and identify opportunities to work together. We also need to consider the support structures we have in place so that we can attract more Aboriginal and Torres Strait Islander employees.

We're developing a RAP to bring our value of No Harm to life for our people, for one another, and for the communities in which we live, work, and visit.

Through this process, we will learn and grow as individuals and as a business, gaining a deeper understanding and appreciation of First Australians' cultures and communities.

The conversation of reconciliation began with the Inland Rail Program team and across the Hunter Valley Business Unit, where we've built some strong localised relationships and started to explore business and employment opportunities.

Without question, our Reconciliation Action Plan Working Team (RAP-T) are passionate advocates – they speak about the “fire of reconciliation being lit” – of which they are personally responsible for this flame to be passed onto others. However, the whole is greater than the sum of its parts, and we appreciate to make the greatest difference we need to unite and align. Our approach to implementing our RAP will bring together our efforts, strengthen our resolve, elevate our thinking, and optimise our impact.

We believe reconciliation is everyone's responsibility, and this is reflected in the roles and accountabilities set out in this Reflect RAP. To date, we have established the Reconciliation Action Plan Working Team; our Executive have completed Cultural Awareness training and are fully supportive of our RAP initiatives, with four key executives proactively sponsoring the RAP.

Our RAP-T has identified important themes for this Reflect RAP, including mutual respect; learning and understanding; reconciling differences; building awareness and connection. There is also a desire to create and sustain opportunities for Aboriginal and Torres Strait Islander people and businesses in ARTC's operations.

We know from our own experience that the following factors are critical to success:

- Leadership commitment
- A well-considered plan with appropriate resourcing and budget for delivery
- Authentic engagement with a willingness to listen and learn
- High levels of accountability – internally and to those outside of our organisation
- Developing a genuine and attainable approach that has both purpose and meaning.

We recognise that some parts of the business are more advanced in their reconciliation initiatives and are forging ahead in their relationships with Aboriginal and Torres Strait Islander communities and organisations.

This Reflect RAP is designed to support the progression of these relationships while providing a process for other parts of the business to establish a strong foundation from which to approach reconciliation over the longer term.

We acknowledge that the Reflect RAP is a starting point, and a key element of this plan is to move quickly to developing and delivering an Innovate RAP; we believe we have the right people, support, and structures in place to bring the business closer together on our approach to reconciliation.

OUR PARTNERSHIPS/ CURRENT ACTIVITIES

CASE STUDY 1: Inland Rail Aboriginal and Torres Strait Islander Employees Network

The Inland Rail Aboriginal and Torres Strait Islander Employees Network (Network) was formed in 2019 to promote and support communications and cultural support with all First Nations peoples who work for Inland Rail, before expanding to include Aboriginal and Torres Strait Islander employees from the whole business. The Network also promotes cultural awareness and respect throughout the organisation and aims to increase Aboriginal and Torres Strait Islander employment and retention.

The objectives of the Network are to have a culturally safe environment to communicate with other Aboriginal and Torres Strait Islander employees, and a platform to discuss upcoming events (i.e., National Reconciliation Week, NAIDOC Week). The Network, which has already been well supported and is valued by Aboriginal and Torres Strait Islander employees, also aims to provide guidance and advice to members and to our Reconciliation Team.



KAREN HAWLEY, PROUD WONGAIBON WOMAN, RAP-T MEMBER FROM ARTC HUNTER VALLEY.

CASE STUDY 2: Hunter Valley Business Unit's Aboriginal and Torres Strait Islander Action Group

Building from ARTC's Hunter Valley Inclusion and Diversity Strategy, our Hunter Valley Aboriginal and Torres Strait Islander Action Group commenced in 2020 to support NAIDOC Week celebrations.

Our teams engaged with local Elders and family members in celebrating NAIDOC events, which included a Welcome to Country, flag raising ceremonies, smoking ceremonies, celebrations, storytelling and dance, and traditional foods on the BBQ.

Beyond NAIDOC, the Hunter Valley Aboriginal and Torres Strait Islander Action Group aims to support local opportunities for Aboriginal and Torres Strait Islander employment and procurement, build stronger relationships with local Aboriginal communities and alignment with ARTC's Reflect RAP.

CASE STUDY 3: Cultural Appreciation Tours

Cultural tours were coordinated in partnership with Moree Local Aboriginal Land Council and Inland Rail team members. Two tours have already been completed at Moree, including 10–15 people in each who provided positive comments and feedback.

At Terry Hie Hie, participants were shown how Aboriginal communities lived in camps on reserves and participated in a smoking ceremony. The group viewed a sharpening stone, whilst a cultural expert provided information on how the stone was used and who in the community used different stones for sharpening various tools. The group also learned about how water was important to sharpening tools.



AUNTIE THERESA DARGIN, ELDER OF SPIRITUAL WATER WAYS
INDIGENOUS CORPORATION FROM WORIMI COUNTRY WITH
OUR PEOPLE FROM PORT WARATAH PROVISIONING CENTRE

CASE STUDY 4: Quirindi Artwork

It's been almost 30 years since Aboriginal artwork left a lasting imprint on Dubbo's main rail bridge, and in early 2021, ARTC was proud to unveil five new murals inspired by the Quirindi community on the new Jacob and Joseph Creek Bridge.

At an event celebrating the new community artwork, ARTC Hunter Valley Group Executive Wayne Johnson said the development of the murals was a great way to work with the community and gave a new identity to the bridge.

"We realised at the start of this project that the new Jacob and Joseph Creek Bridge offered the perfect canvas for public art as Colleen Green Park is so popular with locals," Mr Johnson said.

"Work on the murals project involved 120 people, and as the artists were painting, the bridge certainly generated interest for people around town."

"ARTC also greatly values our relationship with Aboriginal communities and recognises their inherent connection to their traditional lands and their continuing responsibility of stewardship and caring for Country and Culture."

The overall theme of the murals is connection lines, which represent many things, including the rail line and local story lines and how they both connect many communities.

Faith Curtis, co-creator of Art group UP&UP, said they were pleased to be selected by ARTC to undertake both local community engagement and complete the design for the mural series in collaboration with a local Aboriginal artist.

"We were very happy to work closely with the Kamilaroi people of Liverpool Plains to deliver this great art project, which has set the bar high for us and provided so much enjoyment to the locals," Ms Curtis said.

<https://www.youtube.com/watch?v=xjkyTxKdHIM>



WE ACKNOWLEDGE OUR ARTWORKS ARE
ON THE LAND OF THE KAMILAROI PEOPLE
AT QUIRINDI NSW.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	October 2022	First Nations Strategy & Engagement Specialist
	1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2022	First Nations Strategy & Engagement Specialist
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2022	First Nations Strategy & Engagement Specialist
	2.2 RAP-T and Aboriginal and Torres Strait Islander Employees Network to participate in an external NRW event.	May 2022	First Nations Strategy & Engagement Specialist
	2.3 Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2022	First Nations Strategy & Engagement Specialist
3. Promote reconciliation through our sphere of influence.	3.1 Communicate our commitment to reconciliation to all employees.	May 2022	GM Marketing Communications
	3.2 Continue to identify external stakeholders that our organisation can engage with on our reconciliation journey.	November 2022	First Nations Strategy & Engagement Specialist
	3.3 Continue to identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2022	First Nations Strategy & Engagement Specialist
4. Promote and lead positive race relations through anti-discrimination strategies.	4.1 Research best practice and policies in areas of race relations and anti-discrimination.	July 2022	GM People & Culture
	4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022	GM People & Culture



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	5.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	May 2022	First Nations Strategy & Engagement Specialist
	5.2 Conduct a review of cultural learning needs within our organisation.	May 2022	First Nations Strategy & Engagement Specialist
	5.3 Establish a baseline utilising Employee Engagement Survey (EES) for current pulse, then again in 12 months.	March 2023	GM People & Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Develop an understanding of the local Traditional Custodians of the lands and waters within our organisation's operational area.	July 2022	RAP Champion
	6.2 Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2022	First Nations Strategy & Engagement Specialist
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 Raise awareness and share information amongst our employees about the meaning of NAIDOC Week.	July 2022	First Nations Strategy & Engagement Specialist
	7.2 Introduce our employees to NAIDOC Week by promoting external events in our local area.	July 2022	First Nations Strategy & Engagement Specialist
	7.3 RAP-T and other interested employees to participate in an external NAIDOC Week event.	July 2022	First Nations Strategy & Engagement Specialist



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	8.1 Securing the resources to deliver the Aboriginal and Torres Strait Islander Employment Strategy within our organisation.	August 2023	GM People & Culture
	8.2 Continue to build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	March 2022	GM People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Develop a business case for an Aboriginal and Torres Strait Islander Procurement Policy.	February 2023	GM Procurement & Supply
	9.2 Investigate Supply Nation membership for the entire ARTC business.	July 2022	GM Procurement & Supply



Governance

Action	Deliverable	Timeline	Responsibility
10. Maintain an effective Reconciliation Action Plan Working Team (RAP-T) to drive governance of the RAP.	10.1 Continue the RAP-T to govern RAP implementation.	December 2022	RAP Champion
	10.2 Review and maintain a Terms of Reference for the RAP-T.	April 2022	RAP Champion
	10.3 Maintain Aboriginal and Torres Strait Islander representation on the RAP-T.	April 2022	RAP Champion
11. Provide appropriate support for effective implementation of RAP commitments.	11.1 Define resource needs for RAP implementation.	June 2022	RAP Champion
	11.2 Engage senior leaders in the delivery of RAP commitments.	May 2022	RAP Champion
	11.3 Define appropriate systems and capability to track, measure and report on RAP commitments and consider the utilisation of Inland Rail's SMaRT portal.	July 2022	GM ESG
12. Build accountability and transparency through reporting RAP achievements, challenges, and findings both internally and externally.	12.1 Provide monthly progress reports to Executive and communicate progress across the business on RAP progress.	December 2022	First Nations Strategy & Engagement Specialist
	12.2 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022	First Nations Strategy & Engagement Specialist
13. Continue our reconciliation journey by developing our next RAP.	13.1 Register via Reconciliation Australia's website to begin developing our next RAP.	December 2022	First Nations Strategy & Engagement Specialist



OUR MUSWELLBROOK TEAM CELEBRATING NAIDOC WEEK STARTED WITH A WELCOME TO COUNTRY BY LOCAL ELDER GLEN MORRIS. THE TEAM JOINED THE SMOKING CEREMONY, AND ANCIENT CUSTOM OF WALKING THROUGH SMOULDERING EUCALYPTUS LEAVES TO WARD OFF BAD SPIRITS.

CONTACT DETAILS

Name: Eddie Ansell

Position: First Nations Strategy & Engagement

Email: eansell@artc.com.au