



**RAILTRAIN
HOLDINGS
GROUP**



Reflect

**Reconciliation
Action Plan**

July 2023 – July 2024



Acknowledgement of Country

Railtrain Holdings Group (RHG) acknowledges the Noongar, Kariyarra, Awabakal, Dharug, Turrbal, Yuwibara and Birri Gubba people as the Traditional Custodians of the lands on which our corporate offices operate. We also recognise and acknowledge the Traditional Owners of all lands we work on that accommodate Australia's vast rail network and infrastructure.

We value and celebrate all Aboriginal and Torres Strait Islander peoples, cultures and languages, and acknowledge their continuing connection to the land, the sea and the community.

We pay respect to the Elders and their families, past, present and emerging, and through them, to all Aboriginal and Torres Strait Islander peoples.

Aboriginal and/or Torres Strait Islander people should be aware that this publication may contain images of people who have passed away.

Terminology

It is important to note that preferences in terminology will vary across Australia for individuals, communities, and agencies. Furthermore, these preferences can change over time. Throughout this document, the term 'Aboriginal and Torres Strait Islander peoples' is used to encompass diverse cultural groups, which in themselves possess immense diversity.



Our RAP artist

Wayne Ryder is a Noongar artist, community worker, and family man, living and working in Boorloo (Perth). Born in Northam, Wayne has strong ties to the Ballardong people, with connections extending to the Yued and Whadjuk people.

Wayne is passionate about showcasing his culture through art. He paints with passion and thought. His artworks are painted storylines, like his ancestors did before him.

This painting has been produced by Wayne in 2023 as an interpretation of RHG's RAP vision.

The start of every RAP journey begins in the Reflect stage. The journey starts off small, represented by the orange and blue meeting place. The child's handprint depicts the story of the stolen generation and the impact it has on Aboriginal people. The final piece is the Grasstree, this depicts the connection to the country and the organisation's initial establishment in WA.

Each section of the painting is connected by rail, depicting the organisation's connection to rail and how rail will enable the organisation's RAP journey. The background of the painting is the connection the organisation has to its RAP journey, coloured in the RHG colours of orange and blue. Around the RHG logo are the background colours of grey and white. This represents the community members involved in the organisation's RAP and the connection that is being built between both the Aboriginal community and RHG.



A message from our CEO

As a specialist supplier to the rail sector, our mission at Railtrain Holdings Group (RHG) is to grow Australia on rail.

This Reconciliation Action Plan (RAP) is an important and integral part of our business strategy, guided by our values of safety, integrity, innovation, and excellence which are central to everything we do. It is the commitment to deliver in accordance with our values that sets us apart.

RHG acknowledges that Aboriginal and Torres Strait Islander peoples worked under challenging conditions in the rail industry, however admirable strength and resilience has embedded a long-running reminder. Since working on Australian railways in the early days of surveying and construction, Aboriginal and Torres Strait Islander peoples made history, setting a world record on the 8th of May 1968 for laying 7 kilometres of track on the Port Hedland to Mt. Newman railway, in an incredible 11hrs and 40 minutes.



A message from our Chairman

The Board of Railtrain Holdings Group (RHG) is proud to endorse this Reflect Reconciliation Action Plan (RAP) and the formal commitment it sets out for us to begin our journey towards reconciliation with Aboriginal and Torres Strait Islander peoples in Australia.

Aboriginal and Torres Strait Islander peoples have made significant contributions to the development of large-scale rail infrastructure across Australia for over a century, working in extremely harsh and trying conditions at great sacrifice to themselves, their families and their communities. Today, we recognise that and reflect on the part we can play in providing meaningful employment, training and higher education services to Aboriginal and Torres Strait Islander people; this Reflect RAP helps us do just that.

As rail continues to grow in Australia, so does our commitment to Aboriginal and Torres Strait Islander peoples. We want to attract, train and retain more Aboriginal and Torres Strait Islander peoples in our workforce. We also want to connect with more Aboriginal and Torres Strait Islander businesses to enhance diversification in our supply chain and support economic participation and growth. At RHG, we aim to provide a work culture that fosters inclusion, respect, and equality for all people. This RAP will help us to achieve that.

I am proud to present our inaugural Reconciliation Action Plan. This **Reflect** RAP establishes the foundation of our future commitments and initiatives, creating tangible opportunities and securing sustainable outcomes.

I want to thank our RAP Working Group (RWG) for developing this plan and I look forward to working with our employees, Executive Leadership Team (ELT), Board of Directors, and stakeholders in achieving our deliverables and encouraging reconciliation within the rail industry.

Gary McLaughlin

Chief Executive Officer & RAP Champion

There is resounding enthusiasm and desire from the RHG Board to set measurable and meaningful goals that we will achieve, as part of this Reflect RAP, over the course of the next 12 months; goals that will lay the foundation for our future RAPs and national reconciliation activities.

Reconciliation for RHG is the opportunity to learn, connect, build relationships and earn trust with Aboriginal and Torres Strait Islander peoples and businesses to further foster a culture of diversity, inclusion and respect. We look forward to doing our part in partnership with our RAP Working Group (RWG) and Executive Leadership Team (ELT) to deliver on the promises made in this document as well as looking towards aspirational opportunities to further reconciliation into the future.

Chris Chalwell

Executive Chairman



Reconciliation Australia welcomes Railtrain Holdings Group (RHG) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

RHG 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.

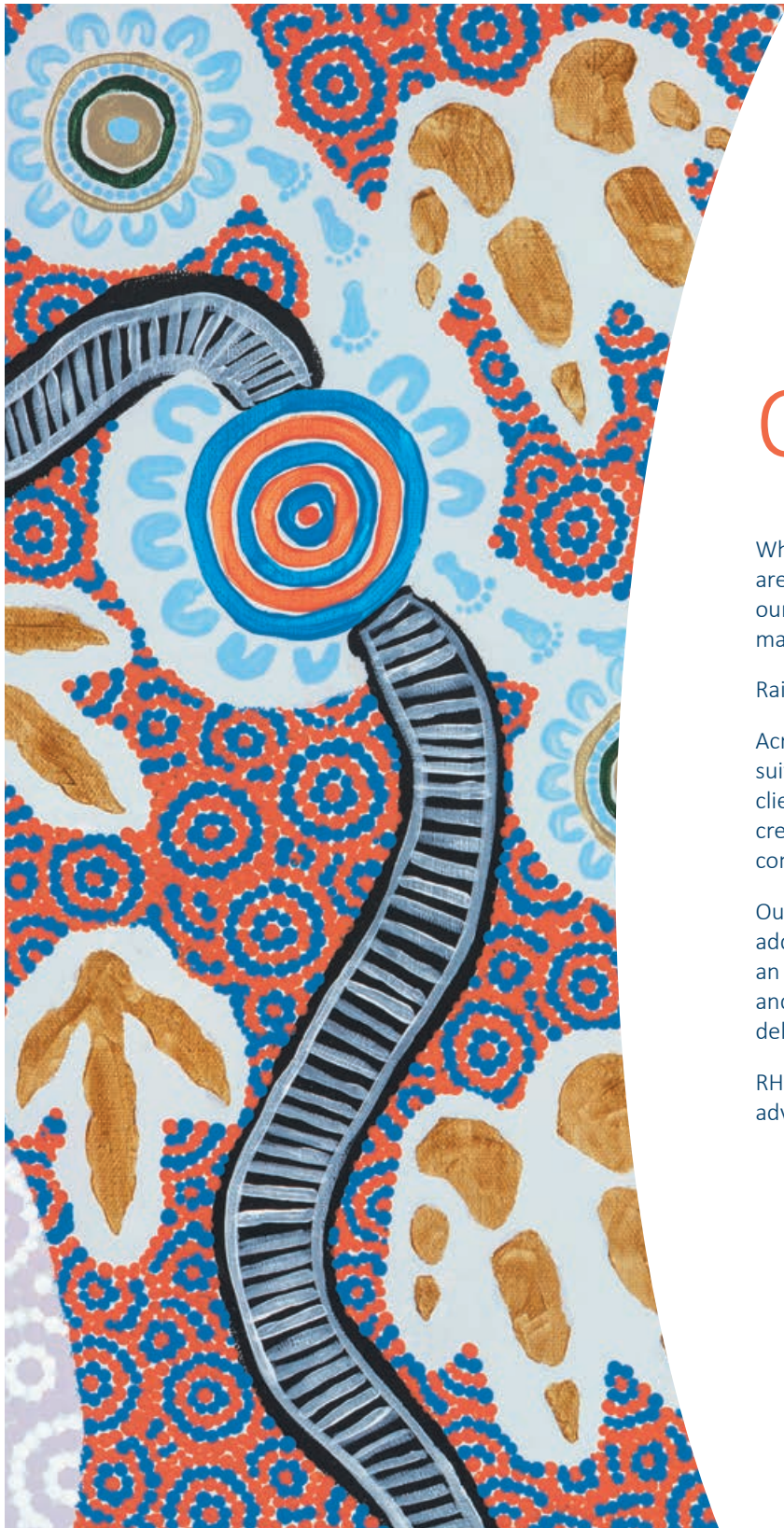
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables RHG 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 RHG, 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





Our Business

While physical assets like trains, tracks, stations and signals are a vital part of the nation's \$30 billion rail industry, our railways simply can't move without people, planning, maintenance and operational support.

Railtrain Holdings Group (RHG) provides that support.

Across our five divisions, we deliver a comprehensive suite of rail services – on-demand and as, and where, our client's need them – including qualified rail drivers and work crews, driver training, specialist surveying services, and construction, maintenance and safeworking teams.

Our integrated, responsive service offering means we can add value and efficiencies to our client's rail operations. As an independent company, we also have the structure, ability and agility to flex and adapt to meet our client's needs and deliver customised, cost-effective solutions.

RHG's additional business strength and competitive advantage is our depth and breadth of experience.

Our people are passionate, rail industry experts. The team's intimate rail knowledge and technical expertise is backed by hands-on experience in all aspects of operations – both above and below rail – and across all sectors and industries.

With a national footprint, and six strategically located offices near major rail service bases, our teams are available when and where needed, and can mobilise quickly.

That's why, rail infrastructure owners and operators across Australia call on RHG to partner with them to fulfil their service and personnel requirements – safely and efficiently and to the highest quality standards.

RHG employs over 560 staff across Australia and currently 4.2% of our workforce identifies as Aboriginal and/or Torres Strait Islander people.

For further information about RHG, please refer to railtrain.com.au



Our Vision for Reconciliation

At the core of our multifaceted journey, is the necessity to recognise the various dimensions of reconciliation, to better understand how RHG can support reconciliation within our organisation and to coincide with national efforts. RHG acknowledges the historical and continuing challenges endured by Aboriginal and Torres Strait Islander peoples. We recognise the traditional lands on which Australian railway networks lie and the impacts on communities. We respect our nation's unique cultures and are committed to promoting and supporting equal opportunity and accessibility within our influential realm.

RHG's vision for reconciliation is a national unity between Aboriginal and Torres Strait Islander peoples and wider Australians and embodies acceptance, equality, equity, and respect.

For our organisation, our reconciliation vision will guide our commitment to enhance and support accessibility to meaningful employment, training, higher education and business opportunities for Aboriginal and Torres Strait Islander peoples and enterprises, pursuing interests in the rail industry. This commitment extends to our existing employees and stakeholders as we continue to strengthen relations. Shared experiences, learning of cultures and participation, are elements captured in our deliverables, to ensure our employees and stakeholders observe RHG's sincere intentions.

Our Reconciliation Action Plan (RAP) and actions will be guided by this vision and by our core values of:



SAFETY



INTEGRITY



INNOVATION



EXCELLENCE

Our Reflect RAP

RHG is committed to playing its part in sustaining and championing a diverse, inclusive and culturally aware rail industry. We recognise the significant contribution and sacrifice that Aboriginal and Torres Strait Islander peoples have made to the construction and maintenance of Australia's 32,929 kilometre rail network, and the land on which it lies, including the setbacks that those communities have faced as a direct result of these activities.

Our Reconciliation Action Plan (RAP) reflects our commitment to implementing initiatives and programs to increase Aboriginal and Torres Strait Islander cultural learning among RHG staff, to raise greater awareness as part of our reconciliation journey, and to ensure we connect and collaborate in a safe and culturally appropriate manner. In addition, our RAP underpins a specific commitment to improve accessibility and engagement opportunities to support aspiring Aboriginal and Torres Strait Islander peoples and businesses.

The champion for our RAP is **Gary McLaughlin**, Chief Executive Officer. Mr McLaughlin will be supported by a RAP Working Group (RWG) made up of suitably qualified and experienced individuals from our organisation, they include;

- **Anthony Scholfield** (RAP Working Group Lead) – Wudjari descendent and National Talent Acquisition Manager
- **Daniel Haynes** – Wagyl Kaip descendent and Work, Health & Safety Specialist
- **Clint Hesford** – Human Resources Officer
- **Jessica Tynan** – Senior Talent Acquisition Partner
- **Craig O'Brien** – Pre-Contracts Manager

The RWG would also like to acknowledge Nicole Drage, Nyiyaparli woman and Port Hedland Branch Coordinator, who played an instrumental role in the creation of this Reconciliation Action Plan.

Our RAP Champion, RWG members, Executive Leadership Team (ELT) and our Board of Directors are all committed to the development and implementation of a RAP that will build positive and long-term relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses.



Relationships

RHG is motivated to “Grow Australia on Rail”. We understand that to do this right, we cannot do it alone. RHG intend to build on existing relationships and build new relationships and affiliations with Aboriginal and Torres Strait Islander peoples, businesses, and communities to enhance our stakeholder relationships across the nation, coinciding with our organisational footprint. RHG recognise that the strength of our relationships and the transparency of our dealings will be the key to creating genuine opportunities to support the pursuit of interests to achieve mutual objectives.

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations (at least one (1) per location) within the current organisational footprint.	February 2024	General Manager – RTS & Commercial
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations within the Rail Industry.	February 2024	General Manager – RTS & Commercial
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2024	RWG Lead
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024	RWG Lead
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2024	RWG Lead
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff and field employees.	August 2023 & ongoing	CEO
	Identify external stakeholders our organisation can engage with on our reconciliation journey.	June 2024	RWG Lead
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2024	RWG Lead
Promote positive race relations through anti-discrimination strategies.	Research best practices and policies in areas of race relations and anti-discrimination.	June 2024	Head of People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	June 2024	Head of People and Culture

Respect

RHG recognises that our offices and branches are located on traditional lands across the nation, which drives our commitment to learn about the histories and cultures of Aboriginal and Torres Strait Islander peoples who call these places, home. The celebration of significant events and integration of cultural protocols are reflective of our desire to attain great respect between our organisation and our Aboriginal and Torres Strait Islander employees, stakeholders and communities. We look forward to embracing these cultural experiences to enhance how we do business inclusively and encourage others to join the reconciliation journey.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Implement a cultural learning strategy to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	February 2024	General Manager – Training
	Conduct a review of cultural learning needs within our organisation.	February 2024	General Manager – Training
	Prepare a respectful and inclusive language resource to promote greater awareness, support personal development and guide business writing.	June 2024	General Manager – Training
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to develop, document and share an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	June 2024	CEO & RWG Lead
	Prepare an internal resource to increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2023	RWG Lead
	Display an Acknowledgment of Country on the RHG website.	July 2023	RWG Lead
	Invite an Elder to deliver a Welcome to Country for at least 1 significant event.	June 2024	General Manager – Infrastructure (West)
	Encourage RHG leaders to include an Acknowledgement of Country to meeting agendas.	June 2024	CEO
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Continue to raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2023	RWG Lead
	RAP Working Group to support coordination of NAIDOC Week celebrations across RHG offices.	July 2023	RWG Lead
	Continue to promote external NAIDOC Week events, to staff, in local areas where RHG offices are located.	July 2023	RWG Lead
	RAP Working Group to participate in an external NAIDOC Week event.	July 2023	RWG Lead

Opportunities

RHG is committed to increasing economic participation for Aboriginal and Torres Strait Islander peoples in the rail industry. This will be supported through the accessibility of meaningful employment opportunities, training, diversified chain supply engagement, and involvement initiatives. RHG is committed to increasing the recruitment and retention of Aboriginal and Torres Strait Islander peoples in our workforce and the procurement of goods and services from Aboriginal and Torres Strait Islander-owned businesses. We are currently reviewing, revising, and implementing the deliverable actions that will assist us to achieve this.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build an understanding of current Aboriginal and Torres Strait Islander personnel to inform future employment and professional development opportunities.	September 2023	Head of People and Culture
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	November 2023	General Manager – Corporate Services
	Include more culturally inclusive language within our recruitment and advertising campaigns to encourage Aboriginal and Torres Strait Islander peoples to apply for vacancies with RHG.	August 2023	General Manager – Corporate Services
	Collaborate with Aboriginal and Torres Strait Islander employees to develop culturally safe workplaces to support retention of Aboriginal and/or Torres Strait Islander staff.	June 2024	Head of Health, Safety, Environment and Wellbeing
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	June 2024	General Manager – Corporate Services
	Encourage existing Aboriginal and Torres Strait Islander staff to reach out to their family and extended networks about employment and training opportunities for Aboriginal and Torres Strait Islander peoples.	June 2024	Regional Operations Manager – East
	Investigate Aboriginal and Torres Strait Islander employment pathways (i.e. trainee programs).	June 2024	General Manager – Training
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for an Aboriginal and Torres Strait Islander Procurement Policy.	November 2023	General Manager – Finance
	Consider Aboriginal and Torres Strait Islander owned businesses and supply chains to provide products and services.	February 2024	General Manager – Finance
	Investigate a supply nation membership.	August 2023	General Manager – Finance

Governance and Reporting

Our dedicated RAP Working Group (RWG) has displayed great enthusiasm during the developmental phase of our inaugural Reconciliation Action Plan (RAP) and is committed to the launch and implementation of all deliverables as intended. The RWG will meet quarterly to track progress against our RAP commitments and provide feedback to our Diversity Council on our RAP journey. Our aim is to administer good governance, by applying accountability, integrity, responsiveness and transparency. We look forward to embarking on our reconciliation journey and connecting with all of our business locations and stakeholders.

Action	Deliverable	Timeline	Responsibility
Develop and maintain our RAP Working Group to drive governance of our RAP.	Establish a RAP Working Group to govern RAP implementation	July 2023	CEO
	Draft a Terms of Reference for the RAP Working Group	July 2023	RWG Lead
	Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group	July 2023	CEO
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation	July 2023	RWG Lead
	Engage quarterly with our Executive Leadership Team (ELT) in the delivery of RAP commitments	Aug & Nov 2023 Feb & May 2024	RWG Lead
	Maintain an Executive Leader to champion our RAP internally	July 2023	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments	July 2023	RWG Lead
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	June annually	RWG Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	1 August annually	RWG Lead
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 Sept annually	RWG Lead
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP	1 April 2024	RWG Lead



Contact Details

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