



# July 2018 – June 2021

## Reconciliation Action Plan



## Acknowledgement of Country and Traditional Owners

Aurizon acknowledges the Traditional Owners of this land, recognising their connection to land, waters and community. We pay our respects to Australia's Aboriginal and Torres Strait Islander peoples, and to their Elders past, present and emerging.

## Artwork

The three pieces of artwork included in this Reconciliation Action Plan (RAP) have been created by one of our employees Laurie Anno. Laurie has been with the Company nearly 30 years and is part of our Deployment Centre team. Laurie is proud of his heritage from his mother's tribe the Kalkadoon people from North West Queensland and from his father's tribe the Witchetty people from the Torres Strait Islands.

Laurie provided the artwork for Aurizon's first RAP and we are delighted to be able to reproduce, with his permission, a number of his pieces of art in this Stretch RAP. The description of the piece wrapped around the front and back cover shows:

*The journey and coming together of the Indigenous and non-indigenous communities, as we share the beautiful land of Australia we call home. The circle denotes the meeting point and the curvy lines indicate the journey men, women and children have made to get to this point.*

*The yellow palm imprints indicate no matter where life takes you and what you achieve, we are still rooted to this land and its rich culture.*



Above:  
Laurie holding his artwork that covers  
the front and back of the RAP.

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## Message from Andrew Harding, Managing Director & CEO, Aurizon

**I am proud to show Aurizon's commitment to advancing reconciliation through our second Reconciliation Action Plan (RAP).**

As a major Australian company with a large regional community footprint, we can make a tangible difference to reconciliation by providing meaningful opportunities and fostering strong and respectful relationships with our Aboriginal and Torres Strait Islander communities.

Our core values of Safety, People, Integrity, Customer and Excellence underpin everything that we do at Aurizon. They ensure we recognise the benefits of having a diverse and inclusive workforce, and having a culture that fosters awareness, understanding and respect for all employees.

Our commitments through our RAP will form an integral part of how we build a more inclusive workplace.

Through the leadership of our Indigenous Reference Group, we have engaged and empowered our people to develop and implement programs and initiatives that form part of our RAP.

I am pleased to see the grassroots activities our people are also undertaking to recognise, respect and value the cultures, histories and rights of Aboriginal and Torres Strait Islander people at individual depots and work sites. You can see some fantastic examples across our national footprint in the following pages.

Aurizon has a long history of employing and training Aboriginal and Torres Strait Islander

peoples. In recent years, I am proud that the company has almost doubled the percentage of Aboriginal and Torres Strait Islander people from approximately 2.5% in 2012 to just over 5% today.

While our commitment to maintaining employment opportunities remains strong, in this RAP we focus more on developing and retaining existing Aboriginal and Torres Strait Islander employees.

Over the coming years, we will relocate more roles to regional areas where our business operates. This approach will open up more opportunities for Aboriginal and Torres Strait Islander people to have diverse and rewarding careers with our company.

Through building more meaningful career pathways and developing the leadership capability of all employees, we can create a sustainable future for our people, our communities and our company.

I remain confident and excited about Aurizon's business and our collective future, as we work to strengthen opportunities for our current employees and those who follow in their footsteps.

**Andrew Harding**

Managing Director & CEO  
25 June 2018



## Message from Karen Mundine, CEO, Reconciliation Australia

**Reconciliation Australia congratulates Aurizon on its past successes and continued commitment to reconciliation as it implements its second Reconciliation Action Plan (RAP).**

We are very pleased to see Aurizon continue its reconciliation journey, started in 2012 with the company's Indigenous Engagement and Employment Strategy. Since that time, the RAP program has grown to over 1,000 organisations across Australia, all working to build respectful relationships and create opportunities with Aboriginal and Torres Strait Islander Australians.

As one of Australia's leading freight companies, Aurizon is working across the Countries of many Aboriginal groups and has significant national influence. Your reconciliation actions impact people in communities from Far North Queensland to Western Australia, regions with a high proportion of Aboriginal residents. Your leadership in reconciliation action has the capacity for high impact in local communities, particularly in relation to working in partnership with Aboriginal businesses, suppliers and entrepreneurs to create economic opportunities.

I am particularly pleased to see that historical acceptance, a key dimension of reconciliation, is at the heart of Aurizon's vision for reconciliation. The company's acknowledgement of Aboriginal land ownership serves to promote the rich history and culture of the Countries on which the organisation operates.

In this RAP, Aurizon renews its commitment to fostering a positive, inclusive, and productive workplace culture by developing the leadership skills of Aboriginal and Torres Strait Islander staff. Increasing the diversity of the Aurizon leadership team will bring great strength to the organisation's business capability.

On behalf of Reconciliation Australia, I commend Aurizon on its unwavering dedication to driving reconciliation in Australia, and look forward to following its continued achievements.

**Karen Mundine**  
CEO  
Reconciliation Australia





## Our Business

**Aurizon is an experienced Australian rail company providing coal, bulk freight and rail infrastructure solutions for customers across the nation.**

Our trains transport a range of commodities, including mining, agricultural, and industrial products for a diverse range of customers across Aboriginal lands. From coal in resource-rich Queensland and the Hunter Valley; iron ore in Western Australia; to livestock from regional Australia — we are part of the economic fabric of the country.

We have a strong regional presence with in excess of 70% of employees living and working in regional communities. We continue to focus our energies on building relationships and partnering with the communities where we operate — through long-term career opportunities and building relationships with Aboriginal and Torres Strait Islander organisations and businesses.

There has been a long history of Aboriginal and Torres Strait Islander men and women making a significant contribution at Aurizon. As at end June 2018 there are approximately 5,000 employees at Aurizon — of whom approximately 260 are Aboriginal or Torres Strait Islander, representing more than 5% of the workforce.

Although the majority of Aurizon's operations are in Central Queensland, the Company also has a growing presence in New South Wales and a significant presence in Western Australia.

The company's three main business units are Coal, Bulk and Network.

**Coal** — each day Aurizon trains move more than 500,000 tonnes of this vital resource for customers, bound for markets in Japan, China, South Korea, India and Taiwan.

**Bulk** — Aurizon transports bulk commodities safely and efficiently, connecting miners, primary producers and the manufacturing industry with international and domestic markets.

**Network** — Aurizon operates and manages the Central Queensland Coal Network, one of Australia's largest export coal rail networks, which connects more than 40 mines to five export terminals. Aurizon Network is responsible for providing, maintaining and managing access to the rail network and associated rail infrastructure.

The 2,700km of the Central Queensland Coal Network traverses the traditional country of 15 recognised Traditional Owner groups. Our national footprint intersects with a further 29 Traditional Owner groups (see map on following pages). Aurizon recognises that our trains and tracks travel across what has been, and always will be, Aboriginal country and we remain committed to developing and maintaining respectful working relationships with these groups and their elders past, present and emerging.

*Opposite:*  
The Gecko — a good luck symbol and a magical lizard producing sounds of joy around the rivers and lands.

# Aurizon's Operational Footprint and Native Title Claims

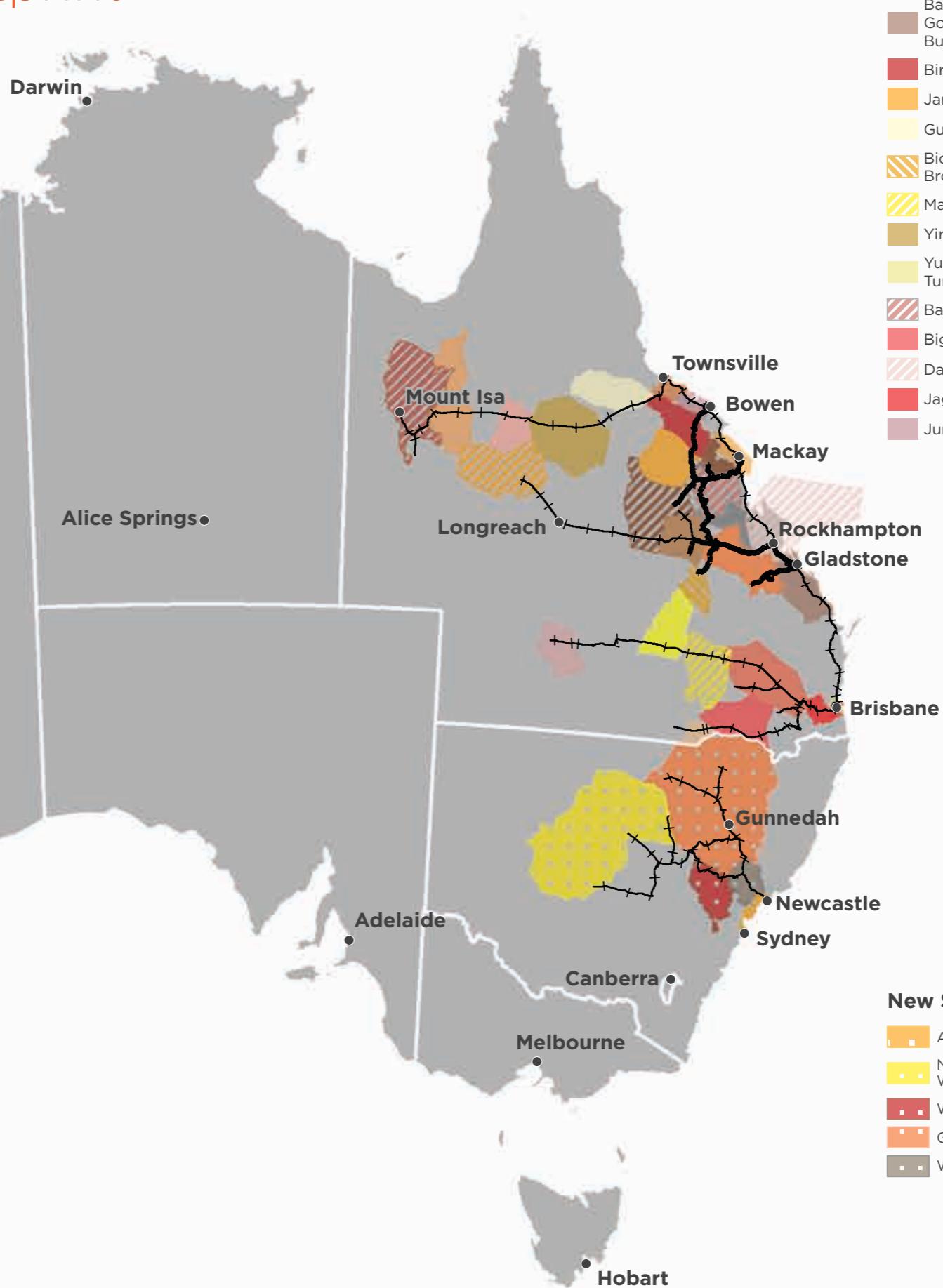
Aurizon's operations — including Coal, Bulk and Network — and their intersection with Traditional Owner groups in Queensland, New South Wales and Western Australia.

— CQCN  
+— Railway (other)

Geraldton • Leonora • Kalgoorlie  
Perth • Bunbury • Albany  
Esperance • Albany

## Western Australia

- ◆◆ Ngadju
- ◆◆ Nyungar
- ◆◆ Gnaala Karla Booja
- ◆◆ Ballardong
- ◆◆ Whadjuk
- ◆◆ Maduwongga
- ◆◆ Southern Yamatji
- ◆◆ Wagyl Kaip / Southern Noongar



## Queensland

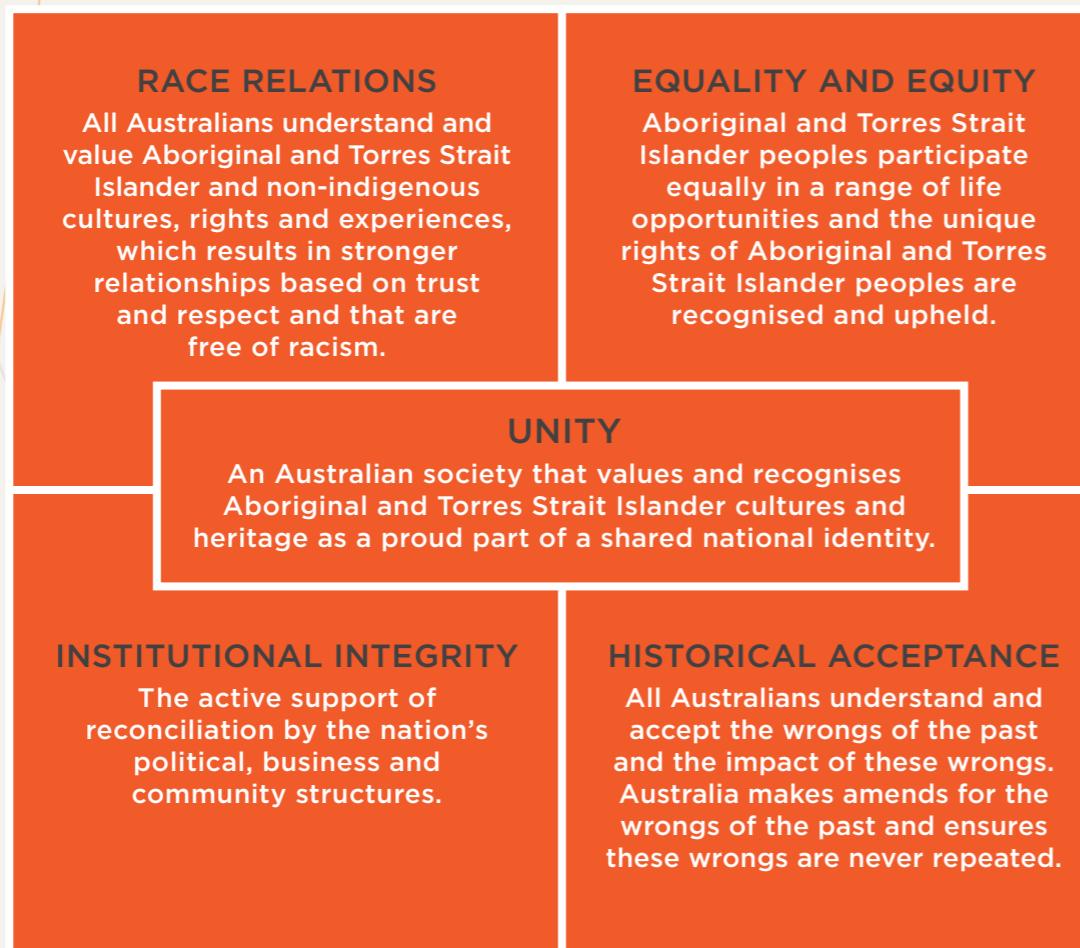
- |  |                             |
|--|-----------------------------|
| Bailai, Gurang, Gooreng                  | Kalkadoon                   |
| Gooreng, Taribelang                      | Wanamara                    |
| Bunda                                    | Widi                        |
| Birriah                                  | Western Wakka Wakka         |
| Jangga                                   | Barada Kabalbara Yetimarlpa |
| Gudjala                                  | Bindal                      |
| Bidjara / Karingbal / Brown River People | Koa                         |
| Mandandanji                              | Gaangalu Nation             |
| Yirendali                                | Gamilaraay                  |
| Yugara/YUgarapul and Turrbal             | Gunggari                    |
| Barada Barna                             | Mardigan                    |
| Bigambul                                 | Mitakoodi and Mayi          |
| Darumbal                                 | Wangan and Jagalingou       |
| Jagera                                   | Western Kangoulu            |
| Juru                                     | Yuwibara                    |

## New South Wales

- |   |
|---|
| ◆◆ Awabakal and Guringai                        |
| ◆◆ Ngemba, Ngiyampaa, Wangaaypuwan and Wayilwan |
| ◆◆ Warrabinga-Wiradjuri                         |
| ◆◆ Gomeroi                                      |
| ◆◆ Wonnaruwa                                    |

## What is reconciliation?

Reconciliation Australia is a not-for-profit non-government organisation that was established in the year 2000. Following a review of reconciliation in Australia, Reconciliation Australia identified five critical dimensions that together represent a holistic and comprehensive picture of reconciliation:



These five dimensions are interrelated and Australia can only achieve full reconciliation if we make progress in all five areas. The nation's progress towards reconciliation is only as strong as the least advanced dimension.

These five dimensions are identified in the report "State of Reconciliation in Australia", which can be found on the Reconciliation Australia website: [www.reconciliation.org.au](http://www.reconciliation.org.au).

Reconciliation Australia and Aurizon believe that we will assist in achieving these five long-term outcomes by identifying actions in the three core areas of Relationships, Respect and Opportunities.



# Aurizon's vision for reconciliation

**At Aurizon we are serious about reconciliation.**

**We recognise that Aboriginal and Torres Strait Islander peoples have been living in harmony with the land for more than 60,000 years and that the land where we operate has always been and will always be Aboriginal and Torres Strait Islander land.**

Our vision for reconciliation is to grow regional Australia by building long-term partnerships with the Aboriginal and Torres Strait Islander communities across all of our regional centres.

We will do this by:

- continuing to build a workplace that is inclusive and respectful of differences and recognises the unique contribution and perspective that all employees bring to our business
- being true to the Company's values of Safety, People, Integrity, Customer and Excellence
- developing the skills of Aboriginal and Torres Strait Islander employees within Aurizon and enabling career progression through our leadership pipeline
- providing sustainable employment opportunities for Aboriginal and Torres Strait Islander people
- encouraging all of our employees (Indigenous and non-indigenous), their families and the communities to increase their awareness, understanding and recognition of the history, cultures and achievements of Aboriginal and Torres Strait Islander peoples, and
- creating sustainable supplier opportunities for Aboriginal and Torres Strait Islander businesses.

## Indigenous Reference Group

Aurizon's Indigenous Reference Group (IRG) was established in 2015 as the central body for the development and implementation of Aurizon's commitments to reconciliation. Soon after the establishment of this group the members developed and implemented Aurizon's first Innovate RAP.

The IRG is chaired by an Aurizon Executive (RAP Champion) and the group is made up of a maximum of 14 employees, representing different geographical areas of the country, as well as different business groups. The group is made up of a minimum of 50% Aboriginal or Torres Strait Islander employees.

Representatives from the IRG report to Aurizon's Executive Committee (chaired by the Managing Director & CEO) annually on progress against key actions identified in the RAP.

## Objectives of IRG:

- develop and deliver commitments in Aurizon's RAP; monitor the outcomes of the RAP and review RAP annually
- provide input, ideas and perspectives on new and proposed initiatives and feedback on current initiatives in line with objectives
- achieve sustainable, ongoing employment for Aboriginal and Torres Strait Islander people at all levels in the organisation
- support Indigenous leader development through initiatives such as mentoring and talent identification
- seek opportunities for Aurizon to actively partner with community Indigenous organisations
- improve recognition of Aboriginal and Torres Strait Islander culture throughout the business



- play an active role in the celebration of Indigenous culture and achievements e.g. National Sorry Day, Reconciliation Week, NAIDOC Week, and
- improve outcomes for Aboriginal and Torres Strait Islander employees through active engagement and seeking feedback and advice in order to create an inclusive workplace.

## Meetings

The IRG meets approximately six times a year and decisions made at the meetings will only be valid if there is Aboriginal and Torres Strait Islander representation at the meeting (or input into the decision prior to the meeting).

## Current positions (at June 2018):

- Group Executive Bulk (Chair) — Perth, Western Australia
- Product Manager Electrical Systems (Deputy Chair) — Brisbane, Queensland
- Change Coordinator — Perth, Western Australia
- Graduate Mechanical Engineer — Townsville, Queensland
- Leading Hand — Hexham, New South Wales
- Mainline Driver — Antiene, New South Wales
- Manager Market Intelligence and Sustainability — Brisbane, Queensland
- Principal Advisor Inclusion — Brisbane, Queensland
- Project Manager Rollingstock — Brisbane, Queensland
- Recruitment Leader — Mackay, Central Queensland
- Shift Roster Officer — Brisbane, Queensland
- Training Advisor — Gladstone, Central Queensland
- Trainee Driver — Fisherman Islands, South East Queensland

## Above:

Aurizon's Indigenous Reference Group — from left to right Clay McDonald (Chair), Rani Stewart, Malcolm Barter, Nicole Pallis, Blake Maynard, Matt Ebbage, Dewayne Sampson, Paul Cronin, Sam Songoa and James Coe (missing Lachlan Vinson, Christine Harvey, Letitia Homan and Laurie Anno).

# Our progress towards reconciliation

**Aurizon established its first Indigenous employment and engagement strategy in 2012 — at the time just over 2.5% of the workforce was made up of Aboriginal or Torres Strait Islander peoples. This employment strategy focussed on developing long-term employment opportunities for Aboriginal or Torres Strait Islander men and women.**

In July 2015 the Indigenous Reference Group was set up and Aurizon launched its inaugural Innovate RAP in November 2015.

The Innovate RAP set out the commitments to:

- foster **relationships** with local Indigenous organisations
- build cultural awareness and **respect** within the Company and
- improve Aboriginal or Torres Strait Islander employment and development **opportunities**.

## What we've achieved

The actions contained within the Innovate RAP have provided the roadmap to work in partnership with Aboriginal and Torres Strait Islander peoples both inside and outside of the organisation over the past two years.

The achievements outlined below have contributed to reconciliation across all five dimensions highlighted on page 10 — Race relations, Equality and equity, Institutional integrity, Unity, and Historical acceptance.

## Relationships

### Key achievements

- Launched our first Innovate RAP in November 2015.
- Marked National Reconciliation Week across many sites and depots for the past three years.
- Sponsored the Murri Rugby League carnival, the Musgrave Park Family Day (Brisbane) and the Clontarf Foundation during 2016 and 2017.
- Donated approximately \$100,000 to a range of Indigenous community organisations during 2016 and 2017, including:
  - Royal Life Saving Australia — Swim & Survive for Kids Who Miss Out (remote Indigenous communities)
  - Central Queensland University — Rockhampton Region Indigenous Youth Sports Program
  - Aboriginal Child Family & Community Care (AbSec) — Youth Leadership Program (Hunter)
  - Role Models and Leaders Australia Ltd — Esperance Girls Academy, Western Australia
  - Broome Aboriginal Media Association Aboriginal Corp — Goldfields Girl — post support program, Kalgoorlie, Western Australia
  - Earbus Foundation of Western Australia — Earbus South West Program, Western Australia.



## Case study — Clontarf Foundation

**Aurizon has strengthened community relationships through its partnership with the Clontarf Foundation which has been in place since 2015. There is both a national corporate partnership and opportunities to build and promote community partnerships regionally with Clontarf Academies that operate in our locations in Western Australia, Queensland and New South Wales.**

Aurizon hosts regular events where students from the academies provide presentations about their academy and visit the operational sites to learn more about the business that operates in their community and discuss future employment opportunities.



Above:

Aurizon IRG member Rani Stewart with staff and students from the Karratha Clontarf Academy (Western Australia).

These events are mutually beneficial for our regional operations where our employees can see firsthand how our organisation is supporting improved educational outcomes for Aboriginal and Torres Strait Islander young men in their community.

## Respect

### Key achievements

- Encouraged all major depots to hold NAIDOC week celebrations over past two years.
- Built an Acknowledgement of Country or Welcome to Country into significant employee gatherings.
- Held various cultural awareness training across the business.
- Commenced rollout of permanent recognition of country across all major sites.
- Have displayed Aboriginal and Torres Strait Islander artwork in key ways at Aurizon:
  - Artwork by an employee used in first Innovate RAP
  - Artwork from local Traditional Owner groups on our track laying machines (see below)
  - Artwork produced on Aurizon hard hats by the Aboriginal and Torres Strait Islander emerging leaders cohort.



### Case study — artwork on track laying machines in Central Queensland

**Aurizon has formed partnerships with local Aboriginal communities and organisations during the period of the RAP.**

One example of such a partnership is with the Traditional Owners in both Mackay and Rockhampton regions. In 2015 and 2016 Aurizon commissioned two track laying machines to operate across Central Queensland.

Local leaders approached the Traditional Owners from the Barada Barna people south-west of Mackay and the Darumbal people from the Rockhampton area about the opportunity to produce traditional artwork for each machine and to also provide traditional names that were placed on the machines alongside the artwork. Aurizon held an official launch at both depots, with representatives from the two Traditional Owner groups involved.



These two pieces of machinery incorporating Aboriginal artwork are a very visible sign of our commitment to fostering respect with local Aboriginal communities.

*Left:*  
Aurizon IRG Chair and Group Executive, Clay McDonald, unveiling the artwork on our track tamper machine in Rockhampton with the Darumbal elders and artists, and senior executives from Plasser.

## Opportunities

### Key achievements

- In 2016 Aurizon joined Supply Nation to seek out more Indigenous suppliers.
- Aurizon won the 2016 Queensland Government Reconciliation Award for business, based on the success of the Company's employment strategies.
- In Financial Year 2017 Aurizon recruited 44 Aboriginal and Torres Strait Islander men and women.
- In 2017 Aurizon undertook an Emerging Leaders Program — training future Aboriginal and Torres Strait Islander employees in management and leadership skills.
- In 2017 Aurizon signed a ten-year agreement with Career Trackers for five Indigenous interns each year for ten years — allowing the Company to cultivate a pipeline into our graduate program for Indigenous graduates.



### Case study — Indigenous employment in New South Wales (NSW)

**Aurizon has been growing its customer base and operations in NSW over the past five years. This has provided excellent opportunities for local Aboriginal and Torres Strait Islander men and women to join the company as we've opened up new operations.**

Across all of our operations in NSW, Aurizon employs almost 400 people and has an Aboriginal and Torres Strait Islander employment rate of almost 10%. At three of the newest NSW depots at Hexham, Quirindi and Antine, Aurizon currently employs approximately 150 people of whom 30 are Aboriginal and Torres Strait Islander — 20% of the workforce. This is compared to the overall average across the Company of 5%.

This is a great example of the commitment shown by local leadership partnering with local Indigenous communities

and organisations in these locations to embrace the commitments in our RAP and provide career opportunities for the local Aboriginal and Torres Strait Islander community.



*Left:*  
Employees at our Hexham Maintenance Facility gathering for the flag raising during National Reconciliation Week in 2018.



## Next steps in our Reconciliation pathway

**There have been many achievements over the past couple of years (as outlined on previous pages), however, there have also been some challenges.**

The main challenge over the past two years has been our voluntary turnover rates for our Aboriginal and Torres Strait Islander employees. So far during this financial year our rolling 12-month voluntary turnover rate for our Aboriginal and Torres Strait Islander workforce is running at approximately 10%, which is higher than the company average.

We will aim to reduce the turnover rates during the next three years by understanding the causal issues and taking any additional action not already identified as part of the commitments on the following pages.

A thorough process has been undertaken to develop the commitments in this RAP:

- **February 2018:**
  - Aurizon's Aboriginal and Torres Strait Islander employees were invited to offer comments and thoughts on the Company's commitments to reconciliation for the next three years.
  - IRG held a full day workshop at the end of February to draft the commitments.
- **March 2018** — full RAP was drafted in the context of the challenging business environment that the Company is likely to face during the next three years.
- **April and May 2018** — the draft commitments were shared with external Indigenous partners and Aboriginal and Torres Strait Islander employees for further comment before being finalised.

The focus areas of the commitments in this RAP are:

- greater levels of engagement with our existing Indigenous employees in our regional centres
- leadership development of the existing Aboriginal and Torres Strait Islander workforce
- develop a more inclusive workplace culture
- greater recognition of Country in our major regional sites and depots, and
- further relationships with regional community groups and Indigenous businesses.

The following pages set out the Company's commitments for the next three years.

*Left:*

The Kangaroo — is seen as one of the greatest food sources for our people. Also a strong creature, tough, active, fast, making it a challenge for hunters to kill and elevating its stature within the tribes.

# RAP Commitments

## July 2018 – June 2021

### Building relationships

Aurizon has a proud track record of a strong regional presence and of engaging the communities where our regional operations are based. Some of the most important elements of this engagement are our partnerships with local organisations. These relationships are built on activities that foster respect and recognition.

Action	Deliverable	Timeline	Responsibility
1. Aurizon's IRG develops, implements and actively monitors the RAP, tracking progress and reporting.	<ul style="list-style-type: none"> <li>➢ IRG to oversee the development, endorsement and launch of the Aurizon Stretch RAP.</li> <li>➢ Ensure IRG comprises of at least 50% Aboriginal and Torres Strait Islander employees from across the business, with at least one from each region (WA, North Qld, South Qld, NSW).</li> <li>➢ Seek and consider feedback and input from Aboriginal and Torres Strait Islander employees and external Indigenous organisations.</li> <li>➢ Review IRG Charter / Terms of Reference and ensure that adequate resources are in place to achieve the Stretch RAP actions.</li> <li>➢ The IRG will meet six times a year to monitor and track progress on RAP implementation.</li> </ul>	January – June 2018  June 2019, 2020, 2021	IRG Chairperson
2. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	<ul style="list-style-type: none"> <li>➢ Use internal network of Aboriginal and Torres Strait Islander employees to promote the RAP.</li> <li>➢ Communicate the importance and benefits of our RAP through internal and external forums.</li> <li>➢ Hold a RAP launch to communicate our strategy to internal and external stakeholders.</li> <li>➢ Publish our RAP on our external website and internal intranet.</li> <li>➢ Implement an engagement plan to ensure regular communication activities with stakeholders to promote reconciliation. For example: <ul style="list-style-type: none"> <li>- engage Senior leaders in the delivery of RAP outcomes, and</li> <li>- share RAP commitments with other businesses.</li> </ul> </li> </ul>	July 2018 (launch at NAIDOC week)  June 2019, 2020, 2021	IRG Chairperson and Inclusion Practitioner

Action	Deliverable	Timeline	Responsibility
3. Recognise National Reconciliation Week (NRW) and other events to promote stronger relationships between Aboriginal and Torres Strait Islander people and other Australians.	<ul style="list-style-type: none"> <li>➢ Aurizon will host at least two regional internal NRW events per year.</li> <li>➢ Encourage employees across Aurizon to participate in community NRW events and other culturally significant days and events.</li> <li>➢ Encourage IRG, Executive leadership team and Aboriginal and Torres Strait Islander employees to participate in external events to recognise the importance of NRW and other culturally significant days and events.</li> <li>➢ Register Aurizon NRW events on the Reconciliation Australia website.</li> <li>➢ Invite Aboriginal and Torres Strait Islander community members to share experiences during a NRW event.</li> </ul>	27 May – 3 June 2019, 2020, 2021	Inclusion Practitioner IRG members
4. Strengthen and grow mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	<ul style="list-style-type: none"> <li>➢ Build / strengthen relationships with at least two local land councils each year (or other Aboriginal and Torres Strait Islander groups).</li> <li>➢ Continue our partnership with Career Trackers and strengthen this relationship over time with deeper connections. From FY2019 we will be seeking some of the interns in the regional communities in which we operate.</li> <li>➢ Support at least one activity annually in each major location where Clontarf (or similar organisation) and Aurizon operate.</li> <li>➢ Investigate opportunities for developing relationships with organisations supporting Indigenous women.</li> </ul>	June 2019, 2020, 2021  June 2019, 2020, 2021  June 2019, 2020, 2021	IRG Chairperson  Inclusion Practitioner  IRG Members

## Fostering respect

Aurizon acknowledges and respects the Traditional Owners of the land and the communities where our Operations are based. We are committed to developing a workplace that encourages and values shared understanding and respect for Aboriginal and Torres Strait Islander history, cultures and customs.

Action	Deliverable	Timeline	Responsibility	Action	Deliverable	Timeline	Responsibility
5. Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements to foster greater respect among our employees.	<ul style="list-style-type: none"> <li>➤ Develop an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines continual cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face-to-face workshops or cultural immersion).</li> <li>➤ 75% of staff to have undertaken online cultural learning activities.</li> <li>➤ Build cultural awareness into onboarding for new starters.</li> <li>➤ 80% of Executive Leadership team to undertake face-to-face cultural learning activities.</li> <li>➤ All RAP Working Group members to undertake cultural learning activities.</li> <li>➤ Provide opportunities for representatives from senior and middle management to undertake cultural immersion learning activities.</li> <li>➤ Review anti-discrimination policy in regards to Aboriginal and Torres Strait Islander peoples.</li> <li>➤ Communicate policy across the Company.</li> </ul>	December 2018  December 2019  June 2019  June 2020  June 2020  June 2019, 2020 2021  December 2018	Inclusion Practitioner / IRG / External partner  Inclusion Practitioner  Inclusion Practitioner  Inclusion Practitioner  Inclusion Practitioner  Inclusion Practitioner  Inclusion Practitioner	7. Promote and support celebration of NAIDOC Week.	<ul style="list-style-type: none"> <li>➤ Display an Acknowledgment of Country at major Aurizon sites / depots:           <ul style="list-style-type: none"> <li>- 75% of depots / sites</li> <li>- 100% of depots / sites.</li> </ul> </li> <li>➤ Include Aboriginal or Torres Strait Islander artwork on at least one piece of machinery or publicly visible workspace per year.</li> </ul>	July 2018  December 2018  June 2019, 2020 and 2021	IRG Members  IRG Members
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols, artwork and imagery as part of the way our organisation functions.	<ul style="list-style-type: none"> <li>➤ Embed Aboriginal and Torres Strait Islander cultural protocols within a protocol document relevant to State and / or Territory and specific local communities (including Welcome to Country and Acknowledgement of Country).</li> <li>➤ Invite a local Elder to provide a Welcome to Country, during at least two significant events each year, for example NAIDOC events, Reconciliation Week events or the Annual General Meeting.</li> <li>➤ Employees and Senior Leadership to provide an Acknowledgement of Country at other significant internal meetings and external events (where appropriate).</li> </ul>	December 2018  July 2018, 2019, 2020  Ongoing	IRG Members  Inclusion Practitioner / IRG Members  Inclusion Practitioner / IRG Members	8. Increase engagement with and support for Aboriginal and Torres Strait Islander employees by developing Aboriginal and Torres Strait Islander employee network.	<ul style="list-style-type: none"> <li>➤ Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</li> <li>➤ Encourage all Aboriginal and Torres Strait Islander staff to participate in community NAIDOC Week events.</li> <li>➤ Encourage all staff to participate in NAIDOC Week events in the local community.</li> <li>➤ In consultation with Aboriginal and Torres Strait Islander peoples, hold at least one internal or public NAIDOC Week event.</li> </ul>	December 2018  July 2018, 2019, 2020  July 2018, 2019, 2020	Inclusion Practitioner  Inclusion Practitioner / IRG Members  Inclusion Practitioner / IRG Members  Inclusion Practitioner / IRG Members
					<ul style="list-style-type: none"> <li>➤ Develop appropriate forums (online or face-to-face) for Aboriginal and Torres Strait Islander and non-indigenous employees to be part of a “Reconciliation network”.</li> </ul>	July 2018, 2019, 2020	IRG



Above:  
National Reconciliation Week in  
New South Wales.

## Growing opportunities

At Aurizon we are committed to developing effective employment and development opportunities for Aboriginal and Torres Strait Islander people and creating sustainable opportunities for Aboriginal and Torres Strait Islander businesses in the communities where we operate.

Action	Deliverable	Timeline	Responsibility
9. Maintain Aboriginal and Torres Strait Islander employment levels to offer rewarding careers and enhance our business.	<ul style="list-style-type: none"> <li>➤ Aurizon currently has approximately 5% of the workforce identifying as Aboriginal or Torres Strait Islander. To maintain this composition we will review our current approach to employment and engage with existing Aboriginal and Torres Strait Islander employees to consult on employment and development strategies.</li> <li>➤ Focus will include:           <ul style="list-style-type: none"> <li>- Aboriginal and Torres Strait Islander men and women should make up at least 7% of external appointments each year.</li> <li>- Reduce the voluntary turnover rates of Aboriginal and Torres Strait Islander workforce year on year.</li> </ul> </li> <li>➤ Recruit five Aboriginal or Torres Strait Islander undergraduate interns each year through Career Trackers.</li> <li>➤ Run an Indigenous Emerging Leaders program biannually (this will include training, coaching and mentoring).</li> <li>➤ Review relevant recruitment policies to ensure alignment to Aurizon RAP.</li> <li>➤ Report and recommend changes to any relevant policy and strategy to key stakeholders to align the policy with this Aurizon RAP.</li> </ul>	June 2019, 2020, 2021	IRG members, Recruitment Manager, General Managers HR Business Partners
10. Increase Aboriginal and Torres Strait Islander supplier diversity to improve economic outcomes for those organisations.	<ul style="list-style-type: none"> <li>➤ Maintain membership of Supply Nation.</li> <li>➤ Increase procurement spend year on year with Aboriginal and Torres Strait Islander owned businesses from a nominated baseline of approximately \$2m.</li> </ul>	July 2018, 2019, 2020	Inclusion Practitioner
		June 2019, 2021	IRG members to become mentors
		July 2018	Inclusion Practitioner
		November 2018, 2019, 2020	Aurizon Indigenous Reference Group
		July 2018, 2019, 2020	Head of Procurement
		June 2019, 2020, 2021	Chair of IRG Head of Procurement

## Governance, tracking progress and reporting

It is vital that we regularly track our progress against this RAP and check effectiveness of actions.

Action	Deliverable	Timeline	Responsibility
11. Report RAP achievements, challenges and learnings to Reconciliation Australia for inclusion in the RAP Impact Measurement Report.	<ul style="list-style-type: none"> <li>➤ Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> <li>➤ Investigate participation in the RAP Barometer.</li> <li>➤ Maintain and review systems and capability needs to track, measure and report on RAP activities.</li> </ul>	September 2018, 2019, 2020	Inclusion Practitioner
12. Report RAP achievements, challenges and learnings internally and externally, to ensure focus is maintained on RAP.	<ul style="list-style-type: none"> <li>➤ Provide quarterly report on RAP performance and submit to Indigenous Reference Group for feedback and actions.</li> <li>➤ Publicly report our RAP achievements, challenges and learning via Sustainability Report and / or Annual Report.</li> <li>➤ Report on progress of RAP to Executive Committee as part of existing internal reporting arrangements (at least annually).</li> <li>➤ Communicate annual updates on RAP progress to all staff.</li> <li>➤ Report to local Indigenous communities where appropriate.</li> </ul>	September 2018, 2019, 2020 August 2018, 2019, 2020 July 2018, Feb and July 2019, 2020, February 2021 July 2019, 2020, 2021 July 2018, Feb and July 2019, 2020, February 2021	Inclusion Practitioner Aurizon Indigenous Reference Group
13. Review, refresh and update RAP.	<ul style="list-style-type: none"> <li>➤ Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</li> <li>➤ Send draft RAP to Reconciliation Australia for feedback.</li> <li>➤ Submit draft RAP to Reconciliation Australia for formal endorsement.</li> <li>➤ Seek RAP approval from Aurizon MD &amp; CEO.</li> </ul>	December 2020 – June 2021	Inclusion Practitioner



**Top:**  
Central Queensland University – Rockhampton Region Indigenous Youth Sports Program was funded by a grant from Aurizon to build Aboriginal and Torres Strait Islander students' confidence in pursuing their future educational and career aspirations through a school holiday sports program.

**Bottom-left:**  
Earbus Foundation received a grant for its Earbus program which aims to improve education outcomes for Indigenous children who are unable to hear. The new program will cover 23 schools with 800 enrolled Aboriginal children and will provide ear screening, hearing tests, GP consultations and ENT specialist clinics. Paul Higginbotham and Lara Schur hosted Aurizon for the visit which included a meet and greet with Earbus Foundation staff and Djidi Djidi Aboriginal School children.

**Bottom-right:**  
Donald Chapman, Implementation Specialist, On-Train Repair, Jilalan (near Mackay).



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