

Artwork & Design



Belynda Waugh (Bindi) is from the Iman (Central Queensland) and Bundjalung (Northern New South Wales) people. She works across a range of disciplines including writing and illustrating children's books, public art commissions, ceramics and painting from her studio in Yarwun Central Queensland.

In 2003, Bindi won the National NAIDOC Indigenous Artist of the Year Award and her work as a poet is currently used by the Queensland Department of Education in the Indigenous Studies curriculum.

The work Journey explores the need for us all to find that safe place to tell our stories. It is reconciliation brought about by understanding who we are and how we move forward together.

Artist Statement

Journey

Let us take a journey
Together you and I will stand
I will share the stories of my people
Stories of our connection to this land

For not all journeys are about A start, a time, an arrival, a place Some journeys are the connections we make

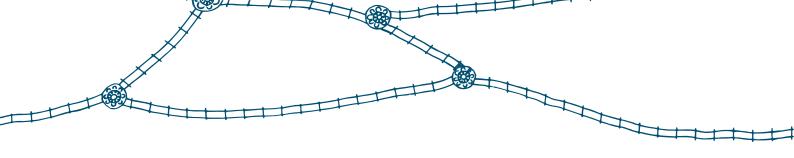
The conversation that we will have

When we stand together in that shared space

For I will acknowledge you and be respectful You will acknowledge me and be kind You will tell me your story and I will tell you mine

It is in the telling that you will know me It is in the listening you will understand This is how we reconcile and become one

Both belonging to this land



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Message from our Regional Director

Having spent a lot of my life living and working in North Queensland, this reconciliation journey has personal significance for me. Working collaboratively with the Traditional Owners and Custodians of lands in the North Queensland region, the Bindal and Wulgurukaba, Girramay and Gulngay People, has left an indelible mark on me. The importance of mutual respect, collaboration and capacity building are all keys to success.

Network Rail Consulting is committed to respecting, embracing and celebrating the world's oldest culture, and importantly this commitment is becoming ever more integral to our daily lives at Network Rail Consulting as we move from reflection to innovation.

I am delighted to present Network Rail Consulting's Innovate Reconciliation Action Plan (RAP). We have developed this plan in recognition that our organisation is moving beyond the formative stages of a reconciliation journey. This is our second Reconciliation Action Plan and proudly we delivered deliberately and authentically on our Reflect Plan to embed reconciliation as an important part of the way we think, act and feel.

This Innovate Reconciliation Action Plan, developed by a group of passionate employees, provides a platform for us to establish meaningful relationships with Aboriginal and Torres Strait Islander peoples. It lays stronger foundations for making progress on identified actions and to help guide the development of future actions and evolution of our plans.

We know that reconciliation is a long journey that requires dedication, commitment and flexibility. We recognise that results will take time and we recognise that we will need to continue to learn along the way and be ready to refresh our RAP to ensure Network Rail Consulting achieves real and lasting results that become a routine part of the positive way we do business to serve the greater good and achieve what is right.



I absolutely encourage all our employees, clients and partners to support the initiatives we have identified in this document and never be afraid to ask how I can participate more and offer increasingly tangible support. We commit ourselves as an organisation and a community of individuals to the initiatives and the targets laid out in this Reconciliation Action Plan.

Cathy Freeman OAM said, 'You've got to try and reach for the stars or try and achieve the unreachable'. That is exactly what we intend to do through the instruments in this plan and future plans yet to be developed, on our reconciliation journey to make a sincere and measurable difference.



Mark Pettigrew

Regional Director - Australia **Network Rail Consulting**



Message from Reconciliation Australia

Reconciliation Australia commends Network Rail Consulting on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. This Innovate RAP is both an opportunity and an invitation for Network Rail Consulting to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders. By investigating and understanding the integral role it plays across its sphere of influence, Network Rail Consulting will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Network Rail Consulting is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.



Congratulations Network Rail Consulting on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Implementing an Innovate RAP signals Network Rail Consulting's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia





Our Reconciliation Action Plan (RAP)

Our Vision for Reconciliation

Network Rail Consulting (NRC) recognises, values and celebrates the enduring connection of Aboriginal and Torres Strait Islander peoples to Australia. We recognise that there is a deep history and will seek as an organisation to support its continuation within our sphere of influence.

Network Rail Consulting also recognises that reconciliation is a significant part of Australia's history and its future.

Our vision for reconciliation is that we live in an Australia that is reconciled so our nation can be without divide. An Australia that accepts and acknowledges our shared history and the truths.

Our vision is that all Australians understand and value the cultures, experiences and rights of Aboriginal and Torres Strait Islander peoples so we can add to our collective and rich national tapestry. That we live in an Australia that is fair, just and equitable and provides opportunities and equal outcomes for all Australians including Aboriginal and Torres Strait Islander peoples, so we can honour everyone and value their contributions.

Our rail industry has an important part to play in our vision for reconciliation. It is important that our rail industry is seen as a trusted supporter of Aboriginal and Torres Strait Islander peoples and as a role model for other industries in relation to our approach to reconciliation.

It is important that our rail industry is well represented by Aboriginal and Torres Strait Islander peoples. As rail connects our nation so too does the richness and cultural diversity that a balanced workforce brings with it.

Our people and our clients value both the history and currency of the places where we live and work and celebrate the collective history of our nation through telling stories that build up that acknowledgement and are always truthful at their core.

To achieve our vision, we will build our cultural capability and foster relationships that support reconciliation with employees and clients, as well as continue to increase engagement of Aboriginal and Torres Strait Islander peoples and businesses. We seek this because we know that it is important to build strong and productive relationships with Aboriginal and Torres Strait Islander peoples as a healthy and productive way forward towards a properly healed nation.

We fully embrace the notion that reconciliation is much more than one word. Ultimately it is words and actions in harmony, catalysed by this plan, that will contribute to changing the landscape for Aboriginal and Torres Strait Islander peoples with positive change becoming lasting and inter-generationally uplifting.





Our Business

Network Rail Consulting is an international rail consultancy organisation. We are the wholly owned international consultancy arm of Network Rail, the owner and operator of Britain's mainline railway.

Network Rail Consulting has access to the full range of technical expertise and experience within Network Rail including delivering operational, maintenance, planning and technical services.

In Australia, Network Rail Consulting's main project is that of System Integrator for the Digital Systems Program with Transport for New South Wales (TfNSW). The Digital Systems Program replaces existing signalling and train control systems with modern, internationally proven intelligent technology to enable more trains on track and therefore a higher frequency of reliable services for Sydney Trains customers. A key part of the contract is the transfer of knowledge and build-up of experience to our key stakeholders.

In Victoria, Network Rail Consulting are establishing a strong position in supporting Government agencies with services in Signalling, Strategic Planning, Systems Integration, Systems Engineering and Railway Operations Planning.

Our head office in Australia is based in Sydney with other offices in Melbourne and Brisbane.

Our organisation's head office is in London. We have regional offices in the United States (Washington DC, New York, Boston & San Francisco), Canada (Toronto) and Saudi Arabia (Riyadh).

We currently employ 44 staff members in Australia on a permanent full time basis. Fifteen of these staff members have been recruited from our parent company in the United Kingdom (UK) or from UK companies. Twenty nine staff members are Australian citizens or permanent residents. There are no staff members employed on a casual or part time basis.

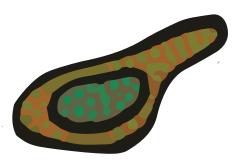
We currently have two staff members who identify as Aboriginal and/or Torres Strait Islander people. We are currently offering scholarships to two engineering students, to be filled by people who identify as Aboriginal and/or Torres Strait Islander.

NRC Australia recognises, values, and celebrates the enduring connection of Aboriginal and Torres Strait Islander peoples to Australia. We know there is a deep history and will seek as an agency to support its continuation within our sphere of influence.

Internally, our RAP strategy is built around implementing strategies to engage our staff in reconciliation. Staff will be involved in developing and achieving our deliverables, kept regularly informed on our RAP activities and encouraged to participate or support Aboriginal and Torres Strait Islander events.

We will also collaborate with external stakeholders to develop ways to positively influence and advance reconciliation. Our external stakeholders include government agencies and private engineering and management consultancies and organisations.

We will communicate our commitment to reconciliation publicly. A plan to promote and share our RAP content and vision to all internal and external stakeholders will be developed and implemented. The plan will focus on what actions, symbols and behaviours we need to display and deliver. We will also explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes in a co-ordinated and complementary way.









Our Reconciliation Action Plan (RAP)

Network Rail Consulting knows that it is important that every organisation in Australia has a duty to take action to build reconciliation. We are developing a Reconciliation Action Plan (RAP) to build strong relationships, transform attitudes and enhance respect with Aboriginal and Torres Strait Islander Australians. In addition, we seek to create a more dynamic and diverse workplace, full of opportunities.

Our RAP demonstrates the organisation's commitment to an inclusive workplace and to celebrate the diverse cultures of our country. Our RAP will assist us to create a workplace culture that understands, values and respects the histories, cultures and contributions of Aboriginal and Torres Strait Islander peoples.

By building relationships, changing attitudes, employing people of Aboriginal and Torres Strait Islander descent, and supporting Aboriginal and Torres Strait Islander businesses, fostering respect and opportunities with Aboriginal and Torres Strait Islander peoples, mutual benefits will flow.

We see our RAP as an opportunity to make tangible social change and a practical and meaningful enactment of what reconciliation means in everyday life for all Australians. It is also a means of educating our staff, both locals and those from the UK, on Aboriginal and Torres Strait Islander history, including sharing an understanding of the impact of past and present government policies on Aboriginal and Torres Strait Islander peoples.

Ultimately, our RAP actions will help lead us to a reconciled nation, one free of racism.

Our RAP will be championed by our Regional Director, Mark Pettigrew.

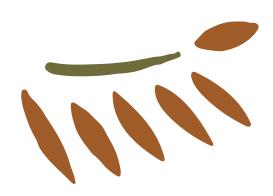
An update on progress across all RAP activities will be delivered at our monthly team meeting, which is attended by all staff.

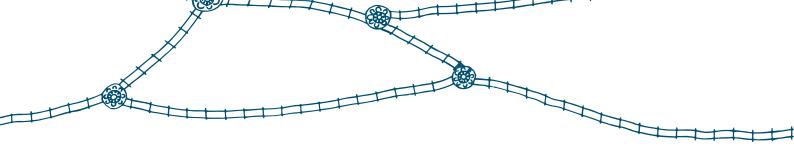
Our RAP working group consists of the following staff members:

- Victor Badenko Senior Human Resource Business Partner (Chairperson);
- Cameron Downey Associate Director Project and Program Management;
- ▶ Michelle Lemmon Leadership Team Assistant;
- ► Wayne Stewart Project Co-ordinator;
- Byron Higgins Graduate Engineer.

We have two people on our RAP Working Group who identify as Aboriginal and/or Torres Strait Islander:

- ➤ Wayne Stewart whose people are the Murrawarri Mob from around the Brewarrina and Midorin region; and
- Byron Higgins whose Mob are from Waiben (Thursday Island) in the Torres Strait Islands.





Our Reconciliation Journey

Our RAP journey commenced on 6 December 2019, when our Reflect RAP was officially endorsed by Reconciliation Australia. Over our journey, our Reflect RAP reminded us of the importance of reconciliation and listening to, learning from and building relationships with Aboriginal and Torres Strait Islander colleagues and communities.

The COVID-19 pandemic forced us to work and connect differently with others. Staff had to work remotely for two years and we had to replace face-to-face connection with digital engagement.

As well as keeping people safe, these changes heightened our understanding of the importance of place and culture, including gaining an increasing respect for Acknowledgement of Country, commemorating culturally significant dates and learning from guest speakers.

Our RAP has enabled our staff to gain a greater awareness of Aboriginal and Torres Strait Islander cultures and develop a greater awareness of cultural and professional development practices that will strengthen relationships with Aboriginal and Torres Strait Islander stakeholders. It has also enabled us to become an Employer of Choice, build a more diverse workforce and provide opportunities for us to establish business contacts with Aboriginal organisations. Our staff are learning and benefiting from our association with Aboriginal and Torres Strait Islander organisations and we will continue to use our RAP to bolster awareness, as well as participate in Aboriginal and Torres Strait Islander activities.

In December 2020, all employees attended a half day Cultural Awareness Training session, conducted by the Mirri Mirri group. The training covered topics including;

- Aboriginal and Torres Strait Islander people (geography, connection to country);
- First contact and dispossession;
- ► Stolen Generations; and
- Inclusive environments.

All staff now attend a full or refresher Cultural Awareness Training session annually.

Through our commitment to reconciliation, in 2020 we created a Graduate Engineer position specifically open to people who identify as Aboriginal and/or Torres Strait Islander. Aboriginal and Torres Strait Islander recruitment agencies were used to help us fill this position. In March 2020, Byron Higgins, a Waiben man filled the post.

We now commence all meetings of significance with an Acknowledgement of Country, acknowledging the Traditional Custodians of our land. We have held discussions with our staff about race relations and our new staff induction now includes information on our RAP and encourages staff to become involved in equity issues.

We commissioned the Balarinji design agency to create the design for our RAP as well as our Teams-based working environment.

Whilst proud of our achievements, we recognise there are still many more opportunities to progress, learn and improve.



A staff profile which reflects the positive progress Network Rail Consulting has made.



The following was written by our RAP Working Group member, Wayne Stewart:

My name is Wayne Stewart, and I am a Murrawarri man. I have worked with Network Rail Consulting (NRC) since July 2019. In that time, I have been impressed with the efforts NRC have continually made around understanding Aboriginal issues. We have a monthly meeting which is started with an Acknowledgement of Country. I, as a rule, do not like the Acknowledgement of Country as I have been to too many events where it is just read by rote, with no effort to show that it matters. This changes for me with NRC as the Regional Director makes it obvious he is thinking about what it means and why it matters. This is something I appreciate greatly.

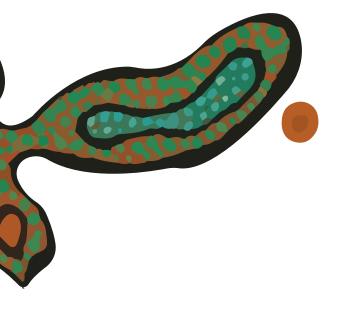
NRC has taken several steps to better know and understand Aboriginal matters. They have had training run around the issues by an Aboriginal Organisation, including a Welcome to Country from a member of the Aboriginal Land Council; Forming a RAP steering group which includes the NRC Aboriginal employees; A Diversity and Inclusion group which also looks at incorporating Aboriginal events in the calendar for the year and looking at ways we could better attract potential Aboriginal employees.

I have had several conversations with people in the office about Aboriginality, and my thoughts on what we are doing.

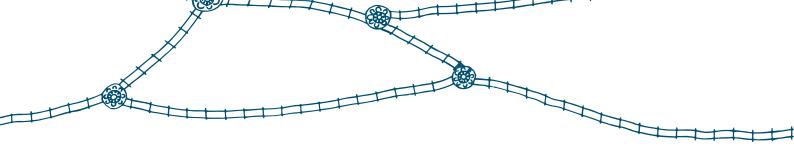
I am fully supported in attending Aboriginal Events which I have attended several.

The company's entire attitude towards Aboriginality is one of positivity, of wanting to learn more, of valuing our input and of caring about the subject.

I am proud to be an Aboriginal man who works for Network Rail Consulting.









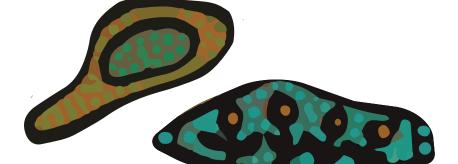
Network Rail Consulting recognises that it has a role to play in helping to develop strong and lasting relationships between the wider Australian community and Australia's First Peoples. Building relationships based on trust and integrity is crucial to our success. We recognise that trusting relationships are essential, as Aboriginal and Torres Strait Islander communities are based heavily on relationships.

We will do this by improving relationships with, showing respect for and increasing opportunities for Aboriginal and Torres Strait Islander peoples as colleagues, stakeholders and community members. We will maintain a culture that values diversity and equity and encourage all Network Rail Consulting employees to be role models for reconciliation.

Focus area: One focus area from NRC's Guiding Principles of Behaviour is COLLABORATION.

Table 1.1: Relationships

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2022	Senior HR Business Partner (Lead) & Project Co-ordinator
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2022	Senior HR Business Partner (Lead) & Project Co-ordinator
	Build and strengthen relationships with our existing Local Area Land Council contacts to ensure an open and mutually beneficial working relationships.	July 2022	Associate Director Project & Program Management





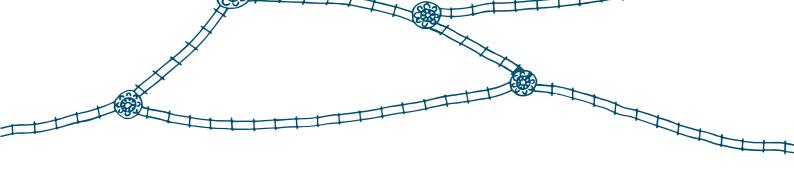


Table 1.1: Relationships (Continued)

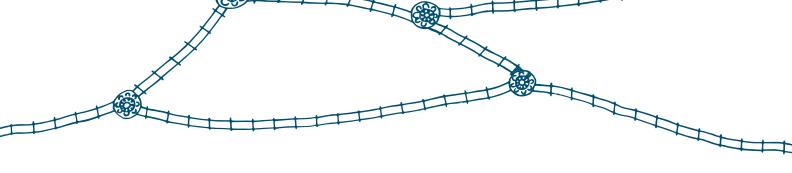
Action	Deliverable	Timeline	Responsibility
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022	Leadership Team Assistant
Build relationships through	RAP Working Group members to participate in an external NRW event.	May 2022	Leadership Team Assistant
celebrating National Reconciliation Week (NRW).	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2022	Leadership Team Assistant
	Organise at least one NRW event each year.	May 2022	Leadership Team Assistant
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022	Leadership Team Assistant
	Implement strategies to engage our staff in reconciliation.	July 2022	Associate Director Project & Program Management
	Communicate our commitment to reconciliation publicly.	July 2022	Associate Director Project & Program Management
Promote reconciliation through our sphere of influence.	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2022	Associate Director Project & Program Management
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	October 2022	Associate Director Project & Program Management
	Distribute our published Innovate RAP to our industry stakeholders to promote the concept of RAPs within their own organisations.	July 2022	Senior HR Business Partner

Table 1.1: Relationships (Continued)

Action	Deliverable	Timeline	Responsibility
	Undertake unconscious bias training for all staff	July 2022	Senior HR Business Partner
	Educate all staff on the effects of racism.	July 2022	Senior HR Business Partner
Promote positive race relations through antidiscrimination strategies.	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our antidiscrimination policy.	July 2022	Senior HR Business Partner
	Develop, implement and communicate an antidiscrimination policy for our organisation.	October 2022	Senior HR Business Partner
	Conduct a review of HR policies and procedures to identify existing antidiscrimination provisions, and future needs.	December 2022	Senior HR Business Partner









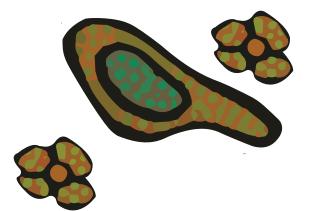
At Network Rail Consulting we embrace and promote an inclusive environment where everyone is treated with fairness and respect. Our vision for reconciliation is that Aboriginal and Torres Strait Islander peoples will be restored to a place of equity, dignity and respect.

NRC knows that it is important for all to understand the histories and context of Aboriginal and Torres Strait Islander peoples. We see this as a critical step towards reconciliation. We seek to contribute to this through understanding histories and learning about cultures. As well as respect, knowledge and understanding, we endeavour to contribute to a sense of pride in the cultures and histories of the First Nation peoples.

Focus area: Another focus area from NRC's Guiding Principles of Behaviour is being IMPARTIAL.

Table 2.1: Respect

Action	Deliverable	Timeline	Responsibility
	Conduct a review of cultural learning needs within our organisation.	July 2022	Senior HR Business Partner (Lead) & Graduate Engineer
Increase understanding, value and recognition of Aboriginal and Torres	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	July 2022	Senior HR Business Partner (Lead) & Graduate Engineer
Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop, implement and communicate a cultural learning strategy for our staff.	October 2022	Senior HR Business Partner (Lead) & Graduate Engineer
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2022	Senior HR Business Partner (Lead) & Graduate Engineer





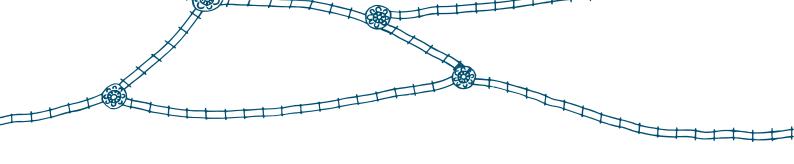


Table 2.1: Respect (Continued)

Action	Deliverable	Timeline	Responsibility
Increase	Celebrate and recognise Aboriginal and Torres Strait Islander days of significance.	April 2022	Project Co- ordinator (Lead) & Graduate Engineer
understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Update the Aboriginal and Torres Strait Islander Acknowledgments for NRC Australia staff' to include reference to how NRC Australia acknowledges events such as Australia Day that may not be a day of celebration for all Aboriginal and Torres Strait Islander peoples.	April 2022	Project Co- ordinator (Lead) & Graduate Engineer
	Invite a local Aboriginal representative to talk with NRC Australia staff about the history, culture and significance of the Gadigal land they work on.	December 2022	Project Co- ordinator (Lead) & Graduate Engineer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	April 2022	Regional Director
Demonstrate	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	April 2022	Regional Director
respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2022	Regional Director
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2022	Regional Director
	Display an Acknowledgment of Country in the NRC Australia reception/entry area.	April 2022	Regional Director



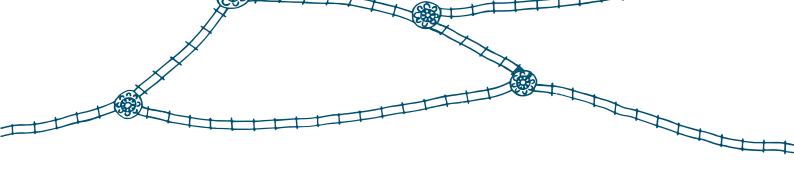


Table 2.1: Respect (Continued)

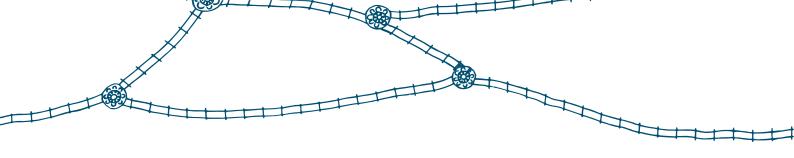
Action	Deliverable	Timeline	Responsibility
Build respect for	RAP Working Group to participate in an external NAIDOC Week event.	July 2022	Leadership Team Assistant
Aboriginal and Torres Strait Islander cultures and histories by celebrating	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2022	Leadership Team Assistant
NAIDOC Week.	Promote and encourage participation in external NAIDOC events to all staff.	July 2022	Leadership Team Assistant
	Review office sites and make recommendations to improve cultural safety.	April 2022	Senior HR Business Partner
Create a culturally welcoming and appropriate environment for	Develop policies and procedures to ensure Acknowledgement of Country is included in all promotional and communication material.	July 2022	Senior HR Business Partner
Aboriginal and Torres Strait Islander staff and clients.	Revise current publications to include an Acknowledgement of Country, including Brochures, Posters, Website and Email signatures.	July 2022	Senior HR Business Partner
	Create and display an Acknowledgement of Country plaque in the NRC office	July 2022	Senior HR Business Partner













Network Rail Consulting is committed to creating genuine opportunities for Aboriginal and Torres Strait Islander peoples across all areas of our work as part of our contribution to reconciliation. This includes supporting Aboriginal and Torres Strait Islander employees and working to increase their representation in our workforce. We are committed to meaningfully partnering with Aboriginal and Torres Strait Islander services and businesses in their contribution to the successful delivery of our work.

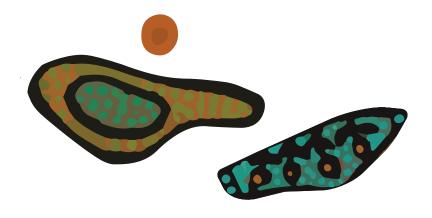
Focus area: Another focus area from NRC's Guiding Principles of Behaviour is being AGILE.

Table 3.1: Opportunities

Action	Deliverable	Timeline	Responsibility
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2022	Senior HR Business Partner
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	July 2022	Senior HR Business Partner
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2022	Senior HR Business Partner
recruitment, retention and professional development.	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2022	Senior HR Business Partner
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2022	Senior HR Business Partner
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	December 2023	Senior HR Business Partner

Table 3.1: Opportunities (Continued)

Action	Deliverable	Timeline	Responsibility
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2022	Associate Director Project & Program Management (Lead) & Leadership Team Assistant
	Investigate Supply Nation membership.	October 2022	Associate Director Project & Program Management (Lead) & Leadership Team Assistant
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2022	Associate Director Project & Program Management (Lead) & Leadership Team Assistant
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2022	Associate Director Project & Program Management (Lead) & Leadership Team Assistant
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2022	Associate Director Project & Program Management (Lead) & Leadership Team Assistant





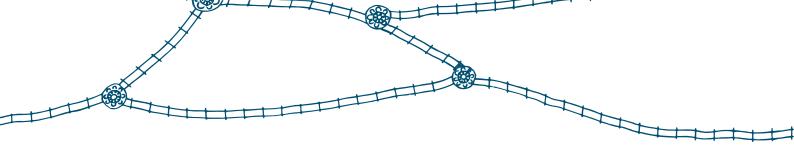
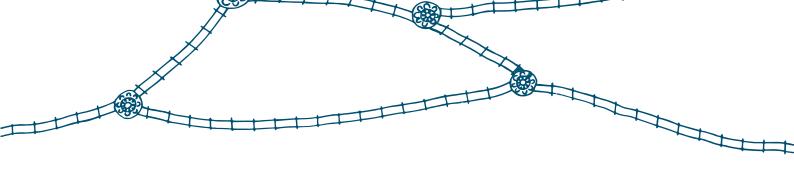


Table 3.1: Opportunities (Continued)

Action	Deliverable	Timeline	Responsibility
Support and promote professional development opportunities for Aboriginal and Torres Strait Islander staff.	Provide two professional development opportunities per year specifically for Aboriginal and Torres Strait Islander staff.	December 2022	Senior HR Business Partner
	Identify and promote education and leadership opportunities for Aboriginal and Torres Strait Islander staff.	July 2023	Senior HR Business Partner
	Provide a development opportunity for our Aboriginal and Torres Strait Islander graduate to undertake a development placement with our parent company in the United Kingdom	July 2023	Senior HR Business Partner







Governance

Network Rail Consulting knows that all of the above actions are important but require the right governance and oversight to drive improvement and ensure that deliverables are achieved.

Table 4.1 Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	April 2022	Senior HR Business Partner
an effective RAP Working group (RWG) to drive governance of the RAP.	Meet at least four times per year to drive and monitor RAP implementation.	April 2022	Senior HR Business Partner
	Establish and apply a Terms of Reference for the RWG.	April 2022	Senior HR Business Partner
	Engage our senior leaders and other staff in the delivery of RAP commitments.	April 2022	Senior HR Business Partner
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	April 2022	Senior HR Business Partner
Provide appropriate	Appoint and maintain an internal RAP Champion from senior management.	April 2022	Senior HR Business Partner
support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2022	Senior HR Business Partner
	Include a budget line item for RAP initiatives in the NRC Australia budget to strengthen the implementation and sustainability of RAP Actions.	April 2022	Senior HR Business Partner
	Develop, implement, and maintain an NRC Australia RAP Work Plan to track, measure and report on RAP commitments and deliverables.	April 2022	Leadership Team Assistant

Table 4.1 Governance (Continued)

Action	Deliverable	Timeline	Responsibility
	Report RAP progress to all staff, the Regional Executive Team and the Global Managing Director quarterly	April 2022	Senior HR Business Partner
Build accountability and transparency through reporting RAP achievements, challenges	Publicly report our RAP achievements, challenges and learnings, annually.	December 2022	Senior HR Business Partner
and learnings both internally and externally.	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	April 2022	Senior HR Business Partner
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	October 2022	Senior HR Business Partner
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023	Senior HR Business Partner











Contact Details

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