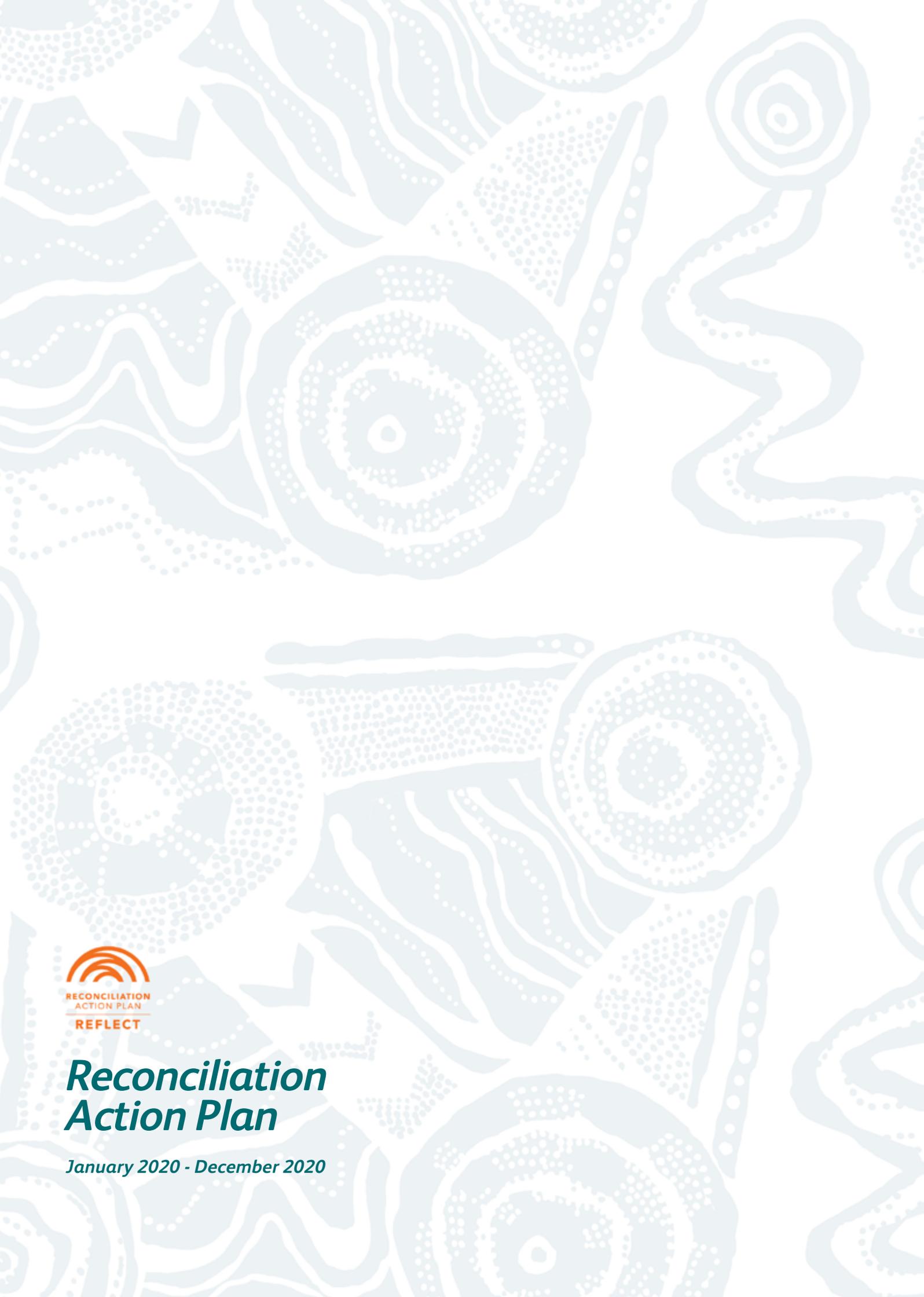




Reconciliation Action Plan

January 2020 - December 2020





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This Reconciliation Action Plan applies to Network Rail Consulting's Australian operations, known as Network Rail Consulting Pty Ltd. For the purposes of this document, Network Rail Consulting refers to Network Rail Consulting Pty Ltd.

Message from our Regional Director



Having spent a lot of my life living and working in Northern Australia, this 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 keys to success.

Network Rail Consulting (NRC) 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.

I am delighted to present Network Rail Consulting's Reflect Reconciliation Action Plan (RAP). We've developed a Reflect RAP in recognition that our organisation is in the formative stages of a reconciliation journey. This is the first RAP developed by us.

The Reflect RAP, 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 strong foundations for making progress on identified actions and to help guide the development of future actions and evolution of our plans.

In our Reflect RAP, we will begin to explore how we can strengthen internal processes and build the cultural competency of our staff. Network Rail Consulting intends to review this process in a year's time to reflect on progress, take action and challenge ourselves on readiness to evolve to an Innovate RAP.

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 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.

I encourage all of our employees, clients and business 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 RAP.

Finally, Cathy Freeman OAM once said, "You've got to try and reach for the stars or try and achieve the unreachable" and that is what we intend to do through the instruments in this plan.

A handwritten signature in black ink, appearing to read 'Mark Pettigrew'. The signature is fluid and cursive, written on a white background.

Mark Pettigrew
Regional Director
Australia and New Zealand
Network Rail Consulting



Message from Reconciliation Australia



Reconciliation Australia is delighted to welcome Network Rail Consulting to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Network Rail Consulting joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Network Rail Consulting a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Network Rail Consulting will lay the foundations for future RAPs and reconciliation initiatives.

We wish Network Rail Consulting well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

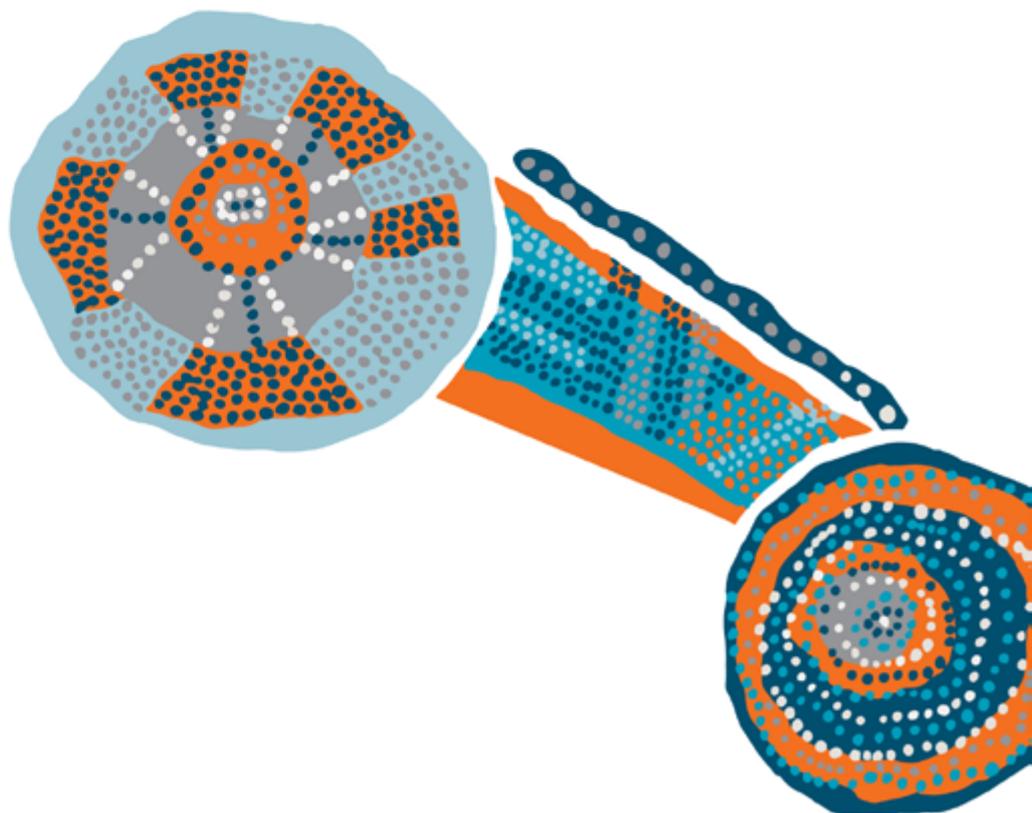
“Reconciliation is hard work it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Network Rail Consulting on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Acknowledgement

At Network Rail Consulting we recognise Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation. We acknowledge the Traditional Owners of the lands on which we operate and we pay our respects to Aboriginal and Torres Strait Islander Elders past, present and future. We are proud that we live in the country with the world's oldest continuous living cultures, and we are playing our part to support Aboriginal and Torres Strait Islander peoples to keep these cultures alive and vibrant.

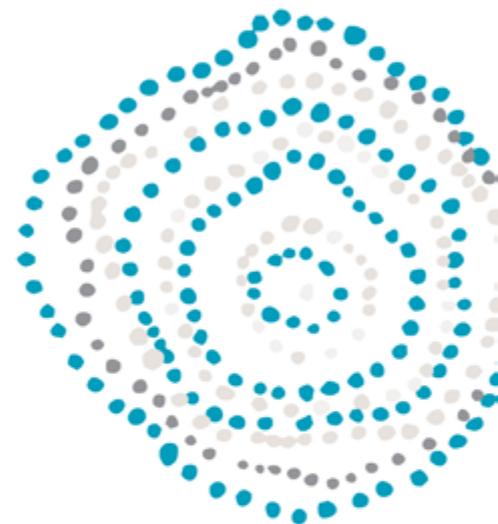


Our Business

Network Rail Consulting is an international rail consultancy, offering expertise in getting more out of legacy infrastructure, operating in a closely monitored market and continuously upgrading an active, heavily-used rail system. We offer genuine hands-on experience in solving the challenges companies face in the real world of operating railways.

Network Rail Consulting is the wholly owned international consultancy arm of Network Rail, the owner and operator of Britain's mainline railway. Uniquely, Network Rail Consulting has access to the full range of technical expertise and experience within Network Rail. In delivering operational, maintenance, planning and technical services for Britain's railway, Network Rail Consulting's consultancy team makes available the comprehensive technical expertise and operational experience of Network Rail.

Network Rail Consulting initially established an office in Sydney, Australia in 2013. At present in Australia, we only have an office in Sydney. As at 1 December 2019, we employ 26 people in our Sydney office, with plans for offices in Melbourne and Brisbane. We currently employ one Aboriginal and Torres Strait Islander staff member. Our headquarters is based in London and we have office locations in the United Kingdom, Middle East, North America and Australia.





Our RAP



As an organisation, Network Rail Consulting's reconciliation journey has only just begun.

We are committing to Reconciliation by developing and maintaining a Reconciliation Action Plan (RAP). We also continue to advocate for strategies to close the gap between Aboriginal and Torres Strait Islander peoples and the wider Australian community.

Our organisation's first RAP is being developed by a RAP Working Group consisting of staff members across all levels of the organisation. We are undertaking on-going consultation with our staff, to gather feedback about what we currently do well in our relationships with Aboriginal and Torres Strait Islander peoples, how we can improve, and what staff would like the organisation to achieve in its first RAP. Our RAP working group will be meeting on a bi-monthly basis to monitor compliance and ensure deliverables are achieved.

We believe this RAP will support us to build our knowledge of and respect for Aboriginal and Torres Strait Islander histories and cultures and help us cultivate that knowledge in the wider community. We look forward to strengthening our relationships with and opportunities for Australia's First Peoples, both within our organisation and externally.



Our partnerships/ current activities

The development of this RAP has provided a focus for management and staff and has been a prompt for the consideration of Aboriginal and Torres Strait Islander affairs in various forums. As part of the reconciliation journey, staff members will be attending a Cultural Awareness workshop in 2020.

Initiatives

- ▶ Included an Acknowledgement of Country at NRC Executive meetings and meetings of staff.
- ▶ Commitment to proudly displaying Aboriginal and Torres Strait Islander artwork in our Sydney office, in particular as part of a redesign of our front office.
- ▶ Include information at our staff induction on Aboriginal and Torres Strait Islander history and cultures and provide an overview of the organisation's RAP.
- ▶ Committed to employing an Aboriginal and/ or Torres Strait Islander Engineering (Science, Technology, Engineering or Maths) undergraduate or postgraduate, providing support for the successful applicant through assistance with HECS fees, a potential grant and a one-year training contract.
- ▶ Utilising the services of recruitment agencies via Supply Nation to help recruit for vacant positions.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish a Reconciliation Action Plan (RAP) working group to develop and monitor the progress of the RAP	Monitor, track and report the progress of the RAP implementation to the NRC Executive Team.	January 2020	Senior HR Business Partner
	Form a RAP Working Group that is operational to support the implementation of our RAP, comprising Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation.	January 2020	Senior HR Business Partner
2. Build internal and external relationships	Create a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.	March 2020	Associate Director Project and Program Management
	Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.	March 2020	Associate Director Project and Program Management



<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
3. Celebrate and participate in National Reconciliation Week (NRW) 27May-03Jun 2020 and ongoing annually	Organise at least one internal event for NRW each year.	May 2020	Team Organiser
	Introduce NRC staff to NRW by encouraging staff to attend an NRW event.	May 2020	Team Organiser
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	May 2020	Team Organiser
	Ensure Reconciliation Australia's NRW resources are available to staff.	May 2020	Team Organiser
4. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination.	June 2020	Senior HR Business Partner
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2020	Senior HR Business Partner
5. Raise internal awareness of our RAP and reconciliation	Develop and implement a strategy to raise awareness amongst all staff across the organisation about our RAP commitments.	January 2020	Senior HR Business Partner
	Include a reference to the RAP in the staff induction program.	January 2020	Senior HR Business Partner
	Publish the RAP on the NRC SharePoint site for easy access by staff.	January 2020	Senior HR Business Partner
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.	January 2020	Senior HR Business Partner

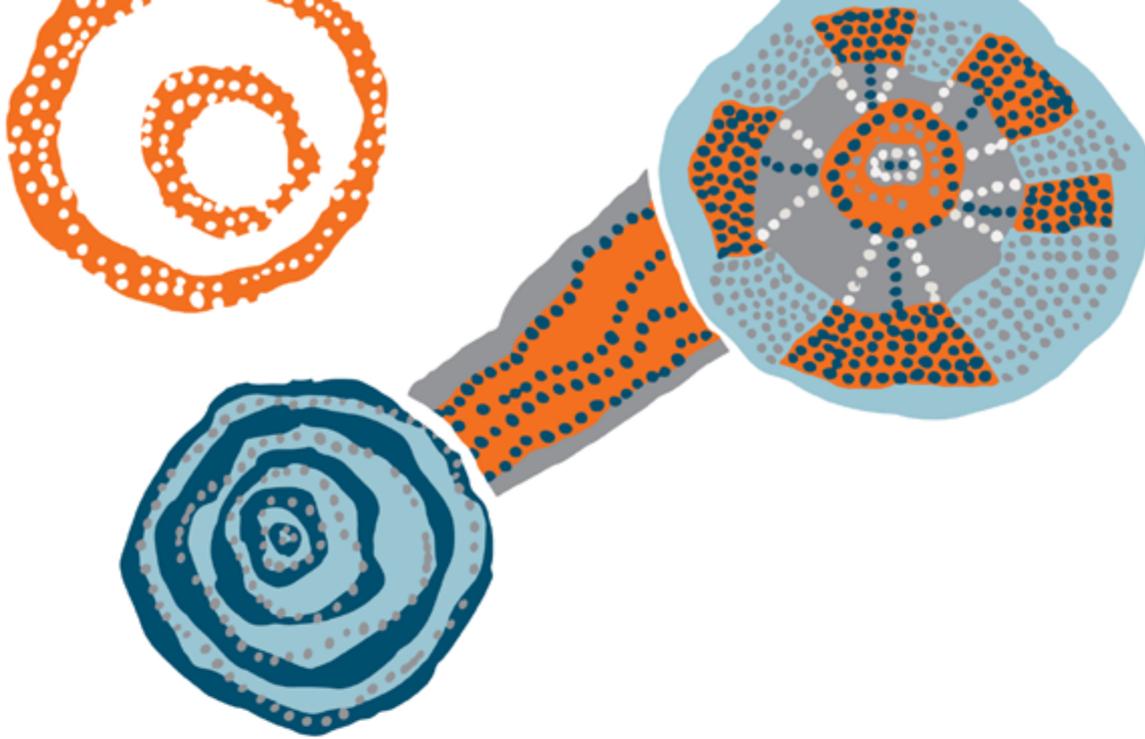
Respect

Action	Deliverable	Timeline	Responsibility
6. Investigate Aboriginal and Torres Strait Islander cultural learning and understanding	Develop a business case and explore opportunities for undertaking Aboriginal and Torres Strait Islander cultural awareness training for all NRC staff.	March 2020	Associate Director Project and Program Management
	Embed in all NRC staff performance objectives for the next review year to undertake Aboriginal and Torres Strait Islander cultural awareness training.	May 2020	Senior HR Business Partner
	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	May 2020	Senior HR Business Partner
	Conduct a review of cultural awareness training needs within our organisation.	June 2020	Senior HR Business Partner
7. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Include messages on our publications and adopt an Acknowledgement of Country as standard wording in our publications, newsletters, communications etc.	March 2020	Team Organiser
	Deliver an Acknowledgement of Country at all major meetings, including leadership team meetings, team meetings and external events.	January 2020	Regional Director ANZ

<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	Explore who the Traditional Owners are of the lands and waters in our local area.	January 2020	Team Organiser
	Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence.	January 2020	Team Organiser
	Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).	September 2020	Team Organiser
8. Participate in and celebrate National Aboriginal and Islander Day Observance Committee (NAIDOC) Week (5-12 July 2020) and ongoing annually	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week including information about the local Aboriginal and Torres Strait Islander peoples and communities.	June 2020	Associate Director (Infrastructure Maintenance)
	Introduce our staff to NAIDOC Week by promoting community events in our local area.	June 2020	Associate Director (Infrastructure Maintenance)
	Investigate opportunities to partner with Aboriginal and Torres Strait Islander organisations to support their NAIDOC Week activities.	April 2020	Associate Director (Infrastructure Maintenance)
	Ensure our RAP Working Group participates in an external NAIDOC Week event.	July 2020	Associate Director (Infrastructure Maintenance)
9. Recognise and celebrate Aboriginal and Torres Strait Islander dates of significance	Develop, promote, recognise and celebrate Aboriginal and Torres Strait Islander dates of significance.	March 2020	Associate Director (Infrastructure Maintenance)
10. Visibly promote Aboriginal and Torres Strait Islander peoples and cultures within our office	Investigate opportunities to display and appropriately acknowledge Aboriginal and Torres Strait Islander artwork in our office.	January 2020	Team Organiser
	Investigate displaying an Acknowledgement of Country plaque in our office.	January 2020	Team Organiser

Opportunities

Action	Deliverable	Timeline	Responsibility
11. Investigate employment opportunities for Aboriginal & Torres Strait Islander peoples	Investigate Aboriginal and Torres Strait Islander employment pathways (i.e. Graduate scheme).	January 2020	Senior HR Business Partner
	Include in all job advertisements 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'.	January 2020	Senior HR Business Partner
	Agree an approach for further Aboriginal and Torres Strait Islander employment within our organisation.	February 2020	Senior HR Business Partner
	Work with current Aboriginal and Torres Strait Islander staff to inform them of future employment and development opportunities.	January 2020	Senior HR Business Partner
12. Investigate Aboriginal and Torres Strait Islander supplier diversity	Consider Aboriginal and Torres Strait Islander designers (as required) for conferences and other branding.	January 2020	Team Organiser
	Consider Aboriginal and Torres Strait Islander owned businesses to provide products and services.	January 2020	Team Organiser



<i>Action</i>	<i>Deliverable</i>	<i>Timeline</i>	<i>Responsibility</i>
	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	January 2020	Team Organiser
	Agree a strategy for procurement from Aboriginal and Torres Strait Islander owned businesses.	February 2020	Team Organiser
13. Reflect on existing work practices and identify gaps and opportunities to support future inclusion of Aboriginal and Torres Strait Islander cultural considerations into our work	Develop a framework to audit our current practices, processes, deliverables and projects to identify where cultural considerations need to be included and amend these to address any issues identified.	April 2020	Senior HR Business Partner



Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
1. Build Support for the RAP	Define resource needs for RAP development and implementation.	March 2020	Team Organiser
	Define systems and capability needs to track, measure and report on RAP activities.	March 2020	Team Organiser
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 2020	Team Organiser
2. Review and refresh RAP	Liaise with Reconciliation Australia around readiness to develop a draft Innovate RAP based on learnings, challenges and achievements.	August 2020	Senior HR Business Partner
	Where appropriate, submit draft Innovate RAP to Reconciliation Australia for review.	October 2020	Senior HR Business Partner
	Submit draft Innovate RAP to Reconciliation Australia for formal endorsement.	December 2020	Senior HR Business Partne

Artwork & Design



Tracks On Country

Songlines lead clan groups along story paths. They travel through sandhills and bush to the fresh water place.

Contact Details

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