

Innovate

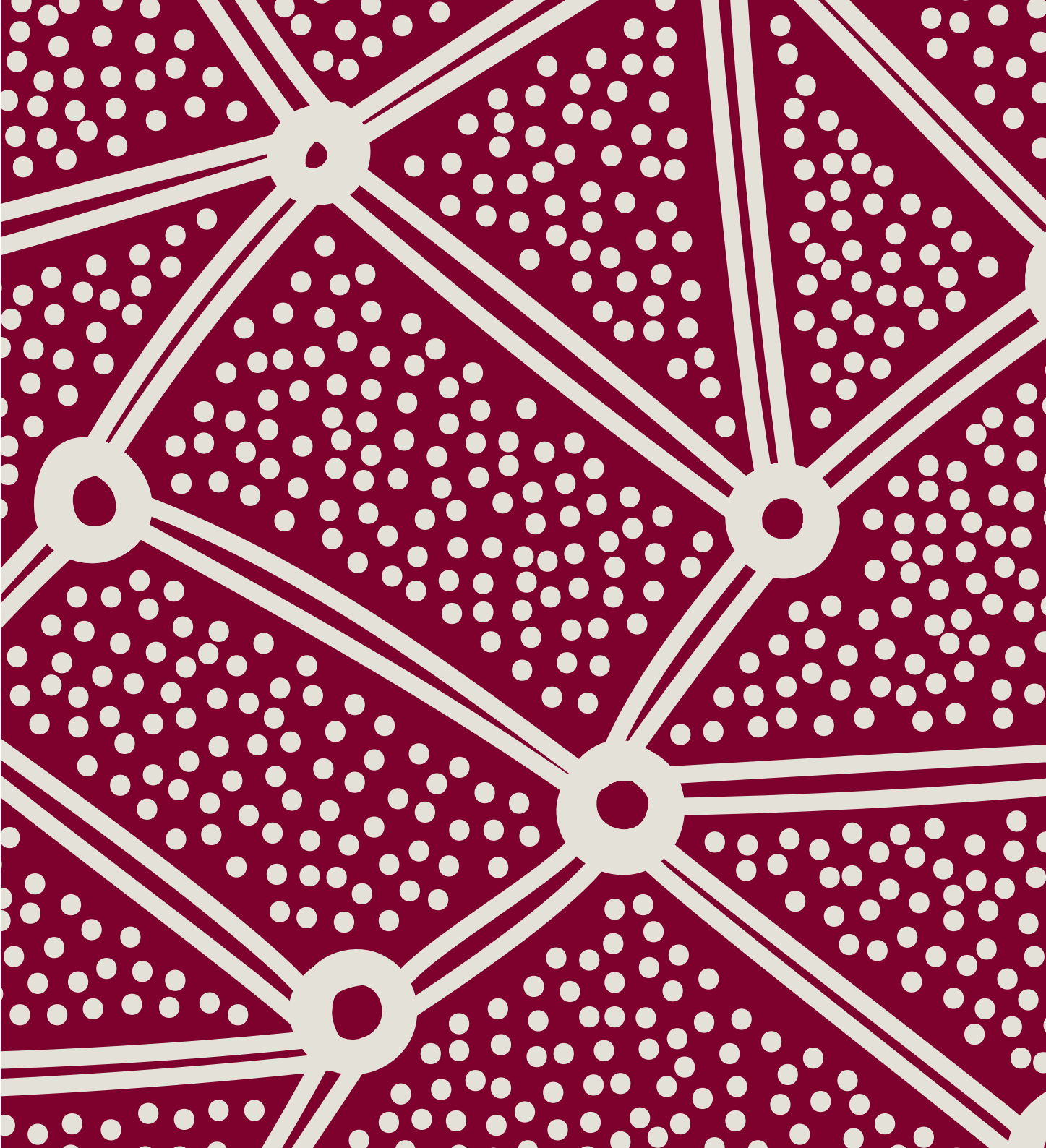
Reconciliation Action Plan

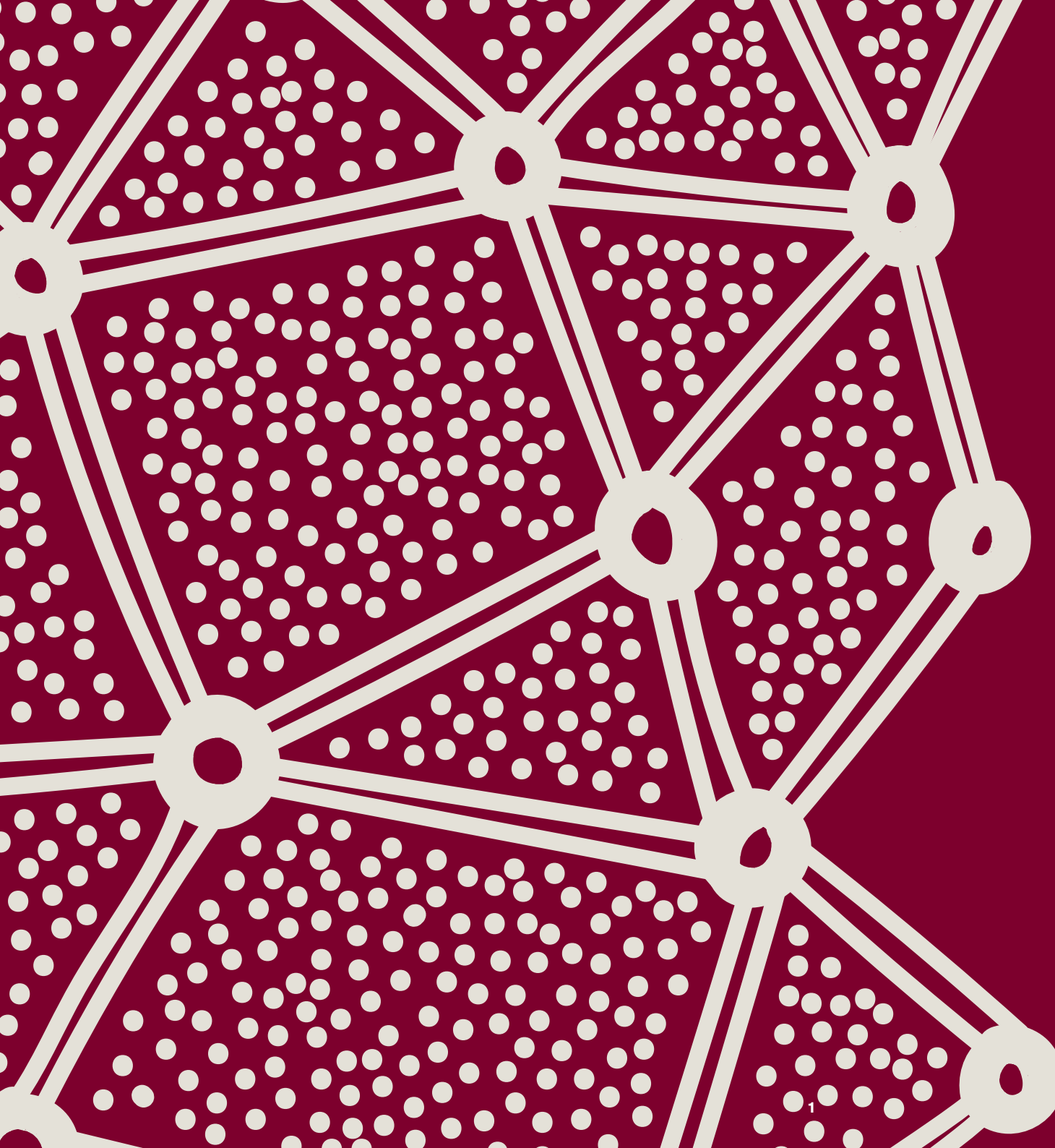
March 2024 – March 2026



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Acknowledgment

Queensland Rail acknowledges and pays respect to the Traditional Owners and Custodians of the land on which we operate, their Elders past and present, and all Aboriginal and Torres Strait Islander peoples.

Our history and the mark we have left on Queensland are important, but small when compared to the footprints left by First Nations people and communities over thousands of years. The area our network covers was, and always will be, Aboriginal land.

We recognise that this land has always been a place of great significance, with a rich history of cultures, heritages and connection to Country. As a rail organisation, we are proud to play a role in connecting people and communities, and we do so with the utmost respect for the land in which we traverse and its Traditional Owners.

We acknowledge that reconciliation is an ongoing journey, and we are committed to walking it together, step by step.

Terminology

This document includes references to Aboriginal and Torres Strait Islander peoples and communities, and First Nations peoples and communities, depending on the context. While the language may be nuanced, the intention is always to demonstrate respect for Aboriginal and Torres Strait Islander peoples and their vast histories, their connection to Country, their distinct cultures and the unique place they hold in our Australian society.

People and communities element from Queensland Rail's RAP artwork, *Travelling Tracks*

About the artist and artwork

Casey Coolwell-Fisher is a Nunukal woman of Minjerribah (North Stradbroke Island, Queensland) and an artist and graphic designer. Together with her partner Roy Fisher, a Wakka Wakka man (Cherbourg, Queensland), they established Chaboo a 100 per cent Indigenous Australian-owned and operated business. Their artworks reflect the connection to lands, waters and skies.

Artwork narrative — as told by the artist

First Nations people travelled our lands and waters through our songlines. Our songlines told us the way of travel and carried our stories.

This artwork represents Queensland Rail connecting communities and acknowledging the existence of our walking tracks and songlines before their time.

The whole piece together tells many stories through a symbolic rail track, telling the walking stories of our Aboriginal and Torres Strait Islander peoples and the lands in which Queensland Rail crosses over.

Our Country is made up of many different Countries. The background sleepers represent the many different features of our beautiful lands, waters and skies from the sharpness of our rocks, the stillness of our lakes, the breath of our winds, the curves of our mountains, the flow of our rivers and the travel tracks between waterholes and campsites.

The two curved lines represent the songlines of our tracks and the dots represent our footprints.

The middle section represents our communities, through the connecting lines and circles. Our people are seen in the gathered dots — we walked and made many tracks.



The people on the outside represent the Queensland Rail community and customers.

The wood and water patterns are shown to represent our waters and lands, with the waves of travel shown in the 'U' elements.

Message from Reconciliation Australia CEO

Reconciliation Australia commends Queensland Rail 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 Queensland Rail 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, Queensland Rail 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. Queensland Rail is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Queensland Rail'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.

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

Karen Mundine

Chief Executive Officer, Reconciliation Australia



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.

Message from Queensland Rail CEO

Queensland Rail has been connecting communities across our vast state for more than 150 years. We connect various industries to ports, and support millions of customers to connect with jobs, education, essential services and their communities, every single day.

While it is important to reflect upon and celebrate our past and present, we also need to look to the future we are creating together.

It is now time for Queensland Rail and its people to go on a new journey to make new connections — a journey to reconciliation, where we play our part in building a better, sustainable future for all Queenslanders. I am proud to be sharing our first 'Innovate' Reconciliation Action Plan (RAP). This RAP — the second RAP type of Reconciliation Australia's RAP Framework — allows us to gain a deeper understanding of our sphere of influence and establishes our best approach to advance reconciliation. To use a rail analogy, this plan is like the ballast across our network — it sets the foundation for a smooth journey ahead, providing the groundwork for our future RAPs and associated initiatives.

To turn intent into action and support First Nations colleagues and communities, we have developed this RAP using the pillars of **relationships**, **respect** and **opportunities**. Our RAP will document our commitment to raise the profile of reconciliation with our customers, partners, and communities. It is our obligation to act to achieve greater inclusion for First Nations peoples and a more just, equitable and reconciled future.

I am proud of the steps we have taken in recent times to connect with First Nations communities and build greater awareness of their connection to, and custodianship of the lands our network runs across. In 2021, our Welcome to Country greetings were the first of their kind to be launched in Australia on certain Queensland Rail Travel services. Elders and community representatives provided pre-recorded Welcomes in language to be played when the trains enter their Country. The traditional Welcome messages are delivered in the Aboriginal language of the Country that the train is travelling into, followed by an English translation of the Welcome, by an Elder or speaker of the language.

Along with providing a wonderful experience for our customers, the project has allowed us to recognise the Bailai, Gurang, Gooreng Gooreng, Taribelang and Toolooa Peoples as the Traditional Custodians and Native Title holders in the Bundaberg, Miriam Vale, Gladstone and Mount Larcom area. Each year, Queensland Rail also recognises National Reconciliation Week, while we collaborate with the Djabugay people to celebrate NAIDOC Week with a special event at Kuranda in Far North Queensland.

Using this RAP as our guide, over the next two years, we are aiming to:

- embed our Queensland Small and Medium Enterprise and First Nations procurement strategy, to build stronger commercial relationships with First Nations businesses.
- Develop and implement a First Nations employment strategy that delivers improved recruitment, retention and professional development for Aboriginal and Torres Strait Islander peoples at Queensland Rail; and
- grow our relationships with First Nations communities across Queensland.

I want to acknowledge the support of Reconciliation Australia in developing our Innovate RAP. This is just the start of our journey, and we look forward to collaborating in the future to ensure we are creating positive change, both within our organisation, and across the communities we serve. I also want to thank our Queensland Rail First Nations Inclusion Community and RAP Working Group. The people involved in these groups have been pivotal in building greater awareness of the importance of connecting with the Traditional Custodians of the land on which our trains traverse, and ensuring we have initiatives in place to achieve greater inclusion in the coming years.

The songlines and walking tracks of First Nations people existed long before our railway tracks started weaving their way across the state. This Innovate RAP will ensure we stay on the right track to achieve a more reconciled future.

Katarzyna Stapleton

Chief Executive Officer
Queensland Rail

Our RAP will document
our commitment to raise
the profile of reconciliation
with our customers, partners,
and communities.



Our vision for reconciliation

Queensland Rail is committed to connecting in a meaningful way with First Nations communities and people on our collective reconciliation journey. By branching out our networks, we will build deeper relationships with, and respect for, First Nations peoples, using rail to create opportunities and share the message of reconciliation across connected communities to build unity and generate more equitable outcomes.

Our vision for reconciliation is the elevation of First Nations knowledge and voices to create a future where our connections are strengthened by a shared acknowledgement and appreciation of history, cultures and truth-telling. This will help us to build a future for the rail/transport industry that provides strategic opportunities designed to enhance the way we care for Country, people and our communities.

We will move towards our Vision through the following priority actions:

- Engaging with local communities and forging partnerships with Aboriginal and Torres Strait Islander businesses, to cultivate authentic and respectful relationships across our state
- Demonstrating respect for Aboriginal and Torres Strait Islander peoples, cultures and communities, in all aspects of our business. This will include improving our understanding and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through a Queensland Rail Cultural Learning Strategy
- Creating opportunities for Aboriginal and Torres Strait Islander peoples via an accessible employment strategy that delivers improved recruitment, retention and professional development to build a more inclusive Queensland Rail for the future.

The development of our Innovate RAP represents the next step on Queensland Rail's journey to turn intent into action. Reconciliation requires combined effort; from organisations like Queensland Rail, through to government, communities and each and every one of us. Together we can show our commitment to a reconciled Queensland, creating a better and more sustainable future for everyone.

Performer from Tribal Experiences, playing didgeridoo



Our business

Queensland Rail has been connecting communities across our vast state for more than 150 years. We connect various industries to ports, and support millions of customers to connect with jobs, education, essential services and their communities, every single day.

With total assets of \$9.3 billion and a network that extends more than 6600 kilometres across the state, we are also focused on delivering our services efficiently and sustainably to create value for our customers and Queenslanders.

Our 7500 strong workforce keeps Regional and South East Queensland moving, in both passenger and freight operations. We have corporate offices in Brisbane CBD, Bowen Hills, Townsville, Rockhampton and Cairns, and depots spanning the entire state. We are committed to supporting our people to ensure they are connected, capable, engaged and ready for growth.

As an organisation, we're committed to having a workforce that is reflective of the communities in which we operate. Currently, 273 employees, or 3.4 per cent of our workforce identify as Aboriginal and/or Torres Strait Islander people, a statistic we're focussed on increasing by supporting and promoting the engagement, retention and development of First Nations employees.

Our SEQ business provides 8392 passenger services each week, supporting our customers to reach their destination safely and on-time.

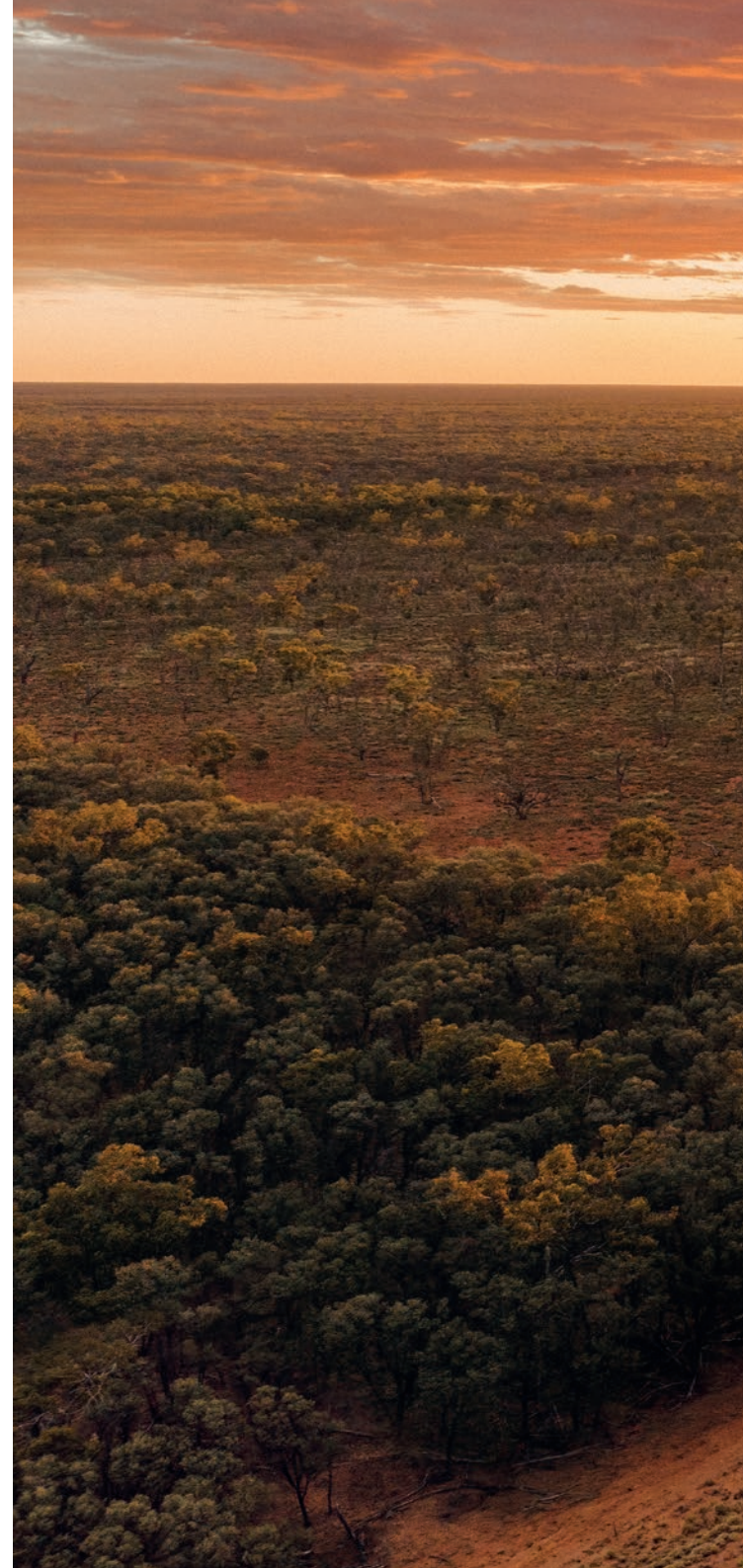
The regional commuter and rail tourism markets are serviced by our Queensland Rail Travel team. There are eight services connecting regional communities across Queensland with other regional centres and South East Queensland.

These services bring into focus Queensland communities and the unique experiences they have to offer to Queenslanders, interstate and international visitors. Queensland Rail Travel is committed to partnering with Traditional Owners, First Nations tourism leaders and the Queensland Tourism Industry Council to incorporate more content that celebrates Queensland's First Nations peoples, histories, cultures and communities across our regional rail network.

Our Regional business provides rail access for freight operators supporting the critical transport of resources and general freight across the state. We're continuing to contribute to the growth and development of our state through maximising freight on rail. We're working with freight operators, customers and supply chain partners to identify, influence and activate growth opportunities, while maintaining a strong focus on safety and sustainability.

We have a wide-ranging sphere of influence within Queensland, including our people, passengers, commercial customers, suppliers and the corporate and government bodies we partner with. Through our engagement with the communities we serve, we have the opportunity and ability to influence positive change.

We are proud of the role we play in providing vital passenger, tourism and freight services and are dedicated to ensuring our systems, procedures and practices reflect the highest standards of corporate governance.





As an organisation, we're committed to having a workforce that is reflective of the communities in which we operate.

Our RAP

In February 2023, Queensland Rail proudly committed to developing its first Innovate Reconciliation Action Plan (RAP).

We recognise that the impacts of land dispossession, settlement, Australia's colonial history, violence and racism are still felt today. We recognise the use of the railway to facilitate movement of Aboriginal people off Country as per the policies of the Queensland Government during later part of the 19th and early 20th centuries. We also acknowledge and appreciate the contributions of Aboriginal and Torres Strait Islander people who found employment on the railways. We honour and value the unique cultural and spiritual relationships that First Nations peoples hold with the land on which we operate and commit to working in partnership to protect and preserve it for future generations.

To turn intent into action and support First Nations colleagues and communities, we have developed this RAP using the pillars of relationships, respect and opportunities, and have centred Aboriginal and Torres Strait Islander voices via participation of First Nations Inclusion Community. We're committed to listening, learning and walking alongside Aboriginal and Torres Strait Islander peoples on our reconciliation journey. Because together, we can achieve a more just, equitable and reconciled future for all Queenslanders.

Our RAP will document our commitment to raise the profile of reconciliation with our customers, partners and communities. This RAP formally builds on Queensland Rail's existing commitment to achieve greater inclusion and equal opportunity.

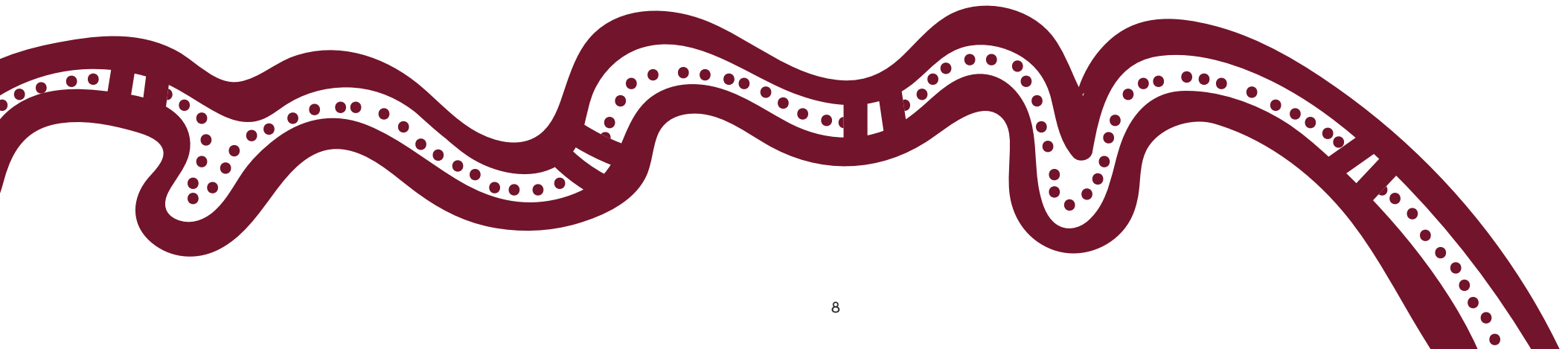
RAP Working Group

Queensland Rail's RAP Working Group is responsible for the development, implementation and reporting requirements of our Innovate RAP and — in collaboration with Aboriginal and Torres Strait Islander employees and communities — will lay the foundation for future RAPs and initiatives.

The group meets bi-monthly and require the attendance and endorsement of a minimum of two employees who identify as Aboriginal and/or Torres Strait Islander to ensure that during every step of our reconciliation journey, we partner and elevate the voices of Aboriginal and Torres Strait Islander peoples.

RAP Working Group members represent our diverse operations and the many locations in which we operate. It is supported by Queensland Rail's First Nations Inclusion Community and Inclusion Council, and chaired by Nunukul and Ngugi woman, Jade Borey. The RAP Working Group members are made up of one group member who identifies as an Aboriginal employee and supported by the First Nations Inclusion Community. The First Nations Inclusion Community is made up of 34 employees who identify as Aboriginal and/or Torres Strait Islander, who provide advice and guidance to the RAP Working Group on RAP development and delivery.

The RAP Working Group's Terms of Reference is structured to ensure Aboriginal and Torres Strait Islander employees aren't subjected to additional cultural load as a result of Queensland Rail's RAP commitment.





**Nunukul and Ngugi woman,
RAP Chair**
Jade Borey



**Group Executive
People and Culture and
RAP Champion**
Rebecca Munn



**Senior Manager
Security and Emergency
Preparedness Delivery**
Drew Brock



**Manager
Product and Tourism
Partnerships**
Charlotte Fey



**Senior Manager
Procurement and Contracts**
David Whitchurch



Executive Officer
Nev Conway



**Manager
Environment and
Cultural Heritage Services**
Renee Madden-Hallett



**Manager
Capability, Assurance
and Inclusion**
Claire Engle



**Senior Manager
Recruitment, Remuneration
and Organisational Design**
Danielle Smith

Our RAP journey

Queensland Rail has been connecting communities since 1865. During this time, we have grown and evolved, just as the communities we serve have. We have learnt the importance of working with Traditional Owners and continue to develop sound relationships with First Nations communities. Queensland Rail recognises this is part of our sustainable journey and not a short-term action and as such have developed a Sustainability Program to support the identification of resources to facilitate improvements.

The launch of Queensland Rail's 'Innovate' RAP is an opportunity to reflect on the journey that has led to this point. In recent years, we've taken steps to connect with First Nations communities and build greater awareness of their connection to, and custodianship of the lands our network runs across.

2018

- Established Queensland Rail's Aboriginal and Torres Strait Islander Reference Group.
- Established Queensland Rail's first longer-term cultural heritage agreement with an Aboriginal Party.

The launch of Queensland Rail's 'Innovate' RAP is an opportunity to reflect on the journey that has led to this point.

2020

- Established Queensland Rail's seven Inclusion Communities and Inclusion Council, including the First Nations Inclusion Community (replacing the Aboriginal and Torres Strait Islander Reference Group). The First Nations Inclusion Community:
 - acts as advisors and champion First Nations cultural protocols,
 - partner with First Nations communities to deliver mutually beneficial outcomes,
 - coordinate the celebration key events that foster deeper relationships between First Nations peoples and other Australians,
 - role model within and outside of our industry our corporate social responsibilities with sustainable and tangible outcomes or First Nations peoples, and
 - are accountable for delivering Queensland Rail's First Nations Action Plan.
- An Acknowledgment of Traditional Owners and Elders and Welcome to Country Guideline is delivered and employees embrace Acknowledgment of Traditional Owners and Elders at meetings.
- Due to COVID-19, Queensland Rail celebrated NAIDOC Week with a virtual Smoking Ceremony, filmed at South Brisbane station and shared with all employees.
- The cultural heritage framework was completed and published on Queensland Rail's Safety and Environment Management System, with the addition of formalised strategy and procedure level documents to complement the cultural heritage Works Assessment form.

2021

- In 2021, our Welcome to Country greetings were the first of their kind to be launched in Australia on certain Queensland Rail Travel services. The messages are delivered in the Aboriginal language of the Country that the train is travelling through by an Elder or speaker of the language. Along with providing a wonderful experience for our customers, the project also presented an opportunity to recognise the Bailai, Gurang, Gooreng Gooreng, Taribelang and Toolooa Peoples as the Traditional Custodians and Native Title holders in the Bundaberg, Miriam Vale, Gladstone and Mount Larcom area.
- Hi-Vis shirts featuring 'Bloodlines' artwork, a design by Wiradjuri, Wotjobaluk, Yuin and Gumbaynggirr man Luke Penrith, are added to Queensland Rail's uniform catalogue.
- Partnered with Djabugay Aboriginal Corporation to celebrated Djabugay's Native Title "Determination Day" 17th anniversary with Elders, community and customers at Din Din Barron Falls station (the station in the heart of Wet Tropics World Heritage National Park that is Djabugay Country between Cairns and Kuranda).

2022

- Queensland Rail's First Nations polo shirts are designed, developed and delivered.
- Badges featuring the Aboriginal and Torres Strait Islander flags are created and made available to all employees.
- Introduced a KPI that 1 per cent of Queensland Rail's procurement spend is with Aboriginal and/or Torres Strait Islander businesses.
- Queensland Rail celebrated NAIDOC Week in our Regional business with Djabugay Aboriginal Corporation with a journey on the Kuranda Scenic Railway, Welcome to Country, and dance by the Djabugay dancers. NAIDOC Week was celebrated in Brisbane with a Welcome to Country, Smoking Ceremony and dance performance by Tribal Experiences at our Mayne Yard in Bowen Hills.
- Creation of the first stand alone Principal Aboriginal Cultural Heritage Adviser position at Queensland Rail.

2023

- Queensland Rail confirms commitment to reconciliation via the launch of the Innovate RAP.
- Procurement KPI increased to 1.5 per cent of procurement spend with Aboriginal and/or Torres Strait Islander businesses.
- Queensland Rail commissions 'Travelling Tracks' artwork, a design by Nunukul woman, Casey Coolwell-Fisher.
- Lanyards with the 'Travelling Tracks' artwork are made available to all employees.
- Three per cent of Queensland Rail employees identify as Aboriginal and/or Torres Strait Islander — a statistic that we're committed to increasing through the development and implementation of a First Nations employment strategy that delivers improved recruitment, retention and professional development for Aboriginal and Torres Strait Islander peoples.
- Queensland Rail celebrated National NAIDOC Week in our Regional business with Djabugay Aboriginal Corporation with a journey on the Kuranda Scenic Railway, Welcome to Country, and dance by the Djabugay dancers. In Brisbane, Queensland Rail and the First Nations Inclusion Community were sponsors of the Musgrave Park Family Fun Day, and celebrated National NAIDOC Week with the communities we serve.

NGR train crossing bridge over Brisbane River



Case studies

First Nations Inclusion Community

Queensland Rail's Aboriginal and Torres Strait Islander Reference Group was established in 2018 to further entrench opportunities for Aboriginal and Torres Strait Islander peoples within our operations and strengthen our existing relationships with the Traditional Owners of the many locations in Queensland in which we operate.

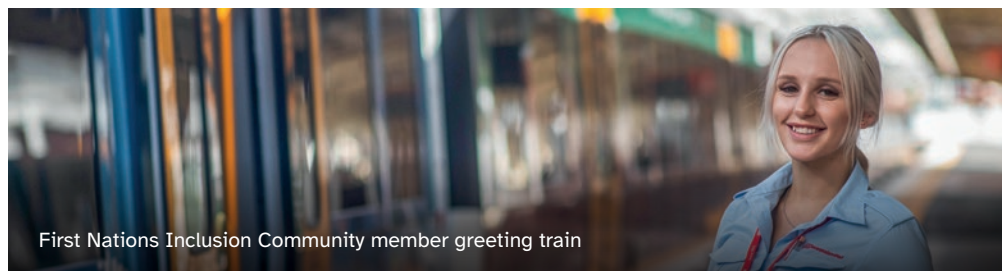
By 2020, seven Inclusion Communities were formed, along with an Inclusion Council to support a more diverse and inclusive workplace, where all employees feel safe, respected and valued.

Queensland Rail's Inclusion Council comprises of our Executive Leadership Team as executive sponsors, lead representatives from each of the Inclusion Communities and business enablers who support the planning and delivery of Inclusion Community Action Plans. This allows direct and visible advocacy and support by the most senior leadership team at Queensland Rail.

The First Nations Inclusion Community was formed in place of the Aboriginal and Torres Strait Islander Reference Group, and is sponsored by Group Executive People and Culture, Rebecca Munn, who empowers and enables the delivery of Queensland Rail's First Nations Inclusion Community Action Plan:

The First Nations Inclusion Community provides our Aboriginal and Torres Strait Islander employees with a platform to propose ideas and lead initiatives, including National Reconciliation Week and NAIDOC Week celebrations. It is also an avenue to guide the wider business on how to foster a more respectful and inclusive workplace.

There are currently 34 Queensland Rail employees who are members of this community, and membership continues to grow each year as more Aboriginal and Torres Strait Islander employees are empowered to create an organisation they're proud to belong to.



First Nations Inclusion Community member greeting train

First Nations polo shirts

The First Nations Inclusion Community approached Queensland Rail's Executive Leadership Team recommending the creation of a polo shirt designed by a local Aboriginal and/or Torres Strait Islander person/organisation.

The idea behind the shirt was to enable First Nations employees to proudly display their culture and heritage at work and allow others to show their support for First Nations peoples and communities. It is also a visible reminder that Queensland Rail is committed to fostering positive relationships with First Nations peoples and communities.

This initiative was led by Matt Charles, a Yiman/Iman man from the Taroom area in the Western Downs Region of Queensland, and an employee in Queensland Rail's South East Queensland stations team. Matt designed the artwork to draw on his heritage and capture Queensland Rail's purpose of connecting communities.

Unsure of the demand, the first order placed in June 2022 was for 120 polo shirts to be distributed to First Nations employees and key business enablers. They were received with great appreciation, and interest quickly spread across the entire organisation. To date, over 1450 First Nations polos have been issued and are being proudly worn by Queensland Rail employees as they carry out their duties.

Queensland Rail is extremely proud to use artwork designed by an employee and support a 100 per cent Aboriginal owned and operated organisation — Yilay — to manufacture the polo shirts.



Employees wearing Queensland Rail's First Nations polo shirts

Welcome to Country on Tilt Train services

Queensland Rail moves passengers and freight right across Queensland. To recognise the peoples and communities of the Countries our Tilt Trains traverse, Queensland Rail launched Welcome to Country greetings on select Tilt Train services.

The Welcome to Country greetings were the first of their kind in Australia, sharing welcome messages in Aboriginal language on Tilt Train services.

Queensland Rail Travel partnered with the Gidarjil Central Queensland Language Centre to create the unique Welcome to Country experience on these services. The project was an opportunity to recognise the Bailai, Gurang, Gooreng Gooreng, Taribelang and Toolooa peoples as the Traditional Custodians and Native Title holders in the Bundaberg, Miriam Vale, Gladstone and Mount Larcom area.

The Welcome to Country greetings are delivered in the Aboriginal language of the Country that the trains travel through, by an Elder or speaker of the language, and then followed by an English translation. Utilising modern global positioning system (GPS) technology, we can acknowledge the distinct Countries that have existed for thousands of years and support the preservation of their languages. Where there is more than one language group for a particular railway station, the announcements feature multiple welcome greetings.

Queensland Rail Travel continues to seek out opportunities to acknowledge, celebrate and partner with the Traditional Custodians of the Countries they operate on.

Tilt Train crossing bridge over river

Relationships

Queensland Rail recognises that relationships and partnerships with Aboriginal and Torres Strait Islander peoples and communities are essential for the delivery of our vision for reconciliation.

Queensland Rail commits to cultivating authentic and respectful relationships with Aboriginal and Torres Strait Islander peoples and communities to foster understanding, trust and unity.



Action 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverables	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations in Regional Queensland and South East Queensland to develop guiding principles for future engagement.	July 2024	RAP Chair
Develop and implement a centralised engagement plan that captures existing and potential relationships with key Aboriginal and Torres Strait Islander stakeholders across the various lines of business.	Plan established December 2024 – ongoing management	Manager Stakeholder and Community Partnerships
Develop and implement a cultural engagement protocol document that provides clear guidance to employees on the protocols to be followed when partnering with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	RAP Chair
Promote enterprise-wide adoption of the engagement protocol, and integration of the engagement plan into lines of business activity, ensuring appropriate level and frequency of reporting is developed that captures progress.	December 2024	RAP Chair

Action 2: Build relationships through celebrating National Reconciliation Week (NRW).

Deliverables	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May and June 2024, 2025	Manager Capability, Assurance and Inclusion
RAP Working Group members to participate in an external NRW event and share insights with organisation.	27 May – 3 June 2024, 2025	RAP Chair
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024, 2025	RAP Chair
Organise at least one NRW event each year.	27 May – 3 June 2024, 2025	RAP Chair
Register all our NRW events on Reconciliation Australia's website at reconciliation.org.au/national-reconciliation-week	May 2024, 2025	RAP Chair

Action 3: Promote reconciliation through our sphere of influence.

Deliverables	Timeline	Responsibility
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Develop: March 2024 Implement: July 2024	Manager Strategic Communications
Communicate our commitment to reconciliation publicly.	March 2024	Executive Officer
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Review November 2024 – ongoing	RAP Chair
Continue to work with Queensland Government departments, Cross River Rail Delivery Authority, and other RAP organisations to develop innovative and collaborative approaches to advance reconciliation.	From March 2024	RAP Chair

Action 4: Promote positive race relations through anti-discrimination strategies.

Deliverables	Timeline	Responsibility
Conduct a review of People policies and procedures to identify existing anti-discrimination provisions, and future needs.	October 2025	Senior Manager Employee Relations
Review and communicate the anti-discrimination policy for our organisation.	November 2025	Senior Manager Employee Relations
Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	November 2025	Senior Manager Employee Relations
Educate senior leaders on Australia's history, institutional racism, unconscious bias and its effects as it relates to their roles. Executive Leadership Team — July 2024 Senior Leadership Team — July 2025	July 2024, July 2025	Group Executive People & Culture



Respect

Treating each other with respect is one of our core values at Queensland Rail. By embarking on a journey of learning, understanding, and ensuring respect is at the centre of what we do, we are laying the groundwork to reconciliation and a better future for all Queenslanders. At Queensland Rail we show respect for the past, cultures, Country, communities, challenges, achievements, our differences, our similarities, and all Aboriginal and Torres Strait Islander peoples.

We commit to demonstrating respect and holding others accountable for their behaviours, interactions, and actions.



Action 5: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverables	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	December 2024	Manager Capability, Assurance and Inclusion
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2025	RAP Chair
Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2025	Manager Capability, Assurance and Inclusion
Provide opportunities for RAP Working Group members, People & Culture leaders and other key leadership staff to participate in formal and structured cultural learning.	June 2025	RAP Chair

Action 6: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverables	Timeline	Responsibility
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2025	RAP Chair
Update Queensland Rail's cultural protocol document, which includes protocols for Welcome to Country and Acknowledgement of Country.	March 2024	RAP Chair
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	From May 2024	RAP Chair
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2024	RAP Chair
Explore implementing a space for yarning at Queensland Rail, demonstrating the value in embracing cultural protocols and practices and creating culturally safe spaces.	May 2024	RAP Chair

Action 7: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverables	Timeline	Responsibility
RAP Working Group and key senior leaders to participate in an external NAIDOC Week event.	First week in July 2024, 2025	RAP Chair
Review policies and procedures to remove barriers to staff participating in NAIDOC Week activities.	May 2024, 2025	RAP Chair
Promote and encourage participation in internal and external NAIDOC Week events to all employees.	June and July 2024, 2025	RAP Champion

Action 8: Support truth-telling and healing when we share our history and moving forward collect, build and archive these stories in a way that can be shared with staff, external stakeholders, customers and future generations.

Deliverables	Timeline	Responsibility
When responding to external and internal historical enquiries ensure stories are viewed through a cultural lens and where possible proactively include the stories of First Nations People. Ensure that historical information and responses document and share First Nations histories; and are categorised and recorded in a way that they can be easily accessed, built upon and shared with our communities in the future.	December 2024	Manager Stakeholder and Community Partnerships
Where possible identify and reference Traditional Owners and the Country that the historic activity took place on when responding to external and internal historical enquiries.	December 2024	Manager Stakeholder and Community Partnerships
When sharing our history ensure all available information relating to First Nations is included.	December 2024	Manager Stakeholder and Community Partnerships
Where possible engage with subject matter experts and external consultants to build on existing historical information.	December 2024	Manager Stakeholder and Community Partnerships



Opportunities

The state of Queensland is experiencing substantial growth, with a rapidly increasing population and therefore the need to transport more passengers and freight than ever before.

As we plan for what we're calling the 'rail revolution' over the next decade, we commit to creating opportunities for Aboriginal and Torres Strait Islander peoples through accessible and sustainable employment pathways and partnerships with Aboriginal and Torres Strait Islander businesses.

Our aim is to attract, develop and retain talented people to build a more inclusive Queensland Rail for the future and fulfil our social responsibility to enable greater economic participation for First Nations businesses and communities with our organisation and wider Queensland economy.



Action 9: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverables	Timeline	Responsibility
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March, June, September, and December 2024, 2025	Manager Capability, Assurance and Inclusion
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2024, 2025	Group Executive People & Culture
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	October 2025	Group Executive People & Culture
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2024 onwards	Senior Manager Recruitment, Remuneration and Organisational Design
Review People and Recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2024	Group Executive People & Culture
Review recruitment and selection practices to ensure they are inclusive and supportive of Aboriginal and Torres Strait Islander peoples, and do not create a barrier for Aboriginal and Torres Strait Islander people to join Queensland Rail.	December 2024	Senior Manager Recruitment, Remuneration and Organisational Design
Engage local Aboriginal and Torres Strait Islander community members and/or employees as role models and mentors to inspire and enable younger generations to forge a career in rail.	December 2025	Manager Capability, Assurance and Inclusion
Formally partner with a minimum of one third-party recruitment provider that specialises in the engagement and placement of Aboriginal and Torres Strait Islander candidates.	December 2024	Senior Manager Recruitment, Remuneration and Organisational Development

Action 10: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverables	Timeline	Responsibility
Develop, implement, and monitor progress against an Aboriginal and Torres Strait Islander procurement strategy.	June 2024, 2025	Senior Manager Procurement and Contracts
Implement and monitor progress against a KPI that 1.5% of Queensland Rail's procurement spend in with Aboriginal and Torres Strait Islander businesses	June 2024, 2025	Senior Manager Procurement and Contracts
Maintain Supply Nation membership and promote to relevant internal stakeholders.	July 2024, 2025	Senior Manager Procurement and Contracts
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2024, 2025	Senior Manager Procurement and Contracts
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2024	Senior Manager Procurement and Contracts
Host First Nations supplier forums to strengthen commercial partnerships with existing Aboriginal and/or Torres Strait Islander businesses and build relationships new Aboriginal and/or Torres Strait Islander suppliers to Queensland Rail.	June 2025	Senior Manager Procurement and Contracts

Action 11: Recognise and embed Aboriginal and Torres Strait Islander dates of significance.

Deliverables	Timeline	Responsibility
Support employees to take up the option to work 26 January and substitute the public holiday for a different date, in agreement with the business.	January 2025, January 2026	Senior Manager Employee Relations
Partner with unions to ensure all Enterprise Agreements at Queensland Rail are updated to provide the option to substitute a public holiday.	July 2025	Senior Manager Employee Relations
Encourage Queensland Rail employee's participation in Aboriginal and Torres Strait Islander days of significance and events as part of their performance and development plans.	June and December 2024, 2025	Group Executive People & Culture

Action 12: Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverables	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	January, March, May, July, September, and November 2024, 2025	RAP Chair
Establish and apply a Terms of Reference for the RWG.	March 2024	RAP Chair
Meet at least four times per year to drive and monitor RAP implementation.	January, March, May, July, September, and November 2024, 2025	RAP Chair

Action 13: Provide appropriate support for effective implementation of RAP commitments.

Deliverables	Timeline	Responsibility
Define resource needs for RAP implementation.	March 2024	RAP Chair
Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2024, January and July 2025	RAP Chair
Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2024	RAP Chair
Appoint and maintain an internal RAP Champion from senior management.	March 2024	Chief Executive Officer

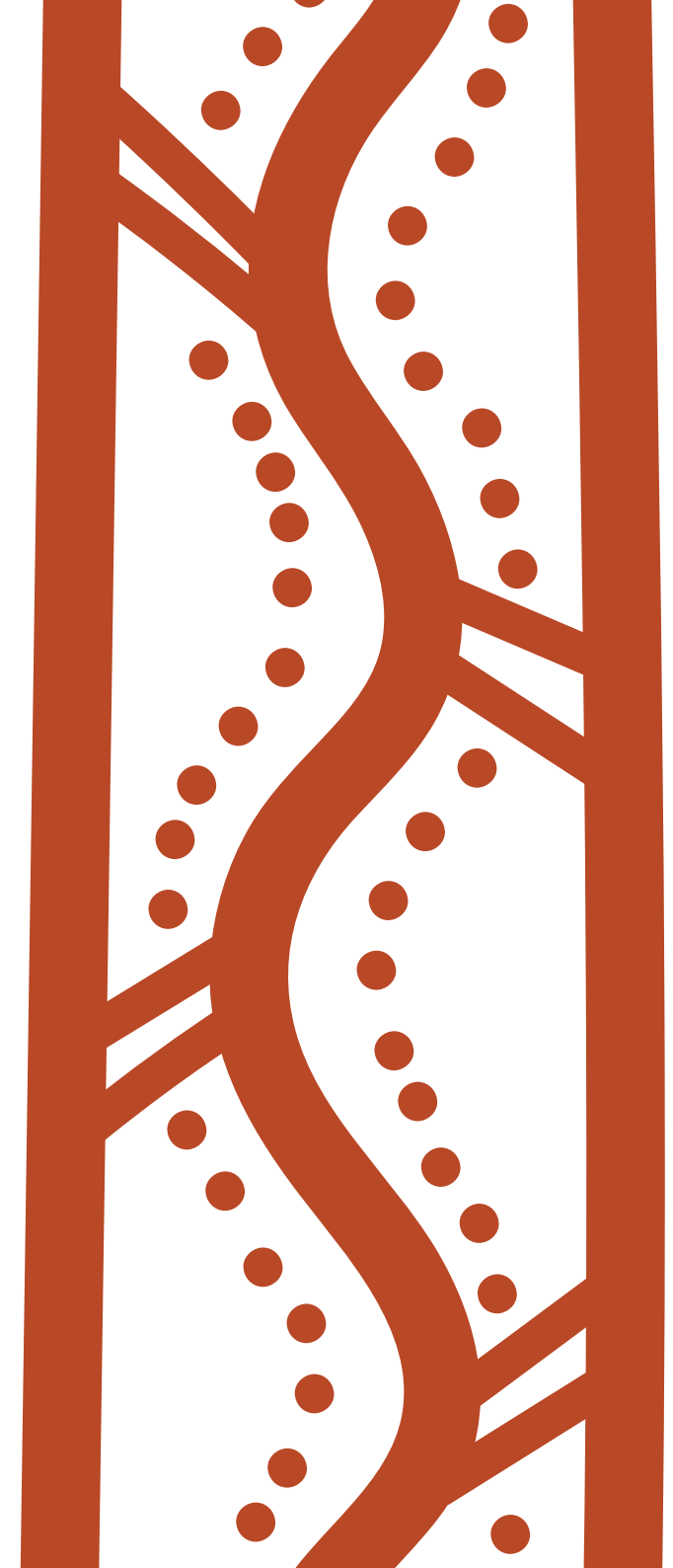


Action 14: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverables	Timeline	Responsibility
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RAP Chair
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RAP Chair
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Chair
Report RAP progress to all staff and senior leaders quarterly.	March, June, September, and December 2024, 2025	Manager Strategic Communications
Publicly report our RAP achievements, challenges and learnings, annually.	November 2024, 2025	Executive Officer
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Chair
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	February 2026	RAP Chair

Action 15: Continue our reconciliation journey by developing our next RAP.

Deliverables	Timeline	Responsibility
Register via Reconciliation Australia's website at reconciliation.org.au to begin developing our next RAP.	August 2025	RAP Chair





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