

Reconciliation Action Plan

March 2022 - March 2025



Acknowledgement of Country

Aurizon acknowledges the Traditional Custodians of this land and pay our respects to the Elders past, present and future for they hold the memories, the traditions, the culture and hopes of Indigenous Australia. We must always remember that under the ballast, sleepers, rail systems and office buildings where Aurizon does business, was and always will be traditional Aboriginal and Torres Strait Islander land.



Artwork

Theme: Walkabout/Kinship

The artwork pictured on the cover and throughout the Reconciliation Action Plan (RAP) was created by Aurizon employee and proud Kalkadoon/Waiben Man Laurie Anno in partnership with fellow members of Aurizon's Indigenous Reference Group (IRG) pictured above on Turrbal and Jagera Country.

Each IRG member contributed to the artwork with finger dot painting, giving meaning to all aspects to their relationship with one another; kinship sharing the same soul and spirit. Through art they gathered and created a new challenge with each other, having eye-to eye contact showing respect for one another no matter what journey or spiritual path they have taken.

The artwork shows the special place where we live - our Country. It shows the land we share stretches far and wide, from the highest mountains into sky, beautiful desert sands and tropical rainforest that leads to the water following rivers to the sea.

Surrounding our Country are the family totems of each IRG member including the Emu, Dolphin, Whale, Long Neck Turtle, Wedgetail Eagle, Sand Goanna, Red Tail Possum and White Dingo. These totems were handed down by Ancestors to each of them at birth or when they became of age and are featured throughout the RAP.

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Message from Aurizon Managing Director & CEO

I am proud to share with you our renewed commitment to progressing reconciliation over the next three years in our second Stretch Reconciliation Action Plan (RAP).

Aurizon has a proud history of working in partnership with and growing opportunities for First Nations peoples, businesses and communities and I am pleased to build on this in our 2022-2025 RAP.

Our vision for reconciliation is for our people to be inspired and empowered by our shared story and connection to the land on which we operate.

Aurizon's RAP sets out the actions we will take to achieve our vision and further reconciliation in our business and the communities in which we operate.

We recognise and value the opportunity we have to continue to undertake meaningful action and positive change within our business and communities to help achieve reconciliation in our country.

We will do this by building and encouraging relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisations; fostering and embedding respect for the world's longest surviving cultures; and developing opportunities to improve socio-economic outcomes.

Aurizon's previous RAPs have provided a strong foundation for embedding reconciliation actions into our every day business practices and to support grass roots activities and engagement.

This RAP builds on this work and provides our people with a framework and the tools to enable them to connect and actively engage with our reconciliation initiatives, and to further lead reconciliation within their business areas and communities.

Throughout our reconciliation journey, our people continue to strengthen their engagement with our cultural learning experiences and reconciliation events and initiatives.

We are continuing to build genuine and authentic relationships with Traditional Owners of the land on which we operate and learn and respect our shared culture and history.

Under this RAP, we are committed to furthering our knowledge and understanding of protecting cultural heritage by developing and embedding an Aboriginal Cultural Heritage governance framework.

Through our programs such as our Future Leaders Program and our partnerships with organisations such as CareerTrackers and the Clontarf Foundation, we continue



to support employment and training opportunities for Aboriginal and Torres Strait Islander peoples.

We are proud that 6.6% of our employees from across our operations represent Aboriginal and Torres Strait Islander peoples, who make a valuable contribution to the success of our business.

Since 2015, we have also invested over \$750,000 in First Nations community organisations and partnerships and spent more than \$12 million with First Nations businesses over the past two years.

These are just some of the actions we are building on to help achieve reconciliation. Our reconciliation journey is ongoing and there is much more that we can achieve in partnership with First Nations peoples, businesses, and communities.

We look forward to delivering on our commitments in this RAP and continuing to embrace opportunities to advance reconciliation in Australia.

Andrew Harding
Managing Director & CEO
Aurizon

Message from Reconciliation Australia CEO

On behalf of Reconciliation Australia, I congratulate Aurizon on its continued commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect and opportunities, the RAP program provides a framework for organisations to contribute to the reconciliation movement. With the creation of this Stretch RAP, Aurizon continues to be a member of the ever-growing community of RAP organisations that have taken goodwill and transformed it into action.

This Stretch RAP is framed by the considerable experiences and learnings Aurizon has fostered on its reconciliation journey so far. In its previous RAPs, Aurizon focused on increasing economic opportunities for Aboriginal and Torres Strait Islander peoples, spending over \$12 million with Supply Nation certified businesses in the 2020-2021 financial year, as well as hosting over 20 First Nations interns through CareerTrackers.

Aurizon made significant strides in building respect for Aboriginal and Torres Strait Islander cultures and perspectives into its internal practices, supporting 95 per cent of its staff to complete cultural awareness training, and facilitating 81 per cent of its depots to actively engage with Traditional Owners.

Continuing on this impressive trajectory, this Stretch RAP sees Aurizon embedding and expanding on its reconciliation commitments for further impact.

With the aim of increasing crucial awareness about Aboriginal Cultural Heritage in its organisation, Aurizon is creating an Aboriginal Cultural Heritage governance framework as an integral part of its processes, as well as implementing training for its leaders and staff.

Other important initiatives in this Stretch RAP include supporting its Aboriginal and Torres Strait Islander employees to attend its Aurizon Future Leaders program, as well as hosting external procurement seminars for certified businesses.

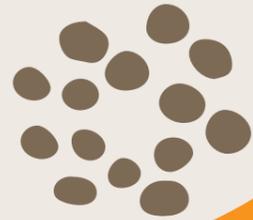


These commitments, among others, show Aurizon taking thoughtful and considered steps to build reconciliation into its work, business and sphere of influence.

On behalf of Reconciliation Australia, I commend Aurizon on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Our business

Aurizon is helping grow regional Australia by delivering bulk commodities to the world.

Aurizon is Australia's largest rail freight operator and a top 100 ASX company.

Each year, our Company transports more than 250 million tonnes of Australian commodities, connecting miners, primary producers and industry with international and domestic markets.

We are proud to work in partnership with and to grow opportunities for First Nations peoples, communities, and businesses across the areas in which we operate to deliver our services.

Aurizon provides customers with integrated freight and logistics solutions across an extensive national rail and road network, traversing Australia.

We own and operate one of the world's largest coal rail networks, linking approximately 50 mines with three major ports in Queensland.

Aurizon is also a leading specialist in the services of rail design, engineering, construction, management and maintenance, and offers large-scale supply chain solutions to a diverse range of customers.

Our Company has three major avenues:

Bulk

As Australia's leading Bulk rail freight specialist, Aurizon provides integrated supply chain solutions to move bulk commodities safely and efficiently, connecting miners, primary producers and the manufacturing industry with international and domestic markets.

Network

Aurizon operates and manages Australia's largest export coal rail network, the Central Queensland Coal Network (CQCN). Aurizon Network is responsible for providing, maintaining and managing access to the CQCN rail network and associated rail infrastructure.

Coal

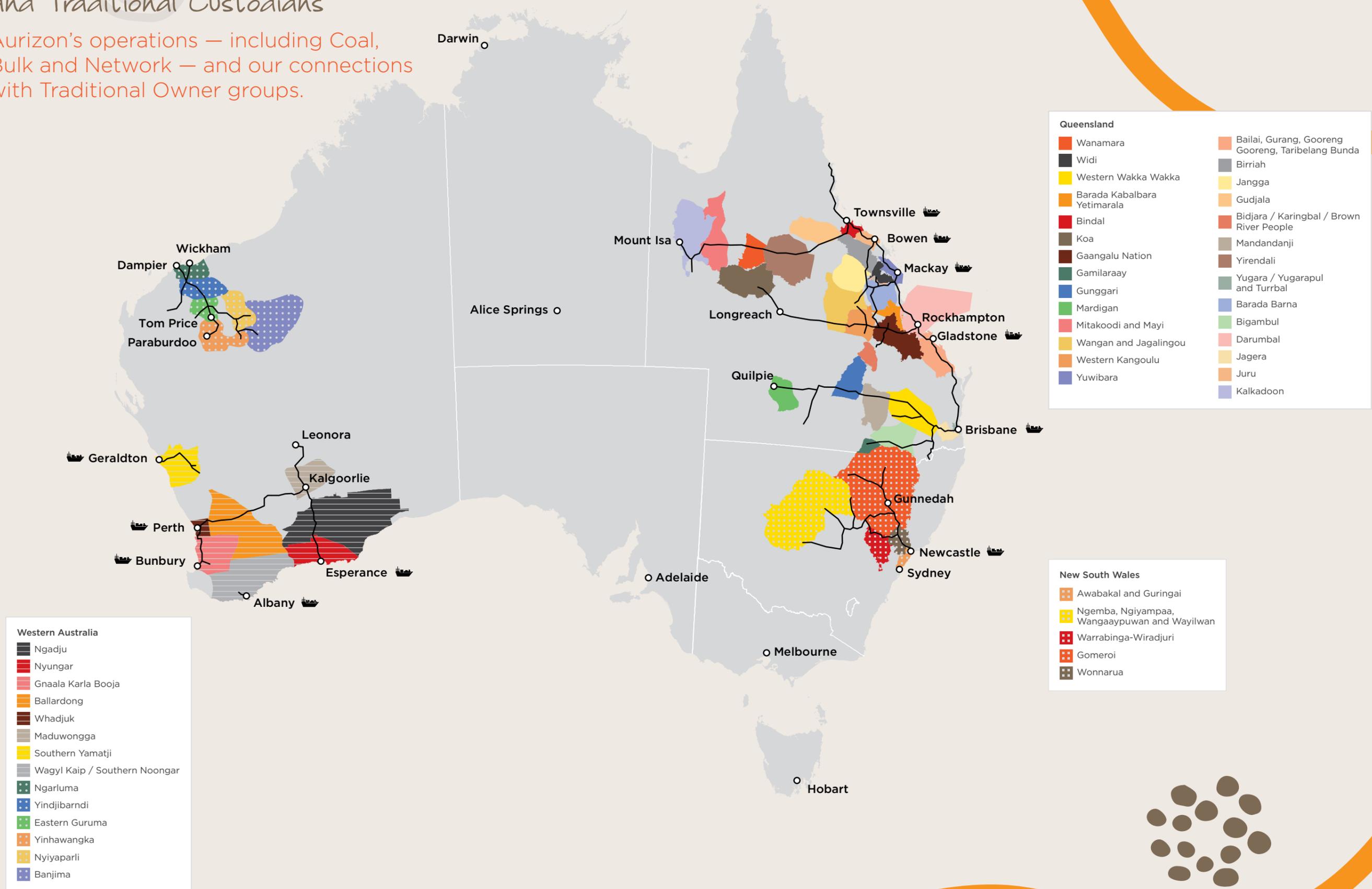
Aurizon works with customers to move more than 500,000 tonnes of this vital resource every day, bound for markets in Japan, China, South Korea, India and Taiwan.



Aurizon employees stand proud with Indigenous artworks displayed on one of our locomotives at our Hexham Maintenance Facility on Awabakal Country in New South Wales. The artwork was designed by local Indigenous artist John Robinson and shows sacred sites from the area

Aurizon's Operational Footprint and Traditional Custodians

Aurizon's operations — including Coal, Bulk and Network — and our connections with Traditional Owner groups.



Current as of February 2022

Our people

At Aurizon, we have a long and proud history of First Nations people of Australia making a significant contribution at our company.

We employ approximately 4,800* employees, of whom 6.61%* (331) identify as Aboriginal and/or Torres Strait Islander people.

Around 80% of our people live and work in regional Australia and are based at more than 60 sites across Queensland, New South Wales and Western Australia.

Our ability to grow regional Australia by delivering bulk commodities to the world, relies on a workforce that lives our values of People, Integrity, Excellence, Safety and Customer.

To deliver our commitment of safe and efficient services for our customers, we are building our workforce for the future. This includes investing in our people, partnerships and developing a more inclusive workplace.

At the heart of our vision of creating an inclusive and respectful workplace, is our culture of connection.

It's through our genuine connections with each other that we can unite and achieve great outcomes.

Our relationships, the respect we have for each other and the opportunities we embrace to help our people, our business partners and our communities to succeed are core to our values and how we operate.

Our focus on building this workplace culture underpins our commitment to strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples for the benefit of all Australians, and forms part of our commitments to reconciliation.

* Current as of February 2022



Lowana Riddiford at Aurizon's Stuart Locomotive Depot in Townsville, Queensland on Wulgurukaba Country

Lowana Riddiford, Warehouse Logistics Coordinator and IRG Co-Chair (2022)

I am Lowana Riddiford. I am Wiradjuri. My tribal totem is Gugaa (Lace Lizard—Yellow and Black Striped Goanna). My family totem is Dinawan (Emu), taken from my Grandmother.

My Aboriginal name is Nguruwiny (Young Emu). That name was given to me by my father.

One of the strongest cultural stories from my Wiradjuri Elders is that of the emu egg.

If an emu egg is cracked from the outside, a life is lost. If that emu egg is allowed to crack from the inside, life begins.

Aurizon, I believe you as a company gave me that opportunity to crack from the inside – you believed in me, supported me, and allowed me to grow and develop into who I am today, a proud Aurizon employee, member of the Indigenous Reference Group and a proud Aboriginal woman.

Yindy-a-murra, Wula (Respect, All)



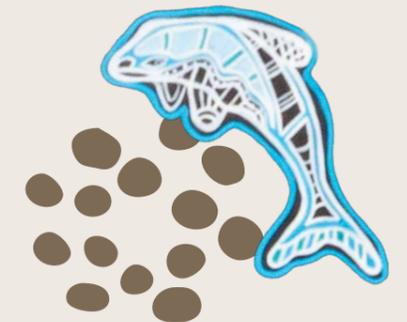
6.6%
of our employees identify as Aboriginal and/or Torres Strait Islander people*



Aurizon employees at our Jilalan Depot in Mackay, Queensland on Yuwibara and Yuibera Country

What is reconciliation?

At its heart, reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians. Reconciliation is an ongoing journey that reminds us that while generations of Australians have fought hard for meaningful change, future gains are likely to take just as much, if not more, effort.



- Reconciliation Australia, the lead body for reconciliation in Australia

Reconciliation Australia's vision of reconciliation is based and measured on five interrelated dimensions: historical acceptance; race relations; equality and equity; institutional integrity and unity.

Aurizon works collaboratively in partnership with Reconciliation Australia to deliver on this vision and help contribute to a more reconciled nation.

What does reconciliation mean to you?

"Connecting and engaging with community to provide better opportunities for Indigenous people."
Craig Hookey, Senior Adviser Safeworking

"Respect for Aboriginal and Torres Strait Islander employees like there is for all Australians."
Matthew Dukes, Regional Operations Manager

"Recognising the Traditional Owners of the land of where we work and giving back to those communities."
Lachlan Vinson, Mainline Driver

"Reconciliation is a continual journey of education, respect and opportunities to ensure a brighter future for the communities which we engage with."
Amy McInturff, Undergraduate Intern

"Opportunity to pause and reflect on the past – good and bad. To assess as individuals in the community and Aurizon as a business, what path we'd like to play going forward."
James Coe, Manager Market Intelligence & Investor Relations

Figure 1: Aurizon employees share what reconciliation means to them as part of National Reconciliation Week 2021

Our vision for reconciliation

Aurizon has a proud history of employing, engaging and doing business with First Nations people. We are committed to continually embracing opportunities to further reconciliation in Australia.

Our shared story connects us to the land spanning across the nation, where under the ballast, sleepers, rail systems and office buildings where Aurizon operates, always was and always will be Aboriginal and Torres Strait Islander land.

Our vision for reconciliation is for our people to be inspired and empowered by our shared story and connection to the land on which we operate.

We will do this by:

- Establishing and maintaining genuine and enduring relationships with local communities across our National footprint
- Generating long-term partnerships that deliver mutually beneficial economic outcomes and
- Providing sustainable employment opportunities and career development strategies.

Our RAP is both a tool and roadmap to provide guidance as we make meaningful contributions to achieving our vision and advancing reconciliation within our business and our communities.

We are building on our previous RAP where we focused on developing long-term partnerships with First Nations communities across our operations.

As part of the next steps on our pathway to reconciliation, we are strengthening our approach to encourage our people to embrace and embed reconciliation actions into our everyday business practices.

We recognise that through authentic and ongoing relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community, we can embrace the sacred link and connection to Country that is a gift to us all.

Aurizon's Indigenous Reference Group (IRG) established and facilitated Yarning Circles to create conversations on important issues for diversity and inclusion. This is a harmonious, creative and collaborative way of communicating with key stakeholders that encourages responsible, respectful and honest interactions between participants and the building of trusting relationships.

This approach enabled our vision for reconciliation to be strengthened to provide direction for us all as we focus our efforts on achieving our RAP deliverables.



Figure 2: Aurizon Yarning Circle: A harmonious, creative and collaborative way of communicating with key stakeholders





Our 2022-2025 Reconciliation Action Plan (RAP)

At Aurizon we believe reconciliation is about building respect, trust and positive relationships with one another.

Our approach to reconciliation is underpinned by our values of People, Integrity, Customer, Safety and Excellence, which guide how we work together and how we do business.

We are proud to be building on our commitment to reconciliation as we work to strengthen our cultural connection across the country to make a more tangible difference to reconciliation in Australia.

We recognise that our leadership in reconciliation action has the potential for high impact in the local communities where we operate.

We've seen the positive difference our people are making across Australia, through using our RAP as a guiding tool and roadmap to making meaningful contributions to achieving reconciliation.

Our third Reconciliation Action Plan (RAP) sets out Actions and Deliverables to:

- Build and encourage relationships** between Aboriginal and Torres Strait Islander peoples, communities, organisations and the broader Australian community
- Foster and embed respect** for the world's longest surviving cultures and communities and

Improve socio-economic outcomes for Aboriginal and Torres Strait Islander peoples and communities by developing opportunities within Aurizon.

Since implementing our first RAP in 2012, we have partnered with Reconciliation Australia to help guide our work around promoting and facilitating respect, trust and positive relationships between the wider Australian community and First Nations peoples.

Reconciliation Australia identifies five integral and interrelated dimensions that together represent a holistic and measurable approach to reconciliation, as outlined in Reconciliation Australia's '2021 State of Reconciliation in Australia'.

Aurizon's RAP Actions and Deliverables aim to achieve our Vision as we aspire to advance Reconciliation Australia's Five Dimensions of Reconciliation.

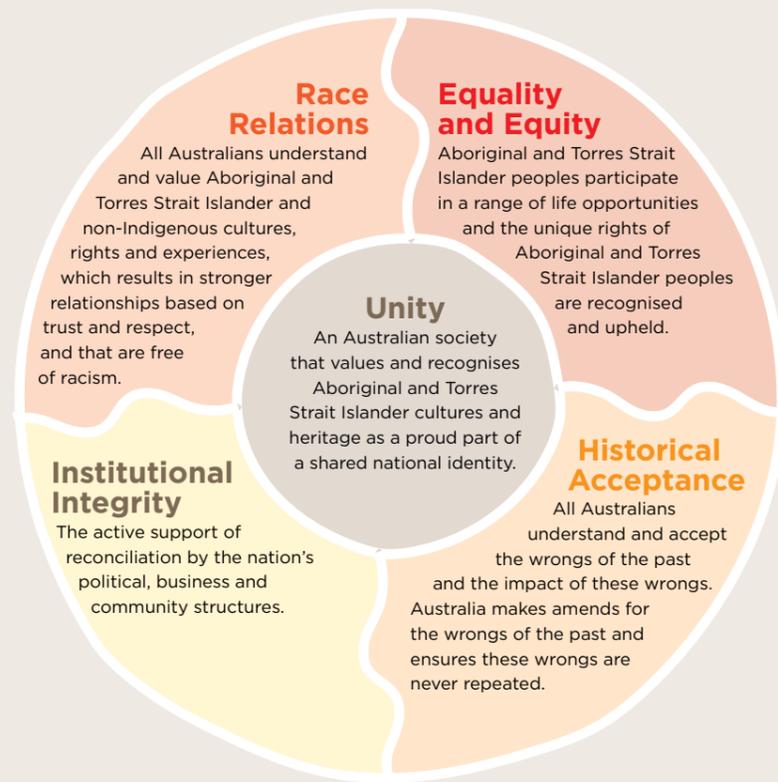


Figure 3: Reconciliation Australia's Five Dimensions of Reconciliation

Reconciliation Australia's Five Dimensions of Reconciliation

| Dimension of Reconciliation | Aurizon RAP Actions (examples) | Aurizon RAP Deliverable (examples) |
|--------------------------------|---|---|
| Equality and Equity | Provide sustainable employment opportunities and career development strategies. | Enhance our People Strategy to support and promote the engagement, retention, and development of First Nations employees. |
| Historical Acceptance | Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy. |
| Race Relations | Establish and maintain genuine and enduring relationships with local communities across our National footprint. | Develop and implement Aurizon's Aboriginal and Torres Strait Islander Community Engagement Framework. |
| Institutional Integrity | Generate long-term partnerships that deliver mutually beneficial economic outcomes. | Implement "Raising the Bar" targets as recommended by Supply Nation. |
| Unity | Increase knowledge and understanding regarding the importance of protecting cultural heritage. | Develop leader and employee awareness by implementing Aboriginal Cultural Heritage training. |

Through the direction and endorsement of Aurizon's Leadership Team, and the guidance of our Indigenous Reference Group, our journey will progress by engaging and empowering our people to actively deliver our RAP commitments.

Further detail in on our RAP Actions and Deliverables is provided on Pages 30-43.

Our approach to actively engaging with and listening to the voices of our communities and First Nations employees has shaped and continually strengthened our reconciliation actions.

Our RAP promotes the voices of First Nations people, through ongoing engagement and consultation.

Our strategy and key focus areas have been developed through positive engagement with, and active involvement of, our First Nations employees.

To encourage feedback, involvement, support and endorsement of our RAP, we have undertaken:

- Active and early engagement with the Aurizon Indigenous Reference Group
- Local leadership engagement with Aboriginal and Torres Strait Islander team members/employees
- Direct connection and ongoing engagement with local Aboriginal and Torres Strait Islander communities
- Engagement with our people on initiatives and
- Events with the support of our Indigenous Reference Group, RAP Champions and leaders, promoted through our communication channels.

We also continue to encourage more courageous and impactful action as we strengthen our reconciliation journey.

More of our people are seeking to understand the truth as we walk together to improve our contribution to the reconciliation of our nation.

Through greater understanding, we have seen an increase in grass roots involvement of our people as they support our reconciliation journey and improve connections with Aurizon First Nations employees and our local communities.

Indigenous Reference Group and RAP Governance

To help build a more inclusive and diverse workforce and to further our journey to reconciliation, Aurizon established its Indigenous Reference Group (IRG) in 2015.

Aurizon's IRG is responsible for the development, oversight and governance of the Aurizon RAP and provides guidance for the engagement and consultation with Aboriginal and Torres Strait Islander employees of Aurizon.

The IRG is our central body for providing strategic direction, advice and active support for:

- Aboriginal and Torres Strait Islander employment and retention initiatives
- Cultural and heritage recognition and education and
- Aboriginal and Torres Strait Islander community engagement.

The following section provides further information in relation to the IRG including the Group's objectives, accountability, membership and position within the broader governance model within Aurizon.

Objectives

- Achieve sustainable, ongoing employment for Aboriginal and Torres Strait Islander peoples at all levels in the organisation.
- Develop programs and initiatives that support increasing the number of Aboriginal and Torres Strait Islander employees.

- Support First Nations leader development through initiatives such as mentoring and talent identification.
- Seek opportunities for Aurizon to actively partner with community First Nations organisations.
- Improve Aboriginal and Torres Strait Islander cultural and heritage recognition and awareness throughout the organisation.
- Play an active role in the celebration of Aboriginal and Torres Strait Islander heritage and achievements, such as National Sorry Day, National Reconciliation Week and NAIDOC Week.
- Develop and deliver commitments in Aurizon's Reconciliation Action Plan.
- Provide input, ideas and perspectives on new and proposed initiatives and feedback on current initiatives in line with objectives.
- Inform all Aurizon employees of the role of the IRG and IRG initiatives.
- Improve outcomes for Aboriginal and Torres Strait Islander employees through active engagement and seeking feedback and advice to create an inclusive workplace.

Message from our IRG Co-Chairs

We are exceptionally privileged to be Co-Chairs of Aurizon's IRG.

The Group is filled with passionate employees who represent and connect the voices and views of First Nations peoples within Aurizon's operations and the communities where we live and work.

We are extremely fortunate that the IRG receives strong support throughout the organisation.

At each level, executives, leaders and employees put energy and drive behind delivering on our commitments and creating and maintaining meaningful progress across all key pillars of reconciliation.

For this support and the tangible progress we have made over the duration of our last two RAPs, we are grateful to the entire organisation.

Despite this progress we have more to do. The IRG is incredibly proud of the latest RAP we have developed. We are inspired by what can be achieved together and further strengthening the role Aurizon and our people play in supporting reconciliation.

**Clay McDonald and Nicole Pallis
IRG Co-Chairs (2021)**



Aurizon's IRG with Yuggera Traditional Owner Shannon Ruska at the 2021 Annual IRG Strategy Workshop and the commencement of RAP Yarning Circles held on Turrbal and Jagera Country in Queensland

Accountability

Our IRG is guided by the Group's charter which outlines that members:

- Represent the interests and ambitions of Aurizon's Aboriginal and Torres Strait Islander employees and
- Report to and inform the IRG of regional activities, developments, sentiments, and opportunities to improve engagement of Aboriginal and Torres Strait Islander employees, potential employees and First Nations peoples and communities

Membership

The IRG comprises up to 15 employees from across our business, with a minimum of 50% representation of Aboriginal and Torres Strait Islander employees and a member of our Executive Leadership Team. Roles, including the Co-Chair, are reviewed for rotation on an annual basis.

This provides the opportunity for existing members to rotate through the Group and potentially become an integral local depot RAP Champion, and allows for new members to join and bring fresh ideas to the IRG.

IRG Membership 2021/2022

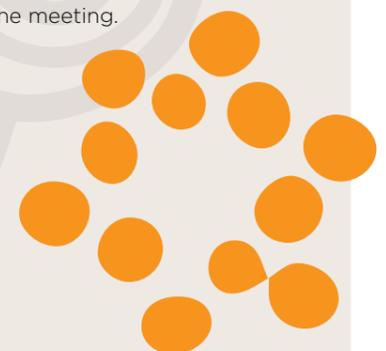
1. (Chair) Clay McDonald, living on Turrbal and Jagera Country, Brisbane
2. (Co-Chair 2021) Nicole Pallis, Yuggera/Wulli Wulli Woman, living on Bailai, Gurang, Gooreng Gooreng & Taribelang Bunda Country, Gladstone
3. (Co-Chair 2022) Lowana Riddiford, Wiradjuri Woman, living on Wulgurukaba and Bindal Country, Townsville
4. Shane Allan, Gomerioi Nation Man, living on Gomerioi Country, Tamworth
5. Laurie Anno, Kalkadoon/Waiben Man, living on Turrbal and Jagera Country, Brisbane
6. Lea Baxter, living on Turrbal and Jagera Country, Brisbane
7. James Coe, living on Turrbal and Jagera Country, Brisbane
8. Troy Douglas, Wiradjuri Man, living on Yamatji Country, Geraldton
9. Rebecca Douglas, living on Turrbal and Jagera Country, Brisbane
10. Matt Dukes, Marra Man, living on Noongar Country, Perth

11. Matthew Ebbage, Butchulla Man, living on Turrbal and Jagera Country, Brisbane
12. Caitlyn Gallagher, Gomerioi Woman, living on Geawegal Country, Scone
13. Christine Harvey, living on Yuwibara Country, Mackay
14. Andrew Hitchcock, Dharawal Man, living on Darumbal Country, Rockhampton
15. Jay Travers, Yiman/Wadja Man, living on Darumbal Country, Rockhampton

Meetings

The IRG holds bi-monthly meetings to discuss progress against the RAP and to provide support and guidance to business functions on various reconciliation initiatives.

Final decisions made at the meetings are only valid if there is Aboriginal and Torres Strait Islander representation at the meeting or input into the decision is provided prior to the meeting.





RAP Governance:

Aurizon is accountable to our shareholders and employees, Aboriginal and Torres Strait Islander communities across our footprint, First Nations businesses and organisations we partner with and Reconciliation Australia.

We are committed to working in ways that are true to our values and support the achievement of Aurizon's Strategy, our Inclusion Strategy and our RAP Vision.

Aurizon has established a Governance Structure (Figure 4) to support the delivery of the RAP.

This Governance Structure ensures:

- We deliver on our commitments as we move forward along our reconciliation journey and
- The appropriate governance, communication and accountability of our RAP are appropriately managed.

In addition to the IRG, Aurizon has built a network of RAP Champions. RAP Champions are employees across our workforce who actively participate in various reconciliation initiatives and support local management teams.

The objective of the RAP Champions is to drive engagement and awareness of our RAP commitments as our depots take more accountability to connect with local Traditional Owners, and to embed reconciliation into the grassroots of our business.

Our progress towards reconciliation

Aurizon's reconciliation journey engages the hands, hearts and minds of our employees.

Our RAPs enable us to step forward and take initiative with developing genuine and enduring relationships, building long-term business partnerships and seeking opportunities for employment and career development.

As we continue our reconciliation journey, our actions will be guided by the voices and views of our First Nations people and stakeholders.

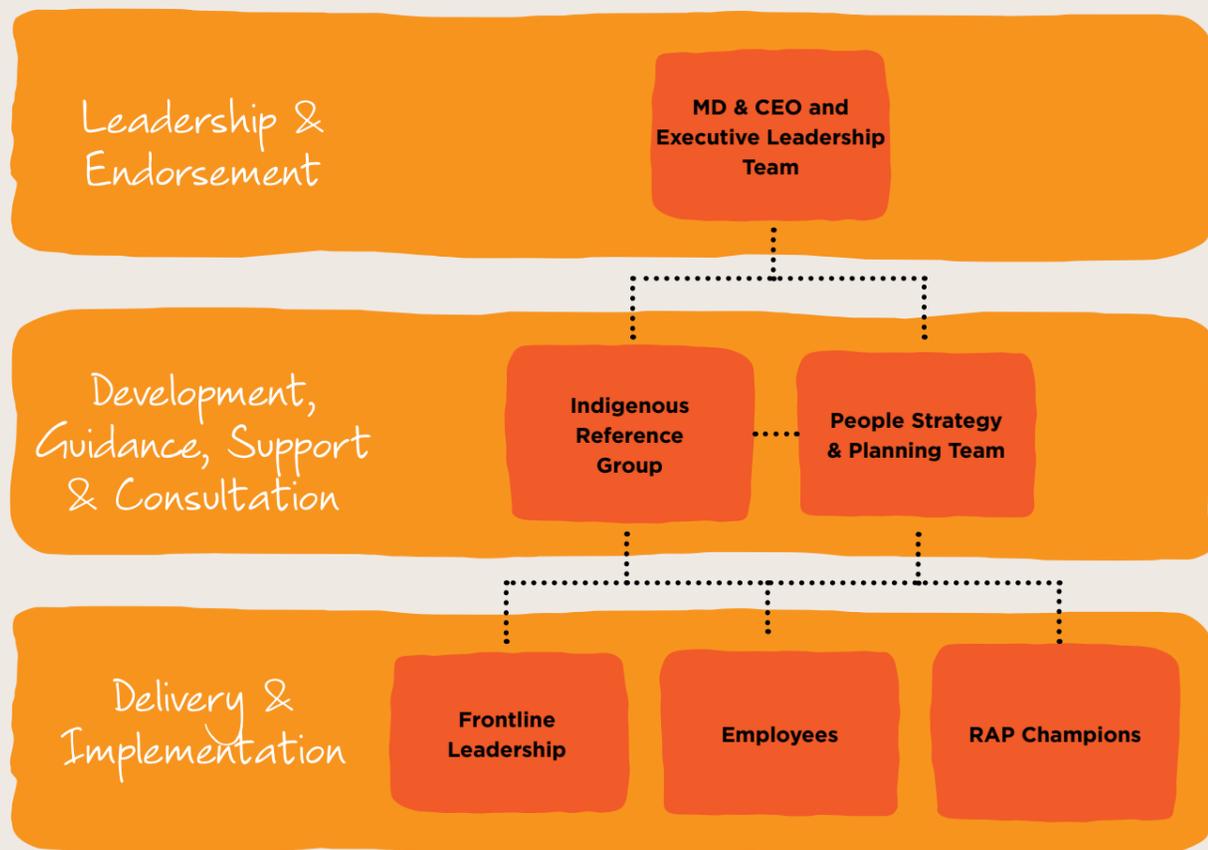
We seek to inspire change, spark connections and respect our existing and future relationships with First Nations peoples within and outside our Aurizon community.

The actions delivered in our previous RAPs have provided a strong foundation for working in partnership with First Nations peoples and advancing our reconciliation journey.

They have enabled us to embed reconciliation practices within our business and to empower our people to take more ownership, leadership and responsibility for achieving reconciliation.

Our achievements to date, as highlighted on Pages 18-19, have greatly contributed to our reconciliation journey.

Despite these achievements, we acknowledge there is much more to be done to strengthen our position and drive more courageous and impactful action.



Artist: Laurie Anno, Aurizon Shift Roster Officer
 Nation: Kalkadoon/Waiben
 Theme: Working together as one as we share our story and connection to Country

Figure 4: Aurizon's RAP Governance Structure

Our progress towards reconciliation



Since 2016,
20
First Nations university
interns have come through
our CareerTrackers
partnership

Aurizon has
spent approximately
\$12m
with First Nations businesses
(Supply Nation certified or
registered) as reported
in FY20 and FY21



2012

- Established Diversity Council and endorsed Indigenous Employment Strategy
- Cultural Awareness Learning experience begins
- Marked National Reconciliation Week across depots and sites
- 2.5% of workforce identified as Indigenous

2014

- Indigenous Future Leaders development program commences
- Increased activities to mark National Reconciliation Week and NAIDOC Week across depots and sites

2015

- Aurizon's Indigenous Reference Group established
- Launched Aurizon's Innovate RAP (2015-2018)
- Established ongoing partnership with the Clontarf Foundation
- Increased activities to mark National Reconciliation Week and NAIDOC Week across depots and sites

10/15
Members of our
Indigenous Reference
Group are First Nations
employees

2016 -2018

- 2016 - 2017 sponsored the Murri Rugby League Carnival
- 2016 - 2017 sponsored Brisbane's Musgrave Park Family Day
- 2016 contributed approximately \$250,000 to Aboriginal and Torres Strait Islander community organisations through our Community Giving Fund and partnerships
- 2016 joined Supply Nation
- Won 2016 Queensland Government Reconciliation Award for Business, based on the success of Aurizon's employment strategies and establishment of our IRG
- 2017 embedded Welcome to Country and Acknowledgement of Country protocols at significant employee gatherings
- Commenced rollout of Traditional Custodian recognition across all major sites
- 2017 formed 10 year partnership with CareerTrackers
- Increased representation with 44 Aboriginal and Torres Strait Islander people recruited in 2017
- 2017 held the bi-annual Indigenous Future Leaders development program
- Launched Aurizon's 2018-2021 Stretch RAP
- 2017 contributed approximately \$107,000 to Aboriginal and Torres Strait Islander community organisations through our Community Giving Fund and partnerships

2019

- Enabled real time representation/recruitment data available to Leaders and HR partners
- Sponsored Toolooa State High School's Bush Tucker Garden
- Launched Aurizon Polo for employees during NAIDOC 2019
- Continued to raise the bar across depots to mark National Reconciliation Week and NAIDOC Week annually
- Contributed approximately \$140,000 to a range of Aboriginal and Torres Strait Islander community organisations through our Community Giving Fund and partnerships
- Provided ongoing support to local schools across our footprint
- Actively supported various community events during National Reconciliation Week and NAIDOC Week

2020

- Cultural Awareness Learning experience continued with the development of an in-house online program
- Achieved Cultural Awareness online learning target of 75% with 90% completion
- Continued to attract Aboriginal and Torres Strait Islander employees to the business, surpassing our 5.5% target with 6.1% representation
- \$5.3m procurement spend with businesses certified by Supply Nation
- Contributed approximately \$135,000 to Aboriginal and Torres Strait Islander community organisations through our Community Giving Fund and partnerships
- Appointed Aboriginal and Torres Strait Islander Co-Chair for the Indigenous Reference Group
- Won Award of Excellence at The Institute of Internal Communications and shortlisted for Best Cultural Program for our Walking Together online Cultural Awareness Learning experience
- Actively supported various community events during National Reconciliation Week and NAIDOC Week

Since 2015,
we have invested over
\$750,000
in community grants and
in partnerships with First
Nations communities and
organisations

Since 2012, we have
organised approximately
150
National Reconciliation Week
and NAIDOC events and
activities to raise awareness
and continue our cultural
learning experience

2021

- Partnered with Screen Queensland to host a Film Festival showcasing three film writers
- Partnered with 'Acknowledge This!' to deliver training on conducting an Acknowledgement of Country
- Cultural Awareness Learning continued with teams participating in various cultural immersion activities across our footprint
- Partnered with local Aboriginal and Torres Strait Islander artists across our footprint to display local art in offices and on vehicles and rollingstock
- \$6.7m procurement spend with businesses certified by Supply Nation
- Released Aurizon's Cultural Protocol Policy
- 6.6% of our workforce represent our Aboriginal and Torres Strait Islander employees
- Contributed approximately \$136,000 to Aboriginal and Torres Strait Islander community organisations through our Community Giving Fund and partnerships
- 81% of our depots and sites actively engaged with Traditional Owners
- Supported partner Netball Queensland with the development of their inaugural RAP
- Actively supported various community events during National Reconciliation Week and NAIDOC Week

81%
of our depots
actively engage with
Traditional Owners

In 2012,
2.5% employees identified
as Aboriginal and/or Torres Strait
Islander heritage. In 2021,
6.6% employees
identified their First Nations
heritage, achieved through a focus on
our employment strategies, including:
recruitment, retention
and development

Building Relationships



Aurizon has a strong regional presence and a proud history of engaging the communities where we operate. Key to our engagement are our partnerships with local organisations where our relationships are built on activities that foster respect and recognition.

Case Study: CareerTracker Aboriginal and Torres Strait Islander Internships



2020-21 summer was the **5th year of CareerTrackers intern participation at Aurizon and 4th year of our 10-year partnership**

20

Students were engaged with **4** returning interns

2

Students were engaged for further employment, with **1** joining Aurizon's Graduate Program



Key Learnings:

1. The importance of maintaining ongoing relationships with students and staying connected
2. Continued focus on intern retention and support into Aurizon's Graduate Program

"My CareerTrackers Internship at Aurizon has presented me with learning opportunities that have supported my University degree. The encouragement from my manager created a supportive environment for me to share the gaps in my knowledge, which later enabled us to tailor my projects accordingly. The RAP was a project that I was fortunate enough to support throughout my time at Aurizon, combining my interest in supporting Aboriginal and Torres Strait Islander employees and creative development. Thanks to Aurizon's commitment to CareerTrackers, Aboriginal students like myself have the opportunity to experience hands on learning in a corporate setting."

- Amy Mcinturff, Biripi Woman, Undergraduate Intern



Aurizon Community Giving Fund recipient IndigifestOZ Indigenous Film Festival

Aurizon Community Giving Fund

Aurizon's Community Giving Fund has been supporting charitable not-for-profit organisations throughout our areas of operations since 2011.

The Fund provides an additional tool that enables Aurizon to actively connect and support our Aboriginal and Torres Strait Islander communities across our nation.

Since the establishment of our Community Giving Fund, we have supported more than 30 charities working with Aboriginal and Torres Strait Islander communities across our operational areas. Some of these include:

- **Biraban Local Aboriginal Land Council:**
Supported the Healing Country program, removing illegally dumped rubbish, installing concrete barriers and healing the landscape with cultural burns to eliminate weeds and encourage growth of local native flora.
- **Western Desert Nganampa Walytja Palyantjaku Tjutaku Aboriginal Corporation:**
Support for a community connection project in Kalgoorlie that will assist Aboriginal patients from remote communities who have relocated for medical treatment by providing financial assistance and social support packages to meet their basic needs. Their community building initiatives will assist in maintaining cultural connections and visits to family and country.
- **The Broome Aboriginal Media Association (Aboriginal Corporation):**
Supported the employment of a Community Support Officer to deliver their Goldfields Girl program in Western Australia. The program is designed to increase the capability of young Indigenous women through formal and informal training opportunities, enabling them to obtain valid and meaningful employment and long-term individual success.
- **IndigifestOz Indigenous Film Festival:**
Supported the Film Festival showcase quality Indigenous film works to develop an increased awareness, understanding and appreciation for Indigenous talent and culture. It also brings together local school children to understand film technologies and its alignment to STEM subjects.
- **Foodbank WA - Provision Hampers for Vulnerable Mullewa Families:**
Assisted Foodbank WA (FBWA), who identified a need for emergency food relief for vulnerable Indigenous families in the regional town of Mullewa.

Fostering Respect



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

Case Study: Cultural Awareness



91% of approximately **4,800 Aurizon employees** have completed our online cultural awareness experience which was launched in 2020



All 9 of our **Executive team and 14 IRG members** participated in face-to-face cultural immersion activities



Held an Aboriginal and Torres Strait Islander Film Festival
3 First Nations film makers shared their film during National Reconciliation Week 2021



Aurizon's IRG members participate in cultural immersion activities on Turrbal and Jagera Country in Queensland

"The cultural immersion tour gave me a chance to fully appreciate the Aboriginal and Torres Strait Islander history of the city I grew up in, Brisbane (Turrbal and Jagera Country). I've shared some of the stories from the tour with my work colleagues and children - it was a great experience."

- George Lippiatt, Chief Financial Officer and Group Executive Strategy



Key Learnings:

1. Learning must be continuous. The more we learn about the history, culture and perspectives of the First Nations peoples, the better informed we will be to make decisions and act responsibly
2. By supporting our Leaders to take proactive ownership of local community relationships, we can better conduct authentic, respectful and enduring engagement, allowing us to learn the stories from across our footprint

Growing Opportunities



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

Case Study: Employment & Procurement Opportunities



6.6% Aboriginal and/or Torres Strait Islander representation of current employees



0.9% of leadership positions held by First Nations employees



\$12m procurement spend with businesses certified by Supply Nation



Key Learnings:

1. It is imperative we maintain focus on talent development within Aurizon
2. Education on how to more effectively engage Supply Nation to further drive usage and be better aligned to the 'Raising the Bar' initiative

Careers in Action

Our Careers in Action program is a two-year professional development opportunity. The Program aims to build the capabilities of Aurizon's future leaders and technical specialists. This Program appeals to people looking to start their career, change their career, or re-start their career if they have been out of the workforce, along with recent university graduates. Participants are offered diverse opportunities, flexibility, building of networks, professional challenges and a supportive career path in a top 100 ASX listed company. Along with on-the-job specific experience and development, the Program provides structured learning to build strong foundations for a successful future.

Indigenous Future Leaders

The Indigenous Future Leaders Program supports and prepares selected First Nations employees for future leadership transitions by increasing their awareness of what it takes to be a leader at Aurizon, recognising and developing their leadership capabilities and making connections with Aurizon leaders. Participants attend a two-day development workshop and continue their learning journey through a series of virtual Yarning Circles that focus on communication, networking and relationship building and developing a growth mindset. The Program includes mentoring opportunities and manager-led development conversations. Upon completion of the one-year program, participants have the opportunity to enrol in an additional second year program to obtain a Certificate IV in Leadership.





Artist: Laurie Anno, Aurizon Shift Roster Officer
Nation: Kalkadoon/Waiben
Theme: Walkabout/Kinship



Developing our 2022-2025 RAP

In the development of our third RAP, Aurizon's IRG undertook a comprehensive development and engagement approach to continuing our reconciliation journey.

The IRG assessed how we can authentically make a positive impact and contribute towards the long-term outcomes of Reconciliation Australia's Five Dimensions of Reconciliation (Pages 12-13).

Consideration was given as to how we operate. This was to ensure our reconciliation movement is aligned to the core operations of the business and provide the opportunity to further integrate reconciliation into our daily business as usual activities.

A collaborative approach was applied which included actively listening and understanding feedback from our people and Aboriginal and Torres Strait Islander business partners and other like-minded businesses who are focusing on sincere reconciliation.

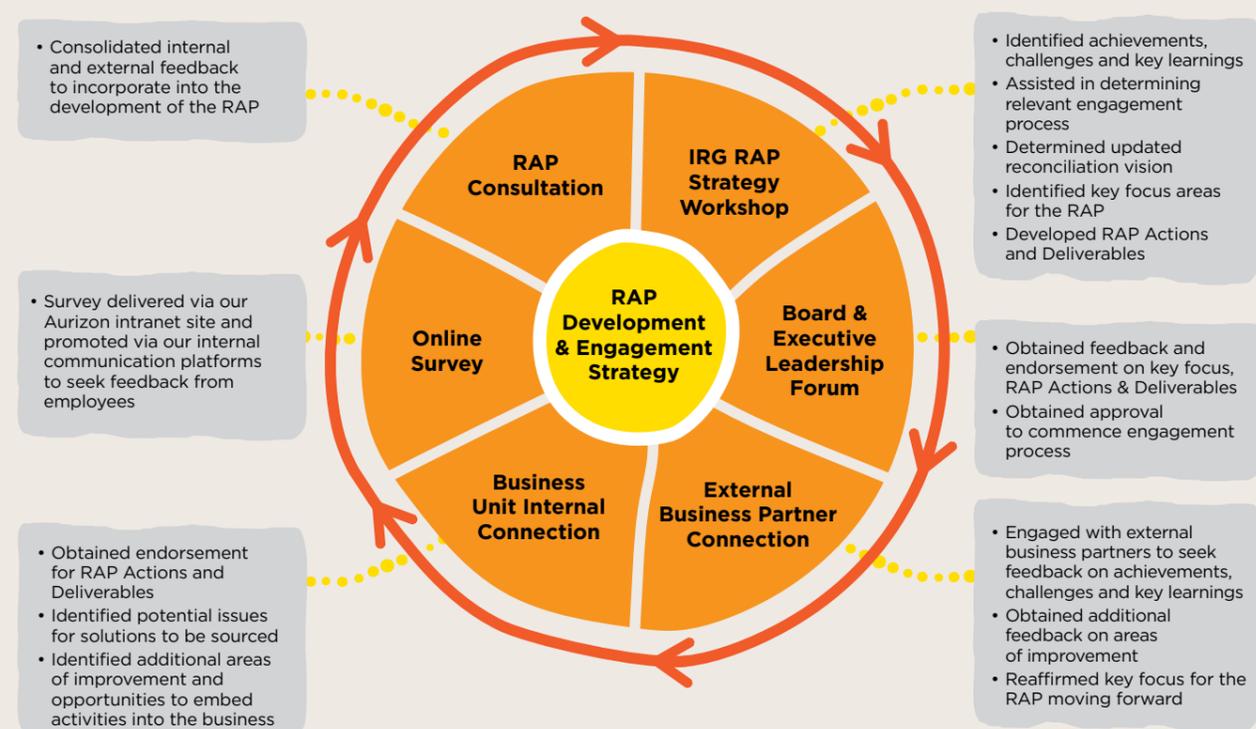


Figure 5: Aurizon's RAP Development & Engagement Strategy

Through this process several common themes were identified that provided the foundation for the development of our 2022 - 2025 RAP including:

- Embedding RAP commitments into our business-as-usual activities to ensure genuine and sustainable change
- Developing confidence and connections for our people to appropriately engage with Aboriginal and Torres Strait Islander communities across our footprint
- Early engagement with Aboriginal and Torres Strait Islander peoples and communities is essential and
- Ensuring the voices of our Aboriginal and Torres Strait Islander people are included in, and are part of, key decision making.

A key lever in the development of this RAP is acknowledging our achievements, challenges and areas of improvement. This was a process of reflection that enabled us to further understand key learnings to advance our reconciliation journey.

Engagement sessions were held with external organisations and with our employees to provide us with the following insights:

CareerTrackers

- The importance of maintaining ongoing relationships with students and staying connected.
- Continued focus on intern retention and support into our graduate programs.

Cultural Awareness

- Learning must continue, the more we learn about the history, culture and perspectives of the First Nations peoples the better informed we will be to make decisions and act responsibly.
- By supporting our Leaders to take proactive ownership over local community relationships, we can engender authentic, respectful and enduring engagement, allowing us to learn the stories across our footprint.

Employment & Procurement Opportunities

- It is imperative we maintain focus on talent development within Aurizon.
- Educating the business on how to engage Supply Nation more effectively to further drive usage and be better aligned to the 'Raising the Bar' initiative.

RAP Communication Strategy

- Enhance our strategy to ensure significant dates are effectively communicated to employees to encourage engagement with cultural learning.

With our third RAP, Aurizon is committed to embedding reconciliation into our core business activities.

We will promote conversations on how we can be more courageous and how we can create impactful and lasting actions to strengthen our reconciliation position.



When defining our Aurizon reconciliation vision and commitments we took a holistic approach, considering a number of resources and completing several engagement activities as outlined below.



Toowoomba Locomotive Driver Steven Humphries on Columboola Country in Queensland with his winning piece 'Healing/Reconciliation' from Aurizon's National Reconciliation Week Art Competition in 2021

Artist: Steven Humphries, Locomotive Driver
Nation: Kamilaroi
Artwork Theme: Healing/Reconciliation

The lower half of the painting represents the parts of our society, who aren't ready to accept reconciliation. This is identified by the white and black footprints which are departing the meeting and the corroboree circle in different directions. The colours in the dots represent the colours of negative feelings. The lightning represents confusion on both sides. The serpent is the creator of the land, who aims to help build trust.

The centre piece is the meeting circle. The black and white symbols are people sitting around the corroboree, whilst they watch the dance. This represents the meeting of both cultures, trying to come to an agreement to move forward as one nation. However, not all people are ready to forget the past and move forward. It will take time to heal these people, but we are making progress.

The upper section of the painting symbolises healing and progression as one nation. We start with both white and black feet coming in from the side to a central meeting place, where two people meet to discuss and hold a corroboree. The two sets of footprints heading up the painting represent unity and walking as one. The handprints are our Elders' shadow underneath the hands of my people with the white handprint of our white nation, surrounded by the spirits in the sky above our land. The scene in the upper right panel represents our nation as one learning from each other and moving forward in peace as one nation. The Eagle is a powerful totem of my people.

- Steven Humphries



Figure 6: Aurizon RAP Action and Deliverable Inputs

Our 2022-2025 RAP Actions and Deliverables

Relationships

Aurizon has a strong regional presence where we are constantly working 'On Country' which provides reason for us to focus on maintaining strong relationships with First Nations peoples and other Australians. We must enable the development of authentic and endurable relationships to deliver shared opportunities to improve and support the growth of the Aboriginal and Torres Strait Islander communities in which we operate.

Focus area: Connecting regional operations directly with Traditional Owners, community engagement, mutually beneficial partnerships, hearing and listening to the voices of our Aboriginal and Torres Strait Islander people and raising reconciliation awareness.

| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------------------|---|
| 1. 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 continuously improve guiding principles for engagement. | February 2022, 2023, 2024 | Lead: Group Executives Support: Leadership Team, IRG |
| | ➤ Implement the Aurizon Aboriginal and Torres Strait Islander Community Engagement Framework to work with Aboriginal and Torres Strait Islander stakeholders. | June 2022 | Lead: Head of People & Development Support: IRG, People Strategy & Planning Team |
| | ➤ Provide education opportunities for Aurizon's Leadership Team on the implementation of the Community Engagement Framework and engagement opportunities with local communities. | December 2022 | Lead: Head of People & Development Support: IRG, People Strategy & Planning Team |
| | ➤ Establish and maintain five formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. | February 2025 | Lead: Group Executives Support: Leadership Team & IRG |



Aurizon supports Toolooa State High School with the establishment of a Bush Tucker Garden on Gooreng Gooreng, Byellee, Gurang and Taribelang Bunda Country in Queensland

| Action | Deliverable | Timeline | Responsibility |
|--|--|----------------------|--|
| 2. Build relationships through celebrating National Reconciliation Week (NRW). | ➤ Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees. | May 2022, 2023, 2024 | Lead: Head of People & Development Support: Leadership Team, IRG, People Strategy & Planning Team |
| | ➤ Annually, IRG members to participate in three external NRW events. | May 2022, 2023, 2024 | Lead: IRG Co-Chairs Support: Leadership Team |
| | ➤ Encourage and support employees and senior leaders to participate in three external events to recognise and celebrate NRW. | May 2022, 2023, 2024 | Lead: Head of People & Development Support: Leadership Team, IRG, People Strategy & Planning Team |
| | ➤ Organise ten internal NRW events, including at least one organisation wide NRW event, each year. | May 2022, 2023, 2024 | Lead: Head of People & Development Support: Leadership Team, IRG, People Strategy & Planning Team |
| | ➤ Register all our NRW events on Reconciliation Australia's NRW website. | May 2022, 2023, 2024 | Lead: Head of People & Development Support: People Strategy & Planning Team |



| Action | Deliverable | Timeline | Responsibility |
|--|---|----------------------------|--|
| 3. Promote reconciliation through our sphere of influence. | ➤ Implement strategies to engage all employees to drive reconciliation outcomes. | February 2022, 2023, 2024 | Lead: Group Executives Support: Leadership Team, IRG, People Strategy & Planning Team |
| | ➤ Communicate our commitment to reconciliation publicly. | June 2022, 2023, 2024 | Lead: Head of Corporate Affairs Support: IRG, People Strategy & Planning Team, Corporate Affairs Team |
| | ➤ Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes. | August 2022, 2023, 2024 | Lead: Head of People & Development Support: Leadership Team, IRG, People Strategy & Planning Team |
| | ➤ Collaborate with five organisations to implement ways to advance reconciliation. | September 2022, 2023, 2024 | Lead: Head of People & Development Support: IRG, People Strategy & Planning Team |
| | ➤ Leverage our stakeholder and customer network to communicate messages of significance and promote upcoming First Nations events and/or activities via our social media platforms. | May 2022, 2023, 2024 | Lead: Head of Corporate Affairs Support: Leadership Team, IRG, People Strategy & Planning Team |
| | ➤ Incorporate reconciliation progress into our annual Corporate Affairs and Inclusion communication channels to internal and external stakeholders. | September 2022, 2023, 2024 | Lead: Head of Corporate Affairs and Head of People & Development Support: Leadership Team, IRG, People Strategy & Planning Team |
| | ➤ Maintain Aurizon's IRG Inclusion Hub intranet site to provide central library of information and resource tools for employees and Leaders to readily access. | April 2022, 2023, 2024 | Lead: Head of People & Development Support: IRG, People Strategy & Planning Team |
| | ➤ Generate leader-led materials to support facilitated conversations at a local level. | September 2022, 2023, 2024 | Lead: Head of People & Development Support: IRG, People Strategy & Planning Team |
| | ➤ Profile our First Nations employees to raise awareness of their careers and how they celebrate Aboriginal and Torres Strait Islander events. | September 2022, 2023, 2024 | Lead: Head of Corporate Affairs Support: IRG, Corporate Affairs Team |
| | ➤ Incorporate the Aurizon 'Walking Together' cultural learning experience into new starter onboarding programs. | September 2022, 2023, 2024 | Lead: Head of People & Development Support: People Strategy & Planning Team |



The team at Aurizon's Antiene Depot on Wonnarua Country in New South Wales learn about the culture and history of the Wonnarua people

| Action | Deliverable | Timeline | Responsibility |
|--|---|---|--|
| 4. Promote positive race relations through anti-discrimination strategies. | ➤ Continuously improve HR policies and procedures concerned with anti-discrimination. | Standards housed within Aurizon Document Management System, HOWED: May 2022 | Lead: Head of People & Development Support: People Strategy & Planning Team |
| | ➤ Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to continuously improve our Aurizon Bullying, Harassment and Discrimination Standard. | Standard housed within Aurizon Document Management System, HOWED: May 2022 | Lead: Head of People & Development Support: People Strategy & Planning Team |
| | ➤ Review and communicate the Aurizon Bullying, Harassment and Discrimination Standard. | Standard housed within Aurizon Document Management System, HOWED: May 2022 | Lead: Head of People & Development Support: Leadership Team, HR Partners |
| | ➤ Provide ongoing education opportunities for senior leaders and managers on the effects of racism. | Bi-Annually December 2022, 2024 | Lead: Head of People & Development and IRG Co-Chairs Support: People Strategy & Planning Team |
| | ➤ Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism. | September 2023 | Lead: Group Executives Support: Corporate Affairs Team, Leadership Team |



Respect

Aurizon acknowledges the Traditional Owners of the land and communities where our operations are based. It is our responsibility to pay respect to First Nations peoples, cultures, histories, knowledge, and rights. We must continue to develop our cultural understanding to incorporate these practices into the way we do business, and to further educate our employees, business partners and customers about reconciliation.

Focus area: Embrace truthful reflection of the history and experiences of First Nations peoples and enhance our cultural understanding as we further develop our knowledge.

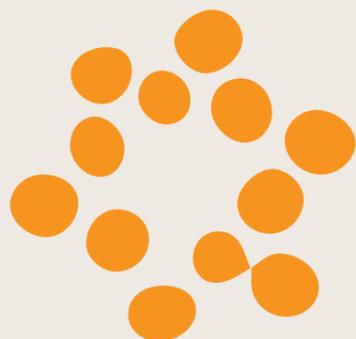
| Action | Deliverable | Timeline | Responsibility |
|--|--|--|--|
| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | ➤ Conduct a review of cultural learning needs within our organisation. | September 2022, 2024 | Lead: Head of People & Development Support: IRG, Organisational Capability Team |
| | ➤ Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy. | June 2023 | Lead: Head of People & Development Support: IRG, People Strategy & Planning Team |
| | ➤ Implement and communicate a cultural learning strategy for our employees. | June 2024 | Lead: Head of People & Development Support: IRG, Capability & Development Team |
| | ➤ Commit all IRG members, HR managers, senior executive group and all new employees to undertake formal and structured cultural learning. | February 2025 | Lead: Group Executives Support: Leadership Team, IRG, People Strategy & Planning Team |
| | ➤ Employees to undertake formal and structured cultural learning. <ul style="list-style-type: none"> » Online training target 95% » Face-to-face and/or virtual learning target 7% | Online February 2025 Face-to-Face/Virtual 3% February 2023 5% February 2024 7% February 2025 | Lead: Group Executives Support: Leadership Team, IRG, People Strategy & Planning Team |



Unveiling the artwork of local Indigenous artist John Robinson as part of NAIDOC Week celebrations at Aurizon's Hexham Maintenance Facility on Awabakal Country in New South Wales

| Action | Deliverable | Timeline | Responsibility |
|--|--|--|---|
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | ➤ Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | September 2022, 2024 | Lead: Head of People & Development, IRG Co-Chairs Support: Leadership Team, IRG, People Strategy & Planning Team |
| | ➤ Review, implement and communicate the Aurizon Indigenous Cultural Protocol document. | Standard housed within the Aurizon Document Management System, HOWED. October 2023 | Lead: IRG Co-Chairs Support: IRG, People Strategy & Planning Team |
| | ➤ Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at two significant events each year (these may be delivered online in the case of COVID-19 requirements). | December 2022, 2023, 2024 | Lead: Group General Counsel & Head of Governance and Head of Corporate Affairs Support: Leadership Team |
| | ➤ Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | September 2022, 2023, 2024 | Lead: Group Executives Support: Leadership Team |
| | ➤ Employees and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events. | September 2022, 2023, 2024 | Lead: Group Executives Support: Leadership Team |
| | ➤ Ensure Traditional Owners are invited to participate in any opening of new sites or new buildings and that the site adequately recognises the Traditional Owners of the land on which the site is established. | September 2022, 2023, 2024 | Lead: Head of Technology & Facilities Support: Leadership Team |
| | ➤ Display 30 Acknowledgment of Country plaques in our office/s or on our buildings. | September 2022, 2023, 2024 | Lead: Head of Technology & Facilities Support: Leadership Team |

| Action | Deliverable | Timeline | Responsibility |
|---|--|----------------------------|---|
| 7. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | ➤ Aurizon IRG to participate in an external NAIDOC Week event. | July 2022, 2023, 2024 | Lead: IRG Co-Chairs Support: IRG |
| | ➤ Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week. | June 2022, 2023, 2024 | Lead: Head of People & Development Support: People & Development Team and Leadership Team |
| | ➤ Support employees to participate in five NAIDOC Week local events across our operational footprint. | July 2022, 2023, 2024 | Lead: Group Executives and Head of People & Development Support: Leadership Team |
| | ➤ In consultation with Aboriginal and Torres Strait Islander stakeholders, support three external NAIDOC Week events each year. | July 2022, 2023, 2024 | Lead: Group Executives and Head of People & Development Support: Leadership Team |
| 8. Increase knowledge and understanding regarding the importance of protecting cultural heritage. | ➤ Increase business awareness of the importance and legal requirements of Aboriginal Cultural Heritage by embedding a Cultural Heritage governance framework into existing processes that apply to ground disturbance activities within our operating footprint. | June 2022 | Lead: Head of Safety, Health & Environment Support: Leadership Team |
| | ➤ Develop leader and employee awareness by implementing Aboriginal Cultural Heritage training. | December 2023 | Lead: Head of Safety, Health & Environment and Head of People & Development Support: Leadership Team |
| | ➤ Ensure early active engagement with regards to Aboriginal heritage related matters by exploring opportunities and relationships prior to legal approvals for major projects. | September 2022, 2023, 2024 | Lead: Head of Safety, Health & Environment Support: Leadership Team |



NAIDOC Week celebrations at Aurizon's Hexham Depot on Awabakal Country in New South Wales

Opportunities

At Aurizon we believe that we should be doing what we can to empower First Nations peoples, businesses and communities across our footprint and organisations. We are committed to developing and implementing strategies that further enhance equal access to the employment, development and business opportunities we can provide.

Focus area: Identification of new opportunities for employment, retention of current employment, investing in our employees to develop the next generation of Industry Leaders and Professionals and leveraging current and new commercial partnerships to enhance our supplier diversity to maximise spend.

| Action | Deliverable | Timeline | Responsibility |
|---|--|---|---|
| 9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander representation, retention, and career development. | ➤ Engage with Aboriginal and Torres Strait Islander employees to consult on representation, retention and career development strategy. | September 2022, 2024 | Lead: Head of People & Development Support: People Strategy & Planning Team, IRG |
| | ➤ Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | February 2022, 2024 | Lead: Head of People & Development Support: People Strategy & Planning Team, IRG |
| | ➤ Review strategy for advertising job vacancies to ensure the effectiveness in reaching potential Aboriginal and Torres Strait Islander candidates. | September 2022, 2023, 2024 | Lead: Head of People & Development Support: People Strategy & Planning Team, Corporate Affairs Team |
| | ➤ Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | Standard housed within the Aurizon Document Management System, HOWED. August 2023 | Lead: Head of People & Development Support: People & Development Team, Leadership Team |
| | ➤ Review current succession and development programs to ensure Aboriginal and Torres Strait Islander employees are being supported to take on management and senior level positions. | December 2023, 2025 | Lead: Head of People & Development Support: People Strategy & Planning Team, Capability & Development Team and IRG |
| | » Ensure support is provided for at least 12 employees to attend Aurizon's bi-annual Indigenous Future Leaders program. | | |
| | » Enhance the Aurizon Indigenous Future Leaders program to provide participants with an option to complete a Certificate IV in Leadership. | | |



Aurizon's IRG member Shane Allen standing on Gomeri Country, supporting Quirindi High School in New South Wales

| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------------|--|
| 9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander representation, retention and career development (continued). | ➤ Continue to increase Aboriginal and Torres Strait Islander representation within the workforce by increasing employment. | February 2025 | Lead: Head of People & Development Support: People Strategy & Planning Team |
| | » Improve from 6.6% to 7% overall. | | |
| | » Improve from 0.9% to 1.5% in management/senior level positions. | | |
| | ➤ Enhance our talent pipeline strategy to support and promote the engagement, retention and development of First Nations employees through: | February 2023, 2025 | Lead: Group Executives, Head of People & Development Support: People Strategy and Planning Team, IRG, People Business Partnering Team |
| | » Quarterly face-to-face meetings with Group Executives to highlight talent and discuss potential development opportunities/career development plans. | | |
| | » Group Executives connecting with individual employees to strategise their career development plan. | | |
| | » Six-monthly check-in on career development plan progression. | | |
| | ➤ Develop and maintain three relationships with Aboriginal and Torres Strait Islander employment agencies to strengthen recruitment outcomes and strategies. | February 2025 | Lead: Head of People & Development Support: People Strategy & Planning Team, Leadership Team |



Aurizon supports the Constable Care Child Safety Foundation through a Community Giving Fund grant for its Theatre in Education Regional Touring Program



| Action | Deliverable | Timeline | Responsibility |
|--|--|---|--|
| 10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | ➤ Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. | June 2023 | Lead: Head of Procurement Support: Procurement Team, IRG |
| | ➤ Maintain Supply Nation membership as we continue to identify opportunities to improve 30-day payment terms with Supply Nation certified/registered business. | February 2025 | Lead: Head of Procurement Support: Procurement Team, Leadership Team |
| | ➤ Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees. | February 2025 | Lead: Head of Procurement Support: Procurement Team, Leadership Team |
| | ➤ Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | February 2025 | Lead: Head of Procurement Support: Procurement Team, Leadership Team |
| | ➤ Maintain commercial relationships with five Aboriginal and/or Torres Strait Islander businesses. | February 2025 | Lead: Head of Procurement Support: Procurement Team, Leadership Team |
| | ➤ Implement 'Raising the Bar' targets as recommended by Supply Nation. | February 2023: 1.5% February 2024: 2% February 2025: 3% | Lead: Head of Procurement Support: Procurement Team, Leadership Team |
| | ➤ Educate all relevant employees in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation. | June 2023 | Lead: Head of Procurement Support: Procurement Team, Leadership Team, IRG |

| Action | Deliverable | Timeline | Responsibility |
|--|---|------------------------------------|--|
| 11. Increase opportunities to support the next generation of Aboriginal and Torres Strait Islander employees move from school/university to employment. | ➤ Maintain partnerships with CareerTrackers and the Clontarf Foundation, ensuring program participants are aligned to our Career in Action program. | December 2022, 2023, 2024 | Lead: Head of People & Development Support: People Strategy & Planning Team |
| | ➤ Support six local schools across our footprint with employment fundamentals. | December 2022, 2023, 2024 | Lead: Head of People & Development Support: People Strategy & Planning Team |
| | ➤ Offer an annual study grant to Aurizon Aboriginal and Torres Strait Islander youths to support further studies post high school. | November 2022, 2023, 2024 | Lead: Head of People & Development Support: People Strategy & Planning Team |
| 12. Promote economic prosperity of Aboriginal and Torres Strait Islander peoples across our footprint. | ➤ Provide financial support via our Community Giving Fund to Aboriginal and Torres Strait Islander organisations that promote economic prosperity across our footprint. | February 2025 | Lead: Head of Corporate Affairs Support: People Strategy & Planning Team |
| | ➤ Review communication strategy to ensure effective methods are used to promote the application process of our Community Giving Fund to Aboriginal and Torres Strait Islander organisations across our footprint. | September 2024 | Lead: Head of Corporate Affairs Support: Corporate Affairs Team, IRG |
| | ➤ Conduct an external Procurement Seminar to improve the understanding and likelihood of success of Aboriginal and Torres Strait Islander businesses in supplying to Aurizon. | Bi-Annually November 2022, 2024 | Lead: Head of Procurement Support: Procurement Team |

Governance

It is vital we maintain appropriate tools to effectively verify implementation of RAP commitments, along with measuring and reporting RAP achievements, challenges, and key learnings to enable us to accomplish true reconciliation milestones along our journey.

| Action | Deliverable | Timeline | Responsibility |
|--|---|---|---|
| 13. Establish and maintain an effective Indigenous Reference Group (IRG) to drive governance of the RAP. | ➤ Maintain Aboriginal and Torres Strait Islander representation on the IRG. | November 2022, 2023, 2024 | IRG Co-Chairs |
| | ➤ Review and update the Terms of Reference for the IRG. | December 2022, 2024 | IRG Co-Chairs |
| | ➤ Meet at least four times per year to drive and monitor RAP implementation. | Six meetings by December 2022, 2023, 2024 | IRG Co-Chairs |
| | ➤ Maintain IRG to provide strategy, advice, direction and active support for Aboriginal and Torres Strait Islander initiatives. | February 2025 | Head of People & Development, Group Executives |
| 14. Provide appropriate support for effective implementation of RAP commitments. | ➤ Embed resource needs for RAP implementation. | February 2025 | Lead: Group Executives Support: Leadership Team |
| | ➤ Embed key RAP actions in performance expectations of senior management and all employees. | July 2022, 2023, 2024 | Group Executives |
| | ➤ Embed appropriate systems and capability to track, measure and report on RAP commitments. | February 2023, 2024 | Lead: Head of People & Development Support: People, Strategy & Planning Team |
| | ➤ Maintain an internal IRG Chair from senior management who supports and drives RAP commitments. | February 2025 | Group Executives |
| | ➤ Include RAP as a standing agenda item at senior management meetings. | September 2022, 2023, 2024 | Lead: Group Executives Support: Leadership Team |
| | ➤ Maintain an external RAP Expert Panel to evaluate RAP implementation and provide feedback to assess outcomes and impacts. | February 2023, 2025 | Lead: IRG Co-Chairs Support: People Strategy & Planning Team |



Aurizon's Indigenous Reference Group gathers on Turrbal and Jagera Country to connect through art

| Action | Deliverable | Timeline | Responsibility |
|--|---|---|---|
| 15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | ➤ Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | 30 September 2022, 2023, 2024 | Lead: Head of People & Development Support: IRG, People Strategy & Planning Team |
| | ➤ Report RAP progress to all employees and senior leaders quarterly. | 2022 Feb, May, Aug, Nov 2023 Feb, May, Aug, Nov 2024 Feb, May, Aug, Nov | Lead: Head of People & Development Support: IRG, People Strategy & Planning Team, Corporate Affairs Team |
| | ➤ Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings through Aurizon's Annual Reporting Documents & Reconciliation Reflection Report. | September 2022, 2023, 2024 | Lead: Head of People & Development Support: IRG, People Strategy & Planning Team, Corporate Affairs Team |
| 16. Continue our reconciliation journey by developing our next RAP. | ➤ Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | May 2022, 2024 | Lead: Head of People & Development Support: IRG, People Strategy & Planning Team |
| | ➤ Register via Reconciliation Australia's website to begin developing our next RAP. | Register by July 2024 | Lead: Head of People & Development Support: IRG, People Strategy & Planning Team, Corporate Affairs Team |

Inspiring and empowering our people through our shared story and connection to the land on which we operate.



Artist: Laurie Anno, Aurizon Shift Roster Officer
Nation: Kalkadoon/Waiben
Theme: Connection to the land as we are inspired to work together



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