
Reflect

Reconciliation Action Plan
July, 2023 - December, 2024



Acknowledgement of Country

Arc Infrastructure acknowledges that Aboriginal and Torres Strait Islander peoples are the First Peoples and the Traditional Owners and Custodians of Country throughout Australia and the Torres Straits. We acknowledge their continued deep spiritual connections and relationships to land, sea, customs and culture. We pay our respect to Elders past and present.

We recognise the rich, complex, distinct identities, histories and cultural traditions of Aboriginal and Torres Strait Islander peoples in communities and language groups across the freight rail network.

Arc Infrastructure commits to the ongoing journey of reconciliation through the implementation of our Reconciliation Action Plan.

Shanae Tesling
Connected Journey, 2023.

Digital artwork

Artwork by Martu/ Nyamal artist
Shanae Tesling for
Arc Infrastructure.



“I am a Martu/ Nyamal woman of the Western Desert. Currently living in Geraldton, Southern Yamatji Country.

I’m in my third year at Geraldton University Centre, CQUniversity, studying primary education.

I am striving to be a role model to all students, especially Indigenous Australians.

I work across art mediums such as acrylic paint, acrylic pens, canvas and digital.

My artwork often reflects journeys taken and connections to the land.”

Shanae Tesling

Shanae Tesling is a recipient of an Arc sponsored Kate Mullin Association Scholarship Fund and is undertaking studies to become a Primary School teacher to eventually work in remote WA and build engagement in schools.

Outside of the classroom, she has extensive experience coaching and umpiring netball and basketball and has been recognised as a talented artist with one of her pieces selected as the official artwork for the 2019 Girls Academy Year 12 Summit in Sydney.

About the Arc Infrastructure Reconciliation artwork

“The artwork reflects a connected, reconciliation journey of togetherness, building connections and relationships.

Through the connectedness of the artwork people can come together, being connected for a common purpose and goal.

Throughout the artwork Arc colours are utilised with blues representing the railway and orange/yellow representing the land.

The footprints symbolises the journey that people take and how it can lead them in different directions.

The stars symbolises navigation and the meeting place indicates where everyone comes together.

The arches illustrates humans and how everyone is unique, with the smaller dark blue arches symbolising women and men sitting.”

Shanae Tesling

CEO statement



I am pleased to present Arc Infrastructure's Reflect Reconciliation Action Plan.

This is our first Reconciliation Action Plan and is built on the pillars of Relationships, Respect and Opportunities. Reconciliation involves recognising and healing the past so that we can build a better and more unified tomorrow. It's about creating respectful relationships which foster social and economic opportunities for Aboriginal and Torres Strait Islander peoples and the broader community.

As the manager of the State's freight rail network, we recognise Arc has a role to play in progressing reconciliation in Western Australia. Through the Aboriginal engagement initiative Arc will work with Aboriginal and Torres Strait Islander partners and communities to determine how we can best contribute to reconciliation as a business.

'Aboriginal Engagement' was identified as a future initiative under 'Theme 3: Our Community & Stakeholders' in Arc Infrastructure's Sustainability Strategy which was released in March 2022.

Through the Aboriginal engagement initiative, we are seeking to work with communities along the State's freight rail network, respecting their heritage, and continuing to build trust.

Over the past year we have been working to analyse our current initiatives and practices to determine how we can build relationships with Aboriginal and Torres Strait Islander peoples and organisations in communities across the freight rail network as our partners, stakeholders, employees and suppliers.

I would like to acknowledge the support provided by our employees, consultants, partners and stakeholders in the development of our Reconciliation Action Plan, and Arc Infrastructure's Aboriginal engagement project more broadly. I also extend my appreciation to Reconciliation Australia for their support as we developed our new RAP.

I look forward to continuing to progress our reconciliation journey and delivering on the commitments outlined in this Reconciliation Action Plan.

Murray Cook

Our Business

Arc Infrastructure is the manager of the State's freight rail network. Our core business is to operate and maintain a rail network that stretches more than five thousand kilometres across Western Australia.

Owned by global asset management company, Brookfield Infrastructure Partners L.P., Arc Infrastructure is at the forefront of infrastructure management. We connect WA to the rest of Australia and deliver WA products to the rest of the world - 24 hours a day, seven days a week - by joining the dots between people, products and ports. From the Midwest across to the Goldfields and all the way down to the South West, the network we manage connects local businesses, communities and industries with eastern states and overseas markets.

Powered by a team of over 500 employees with a true regional footprint, Arc Infrastructure is proud to provide a service that's helping to drive the State's economic growth. Arc values the contributions that have been made by Aboriginal and Torres Strait Islander employees and is committed to increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

In addition to the vast geographic footprint of the rail network, Arc has a number of office locations across the State including:

- Albany/Kinjarling - Mineng people of the Wagyl Kaip and Southern Noongar nations
- Esperance/Kepa Kurl - Wudjari Nyungar people
- Geraldton/Jambinu - Amangu and Yamatji people of the Southern Yamatji group
- Kalgoorlie/Karlakurl - Wongatha, Wangkatja or Wongi of the Eastern Goldfields region
- Merredin - Njaki Njaki people of the wider Ballardong Native Title Region
- Narrogin - Wiilman people of the Gnaala Karla Booja Native Title Group
- Northam - Ballardong people of the Noongar nation
- Perth/Boorloo - Whadjuk people of the Noongar Boodjar
- Picton - Wadandi people of the Gnaala Karla Booja group

Reconciliation

Aboriginal and Torres Strait Islander peoples are one of the planet's earliest civilisations with over 65,000 years of continuing connection to Country.

The oldest continuing surviving cultures in the world have ordered society structures, innovative and sustainable land management processes and various languages, customs and traditions across Australia.

Due to intergenerational trauma caused by invasion, discriminatory legislation and regulations and continued discrimination, dispossession and disadvantage, Aboriginal and Torres Strait Islander peoples experience poorer outcomes across all measures of quality of life compared to non-Indigenous people, such as health, education, employment and housing.

The Western Australian freight rail network, managed by Arc Infrastructure, offers economic opportunities that make it an essential part of the State's economy and vital to both metropolitan and regional communities.

As such, Arc Infrastructure has a responsibility to take action to empower Aboriginal and Torres Strait Islander peoples through meaningful recognition, training and job opportunities, social investment and relationship building.

We're committed to working with industry, our customers, partners and communities to find new opportunities that will support and strengthen the rail network and the benefits it delivers to WA.

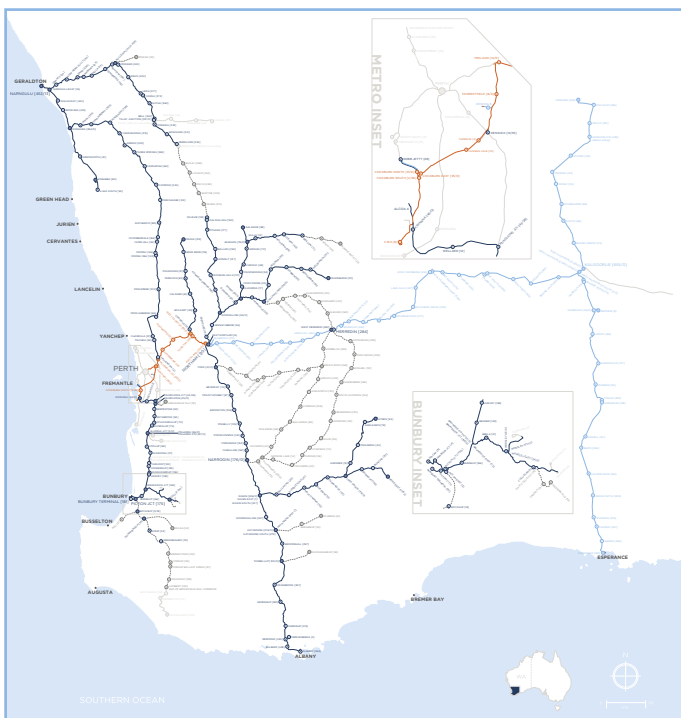
We value our role in the community and want to make a difference in the regions that we live and work in.

We do this by managing and developing assets that support growth of tonnes on rail, create sustainable jobs and improve quality of life in our State.

As a modern employer, Arc Infrastructure must meet the expectations of the community, customers, stakeholders, our existing workforce and potential employees by being inclusive of Aboriginal and Torres Strait Islander peoples and providing a respectful, culturally aware environment for First Nations staff to feel safe, comfortable and engaged. Arc's future social license to operate will be enhanced by our ability to adapt, meet and exceed our industry's best business practices in relation to Aboriginal and Torres Strait Islander engagement.

Aboriginal and Torres Strait Islander engagement and the reconciliation journey provides an opportunity for Arc to improve our understanding of First Nations peoples and Country in which we operate across Western Australia, diversify our workforce and supply chain, prevent Aboriginal heritage incidents, enhance our relationships with stakeholders and bolster the outcomes of our significant projects.

Arc Infrastructure's vision for reconciliation goes beyond corporate social responsibility and aims for healing and unity through cultural awareness education, best practice Aboriginal heritage protection, increasing Aboriginal and Torres Strait Islander employment and procurement, the creation and promotion of tangible opportunities and the building of trust with Aboriginal and Torres Strait Islander peoples.



Arc employees at the 2023 Walk for Reconciliation around Kaarta Koomba (Kings Park).

Our RAP

At Arc Infrastructure we understand that as the manager of one of Western Australia's most vital pieces of transport infrastructure – the freight rail network – we play an important role in the State. We contribute to the economic growth and development of WA by employing local people, engaging with industry, buying from local business, working in partnership with our customers, supporting community initiatives and protecting the environment.

The launch of our first Reflect RAP is an important step in our journey to better understand how we can support, and identify opportunities to work together with, the Aboriginal communities across our network, Aboriginal and Torres Strait Islander businesses and Aboriginal and Torres Strait Islander employees (current and future).

Throughout this journey we are aiming to develop a deeper understanding of the diversity of the Aboriginal communities across which we work and build trust and connections between our business, our people and local Aboriginal communities as well as contribute to the promotion of reconciliation more broadly.

Our approach to implementing a RAP commenced by identifying 'Aboriginal Engagement' as a future initiative in the March 2022 Sustainability Strategy, establishing workstreams that defined high level priorities and undertaking an analysis of our current initiatives and practices.

With oversight from the Steering Committee (Steerco) and the Audit, Risk & Compliance Committee (ARCC), the four work streams established under the Aboriginal engagement initiative were:

- Awareness and Reporting
- Community and Partnerships
- Employment and Training
- Procurement

Prior to the commencement of the Aboriginal engagement project, Arc's reconciliation journey was primarily focused on compliance in relation to Aboriginal heritage requirements and making a difference through our community investment program.

Arc is committed to the ongoing monitoring of outcomes using the RAP as a strategic document, annual internal reporting and external reporting to Reconciliation Australia.

Arc's Reflect RAP has the full support of our Executive team with Daniel Ellis, General Manager Works Delivery, performing the role of RAP Champion to drive engagement and awareness of our RAP commitments and embed reconciliation across our business.

Walter McGuire from Go Cultural Aboriginal Tours and Experiences at the Arc Infrastructure Family Day at Kenwick Rail Freight Facility in April 2023.



Current activities and partnerships

Arc Infrastructure has a number of initiatives underway to demonstrate our focus on Aboriginal engagement including reviewing and drafting policies, planning NAIDOC events in multiple locations across the freight rail network in 2023 and building relationships with different Aboriginal and Torres Strait Islander groups, organisations and businesses to explore opportunities for corporate volunteering, sponsorship, partnership, procurement and employment opportunities.

Arc Infrastructure is currently partnering with two organisations that highlight our engagement with reconciliation and Aboriginal and Torres Strait Islander peoples in Western Australia.

The first is an ongoing sponsorship agreement with the Kate Mullin Association (KMA).

Set up in 2011, the KMA was created to continue the work of Kate Mullin who was a passionate English as a Second Language (ESL) consultant who passed away in 2008. The KMA aims to contribute towards developing inclusive, culturally responsive classroom environments, strengthening the cultural identity and wellbeing of Aboriginal students, engaging First Nations kids in learning and enabling them to thrive both academically and socially.

The recipient of the Arc sponsored scholarship is Shanae Tesling, from our Mid West region. Arc will be helping to support Shanae for the duration of her Bachelor of Education. This scholarship will support Shanae to complete her studies online through Central Queensland University and continue to share her knowledge in regional WA communities.

Originally from Paraburdoo (in the Pilbara) Shanae is a proud Martu woman who has lived in Geraldton for over nine years.

Shanae has worked as a Special Needs Education Assistant and an Aboriginal Education Officer and hopes to complete her studies and eventually become a secondary school teacher.

Through our collaboration with the Kate Mullin Association, we are proud to play a small role in helping Shanae improve the schooling experience for Aboriginal and Torres Strait Islander students in our State.

Last year we announced the Waalitj Foundation as the 2022 beneficiary of Arc Infrastructure's annual Christmas donation.

Each year, instead of purchasing gifts for our customers, Arc Infrastructure supports an organisation providing critical services to the State. Past recipients of this donation include Lifeline WA, Zonta House and Desert Blue Connect.

The 2022 contribution of \$30,000 was provided to the Waalitj Foundation (formerly known as the Wirrpanda Foundation) to support their invaluable work leading the provision of education, employment and business opportunities for Aboriginal and Torres Strait Islander peoples.

The donation enabled the funding of a second full-time Indigenous Employment Mentor position in the Waalitj Kalgoorlie Aboriginal pre-employment program and will help more people access services, complete training and gain employment in regional Western Australia.

Our support of the Waalitj Foundation aims to help address the significant gap in the employment rate of Indigenous people and non-Indigenous people in Western Australia, and foster social and economic opportunities for Aboriginal and Torres Strait Islander peoples and the broader community.

Arc Infrastructure wants to make a real difference. That's why we partner with community organisations and sponsor local initiatives to achieve meaningful outcomes. Aboriginal and Torres Strait Islander peoples know what is best for their communities, and we will continue to be guided by Aboriginal and Torres Strait Islander peoples themselves as to where our support is best directed.

There are a number of communities, networks and organisations committed to empowering Aboriginal and Torres Strait Islander peoples to shape their futures, we will continue to meet and explore opportunities to support these programs and initiatives.



Elder Uncle Ben Taylor with Arc team members Nathan Ellis and Joy Darby at a 2022 Gnulla Karnany Waangkiny celebration.

Opportunities

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July, 2023	Community and Partnerships Workstream Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December, 2024	Community and Partnerships Workstream Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2024	Community and Partnerships Workstream Lead
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2024	Awareness and Reporting Workstream Lead
	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	Community and Partnerships Workstream Lead
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July, 2023	Community and Partnerships Workstream Lead
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July, 2024	Community and Partnerships Workstream Lead
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July, 2024	Community and Partnerships Workstream Lead
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	March, 2024	Employment and Training Workstream Lead
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March, 2024	Employment and Training Workstream Lead

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	September, 2023	Employment and Training Workstream Lead
	Conduct a review of cultural learning needs within our organisation.	December, 2023	Employment and Training Workstream Lead
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December, 2023	Awareness and Reporting Workstream Lead
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December, 2023	Community and Partnerships Workstream Lead
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July, 2023	Community and Partnerships Workstream Lead
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July, 2023	Community and Partnerships Workstream Lead
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023	Awareness and Reporting Workstream Lead

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December, 2023	Employment and Training Workstream Lead
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December, 2023	Employment and Training Workstream Lead
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December, 2023	Procurement Workstream Lead
	Continue to work with Waalitj Foundation	July, 2023	Community and Partnerships Workstream Lead

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	July, 2023	Awareness and Reporting Workstream Lead
	Draft a Terms of Reference for the RWG.	July, 2023	Awareness and Reporting Workstream Lead
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	July, 2024	Awareness and Reporting Workstream Lead
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July, 2023	Awareness and Reporting Workstream Lead
	Engage senior leaders in the delivery of RAP commitments.	July, 2023	Awareness and Reporting Workstream Lead
	Appoint a senior leader to champion our RAP internally.	July, 2023	Awareness and Reporting Workstream Lead
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December, 2024	Awareness and Reporting Workstream Lead
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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	Awareness and Reporting Workstream Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Awareness and Reporting Workstream Lead
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Awareness and Reporting Workstream Lead
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP	31 March 2024	Awareness and Reporting Workstream Lead



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