

# Reflect

## Reconciliation Action Plan

March 2023 – March 2024



RECONCILIATION  
ACTION PLAN

REFLECT





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We acknowledge Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of the land and waters on which we operate and honour their spiritual relationship and enduring connection to Country.

We pay our respects to Elders past and present and recognise the hundreds of cultures, languages and kinship structures that have existed for more than 65,000 years.

# Where We Operate

Across Australia, Wabtec employs over 900 people across 19 sites and locations in New South Wales, Victoria, Western Australia, Queensland and South Australia, and has offices in Sydney, Melbourne, Perth, Brisbane and Adelaide.

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# Message from Wabtec

It is my pleasure to celebrate and present Wabtec's first Reflect Reconciliation Action Plan.

On behalf of the Leadership Team and our employees, we are proud to take this important step and mark the formal beginning of our journey to reconciliation. This is a special moment in Wabtec's history and we look forward to supporting and improving the quality of life for people in the communities where we live, work and serve.

We begin the process of reconciliation by formally acknowledging Wabtec Australia and that its many customers and stakeholders operate on lands and waters across the country.

We approach our reconciliation journey with a sense of reflection as we commit ourselves to education, awareness and learning about the tens of thousands of years of Aboriginal and Torres Strait Islander histories, and the unique cultures of the world's oldest living civilisation.

In the spirit of diversity and inclusion, as we embark upon this important journey for Wabtec in Australia, the Leadership Team has been supported by our Reconciliation Action Plan Steering Committee's passion, and the process they have designed to guide our business on this path forward.

We are looking forward to identifying areas of potential partnership with Aboriginal and Torres Strait Islander organisations and communities whilst also using our resources and capabilities where possible, to promote opportunities for First Nations Peoples in the pursuit of long-term social and economic empowerment.



Wendy McMillan  
Senior Regional Vice President Southeast Asia, Australia and New Zealand  
Wabtec Corporation



Reconciliation Australia welcomes Wabtec to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Wabtec joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

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The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Wabtec to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Wabtec, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Message from Reconciliation Australia

# Wurundjeri People

The Wurundjeri People are the Traditional Owners of the land on which our Melbourne office is located. The Wurundjeri People take their name from the Woiwurrung language word 'wurun' meaning the Manna Gum (*Eucalyptus viminalis*) which is common along 'Birrarung' (Yarra River), and 'djeri', the grub which is found in or near the tree. Wurundjeri are the 'Witchetty Grub People' and their Ancestors have lived on this land for millennia.



Wabtec is a leading global provider of equipment, systems, digital solutions, and value-added services for the freight and transit rail sectors. Utilising our global experience and world-class technology, Wabtec delivers cleaner, greener rail transport solutions for communities worldwide.

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Drawing on over 150 years' experience, we are leading the way in safety, efficiency, reliability, innovation, and productivity. Whether its freight, transit, mining, industrial or marine, our expertise, technologies, and people – together – are accelerating the future of transportation.

Our people, with their extraordinary collective talent, vision and experience are our biggest asset. Our dynamic leadership team has a proven strategy to empower over 25,500 employees in over 50 countries around the world.

Every day, Wabtec works to make the world better. It's been our goal – and part of our business – for over 150 years. To have meaningful, sustainable impact, we take a holistic approach to how we invest in our communities, covering direct grants from the Wabtec Foundation, employee matched gifts and educational scholarships, through to our United Way programs, and employee volunteerism.

# Our Business



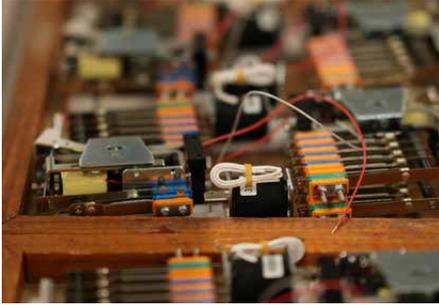
**CLOCKWISE FROM LEFT**

**Wabtec UGL Australian-built locomotives moving freight across the country for our customer, Pacific National.**

**Wabtec locomotives are moving and improving the world, delivering iron ore exports for West Australian resources companies.**

**Wabtec's Senior Regional Vice President, Wendy McMillan, showcasing a locomotive modernisation for Norfolk Southern in Dallas, Texas, USA.**

**Wabtec's Evolution Series locomotives in the Pilbara, West Australia. The custom pink paintwork is part of Roy Hill's significant support of breast cancer research.**



**LEFT**

**Wabtec's quality Australian-made Rolling Stock Relays used for railway rolling stock applications, signalling and infrastructure and the power and utilities industries.**

**BELOW**

**Wabtec's Heating, Ventilation and Air Conditioning (HVAC) Service Team Leader, completing overhaul's for Alstom in Melbourne, the largest light rail network in the world.**



With climate change taking centre stage, communities worldwide are focusing on how humans impact the planet with emissions from a variety of sources, including transportation. Wabtec is helping Australian customers meet their emissions reduction targets by delivering more efficient and sustainable rail transport solutions across the heavy haul mining, government, passenger rail operator and rail networks and manufacturing sectors.

Across Australia, Wabtec employs over 900 people across 19 sites and locations in New South Wales, Victoria, Western Australia, Queensland and South Australia, and has offices in Sydney, Melbourne, Perth, Brisbane and Adelaide.

# Turrbal People



The Turrbal People are the Traditional Owners of the land on which our Brisbane office is located. The Turrbal Tribe comprises direct descendants of the Traditional Owners and Custodians of Brisbane, linking Turrbal peoples' past, present and future to one another, with traditional customs and laws intact. The beautiful ancestral homelands of the Turrbal Tribe stretch north from Elimbah Creek, south to the Logan River, and inland as far as Moggill.

In June 2022, a Steering Committee comprising five members from across Wabtec's operational, engineering and corporate business units was established, to set the course for developing Wabtec's first Reconciliation Action Plan.

In August 2022, the Steering Committee engaged Winangali, one of Australia's leading Indigenous engagement agencies, to support Wabtec's Reconciliation Action Plan process and provide guidance to Wabtec executives and employees.

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Championed by Wabtec's Regional Head of Operations and Environment, Health and Safety (EHS), this group not only contributed significantly to this Reconciliation Action Plan but will drive its implementation including engaging with internal and external stakeholders and liaising with representatives of local Aboriginal and Torres Strait Islander groups on relevant initiatives.

As of November 2022, our Steering Committee members include:

- Regional Head of Operations and EHS
- Regional Services Leader
- West Australian Business Manager
- Infrastructure and Industrial Product Line Manager
- Senior Account Sales Manager
- Trainer and Field Service Technician.

# Our RAP Steering Committee

# Whadjuk/Wajuk Nyoongar People

The Whadjuk/Wajuk Nyoongar People are the Traditional Owners of the land on which our Perth office is located. Perth City is located in the ancient country of the Whadjuk/Wajuk Nyoongar people, who have been the Traditional Owners of the south-west of Western Australia for at least 45,000 years.

Wabtec's vision of reconciliation is where Aboriginal and Torres Strait Islander cultures are respected and celebrated, and where our business forms an integral part of Aboriginal and Torres Strait Islander communities through employment opportunities for Aboriginal and Torres Strait Islander people, social and cultural education and support for First Nations owned entities.

This RAP is Wabtec's first RAP, and as such it acts to indicate our commitment to understanding how our organisation can best play a role in creating equity and equality for all Aboriginal and Torres Strait Islander peoples, both now, and in the future.

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# Our Vision

# Darug People

The Darug people, who are also referred to as the Dharruk, Dharung, Dharrook, Darrook, Dharug and the Broken Bay tribe, are the Traditional Owners of the Rydalmere area where our Sydney office is located. The Darug nation spans from Broken Bay to the northeast, the lower Blue Mountains to the west, the Southern Highlands to the southwest and the Illawarra to the southeast.



Wabtec's inaugural Reflect Reconciliation Action Plan will be the fundamental perspective for future strategic approaches to identify practical ways to build positive, sustainable relationships with Aboriginal and Torres Strait Islander employees and communities.

Wabtec Australia is committed to developing relationships with Aboriginal and Torres Strait Islander stakeholders in the communities where we live, work and serve. Through this reconciliation process, we aim to develop and explore our sphere of influence and educate ourselves on our contributions.

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The inaugural Reflect RAP will contribute to Wabtec's future by helping us to:

- **Educate ourselves and our people** – in learning about and respecting Aboriginal and Torres Strait Islander cultures, we will understand the ways in which Wabtec as an organisation, and our people, can contribute to the reconciliation process.
- **Develop strategies for positive impact within First Nations communities** – while continuing to educate ourselves and establish self-awareness, we will look to develop strategies to enable positive social, educational and employment opportunities to support the future of Aboriginal and Torres Strait Islander peoples.
- **Build respectful and mutually beneficial relationships** – through education and engagement, we will learn to appreciate the value that First Nations peoples have in our communities and on our business, and we will aim to develop respectful and mutually beneficial lasting relationships.

Our RAP demonstrates our commitment to strengthening relationships with First Nations Peoples in the communities in which we operate, and other Aboriginal and Torres Strait Islander communities we serve.

Wabtec's first Reflect RAP is a living document that will be regularly reviewed, reported on, and evaluated by the targets that we have set ourselves through consultation. It is a tangible demonstration of Wabtec's ongoing commitment to Aboriginal and Torres Strait Islander people and communities.

Wabtec acknowledges the important contribution of all Aboriginal and Torres Strait Islander peoples and cultures to the nation, our business, and to our collective cultures, and provides a framework for respecting the histories and knowledge of the world's oldest continuous living cultures.

# Our Reconciliation Action Plan

# Kurna People

The Kurna People are the Traditional Owners of Adelaide, and the Adelaide Plains, where our Adelaide office is located. The area, now occupied by city and parklands, was called Tarntanya (red kangaroo place) by the Kurna people and was the heart of Kurna country. Kurna country spans from the mid-north to Cape Jervis to the east by the Mount Lofty Ranges.

# Relationships

Action	Deliverable	Timeline	Responsibility
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.	March 2023	Senior HR Director ANZ/SEA
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Senior HR Director ANZ/SEA

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2023	Regional Communications Specialist
	RAP Working Group members to participate in an external NRW event.	May 2023	Regional Communications Specialist
	Senior executive team to participate in at least one external event to recognise and celebrate NRW.	May 2023	Senior Executive Team
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	March 2023	Senior Regional Vice President SEA/ANZ
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April 2023	Regional Head of Operations and EHS
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2023	Senior HR Director ANZ/SEA
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	July 2023	Senior HR Director ANZ/SEA
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2023	Senior HR Director ANZ/SEA

# Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April 2023	Regional Head of Operations and EHS
	Conduct a review of cultural learning needs within our organisation.	September 2023	Senior HR Director ANZ/SEA
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Identify the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2023	Regional Head of Operations and EHS
	Communicate to staff the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	Regional Communications Specialist
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information to staff about the meaning of NAIDOC Week.	June 2023	Regional Communications Specialist
	Promote NAIDOC Week by promoting external events in our local area.	First week in July 2023	Regional Communications Specialist
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023	Regional Head of Operations and EHS

# Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Investigate opportunities to increase Aboriginal and Torres Strait Islander representation within contracting/labour hire initiatives.	July 2023	Senior HR Director ANZ/SEA
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2023	Senior HR Director ANZ/SEA
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Investigate opportunities for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2023	Regional Head of Operations and EHS, Vice President, Regional Services — Asia Pacific, Indirect Sourcing
	Investigate Supply Nation membership.	October 2023	Regional Head of Operations and EHS

# Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RAP Working Group (RWG) to govern RAP implementation.	March 2023	Regional Head of Operations and EHS
	Draft a Terms of Reference for the RWG.	April 2023	
	Investigate opportunities to invite Aboriginal and Torres Strait Islander representation on the RWG.	April 2023	
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2023	Regional Head of Operations and EHS
	Engage Leadership Team in the delivery of RAP commitments.	May 2023	
	Appoint a senior leader to champion our RAP internally.	March 2023	
	Define appropriate systems and capability to track, measure and report on RAP commitments.	April 2023	
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.	July annually	Regional Communications Specialist
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August annually	
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2023	Regional Communications Specialist



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