



# Reconciliation Action Plan

April 2022 – June 2023

**pacificnational**







**We acknowledge the Traditional Custodians of the land on which we work, live and rail. We pay respect to Elders past, present and future and to the continuation of cultural, spiritual and educational practices of all Aboriginal and Torres Strait Islander peoples.**

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**Message from  
the Managing  
Director & CEO,  
Pacific National**

Pacific National has much to contribute, and much to gain, from investing fully in advancing reconciliation in the cities, towns, communities and all places in between in which we operate. Therefore, it is with great pride that we demonstrate our commitment to reconciliation through this our first Reconciliation Action Plan (RAP).

By embracing the great richness of Aboriginal and Torres Strait Islander cultural heritage and continued strength, we will be a better organisation and the actions we set out in this RAP will hold us to account to ensure we play our part in the reconciliation process.

The Pacific National Approach, or our PNA, sets out what is important to us, what we stand for and how we behave - it is our DNA and the essence of Pacific National and will underpin our approach to the actions set out in this RAP. As we begin our RAP journey, in the next 15 months we are committed to improving and building our relationships with Aboriginal and Torres Strait Islander communities in the areas in which we operate. We will strive to create a more inclusive workplace by identifying cultural learning needs in our organisation and we will look at ways to increase our use of Aboriginal and Torres Strait Islander owned businesses in our supply chain. We will also set an employment recruitment target for Aboriginal and Torres Strait Islander peoples in our organisation.

It is a privilege to do business in Australia on Aboriginal and Torres Strait Islander lands. We seek, in part, to honour that privilege through this RAP.

Paul Scurrah  
Managing Director & CEO



Pacific National



**Message  
from the Chief  
Executive Officer,  
Reconciliation  
Australia**

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

Pacific National 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.

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 Pacific National 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 Pacific National, 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

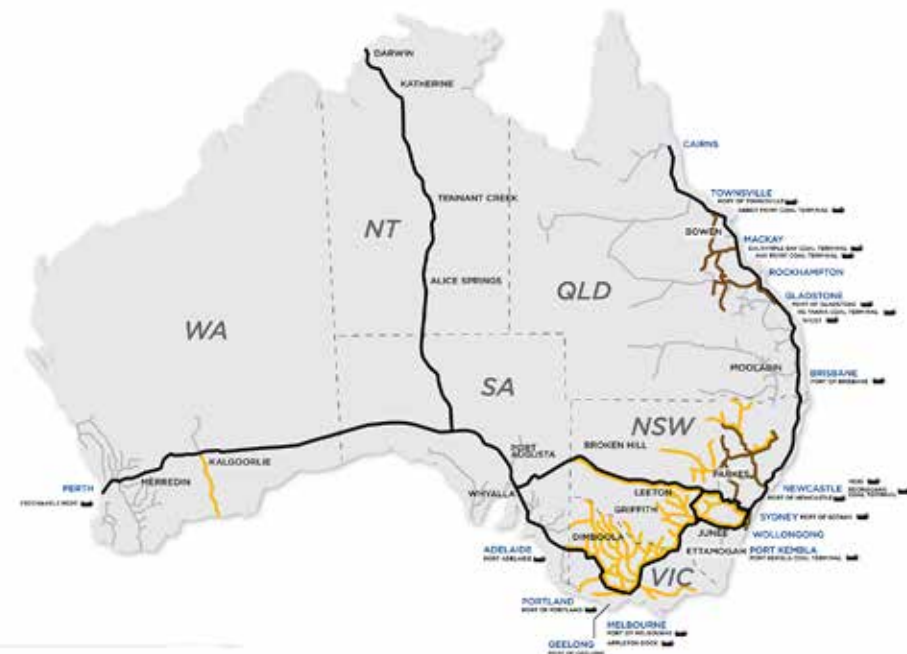




## About Pacific National

### Our Business

Pacific National is Australia's largest private rail freight business. We have over 3,300 employees across Australia with over half living in regional communities. With a broad customer base situated across mainland Australia and operating in diverse industries, Pacific National transports a varied mix of general freight cargo, import/export goods, and bulk commodities, which are reflective of the broader Australian economy. In order to support our geographically diverse activities, we have a nationwide network of terminals and freight yards. Our operations are integrated into regional communities throughout Australia, and we continue to prioritise the support of our customers and our related communities.



## Our PNA

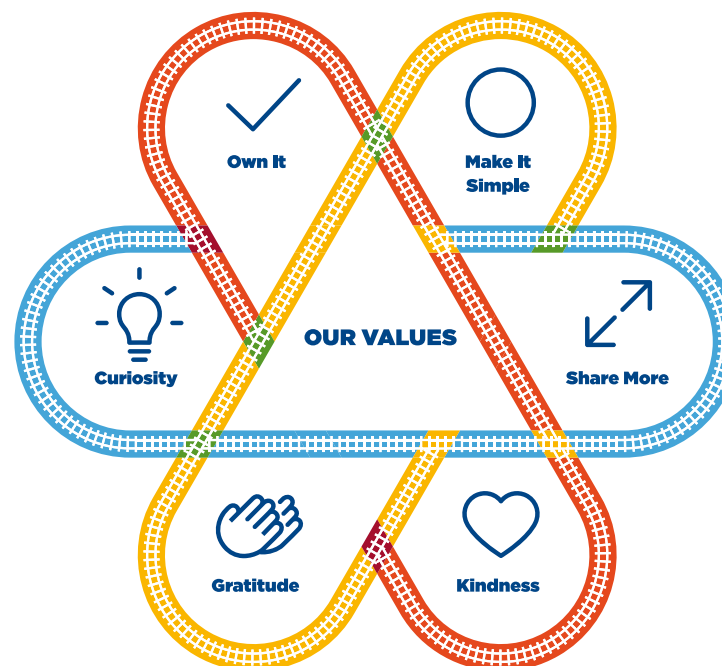
### the Pacific National Approach

Pacific National has a history dating back to 1855 and we are incredibly proud of the essential role we continue to play in supporting Australia's supply chain. We are a company built on solid foundations with a team of dedicated individuals working together as one with a common goal – to deliver what matters. The Pacific National Approach, or our PNA, defines our culture at Pacific National. Our culture sets the standards for all behaviour and is what everyone experiences when they interact with us. Fundamental to our PNA are our Values and Priorities.

There is strong alignment between our values and our RAP – Own it: taking action and taking responsibility for where we are in our journey; Curiosity: seeking to learn more and engage more with our communities; Share More: participating in story-telling and embracing diverse experiences; Kindness: being thoughtful and respectful to all people; Gratitude: showing appreciation for the diversity of cultures around us; and Make it simple: being reasonable and pragmatic in our approach. In addition to our values, core to Our PNA are our Priorities: Safety, People and Leadership, Customers, Community and Financial Success. Our priority of Community is particularly relevant to us undertaking this RAP.

Enhancing and caring for the communities we operate in and through is a key priority for Pacific National. We are a trusted corporate citizen moving Australia's economy. We give back because we should, and it is the right thing to do. We stand up, support and care for all members of society and strive to bring positive change. We strive to be a responsible corporate citizen by offering a sustainable logistics solution, giving back to communities, and employing individuals in our regions.

- We recognise climate change, our impact, and accept responsibility for our environmental footprint.
- We recognise and value our strategic partners and suppliers who enable us to deliver what matters.
- We serve and support communities and build strong connections to those we operate in.
- Our presence is valued, and we are known for our community spirit.
- We are the employer of choice for a new generation.





## Our RAP

Pacific National's ambition is to be recognised as a leading inclusive and diverse organisation. We are committed to recruiting and retaining a diverse range of people, skills and backgrounds to make us more creative, flexible, productive and competitive.

Our approach to inclusion and diversity is governed by our Inclusion and Diversity Policy which provides a framework for our workplace culture, and is underpinned by the following principles:

- Fairness and equality – embracing diversity and creating an inclusive workplace where people enjoy and embrace coming to work every day;
- Meritocracy – our decisions about recruitment, development, promotion and remuneration are based on performance and capabilities;
- Commercial success – our inclusion and diversity initiatives are based on sound business principles and objectives for Pacific National and its workplace; and
- Personal accountability – every person at Pacific National has a crucial role in fostering and creating a work environment and corporate culture where individual difference is understood, respected and valued.

We are developing this Reflect RAP to further these aspirations.

Focussing on reconciliation, recognising and respecting Aboriginal and Torres Strait Island cultures, increasing Aboriginal and Torres Strait Islander representation in our workforce, and improving our relationships with Aboriginal and Torres Strait Islander communities and businesses is integral to our success as an inclusive and diverse company.

We will take a meaningful and pragmatic approach to implementing our RAP – we will set Aboriginal and Torres Strait Islander employment recruitment targets, we will include more Aboriginal and Torres Strait Islander businesses in our supply chain, we will build stronger relationships with Aboriginal and Torres Strait Islander stakeholders and organisations and we will develop strategies to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. Along the way we will consult and be respectful to Aboriginal and Torres Strait Islander peoples.

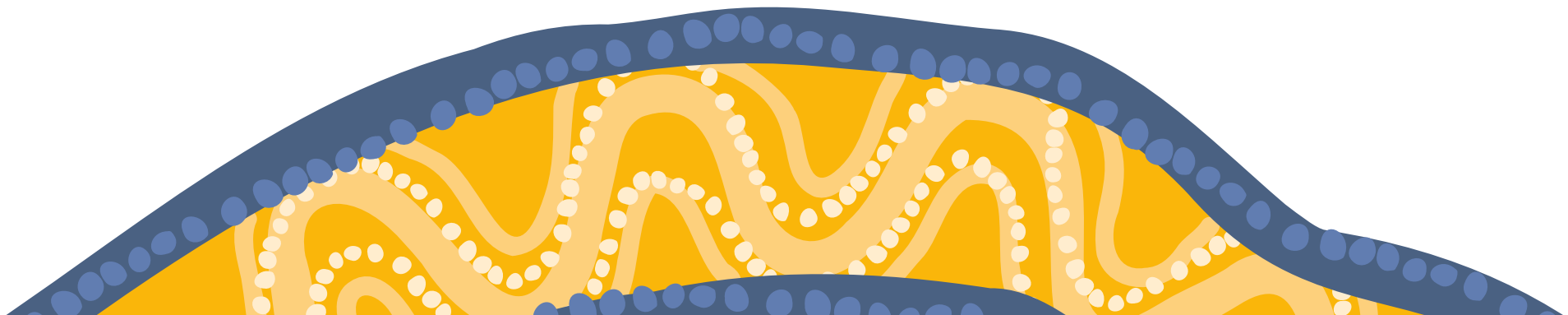
Pacific National has only just begun its reconciliation journey but we are well placed to accelerate it with our broad geographical reach, strong presence in regional communities and capital cities and connections with customers and suppliers who have already demonstrated their commitment to reconciliation. We are committed to succeeding and we will work to ensure we do.



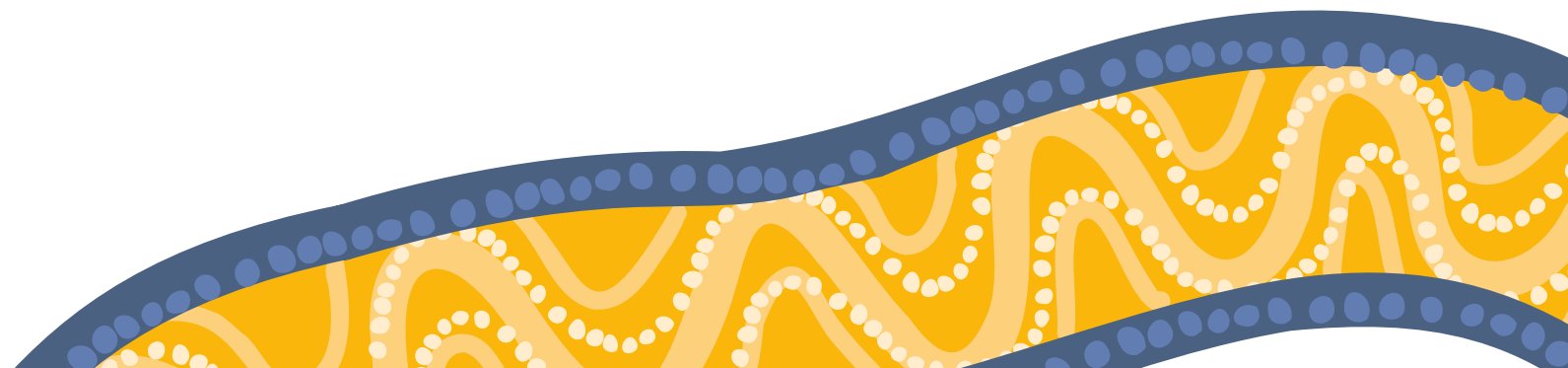


## Relationships

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	September 2022	RAP Working Group Chair
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2022	RAP Working Group Chair
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022	RAP Working Group Chair
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2022	Communications Principal
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2022	RAP Working Group Chair Chief Corporate Services Officer



Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	• Communicate our commitment to reconciliation to all staff.	August 2022	RAP Working Group Chair
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2022	Communications Principal
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	November 2022	Head of Procurement Heads of Commercial Head of Procurement & Heads of Commercial
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	• Research best practice and policies in areas of race relations and anti-discrimination.	October 2022	General Counsel
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2023	Head of People and Culture





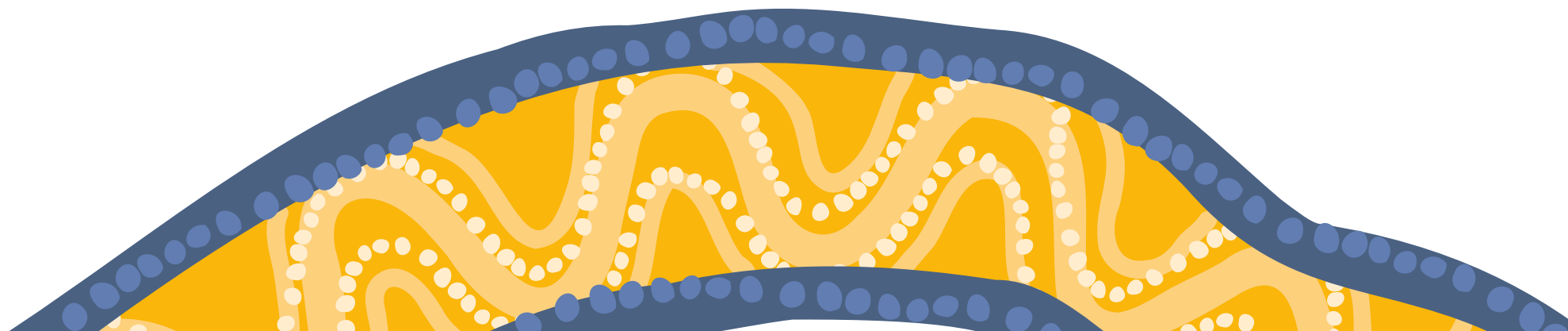
## Respect

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2022	RAP Working Group Chair
	• Conduct a review of cultural learning needs within our organisation.	December 2022	Head of Inclusion & Diversity
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	March 2023	RAP Working Group Chair
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	RAP Working Group Chair
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2022	RAP Working Group Chair Communications Principal
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2022	RAP Working Group Chair Communications Principal
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2022	RAP Working Group members



## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2022	Head of People and Culture
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2022	Head of People and Culture
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	September 2022	Head of Procurement
	• Investigate Supply Nation membership. <a href="https://supplynation.org.au">https://supplynation.org.au</a>	September 2022	Head of Procurement

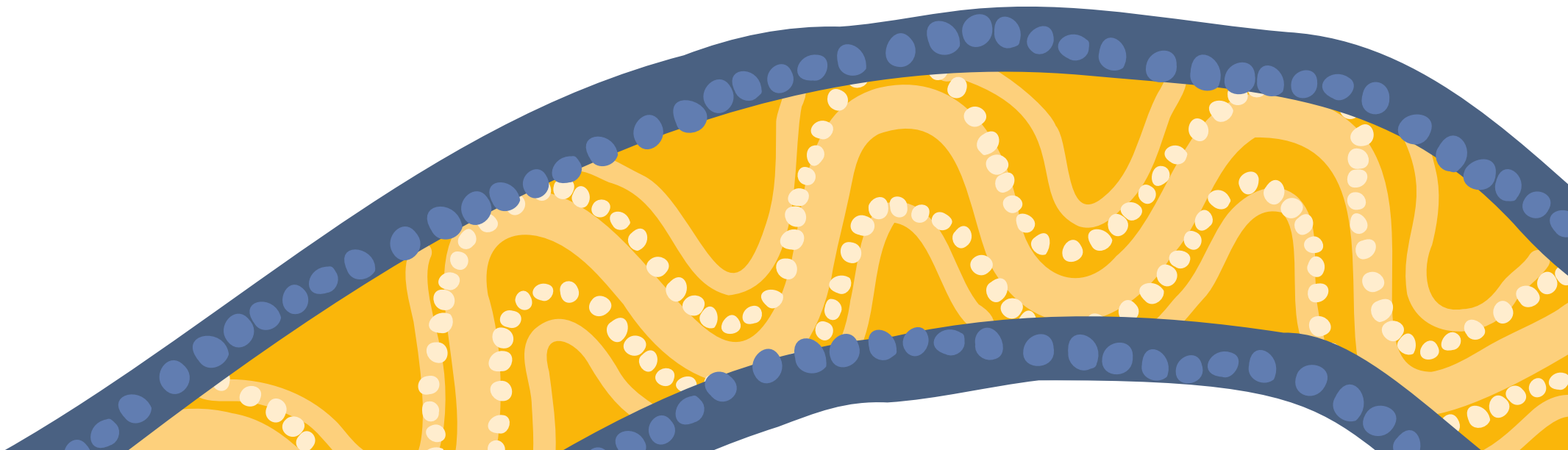




## Governance

Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	• Form a RWG to govern RAP implementation	May 2022	Head of Inclusion & Diversity
	• Draft a Terms of Reference for the RWG	July 2022	Head of Inclusion & Diversity
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2022	Head of Inclusion & Diversity
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	• Define resource needs for RAP implementation.	June 2022	RAP Working Group Chair
	• Engage senior leaders in the delivery of RAP commitments.	June 2022	RAP Working Group Chair
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2022	RAP Working Group Chair

Action	Deliverable	Timeline	Responsibility
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	• Connect with Reconciliation Australia on RAP reporting requirements	October 2022	RAP Working Group Chair
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022	RAP Working Group Chair
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	• Register via Reconciliation Australia's website to begin developing our next RAP.	May 2023	RAP Working Group Chair

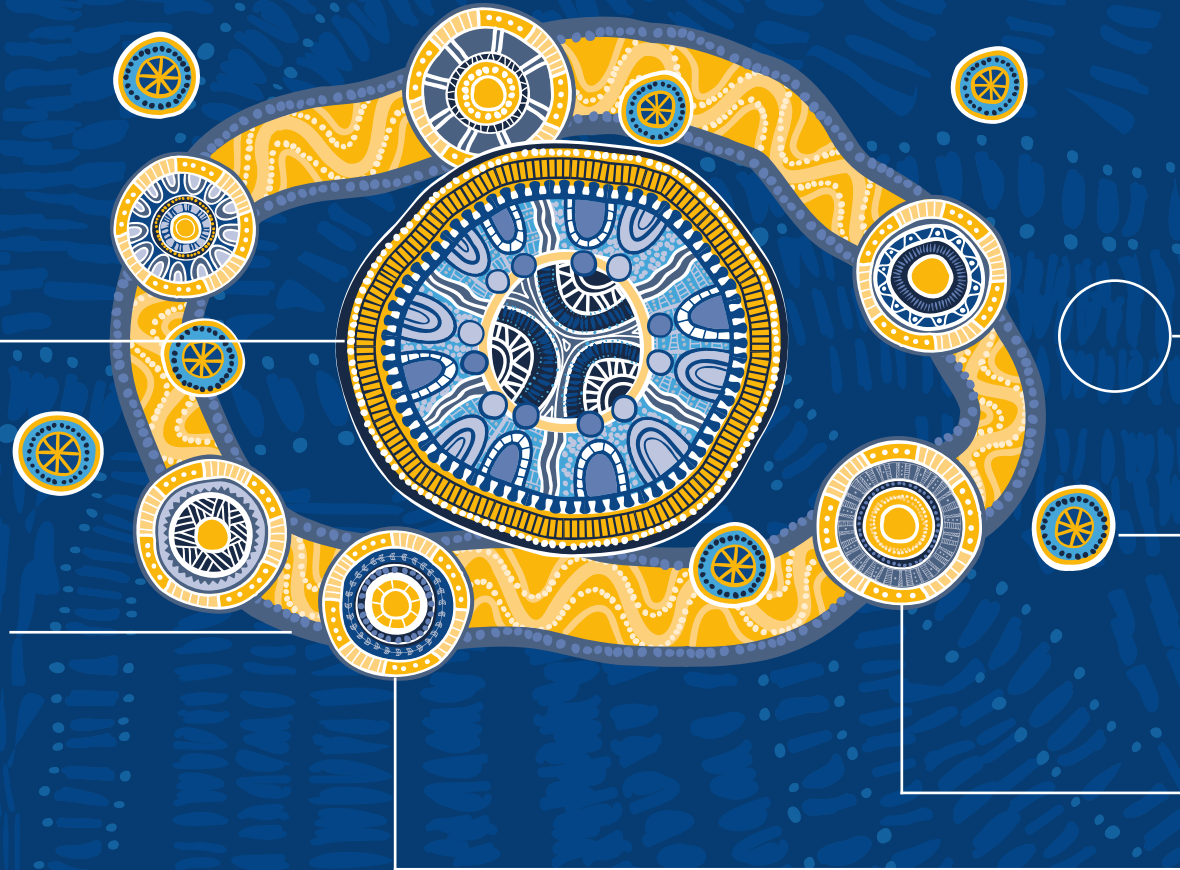


The **Pacific National Reconciliation symbol** represents Pacific National's commitment towards Reconciliation and the importance of building awareness across Pacific National and its stakeholders.

At its core the icon represents Respect, Relationships and Opportunities; key attributes towards reconciliation and building improved relationships with Australia's First Peoples.

The icon also represents key values which Pacific National uses to ensure that is a valued corporate citizen. These values are Own it, Curiosity, Share More, Kindness, Gratitude and Make it Simple.

Connecting Pacific National's reconciliation journey to communities throughout Australia is a healing waterway. This symbolises the sharing of knowledge and understanding throughout Pacific National locations with its staff, stakeholders and the broader community.



The background of the design represents railway lines throughout Australia which Pacific National uses each day to connect and deliver.

*Importantly, these elements have been designed to reflect and pay respect to the many Aboriginal and Torres Strait Islander peoples who were, and are still, an important part in the construction of the railway lines which connect communities throughout Australia.*

The background of the design also contains a contemporary design pattern which symbolises and pays respect to the diversity of Aboriginal and Torres Strait Islander cultures, peoples and lands throughout Australia through a stylised modern pattern.

Each of these icons symbolise the growth of understanding through the shared knowledge and understanding of reconciliation at Pacific National.

Throughout the waterway are six icons which represent the sharing of Pacific National's key values with communities throughout Australia.



The **Pacific National reconciliation design**, icon and RAP layout was created by Supply Nation registered Indigenous creative agency, ingeous studios. The design represents through modern Aboriginal and Torres Strait Islander design elements Pacific National's commitment towards reconciliation and building a better tomorrow. This is achieved through the recognition and respect of Aboriginal and Torres Strait Islander peoples' cultures, lands and waters, as Australia's First Peoples.

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**For public enquiries about our RAP contact:**

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