



RECONCILIATION
ACTION PLAN

REFLECT

REFLECT RECONCILIATION ACTION PLAN

JANUARY 2026 –
JUNE 2027

RAIL CONFIDENCE

**PARTNERS
IN PROGRESS**

ACKNOWLEDGEMENT

Rail Confidence acknowledges the Gadigal people of the Eora Nation as the first Custodians of the land on which our office is located, and we pay our respects to the Elders, past, present and future. We also acknowledge the Custodians of all the Countries on which our projects are sited.

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Rail Confidence to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Rail Confidence joins a network of more than 3,000 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 Rail Confidence 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 Rail Confidence, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



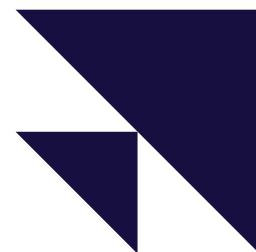
Karen Mundine
Chief Executive Officer
Reconciliation Australia



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OUR BUSINESS

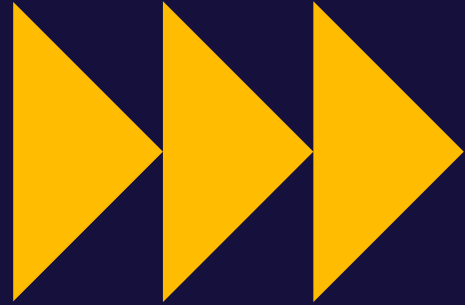
Rail Confidence is an independent engineering consultancy that provides specialist services to the rail and transportation industries. Our core business is rolling stock, delivering mechanical and structural advice surrounding these vehicles.

From verification and certification, to procurement and investigatory work, our team of project managers, consultants, engineers and technical specialists use an end-to-end project management approach that instils confidence and peace of mind in our clients' operations. While our operations are deeply rooted in Australian rail, we collaborate with organisations and networks globally to solve complex transport and infrastructure challenges. Our fundamental mission is to ensure safety and contribute to keeping Australia moving forward.

Our power is our people. Years of collecting the best engineering minds in the industry have resulted in exactly what's in our name – rail confidence. We employ over 30 staff across Australia, including 12 full-time employees based at our sole office located in Surry Hills, Sydney. In addition to our in-office team, we have contractors and associates operating across the country.

There are no known Aboriginal and Torres Strait Islander staff currently employed with the team at Rail Confidence. However, we want to encourage applicants from diverse backgrounds, including First Nations peoples. While the number of staff who identify as Aboriginal and Torres Strait Islander people is currently unknown, we will work within this RAP to understand this.

Our organisation's geographic reach is primarily national, with a strong focus on serving clients across Australia. However, we also maintain regular engagement in New Zealand and the broader Asia Pacific region. Additionally, we have partnered with global companies and contributed to international transport projects, providing us with valuable experience and insight at a global level.



OUR RAP

Our RAP is being led by a team that includes representatives from every functional area of the business – engineering, operations, administration, and marketing – ensuring that reconciliation actions are embedded across all teams.

The RAP Working Group (RWG) has led the development of the RAP to date and continues to meet regularly. Through these meetings, the group monitors progress against RAP targets, plans and implements cultural initiatives, and facilitates training, workshops, and cultural awareness. These efforts aim to enhance all staff's understanding and involvement. In addition to the RWG, our Executive Integrator has stepped into the role of RAP Champion, taking on the senior leadership role responsible for driving internal engagement and promoting awareness of our Reconciliation Action Plan.

The RWG will provide updates to the leadership team, outlining achievements, challenges, and upcoming actions related to the RAP. These updates will also be shared with all staff to ensure transparency and promote visibility. Through these actions, Rail Confidence aims to build a strong foundation for reconciliation, ensuring our RAP is not only a document, but a driver of meaningful change across our business.

We view our RAP as a practical framework to guide our team in turning our vision into meaningful, tangible action. This Reflect RAP marks our commitment to being more deliberate

and purposeful in our approach and our actions. It recognises the progress we've made so far while encouraging us to deepen our efforts. We recognise that reconciliation is not a one-time event, but an ongoing journey of listening, learning, and taking meaningful action. True reconciliation goes beyond words and must be reflected in how we work, how we engage with others, and how we contribute to building a more inclusive and respectful society.

Though we recognise that we are in the early stages of our reconciliation journey, we are committed to learning and the growth that lies ahead. As an organisation, we aim to build a deeper understanding of reconciliation and fostering stronger connections with Aboriginal and Torres Strait Islander communities. Our Reflect RAP presents a meaningful opportunity to drive positive change within our organisation and extend that impact across our broader sphere of influence.

OUR RECONCILIATION WORKING GROUP

As our team continues to grow, we are committed to offering all new staff the opportunity to participate in the RAP Working Group.

Over time, this may involve rotating current members to ensure all employees have an equal opportunity to contribute to and take a leadership role in our reconciliation journey.

Our current RAP Working Group includes the following team members –



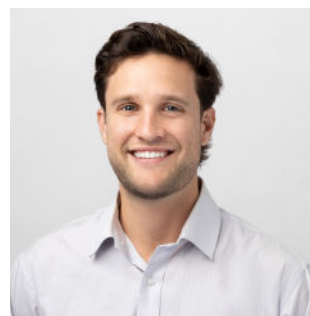
Steve Muscat
Director



Tash Francavilla
Executive Integrator



Shannon Thomas
Operations Support



Louis Papalia
Engineering Consultant

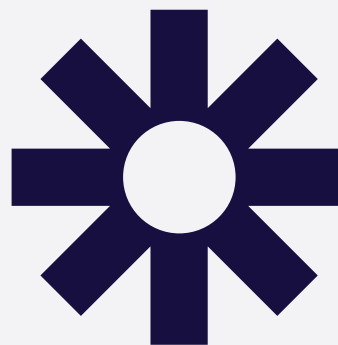
RAP Champion | Tash Francavilla, Executive Integrator

RAP Member | Steve Muscat, Director

RAP Member | Shannon Thomas, Operations Support

RAP Member | Louis Papalia, Engineering Consultant

RAP Member | Marlowe Jacobsen, Marketing





OUR PARTNERSHIPS AND CURRENT ACTIVITIES

At Rail Confidence, we acknowledge that the nature of our work often requires travel and engagement with a diverse range of communities. As part of our ongoing commitment to reconciliation, we recognise that this may sometimes involve working near or within culturally sensitive sites. Since establishing our RAP Working Group, our team has developed a greater awareness of the importance of understanding and respecting cultural considerations. However, we acknowledge that there is still much for us to learn and will continue to build on this aspect of our work.

Internally, we have begun taking practical steps to support Aboriginal and Torres Strait Islander communities, particularly through our procurement practices. Our RAP team has been actively researching and transitioning to purchasing products from Aboriginal-owned businesses or companies that support First Nations communities. This initiative reflects our commitment to promoting economic empowerment and long-term sustainability for First Nations peoples.

To date, we have made a conscious switch to suppliers such as Yarn'n and Nood, both of which align with our values and contribute directly to supporting First Nations communities. While these changes may seem small, they represent the beginning of a broader effort to integrate culturally inclusive practices into our everyday operations.

As part of our commitment to reconciliation and cultural learning, members of our RWG attended the Welcome to Country and Smoking Ceremony at South Eveleigh's NAIDOC Week celebrations.

This was an important opportunity for us to show respect for the Traditional Custodians of the land, deepen our understanding of Aboriginal and Torres Strait Islander cultures, and stand in solidarity in celebrating the histories and cultures of First Nations peoples.

Within the first six months of submitting our RAP, Rail Confidence aims to achieve several key outcomes. These include enhancing the cultural competency and awareness of our employees through the circulation of relevant information and the provision of dedicated education and training opportunities. Additionally, we plan to identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area of Surry Hills, Sydney, and form meaningful partnerships. As part of our professional development efforts, we also aim to engage with organisations such as Tribal Warrior to deliver cultural awareness training and support ongoing learning.

ACTION: RELATIONSHIPS



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.	March, 2026	Lead: Operations Support Support: Executive Integrator
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March, 2026	Lead: Operations Support Support: Executive Integrator
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2026	Lead: Operations Support
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June, 2026	Lead: Operations Support
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2026	Lead: Executive Integrator
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	February, 2026	Lead: Executive Integrator
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April, 2027	Lead: Director Support: Executive Integrator
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April, 2027	Lead: Engineering Consultant
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October, 2026	Lead: Operations Support
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	October, 2026	Lead: Executive Integrator

ACTION: 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.	November, 2026	Lead: Operations Support Support: Executive Integrator
	Conduct a review of cultural learning needs within our organisation.	November, 2026	Lead: Operations Support Support: Executive Integrator
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.	January, 2026	Lead: Engineering Consultant
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June, 2026	Lead: Engineering Consultant
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.	June, 2026	Lead: Executive Integrator Support: Operations Support
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June, 2026	Lead: Executive Integrator Support: Operations Support
	RAP Working Group to participate in an external NAIDOC Week event.	July, 2026	Lead: Executive Integrator Support: Operations Support

ACTION: 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.	February, 2027	Lead: Director Support: Executive Integrator
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February, 2027	Lead: Director Support: Executive Integrator
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.	January, 2027	Lead: Executive Integrator Support: Operations Support
	Investigate Supply Nation membership.	January, 2027	Lead: Director Support: Executive Integrator

ACTION: GOVERNANCE



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	December, 2026	Lead: Operations Support
	Draft a Terms of Reference for the RWG.	March, 2026	Lead: Operations Support Support: Engineering Consultant
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	May, 2027	Lead: Executive Integrator
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April, 2026	Lead: Executive Integrator Support: Operations Support
	Engage senior leaders in the delivery of RAP commitments.	April, 2026	Lead: Executive Integrator Support: Operations Support
	Maintain a senior leader to champion our RAP internally.	February, 2026	Lead: Executive Integrator
	Define appropriate systems and capability to track, measure and report on RAP commitments.	January, 2026	Lead: Operations Support
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	Lead: Executive Integrator
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Lead: Executive Integrator
	Communicate our RAP progress to internal and external stakeholders.	December, 2026	Lead: Executive Integrator
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March, 2027	Lead: Executive Integrator



About the Photographer

Michael Bradley is an Australian landscape and portrait photographer of the Darug Nation. He has a deep love for the outdoors and photography, particularly medium-format film, which he uses to capture the subjects and moments that inspire him. Embracing the deliberate pace of film photography, Michael values the way it encourages intention, focus, and making every shot count, qualities reflected in the striking results of his work. You can learn more about his work on imakenimages.com.

CONTACT

Shannon Thomas | Operations Support

T 0292 117 661

E shannonthomas@railconfidence.com