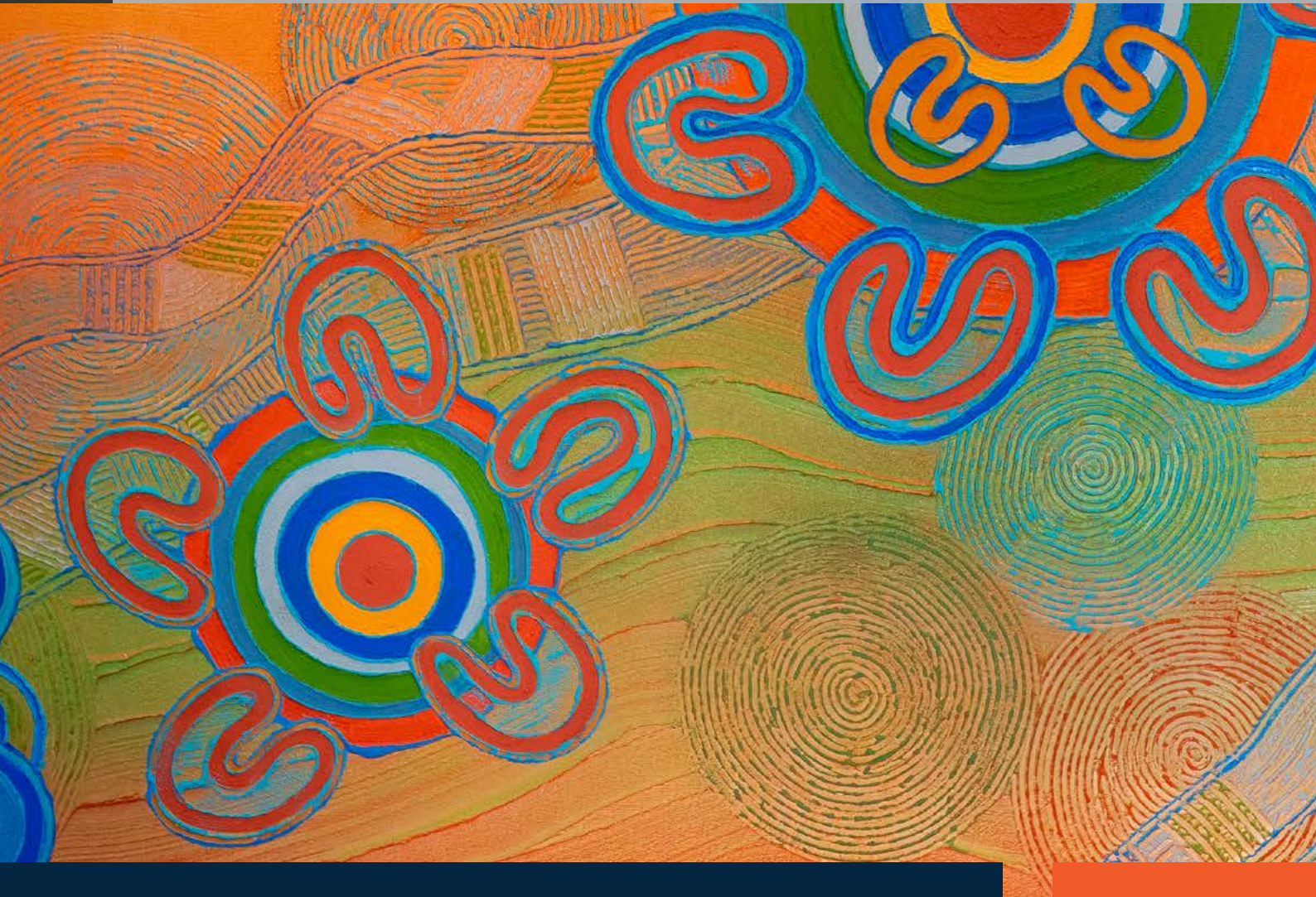




2026

# Indigenous Participation Plan

Swietelsky Rail Australia



# Acknowledgement of Country

Always was,  
always will be,  
Aboriginal land.

We recognise the First Peoples of this Nation and their ongoing cultural and spiritual connections to the lands, waters, seas, skies, and communities we connect with, and acknowledge the Wonnarua people as the Traditional Custodians and caretakers of the lands and waterways where Swietelsky Rail Australia reside.

We acknowledge First Nations Peoples as the Traditional Custodians and Lore Keepers of the oldest living culture and pay respects to their Elders past and present. We extend that respect to all First Nations Peoples.



# Message from the managing director

Rail infrastructure creates more than connections between places - it creates opportunities for people and communities.

Across the regions where we operate, these projects strengthen supply chains, support regional economies and create meaningful pathways for Aboriginal and Torres Strait Islander peoples through employment, training and business engagement.

This Indigenous Participation Plan reflects the commitment of Swietelsky Rail Australia to supporting genuine and lasting participation outcomes. It is designed not simply as a compliance requirement, but as a practical framework that enables our teams to identify and deliver opportunities for Aboriginal and Torres Strait Islander people and businesses across our projects.

Our approach focuses on creating sustainable pathways through employment, skills development and supply chain participation, while building respectful relationships with the communities and Traditional Custodians of the lands on which we work.

Through our Environmental, Social and Governance (ESG) Strategy, Swietelsky Rail Australia has already taken steps to strengthen Indigenous participation within our workforce and supplier network. This plan builds on that foundation and provides a clear structure for continued progress.

As Managing Director, I am committed to ensuring this plan is implemented across our business and that we continue to work collaboratively with our clients, partners and communities to deliver meaningful outcomes.

Together, we aim to contribute to a rail industry that is inclusive, respectful and capable of creating long-term opportunities for Aboriginal and Torres Strait Islander peoples.

*Anne Connors*

Managing Director  
Swietelsky Rail Australia

# Indigenous Participation Journey

Swietelsky Rail Australia's Indigenous Participation Plan is built around a simple principle: translating commitment into meaningful outcomes through practical project delivery and continuous improvement.

Our approach focuses on creating participation opportunities through workforce engagement, supplier partnerships and collaboration with Indigenous communities.

**Commitment > Opportunities > Delivery > Outcomes > Continuous Improvement**

Through this approach SRA seeks to strengthen Indigenous participation across its workforce, supply chain and project activities.



## COMMITMENT

- Leadership commitment from SRA
- Indigenous Participation Plan
- Alignment with ESG Strategy
- Respect for Traditional Custodians

## OPPORTUNITIES

- Workforce pathways in rail projects
- Apprenticeships and training
- Indigenous supplier engagement
- Community participation opportunities

## DELIVERY

- Employment and workforce engagement
- Indigenous procurement initiatives
- Collaboration with project partners
- Engagement with Indigenous communities

## OUTCOMES

- Increased Indigenous workforce participation
- Stronger partnerships with communities
- Growth in Indigenous supplier engagement
- Skills development and career pathways

## CONTINUOUS IMPROVEMENT

- Monitoring participation outcomes
- Reporting to clients and stakeholders
- Lessons learned across projects
- Strengthening participation over time

## Purpose

This Indigenous Participation Plan outlines how Swietelsky Rail Australia (SRA) will support meaningful participation for Aboriginal and Torres Strait Islander peoples through employment, training, procurement and community engagement across its operations and project delivery activities.

The plan establishes a framework for identifying participation opportunities, implementing initiatives and monitoring outcomes across projects delivered throughout Australia.

---

## Policy Alignment

This Indigenous Participation Plan aligns with relevant government procurement and participation frameworks including:

- The Australian Government Indigenous Procurement Policy (IPP)
- The NSW Aboriginal Procurement Policy (APP)

The plan also aligns with SRA's Environmental, Social and Governance (ESG) Strategy, which includes commitments to strengthening Indigenous participation within the workforce and supply chain.

---

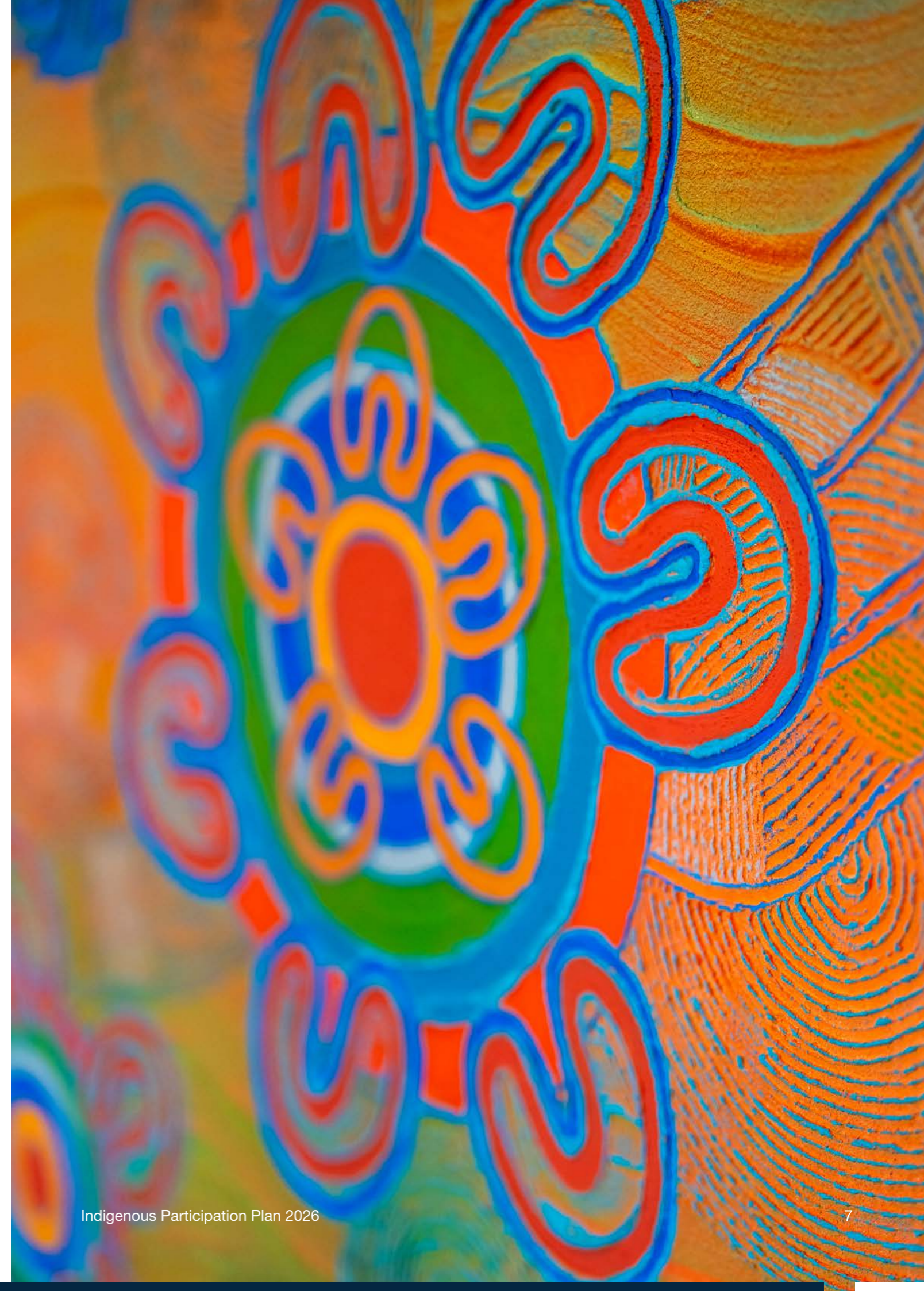
## Company Overview

SRA is a specialist provider of mechanised rail maintenance and construction services supporting Australia's rail infrastructure.

Established in 2011, SRA delivers services including mechanised ballast cleaning, track resurfacing, machine maintenance and operations, and rail and civil projects.

Backed by the international Swietelsky Group, which operates in more than 20 countries, SRA combines global engineering expertise with local knowledge to deliver safe, efficient and sustainable outcomes across the Australian rail network.

Our approach is guided by the values of Family, Integrity, Respect and Excellence, and our commitment to delivering "fence-to-fence betterment" for clients and communities.



# Commitment to Indigenous Participation

SRA recognises that rail infrastructure and maintenance projects can create valuable opportunities for Aboriginal and Torres Strait Islander peoples and businesses.

**Through this Indigenous Participation Plan, SRA commits to:**

- Creating sustainable employment opportunities
- Supporting Indigenous-owned businesses within our supply chain
- Promoting skills development and career pathways within the rail industry
- Building respectful relationships with Indigenous communities

These commitments align with SRA's ESG strategy, which includes a focus on strengthening social outcomes, increasing Indigenous workforce participation and supporting community partnerships.

Through these initiatives SRA aims to contribute to a more inclusive and sustainable rail industry.

## Baseline Indigenous Participation Targets

To support measurable outcomes, SRA has established baseline Indigenous participation commitments across its workforce and supply chain.

These commitments provide a consistent framework while recognising that project-specific targets will be established based on project scope, location and opportunities.

SRA has already achieved 7.4% Indigenous workforce participation through its ESG initiatives and will continue to build on this progress.

### Workforce Participation

**SRA will aim to:**

- Maintain minimum 5% Indigenous workforce participation across the organisation
- Increase participation toward 12% by 2027

**To support these outcomes, SRA will:**

1. Promote employment opportunities through Indigenous employment networks and community organisations
2. Identify apprenticeships, traineeships and entry-level pathways into the rail industry
3. Provide mentoring, training and career development opportunities for Indigenous employees
4. Foster an inclusive workplace culture that supports long-term retention and career progression



## Indigenous Procurement

SRA recognises the important role Indigenous businesses play in strengthening economic participation and regional development and will seek to increase engagement with Indigenous-owned businesses within its supply chain and project delivery activities.

### As a baseline commitment, SRA will aim to:

- Achieve a minimum between 1–3% of addressable procurement spend with Indigenous-owned businesses, where commercially feasible, and striving for a minimum of 3% for Federally funded projects

### To support this commitment, SRA will:

- Identify procurement opportunities suitable for Indigenous businesses across project scopes
- Use recognised Indigenous business directories such as Supply Nation and Indigenous Business Direct
- Encourage subcontractors and supply chain partners to engage Indigenous businesses where appropriate
- Package smaller work scopes where possible to improve accessibility for Indigenous suppliers

Where projects are delivered for NSW Government agencies, Swietelsky Rail Australia will support the objectives of the NSW Aboriginal Procurement Policy by actively seeking opportunities to engage Aboriginal-owned businesses within project supply chains.

## Indigenous Business Engagement

In addition to procurement targets, SRA will aim to ensure Indigenous businesses have opportunities to participate in project delivery.

### SRA will seek to:

- Engage at least one Indigenous-owned business on applicable projects where suitable opportunities exist

This approach supports broader Indigenous participation across the rail supply chain while recognising that opportunities may vary depending on project scope and location.

## Training and Development

Long-term career pathways for Aboriginal and Torres Strait Islander people are an important part of how SRA delivers workforce development across its projects.

### Where appropriate, SRA will support:

- Apprenticeships and traineeships
- On-the-job training opportunities
- Skills development programs aligned with rail industry roles
- Mentoring and professional development pathways
- Indigenous suppliers

Training opportunities will be identified as part of project planning and workforce development initiatives.



Image: Anne Connors (left), Saretta Fielding, Indigenous Artist (right).

# Opportunities for Indigenous Participation in Rail Projects

Meaningful Indigenous participation is achieved by identifying practical opportunities within project delivery and embedding them into day-to-day project activities.

SRA considers opportunities for Indigenous participation across both employment and procurement, ensuring these are identified early in project planning and carried through delivery.

This includes leveraging recognised directories such as Supply Nation and Indigenous Business Direct to identify and engage suitable Indigenous businesses across relevant categories.

## Addressing Barriers to Indigenous Participation

Achieving meaningful participation involves understanding the barriers that may limit access to opportunities and taking practical steps to address them.

### These barriers may include:

- Limited visibility of procurement opportunities
- Workforce availability in remote project locations
- Limited capacity for some suppliers to deliver larger contracts

### SRA will seek to address these barriers by:

- Promoting opportunities through Indigenous employment networks
- Packaging smaller procurement scopes where appropriate
- Encouraging supply chain partners to engage Indigenous suppliers

## Workforce Opportunities

Rail labour and track workers

Plant and machinery operators

Machine maintainers and technicians

Environmental support roles

Logistics and site support roles

## Indigenous Business Opportunities

### Operational services

- Labour hire
- Traffic management
- Environmental monitoring
- Safety services

### Plant and logistics

- Labour hire
- Transport and haulage services
- Materials supply

### Project support

- Site establishment services
- Accommodation and catering
- Site amenities and cleaning

# Community Engagement

SRA is committed to engaging respectfully with Indigenous communities where projects are delivered, building relationships that support local participation and long-term connection.

## This includes:

- Respecting Traditional Custodians and acknowledging Country
- Engaging with local Indigenous organisations where appropriate
- Supporting local employment opportunities where feasible
- Ensuring cultural heritage considerations are respected in project delivery

## Indigenous Participation Implementation Framework

SRA delivers Indigenous participation outcomes through a structured framework that integrates leadership commitment, workforce engagement, procurement initiatives and community participation.

This framework ensures participation initiatives are embedded within project planning and delivery processes, supporting a consistent and practical approach across all projects.

Responsibility for implementing this Indigenous Participation Plan sits with the Managing Director and SRA Leadership Team, supported by project managers and procurement teams who drive delivery at a project level.



# Project Indigenous Participation Plans

For individual projects, SRA will develop Project Indigenous Participation Plans (Project IPPs) where appropriate.

## Project IPPs will:

- Establish project-specific Indigenous participation targets
- Identify employment and training opportunities
- Identify procurement opportunities for Aboriginal and Torres Strait Islander-owned businesses
- Define monitoring and reporting requirements for the project

Project targets will be developed in consultation with clients and project stakeholders and will consider factors including project size, duration, location and available opportunities. This approach ensures targets are practical, achievable and capable of delivering meaningful outcomes.

A Template Project IPP has been created and will be applied to all major and Federally funded projects to support consistent implementation across SRA operations.

## Monitoring and Reporting

SRA monitors Indigenous participation outcomes across its operations and project activities.

Project-level participation outcomes will be reported in accordance with client requirements and SRA's internal reporting framework.

## Continuous Improvement

Supporting meaningful Indigenous participation is an ongoing process, and SRA will continue to:

- Review participation outcomes across projects
- Identify barriers to Indigenous participation
- Strengthen partnerships with Indigenous organisations
- Expand opportunities for employment, training and procurement

Through this approach, SRA aims to support long-term Indigenous economic participation within the Australian rail industry.



## Indigenous Participation Implementation Framework

Swietelsky Rail Australia implements its Indigenous Participation Plan through the framework below, which integrates leadership commitment, workforce development, procurement practices and community engagement into everyday project delivery.

Focus area	Objective	Key Actions	Responsibility	Measurement
<b>Leadership &amp; Governance</b>	Ensure Indigenous participation is embedded in business and project decision-making	<ul style="list-style-type: none"> <li>Managing Director endorsement of IPP</li> <li>Integrate IPP commitments into project planning and procurement processes</li> <li>Communicate IPP expectations to project teams and suppliers</li> <li>Project IPP's developed for all major projects</li> </ul>	<ul style="list-style-type: none"> <li>Managing Director</li> <li>Leadership Team</li> <li>Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>IPP implemented across business operations</li> <li>Project IPPs developed for all major and Federally funded projects</li> <li>Participation outcomes reported internally and to clients</li> </ul>
<b>Workforce Participation</b>	Increase Aboriginal and Torres Strait Islander representation within SRA's workforce	<ul style="list-style-type: none"> <li>Promote employment opportunities through Indigenous employment networks</li> <li>Identify apprenticeships and entry-level pathways</li> <li>Provide mentoring and career development support</li> </ul>	<ul style="list-style-type: none"> <li>HR Team</li> <li>Leadership Team</li> <li>Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous workforce participation rates</li> <li>Number of Indigenous employees engaged</li> </ul>
<b>Training &amp; Skills Development</b>	Create sustainable career pathways in rail and construction	<ul style="list-style-type: none"> <li>Support apprenticeships and traineeships</li> <li>Provide on-the-job training within rail operations and maintenance</li> <li>Encourage participation in industry development programs</li> </ul>	<ul style="list-style-type: none"> <li>HR Team</li> <li>Leadership Team</li> </ul>	<ul style="list-style-type: none"> <li>Training opportunities delivered</li> <li>Retention and progression outcomes</li> </ul>

Focus area	Objective	Key Actions	Responsibility	Measurement
<b>Indigenous Procurement</b>	Increase engagement with Indigenous-owned businesses across the supply chain	<ul style="list-style-type: none"> <li>Identify procurement packages suitable for Indigenous suppliers</li> <li>Use recognised Indigenous business directories</li> <li>Encourage subcontractors to engage Indigenous suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Procurement Team</li> <li>Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>Value of contracts awarded to Indigenous businesses</li> <li>Number of Indigenous suppliers engaged</li> </ul>
<b>Community Engagement</b>	Build respectful relationships with Traditional Custodians and local communities	<ul style="list-style-type: none"> <li>Acknowledge Traditional Owners of the land where projects occur</li> <li>Engage local Indigenous organisations where appropriate</li> <li>Support local employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Project Managers</li> <li>Leadership Team</li> </ul>	<ul style="list-style-type: none"> <li>Community engagement activities</li> <li>Community sponsorship opportunities delivered</li> <li>Local participation outcomes</li> </ul>
<b>Monitoring &amp; Reporting</b>	Track progress and continuously improve participation outcomes	<ul style="list-style-type: none"> <li>Record Indigenous workforce and supplier participation</li> <li>Report outcomes as required under project contracts</li> <li>Review lessons learned across projects</li> </ul>	<ul style="list-style-type: none"> <li>Leadership Team</li> <li>Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>Participation reports submitted</li> <li>Continuous improvement actions implemented</li> <li>Participation outcomes reported internally and externally</li> </ul>



## Swietelsky Rail Australia

13A Junction Street  
Telarah NSW 2320  
T: +61 (02) 4004 5040  
E: [tenders.sra@swietelsky.com](mailto:tenders.sra@swietelsky.com)  
ABN: 57 148 837 165

