



Transdev Australasia Innovate Reconciliation Action Plan (RAP)

July 2021 - July 2023





A message from our CEO

As the largest multi-modal public transport operator in the region, the core of what we do is to connect people with their communities.

Developing an inclusive culture that embraces the diversity of these communities is an important part of our day-to-day operations. With operations all over the world, we wear our cultural diversity proudly, and recognise the importance of paying respect to each country's history, people, and the land.

I wholeheartedly support Transdev's commitment to reconciliation between Aboriginal and/or Torres Strait Islander peoples and the wider Australian community. Reinstating our commitment to reconciliation through our second INNOVATE Reconciliation Action Plan (RAP) is an important step along our diversity journey.

The RAP will continue to guide us as we increase our efforts to foster collaborative relationships with Australia's First Peoples on whose land and waterways we operate, working closely with Reconciliation Australia and our internal employee working group.

I am proud to see continuing progress in Transdev's journey towards building a more inclusive employee culture, towards strengthening the bonds between our company and Australia's Aboriginal and/or Torres Strait Islander communities, and to play a role as a leader in our industry to support reconciliation in Australia.

Luke Agati

CEO Transdev Australasia





Our vision for

RECONCILIATION

Our vision for reconciliation is to empower and connect Aboriginal and/or Torres Strait Islander people and Non-Aboriginal people to move freely and respectfully together across the sacred First Nation's land and waterways that Transdev proudly operate on.

Our aim for reconciliation is to acknowledge and respect, celebrate and reflect, and provide strong social and economic opportunities for the First Nations Peoples of Australia, as customers who feel welcome on our services, as suppliers, as stakeholders, and as our employees. Transdev is a community that moves communities, with people at the heart of our operations. We acknowledge, given how engrained we are in our local communities, that we have a unique opportunity to make a real difference in the everyday interactions we have.

Transdev recognises that the only way to empower social and economic prosperity of Aboriginal and Torres Strait Islander people is to engage, respect and build lasting partnerships as our employees, customers, clients, and supplier partners.

Transdev is fully committed to forging strong relationships with the First Nations people of Australia and the communities in which we operate. As a corporate citizen, we strive to make a difference in the community by working in partnership with local Aboriginal and/or Torres Strait Islander community groups to help guide our actions towards reconciliation.

Transdev acknowledges that respect is the beginning of any meaningful relationship. We wholeheartedly believe that developing the cultural understanding of all our employees, customers, suppliers, and clients helps build mutual respect and appreciation for Aboriginal and/or Torres Strait Islander communities – and their contribution to the transport industry.

Our Business

At Transdev, we believe public transport plays an important part in how a city comes to life. Our day to day work influences our families, friends and future generations where they live, work and play..

Since 1998, Transdev have operated public transport networks all over Australia, facilitating millions of customer journeys every year. Our team of 5,800 people, of whom an estimated 1% identify as Aboriginal and/or Torres Strait Islander, are Journey Makers – people who make trips memorable, people share their spirit, personality and enthusiasm with everyone they encounter.

We're proud to operate five modes of transport in five locations around Australia. In Sydney, our team operate numerous bus routes, on demand services, the iconic Sydney Ferries services and the light rail (tram) network servicing Sydney's CBD.

In Melbourne, we operate and maintain 30% of Melbourne's bus routes including the highly utilised SmartBus services. In Brisbane we operate numerous bus routes including important school services. We have a successful bus operation in Perth, where we operate the free PerthCat services that allow Perth residents to roam their city freely.

Transdev is a global company with operations in 18 countries around the world. As we play a central role in connecting so many local communities, it's imperative for us to respect the cultures, histories and the lands in which we operate. Australia's history is unique and we believe that our Reconciliation Action Plan is the best way to publicly acknowledge our existing initiatives, and guide our efforts to strengthen our relationships with the Aboriginal and Torres Strait Islander communities on whose land we operate on a long-term basis.

We're focused on creating a diverse, inclusive and flexible workforce that reflects the communities and the customers we serve. Exploring our own cultural diversity and striving to create a more inclusive workplace means that we can encourage our Aboriginal and Torres Strait Islander stakeholders to feel proud about sharing their stories. By including and celebrating these communities, not only are we including a group of new talent and unlocking potential innovation in Transdev's diversity journey, but contributing to Australia's reconciliation journey.



Our RAP

At Transdev, we understand Australia's rich diversity, the countless stories to share, beliefs and rituals to be practiced and cultures to be celebrated, all of the things that make our communities extraordinary. Transdev is proud to help bring these communities to life every single day.

We welcome diversity with open arms and know that the only way we can progress forward and encourage positive change is to listen, understand, celebrate and share stories with each other. In 2016 we launched our Diversity Councils in each business to aid in this progression. Our councils enable us to address the initiatives we feel are most important in our workplace and to our wider communities regarding diversity and inclusion. Diversity and Inclusion is an important part of Transdev life with more than 45 cultures represented and over 5,000 employees, each with different stories to tell, it is through our diversity of thought that we can innovate faster and become an employer of choice in the public transport sector. Transdev is exceptionally proud that our highly diverse employee population reflects the communities in which our services operate. Our "Belong at Transdev" strategy has six key pillars that informs our approach to diversity and inclusion: pride, age, gender, culture, accessibility, and reconciliation. Our hope is that all employees can align with one pillar of our approach, so they feel represented, heard, supported and empowered.

Transdev acknowledges that respect is the beginning of any meaningful relationship. We wholeheartedly believe that developing the cultural understanding of all our employees helps build mutual respect and appreciation for Aboriginal and Torres Strait Islander communities – and their contribution to the transport industry. Transdev strongly believes that all members of communities should have the opportunity to access public transport to access health services, educational opportunities, employment, and to continue to grow strong family and community relationships.

We acknowledge that some Aboriginal and Torres Strait Islander people have faced inter-generational

disadvantage, which can pose various challenges when seeking social and economic opportunities. Transdev recognises that the only way to empower social and economic prosperity of Aboriginal and Torres Strait Islander people is to engage, respect and build lasting partnerships as our employees, customers, clients, and supplier partners. Through local community engagement we will focus on developing pre-employment skills, particularly those required for the public transport industry. Our aim is to actively address the systemic barriers that Aboriginal and/or Torres Strait Islander people can face in the workforce and to facilitate equal and equitable employment opportunities.

Over the past six years, Transdev have developed significant relationships with various Aboriginal and Torres Strait Islander employment and community service providers, such as The Tribal Warriors Association, Deadly Jobs, and Workskil, as well as Aboriginal and/or Torres Strait Islander Elders and emerging members in our local communities to collaborate and assist Transdev in our reconciliation journey.

In 2018 we embarked upon our biggest milestone in our reconciliation journey thus far. Developing our first Innovate Reconciliation Action Plan with Reconciliation Australia, allowed us to gain a baseline understanding of the work that is required to truly begin making a difference.

Championed by our Chief People and Culture Officer, Paul Birch and implemented by Donna Jones, General Manager Talent, Diversity, Learning and Engagement, our inaugural Reconciliation Action Plan, has allowed us to gain an understanding of the struggles Aboriginal and Torres Strait Islander peoples can encounter on a day – to – day basis, and have come to realise the importance and significance of a Reconciliation Action Plan and how this structured, and proven to be beneficial, strategy can positively impact a positive step towards change in the communities in which we service.

Our First RAP

We recognise that Aboriginal and/or Torres Strait Islander peoples have a continuing special connection to the land and waters on which we operate our services.

Through our Diversity Councils and our Reconciliation Action Plan Working Group we continue to aim to acknowledge, show respect, foster relationships and create opportunities, as well as celebrate the Traditional Owners and their continuing connection to Country. Our RAP Working Group, which is made up of employees from across our businesses, and includes strong Aboriginal and/or Torres Strait Islander representation, works hard to host events at our depots and wharves to acknowledge and celebrate Aboriginal and/or Torres Strait Islander cultures, to build respect and spread awareness of the five dimensions of reconciliation.

Through our inaugural RAP, we have been supported in opportunities to strengthen our approach towards reconciliation and have had many learnings along the way.

- Understanding the importance of comprehensive cultural awareness training that resonates with our cohort. We found that cultural learning modules can vary by supplier and finding a program that we believed would work best, proved to be difficult given the size and nature of our business. We now understand that we need a consistent approach that can be delivered both face to face, online and on-demand, with additional programs for senior managers and people leaders.
- Aid the economic development and prosperity of local Aboriginal and Torres Strait Islander communities through the procurement of goods and services with Aboriginal owned

businesses and non-Aboriginal owned businesses who commit to employing Aboriginal people through procurement audits and requesting for tender of new goods and services.

- Tailored approaches to attraction, sourcing, and engagement of Aboriginal and/or Torres Strait Islander job seekers. Through our first Reconciliation Action Plan and subsequent various partnerships, we now understand that the right approach for job seekers needs to be applied to see a positive shift. As a result of our experiences, we acknowledge that many Aboriginal and/or Torres Strait Islander candidates discount themselves from entering the labour market due to systemic disadvantage and discrimination, and tend not to use traditional job search methods such as Seek, Indeed and job active providers. Transdev work closely with established partners to access their deep community understanding to find new recruits through our high-touch, relationship-based approach that is tailored for the Aboriginal and/or Torres Strait Islander community, and position public transport as a viable long-term career for all Australians, allowing us to truly reflect the communities we serve.

Activating our local grapevine

Transdev's Sydney Ferries operation is proud to have achieved over 6% Aboriginal and/or Torres Strait Islander representation across frontline, operational, and office-based roles.

This participation number has been achieved through both traditional and non-traditional efforts, and by activating our local Grapevine. Current Sydney Ferries employees act as brand ambassadors, establishing public transport as an attractive employment option for Aboriginal and/or Torres Strait Islander people. Transdev will implement this same strategy across other business units, to ensure we can become employer of choice for Aboriginal and/or Torres Strait Islander people across Australia. To further support the growth of our network into our second Reconciliation Action Plan, we will strive to continue to access the grapevine, through our partners Aboriginal Employment Strategy, Indigenous Employment Partners, Clontarf Foundation and AFL SportsReady and their deep seeded connections to Aboriginal and/or Torres Strait Islander communities.

During National Reconciliation Week in 2019 we collaborated with the Dulwich Hill Primary School and their Koori Art class to create an artistic banner to bring to life the theme of National Reconciliation Week that was to be displayed at our Sydney Light Rail depot in Pyrmont. For NAIDOC week in the same year, we created a copy of the artwork made so we could gift the beautiful original to back to the school in a special ceremony. The ceremony highlighted the importance of Aboriginal and/or Torres Strait Islander peoples and non-Indigenous peoples coming together to use our voices to share the stories of this country and particularly helping to share this message with school children from all different backgrounds.

Transdev's Sydney ferry, light rail and bus businesses collaborated to host Smoking Ceremonies at Barangaroo for clients, employees and our community alike from the team at the Tribal Warrior and some Aboriginal employees from our

Sydney team. In Perth we have hosted Smoking Ceremonies with the local community and held informational sessions focused on different themes. These Ceremonies allow non-Indigenous peoples a glimpse into the deeply spiritual practices and rituals of Aboriginal and/or Torres Strait Islander communities. RAP Working Group Member Amanda Selleck stated that the experience was extremely moving and the sacramental feeling that she will never forget.

In 2020, Transdev hosted National Reconciliation Week activities as a sign of our commitment to celebrate and acknowledge the cultural heritage of the Traditional Owners of the Land. During COVID-19 we noted that many of our teams were spending more time at home with children, as such we held a colouring-in competition for our teams to take part in with their children. We also hosted a raising of the flag ceremony and a cultural learning series on our internal platform, the "myTransdev" app.

Commemorating these events has allowed for wider knowledge sharing amongst our workforce of the history and culture of Aboriginal and/or Torres Strait Islander peoples helping to remove the historical blind spot from our past and recognise mistakes, celebrate achievements to ultimately pave a way for us to move forward as a community together. We understand that our efforts so far are just scratching the surface, and further commitment is needed to enhance equality and equity for Aboriginal and/or Torres Strait Islander peoples to close the gap across many areas of life.

Project Rise

Transdev are committed to supporting the economic self-determination and entrepreneurship of Aboriginal businesses and communities across the life of our second RAP. We established Project Rise in early 2021, with the aim to support Aboriginal-owned enterprises in accessing opportunities to provide goods and services for our various businesses. Support from Rise is accessible to both existing and start-up businesses and social enterprises to build business capability and assist in the delivery of our services across Australia.

Through the Project Rise, Transdev provides both direct grants over the term of the Contract and pro-bono mentoring and skills-support to Aboriginal-owned enterprises. Skill-sharing includes expert coaching, policy guidance, tendering assistance, and support in establishing business systems. We will ensure all participating organisations maintain sustainable practices that are aligned with the values and policies of both Transdev, our clients and wider stakeholders.

Establishing and maintaining Rise ensures that Transdev will always deliver and exceed our social procurement spending targets and support Aboriginal enterprises, through direct sub-contract arrangements and business development, even as individual business arrangements change to suit the evolving needs of our business.

Project Rise is governed by an external board involving senior leaders from Kinaway, La Perouse Local Aboriginal Land Council and Transdev. Rise also has state-based divisions that help to implement initiatives on a local level.

Local Transdev Sydney Ferries Uncle, John Coe said "I'm very proud to be part of Transdev, and leaving a legacy behind for our younger generation. Reconciliation and us coming together, it's only going to make this organization stronger. We want all cultures to come together. Seeing the growth we have in Indigenous people joining us is fantastic." We also have an ongoing commitment to opening meetings with an Acknowledgment of Country and paying our respects to the Elders past, present and emerging.

A special thank you to our RAP Working Group, championed by our Chief People and Culture Officer, Paul Birch and chaired by Donna Jones, General Manager Talent, Diversity, Learning and Engagement.

- Tony Cook* - General Purpose Hand. Proud Gadigal Man
- John Coe * – General Purpose Hand. Proud Wiradjuri Man
- Ella Wilson* - General Purpose Hand. Proud Gamilaraay Woman
- Chloe Donato* - General Purpose Hand. Proud Bundjalung woman
- Jaydan Donato* - General Purpose Hand. Proud Bundjalung Man
- Amanda Selleck - Talent Acquisition Manager
- Georgia James - Diversity and Engagement Advisor
- Raymond Windle - Senior Operations Manager
- Kiersten Hocking - Operational Training Manager
- Alannah Fallon - People and Culture Advisor
- Coral Reynolds – Customer Experience Manager

Transdev acknowledge that reconciliation activities cannot be undertaken without the consultation and guidance of those for which the plan primarily supports. To ensure we maintain a strong Aboriginal and/or Torres Strait Islander representation in our RAP Working Group, we engage our business units with larger cohorts of First Nations employees and their internal RAP committees, which are dedicated groups run by First Nations employees that represent the community in meetings with Transdev. Nominations are put forward by fellow Aboriginal and/or Torres Strait Islander employees, once nominated and agreeing to the requirements of the committee, committee members can maintain membership for up to three years. We also have regular expressions of interest campaigns that are facilitated through Diversity Councils in business units where First Nation's representation is smaller

than other businesses and Transdev engages these groups to ensure that we have Aboriginal and/or Torres Strait Islander participation and guidance on RAP initiatives, consistently. Our Diversity councils empower our people to bring forward initiatives relating to diversity, inclusion, and overall wellbeing to Transdev leadership to inform policy reform, strategic developments, and community engagement. Through monthly Diversity Council meetings, and Quarterly RAP working group meetings, Transdev can maintain an understanding of the needs of employees from a range of backgrounds and businesses. We also engage with local stakeholders and industry leaders on an ongoing basis, to provide an external perspective on RAP activities, particularly in areas where we are not as mature.





Relationships

Transdev is committed to building strong relationships with First Peoples of Australia and the communities in which we operate. As a corporate citizen, we want to make a difference in the community by working with local Aboriginal and/or Torres Strait Islander groups to help guide our actions towards reconciliation. By continuously learning from and collaborating with First Nations organisations, organisations that excel in this space, as well as other subject matter expert groups, we aim to build trusting relationships with these communities and enrich the way we work through inclusion, understanding and appreciation of Aboriginal and Torres Strait Islander cultures.



Focus area: To work with stakeholders to build strong relationships that allow us to create sustainable change for our community that aims to champion communication, understanding and mutual respect.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2021	General Manager, Talent, Diversity, Learning and Engagement
	Implement and review current engagement plan to work with Aboriginal and/or Torres Strait Islander stakeholders and organisations, particularly through Project Rise	August 2021	Diversity and Engagement Advisor
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2022/2023	Diversity and Engagement Advisor
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2022/2023	Diversity and Engagement Advisor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2022/2023	Diversity Council Lead
	Organise at least one NRW event each year.	27 May- 3 June, 2022/2023	Diversity and Engagement Advisor
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022/2023	Diversity and Engagement Advisor
	Implement strategies to engage our staff in reconciliation.	July 2021	Diversity and Engagement Advisor
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly.	July 2021	General Manager Communication
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2021	General Manager, Talent, Diversity, Learning and Engagement
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	October 2021	General Manager, Talent, Diversity, Learning and Engagement
	Conduct an audit of suppliers to understand reconciliation efforts and provide support and guidance if needed.	October 2021	Contracts and Commercial manager
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2021	General Manager, Talent, Diversity, Learning and Engagement
	Develop, implement and communicate an anti-discrimination policy for our organisation.	July 2021	General Manager, Talent, Diversity, Learning and Engagement
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2021	Diversity and Engagement Advisor
	Engage Traditional Owners to conduct focus group sessions to understand racism experiences on Public Transport	December 2021	Diversity and Engagement Advisor
	Educate senior leaders on the effects of racism.	January 2022	General Manager, Talent, Diversity, Learning and Engagement



Respect

We acknowledge that respect is the beginning of any meaningful relationship. We wholeheartedly believe that developing the cultural understanding of all our employees and our circle of influence will help build mutual respect and appreciation for Aboriginal and/or Torres Strait Islander histories, cultures and the stories that contribute to our industry.



Focus area: To build a robust cultural intelligence program that aims to continuously develop all employees understanding of Aboriginal and/or Torres Strait Islander cultures.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation and set proportionate targets for each business unit for each year of the plan.	July 2021	General Manager, Talent, Diversity, Learning and Engagement
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	September 2021	General Manager, Talent, Diversity, Learning and Engagement
	Develop, implement and communicate a cultural learning strategy for our staff.	December 2021	General Manager, Talent, Diversity, Learning and Engagement
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	September 2021	Diversity and Engagement Advisor
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2021	Diversity and Engagement Advisor
	Review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2021	Communications Advisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2021/2022	Diversity and Engagement Advisor
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2021, 2022	Diversity and Engagement Advisor
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2021/2022	Diversity and Engagement Advisor
	Review HR policies and procedures to remove barriers to staff participating in cultural celebrations or practices	August 2021	General Manager, Talent, Diversity, Learning and Engagement
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2021/2022	Diversity Council Lead
Increase Aboriginal and Torres Strait Islander safety and wellbeing at work	Develop and implement a module within our Psychological Safety at Work program that is specific to Aboriginal and/or Torres Strait Islander employees	February 2022	Diversity and Engagement Advisor
	Explore partnership opportunities with a specialist Aboriginal and/or Torres Strait Islander health and support service	March 2022	HSEQ Officer
	Develop an Aboriginal and/ or Torres Strait Islander health and wellbeing program	March 2022	HSEQ Officer



Opportunities

Working closely with Aboriginal and/or Torres Strait Islander people enriches the way we think and work as a team. We aim to empower our people and their communities through our talent programs with the skills they need for long-term career growth. Not only do we want to support this community within our organisation, but maximise opportunities and engagement with Aboriginal and/or Torres Strait Islander businesses through project RISE.




Focus area: Address the systemic barriers that Aboriginal and/or Torres Strait Islander communities have faced and how this contributes to intergenerational disadvantage by establishing dedicated employment and procurement opportunities, focusing on investing for the long term.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	September 2021	Talent Acquisition Manager
	Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategies including our specific Aboriginal and/or Torres Strait Islander mentoring program	September 2021	Talent Acquisition Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2022	General Manager Talent, Diversity, Learning and Engagement
	Identify positions for Aboriginal and/or Torres Strait Islander candidates through dedicated driver schools and other frontline operational roles to help achieve recruitment targets and create a shared sense of camaraderie.	March 2022	Talent Acquisition Manager
	Activate our local network to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	July 2021	Talent Acquisition Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2021	Talent Acquisition Manager
	Aim to achieve 3% Aboriginal and/or Torres Strait Islander representation in our workforce with annual targets set for each Transdev entity	July 2023	General Manager Talent, Diversity, Learning and Engagement
	Explore opportunities to engage with local Aboriginal and/or Torres Strait Islander communities close to our businesses with a focus on developing pre-employment skills, particularly those required for the public transport industry.	January 2022	Talent Acquisition Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Engage the Clontarf Foundation and localised Aboriginal and/or Torres Strait Islander youth groups to build a pipeline that focuses on investing in early talent through education and training	February 2022	Talent Acquisition Manager
	Implement, review and update our Aboriginal and Torres Strait Islander procurement strategy	July 2021	Contracts and Commercial Manager
	Develop and set procurement spend targets for each business unit depending on size and total annual spend.	December 2021	Contracts and Commercial Manager
	Launch 'Project Rise' in each state to support local Aboriginal-owned enterprises	March 2022	Contracts and Commercial Manager
	Maintain and renew Supply Nation membership.	August 2021	Contracts and Commercial Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	January 2022	Contracts and Commercial Manager and Internal Communications manager.
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	August 2021	Contracts and Commercial Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August 2021	Contracts and Commercial Manager
	Collaborate with un-successful tenderers in feedback sessions to improve overall competitive approach for the future	August 2021	Contracts and Commercial Manager



Governance





Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March 2022	Diversity and Engagement Advisor
	Review, update and apply a Terms of Reference for the RWG.	July 2021	General Manager, Talent, Diversity, Learning and Engagement
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September and December, 2021/2022/2023	Diversity and Engagement Advisor
Provide appropriate support for effective implementation of RAP commitments.	Review resource needs for RAP implementation	July 2021	Diversity and Engagement Advisor
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2021	General Manager, Talent, Diversity, Learning and Engagement
	Evaluate and improve appropriate systems to track, measure and report on RAP commitments.	July 2021	Diversity and Engagement Advisor
	Maintain an internal RAP Champion from senior management.	July 2021/2022	Chief People and Culture Officer
	Develop RAP targets for all Senior Leaders within each business unit	March 2022	General Manager Talent, Diversity, Learning and Engagement
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2021/2022	Diversity and Engagement Advisor
	Review RAP Impact Measurement Questionnaire with RAP working group members	August 2021/2022	Diversity and Engagement Advisor
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, and December 2021/2022	Diversity and Engagement Advisor
	Report on RAP deliverables and associated targets in Monthly Business Reviews	January 2022	Head of Business Improvement and Analysis
	Publically report our RAP achievements, challenges and learnings, annually.	December 2021/2022	General Manager Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022	Diversity and Engagement Advisor
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2022	Diversity and Engagement Advisor



Artist STATEMENT

My name is Vicki Golding and I am a Biripi woman, born in Gadigal county New South Wales. I spent my childhood growing up in Redfern also gave birth to my 3 children there and am now residing in Malabar south eastern suburbs.

As a proud Aboriginal woman I am very passionate in demonstrating my cultural heritage and identity through my art practice which

shares Aboriginal culture, community and history.

Practicing Aboriginal art from a young age has given me the skills and experiences to work professionally as an artist, I have been given opportunities to work with other organisations in communities and sports. Working and painting with children in local schools, painting the junior grade headgears for the local La Perouse football club and commissioned to design and paint Johnathan Thurston's headgear which he wore in the Indigenous Allstars games in 2012, 2013 and 2015. I have also had the opportunity to design the NRL Wests Tigers Indigenous jerseys 2018 and again 2019 which was a collaboration of my and my son Dennis's artwork/designs.

Our OPERATIONS



5,578
employees

10 networks
in bus, heavy rail, light
rail, ferry & on-demand
transport

1,969
vehicles

6 cities



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