



Reflect Reconciliation Action Plan

May 2021 - May 2022



G:link - Gold Coast Light Rail operated by Keolis Downer



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Artwork & Design



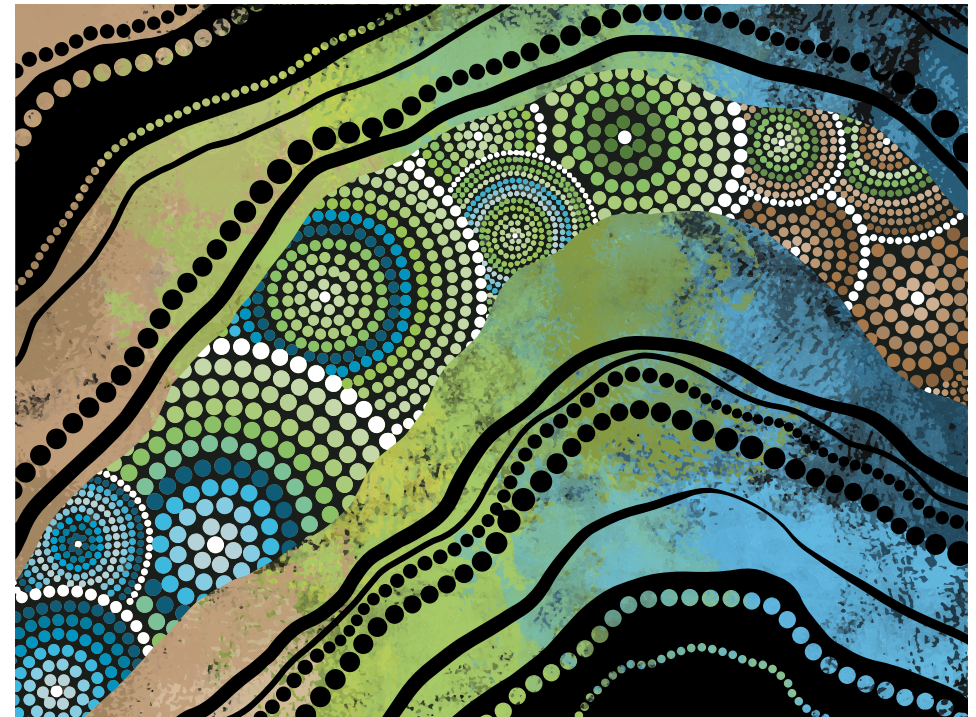
Artist Statement - Elizabeth Close

Elizabeth is a Pitjantjatjara and Yankunytjatjara woman from the APY Lands in Central Australia. Now based in Adelaide, Elizabeth's arts practice has evolved from canvas beginnings to now also include large scale public art and digital design. Elizabeth's work is a unique and distinct fusion of contemporary and traditional Aboriginal Art, using vivid warmth to convey the landscape of the APY while also drawing upon sociopolitical themes of identity, forced removal policies, loss of culture and intergenerational trauma.

About the Artwork

The key theme that underpins the design concepts for Keolis Downer's Reconciliation Action Plan Artwork is about Journey; something that is echoed in our core values and day-to-day aims of respectfully moving people to where they need to go. This concept of journey speaks not only to our core business but to our personal journey of reconciliation. This is a key first step for Keolis Downer to honour and reflect upon the shared histories of the land on which we work; and to acknowledge that traversing this vast landscape is an ancient journey, one undertaken by many or very many thousands of years.

The palette employs the Keolis Downer corporate palette of blue and green; but bringing in a warm, sand colour to balance the artwork. Elizabeth often uses palette as a vessel through which to speak to the landscape - and as such, in this work the blue speaks to water and the coastline around the continent of Mainland Australia, Tasmania and the various Islands off the coast of Australia including the Torres Strait. The green speaks to the abundance and diversity of plant life across the landscapes, and the importance of sustainability for Keolis Downer. The sandy colours speak to the earth. Collectively they also speak to the profound diversity of landscapes across Australia and by extension, language groups and cultures of Australia's First Peoples.



The artwork speaks to the concept of journey, expressed in a manner that is informed by landscape and topography. These lines meander across the artwork in a variety of thicknesses, accompanied by dots of varying size. These journey lines refer to the concept of reflection and journey of reconciliation whilst also speaking to the literal journey of consumers. Some of these dots are in negative-space. This, coupled with the overall graphic, refer to the different modes of transportation that Keolis Downer operates. This too however, can also speak to the diversity of the consumers that use public transportation. This is a subtle yet important narrative, expressed in a bold aesthetic. It also brings in a section of detailed dots, using the gradient of colours in an opposite direction. This was done as though to allude to a sense of the dots travelling from one side of the artwork to another. This section of dots of varying size, is informed again by the diversity of consumers, of Australia broadly and, of course, of its First Peoples.

Message from Keolis Downer's CEO



I am proud to present our inaugural Reflect Reconciliation Action Plan (RAP). This is an important milestone for Keolis Downer as it demonstrates our dedication to provide meaningful and sustainable outcomes that advance reconciliation and help us to form mutually beneficial partnerships with Aboriginal and Torres Strait Islander peoples and communities.

Our company's purpose is to enhance lives in the cities and regions where we operate, by delivering safe, smart and sustainable mobility solutions that are inclusive and adapted to the diversity of the communities that we serve.

This RAP is an essential part of our diversity and inclusion strategy. It provides a framework for our actions towards reconciliation, and will seek to: create culturally safe spaces to encourage self-identification of employees, develop our cultural competency at all levels, build strong guidelines and policies to overcome unconscious bias, provide pathways for training and employment, and engage with Aboriginal and Torres Strait Islander businesses through our supply chain.

We acknowledge the ongoing effects of colonisation on First Nations peoples and the resulting inequalities which still exist today, and we want to make a difference to achieving equity and Aboriginal and Torres Strait Islander self-determination.

We know our reconciliation journey has a long way to go, but we are strongly committed to making a meaningful contribution to the Aboriginal and Torres Strait Islander communities and promoting cultural awareness, respect and creating opportunities.

We are excited to be on this journey.

David Franks

Chief Executive Officer
Keolis Downer

Message from Reconciliation Australia



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

Keolis Downer 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 over 2.3 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 Keolis Downer 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 Keolis Downer, 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



Our Business

Keolis Downer has operated public transport systems in Australia since 2009. Our company is a joint venture between Keolis, an international public transport provider, and Downer, the leading provider of integrated services in Australia and New Zealand.

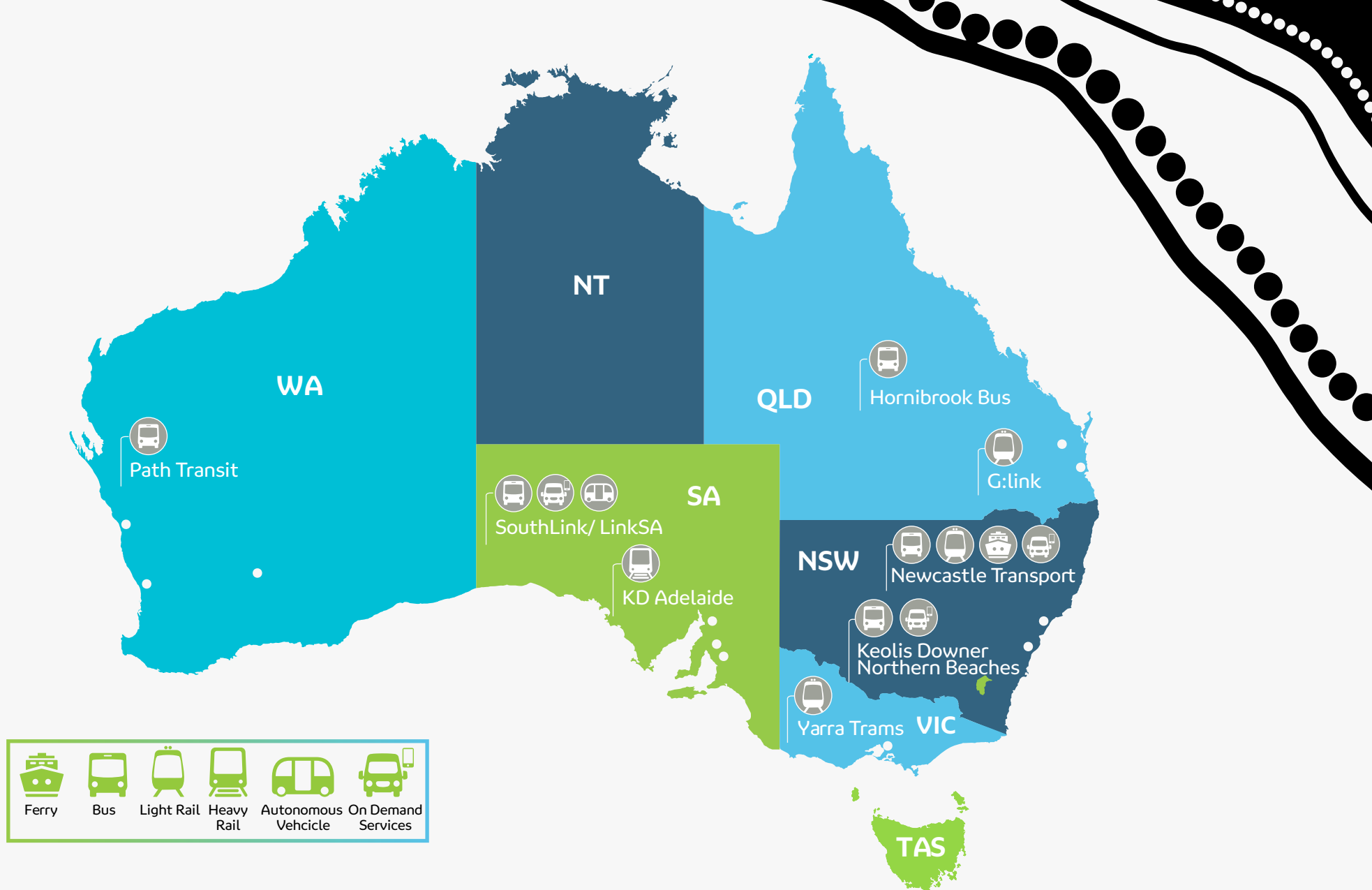
At Keolis Downer, we are committed to the development of future proofing integrated transport solutions that provide seamless connections for people, while supporting modern lifestyles and shaping the fabric of our urban environments. Keolis Downer operates metro, heavy rail, light rail, and regular and high-frequency bus services across five states of Australia. We also provide new mobility options to the communities we serve, through On Demand transport and Autonomous Vehicles.

Our operations include 1400+ buses, 500+ light rail vehicles and 270 million passenger journeys each year. Our headquarter is in North Ryde (Sydney).

By designing transport networks that people want to use, our vision is to be the partner of choice for public transport authorities to support the development of more liveable cities and regions. We are committed to providing safe and comfortable public transport journeys that encourage a sustainable urban environment and become an integral part of people's lives.

Through our commitment to always 'Think like a Passenger' and our vision for 'Zero Harm', we work closely with our clients, the community and our customers to personalise the passenger journey and continually improve our services.

We motivate our 5,300 employees by ensuring mutual respect is the foundation of our human resources policy. We currently do not record the number of Aboriginal and Torres Strait Islander staff in our organisation but are working towards establishing an understanding of this, and we will continue to work with our employees to develop culturally safe workplaces in order to encourage self-identification.





Our RAP

At Keolis Downer, we are committed to ensuring that we have a diverse and inclusive workforce which fulfils our employees', customers' and shareholders' expectations while also building a sustainable future for the communities that we serve.

As one of Australia's leading public transport operators, we recognise our responsibility to use our skills and services to encourage the inclusion of Aboriginal and Torres Strait Islander peoples, both within our workforce and within the communities we serve.

Through our inaugural Reconciliation Action Plan, and positive interactions with Reconciliation Australia, we are committed to celebrate the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples.

Our vision for reconciliation is one where First Nations Australians can access equal opportunities and where richness and diversity of Aboriginal and Torres Strait Islander cultures are celebrated. Through developing and strengthening our partnerships we want to further empower Aboriginal and Torres Strait Islander communities and organisations.

We intend to embed within our operations an environment that is inclusive and supportive: a collaborative and respectful environment that increases participation and values the contribution of our existing and future Aboriginal and Torres Strait Islander employees and suppliers.

While continuing to further develop our organisational cultural competence and commitment to reconciliation, we encourage all our employees, customers and suppliers to support us along this journey.

Our RAP working group, referred to as the Reconciliation Working Group (RWG) is made up of a diverse group of Aboriginal and Torres Strait Islander peoples and non-Indigenous transport employees representing each of the entities that make up our company. The RWG is responsible for monitoring and reporting our RAP implementation.

Our RWG met for the first time in February 2021 and will meet at least quarterly to drive our reconciliation journey and successfully maximise jobs and opportunities for Aboriginal and Torres Strait Islander peoples across our organisation.

Our reconciliation journey is championed by Christian Porter (Chief Commercial Officer), Segolene Deeley (Director - Corporate Affairs), and Holly Mephram (Group Safety Quality Environment Manager). We want to be part of the reconciliation journey to build a shared future.



Keolis Downer Hunter - Sharing our values with our Newcastle staff in 2020

Partnerships and Initiatives

Australia is in the middle of many extraordinary transformations, particularly around jobs, skills and business industry participation opportunities.

While we are beginning our RAP journey, we have had an ongoing commitment to reconciliation across our organisation.

Keolis Downer believes there is significant untapped potential for businesses and Government to realise the benefits of increasing Aboriginal and Torres Strait Islander participation rates and engagement initiatives.



Engage with Community through Second Life Initiative

Newcastle

In February 2019, Keolis Downer and Transport for New South Wales (TfNSW) gifted a second hand bus to an Aboriginal community in Newcastle.

This was a part of the Second Life program managed by TfNSW to support local communities. This project looks at assets owned by the NSW Government, such as trains, buses, and accommodation, seeking better ways to use them, for social good. This program focuses on working alongside councils and regional communities to identify and repurpose retired transport assets.

The bus had been removed from service and adapted to support the delivery of tangible services to Aboriginal communities. Keolis Downer prepared the bus for the Aboriginal Community, and in return our employees were invited to participate in a traditional Smoking Ceremony. Our staff watched the ceremony and were invited to go through the smoke, a symbol to cleanse the past for a better future. The Second Life initiative is ensuring that bus assets that would otherwise have been disposed of are now helping the community in new ways.



Newcastle Smoking Ceremony

Yarra Trams Community Partnerships

Melbourne

Yarra Trams, a subsidiary of Keolis Downer in Victoria, has developed a Community Partnerships program which delivers in-kind advertising to community organisations. Throughout 2020, we partnered with not-for-profit organisations who helped convey powerful messages across our network.

We collaborated with Charcoal Lane, a social enterprise and native Australian restaurant that provides hospitality qualifications, training, professional experience and cultural support for Aboriginal and Torres Strait Islander youth.

Our Community Partnerships program has also formally allowed us to partner with The Torch, an organisation that provides vocational support in the arts to Aboriginal and Torres Strait Islander offenders and ex-offenders in Victoria. The Torch aims to reduce the rate of reoffending by encouraging the exploration of identity and culture through art programs and helps establish new pathways upon release.

After having demonstrated diversity and inclusion achievements, The Torch was awarded one tram to design, a positive way to celebrate Aboriginal culture and history and encourage history and dialogue.

Keolis Downer is proud to support community organisations to deliver communications campaigns to the Melbourne community, while building their brand awareness through exposure from the unique and coveted platform of tram advertising.



The two sides of The Torch's tram wrap

Culture awareness-raising with G:link

Gold Coast

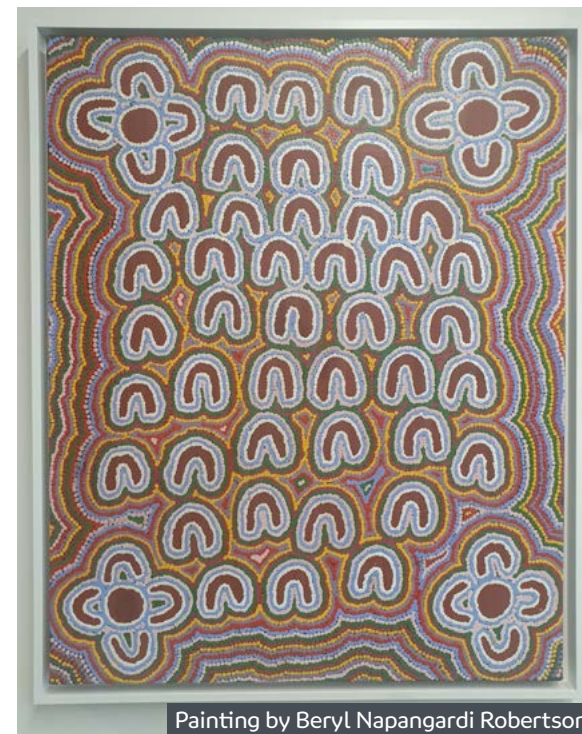
In March 2018, Keolis Downer Gold Coast, a subsidiary of Keolis Downer, commissioned a painting by Beryl Napangardi Robertson, an Aboriginal artist from the Yuendumu Community, North West of Alice Springs.

Her Dreamings include Karnta (Women). The Traditional Owners of this Dreaming are the Napangardi and Napangka women. The Dreaming site is Janyinki, west of Yuendumu, where women were travelling east, dancing as they travelled.

This painting is displayed at the entrance to the depot, so that it is the first thing you see when you enter.

This is a constant reminder that the land we are working on belongs to the First Nations peoples. This initiative was the first step on the pathway to raising cultural awareness throughout the organisation. This initiative was followed by educating the team on NAIDOC Week 2020, and information was sent out to all G:link employees.

For 2021, the focus will be on cultural awareness and protocol appreciation through programs and a communications campaign, with the intention of fostering workplace cultures. This ensures we value the skills, experiences and perspectives of Aboriginal and Torres Strait Islander employees and communities.





Tram design based off Knowing Country #1, 2016, Jeffrey Jackson, Mutti Mutti. Produced as part of The Torch program



Deliverables

Relationships

Building long term relationships with Aboriginal and Torres Strait Islander peoples based on trust and respect is critical to our development, as it fosters our understanding of the diverse nature of the customers and communities we serve across Australia. Partnerships with Aboriginal and Torres Strait Islander peoples will bring learning, innovation and growth to Keolis Downer.

Respect

We acknowledge the necessity to be proactive and provide cultural awareness and cultural competency training to all our workforce about Aboriginal and Torres Strait Islander peoples to share their diverse histories, protocols and achievements, allowing us to create respectful and safe workspaces.

Opportunities

Our ambition is to actively support equal opportunities and participation for Aboriginal and Torres Strait Islander peoples and suppliers in our organisation. Our recruitment strategy and diversity policies have been developed to ensure equity for First Peoples and encourage them to become the leaders of today and tomorrow.

Relationships



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1. Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2021	Director Corporate Affairs
	1.2. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2021	Director Corporate Affairs
	1.3. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2021	Director Corporate Affairs
2. Build relationships through celebrating National Reconciliation Week (NRW)	2.1. Collect and circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff in all locations.	May 2021	Group SQE Manager
	2.2. Ensure our RAP Working Group participates in at least one external NRW event, in their respective locations and circulate to staff.	27 May - 3 June 2021	Group SQE Manager
	2.3. Organise at least one Keolis Downer internal initiative for NRW.	27 May - 3 June 2021	Group SQE Manager
	2.4. Encourage and support staff and all senior leaders to attend at least one NRW event or cultural activity.	27 May - 3 June 2021	Group SQE Manager
	2.5. Register all our NRW events on Reconciliation Australia's NRW website.	May 2021	Group SQE Manager

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence	3.1. Identify strategies to engage our employees in reconciliation and demonstrate how our values – we care, we imagine, we commit – embrace reconciliation.	May 2021	Regional HR Managers
	3.2. Communicate our commitment to reconciliation to all staff.	May 2021	Regional HR Managers
	3.3. Explore opportunities to work alongside Public Transport Authorities and/or State Government to assist in implementing their reconciliation strategies and drive reconciliation outcomes.	December 2021	Regional HR Managers
	3.4. Organise the launch of our RAP alongside Keolis Downer employees and strengthen partnerships with local Aboriginal and Torres Strait Islander peoples.	July 2021	Director Corporate Affairs
	3.5. Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	May 2021	Director Corporate Affairs
4. Promote positive race relations through anti-discrimination strategies.	4.1. Research best practice and policies in areas of race relations and anti-discrimination.	June 2021	Regional HR Managers
	4.2. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	September 2021	Regional HR Managers
	4.3. Explore education opportunities for senior leaders and managers on inclusive leadership, unconscious bias and the effects of racism.	September 2021	Director Corporate Affairs

Respect




ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1. Create a calendar of significant Aboriginal and Torres Strait Islander dates and make it available for all employees via the intranet and in all depots.	June 2021	Regional HR Managers
	5.2. Conduct a review of cultural learning needs within our organisation.	June 2021	Regional HR Managers
	5.3. Ensure our Aboriginal and Torres Strait Islander cultural awareness training strategy is available for managers and staff in all areas of our business.	June 2021	Regional HR Managers
	5.4. Provide opportunities for RWG members, RAP champions, HR managers and other key leadership employees to participate in cultural training and/or immersion opportunities within Community.	February 2022	Regional HR Managers
	5.5. Develop and create a cultural competency slide package to be included in all our induction trainings and encourage new employees to participate in activities to build their own cultural competency.	August 2021	Director Corporate Affairs
	5.6. Invite local Aboriginal and Torres Strait Islander peoples to our National HQ to support our leaders on building their overall cultural competency	September 2021	Director Corporate Affairs

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1. Create, annually review and communicate our cultural protocol document, including Welcome to Country and Acknowledgement of Country.	May 2021	Director Corporate Affairs
	6.2. Include an Acknowledgement of Country at the commencement of all important internal / external meetings.	May 2021	Director Corporate Affairs
	6.3. Encourage employees to include an Acknowledgement of Country at the commencement of all corporate meetings.	May 2021	Director Corporate Affairs
	6.4. Invite a local Traditional Custodian to provide a Welcome to Country, organise a Smoking Ceremony or other appropriate cultural event at significant events.	June 2021	Director Corporate Affairs
	6.5. Each depot/ office will indicate the Traditional Owners of the Land.	June 2021	Regional HR Managers
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1. Develop a communication strategy to promote and encourage participation in external NAIDOC events to all employees.	June 2021	Regional HR Managers
	7.2. Include a NAIDOC promotional banner in employee email signatures during NAIDOC week.	July 2021	Regional HR Managers
	7.3. Ensure the Keolis Downer RAP Working Group participates in an external NAIDOC Week event.	July 2021	Director Corporate Affairs
	7.4. Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week.	July 2021	Regional HR Managers
	7.5. Develop a NAIDOC Week annual theme event toolkit.	July 2021	Director Corporate Affairs
	7.6. Promote key dates and events on our national website.	July 2021	Director Corporate Affairs
	7.7. Consult with a local Aboriginal and Torres Strait Islander community about holding an internal NAIDOC Week event.	July 2021	Director Corporate Affairs

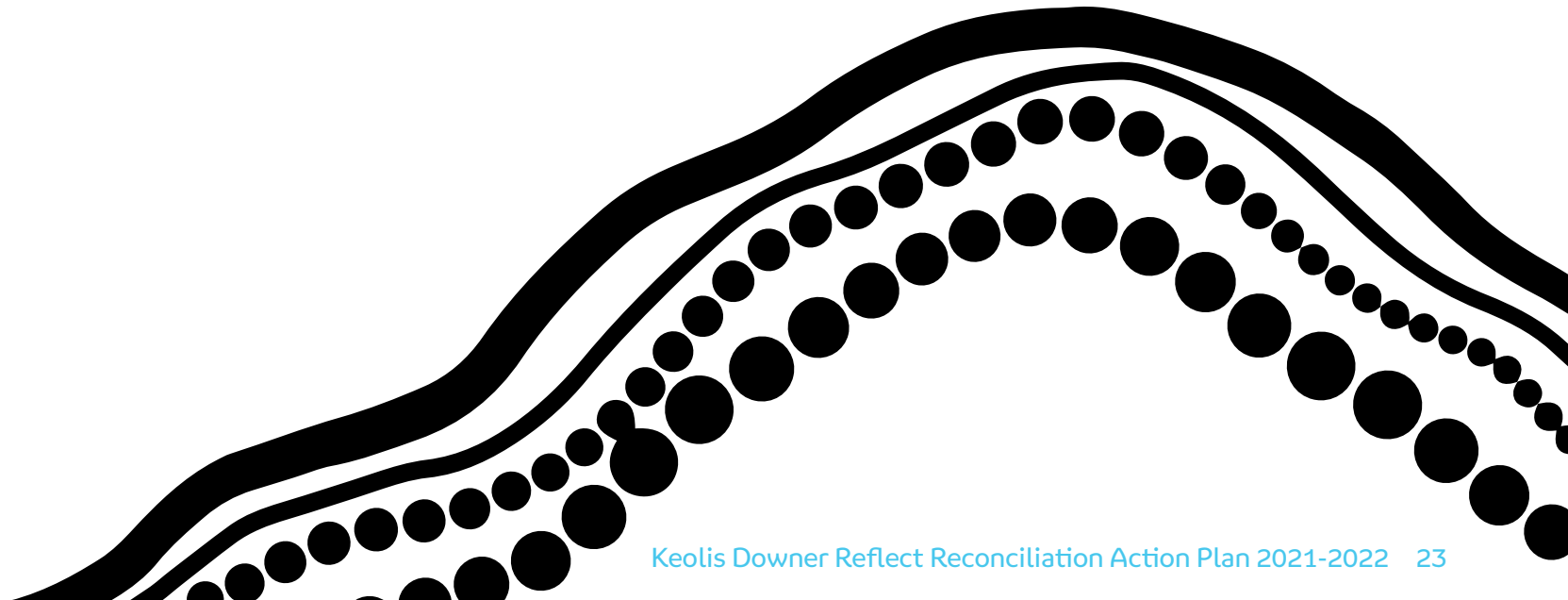
Opportunities



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1. Collaborate with Aboriginal and Torres Strait Islander employees to develop culturally safe workplaces.	September 2021	Regional HR Managers
	8.2. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2022	Regional HR Managers
	8.3. Organise event(s) such as Career Aspiration Day, in conjunction with local Aboriginal organisations and schools, to promote career possibilities in the Public Transport industry.	January 2022	Regional HR Managers
	8.4. Advertise vacancies in Aboriginal and Torres Strait Islander media and include in all advertisements 'Aboriginal and Torres Strait Islander Peoples encouraged to apply'.	December 2021	Regional HR Managers
	8.5. Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	December 2021	Regional HR Managers
	8.6. Initiate Aboriginal and Torres Strait Islander Traineeship and Apprenticeship programs throughout our subsidiaries.	January 2022	Regional HR Managers
	8.7. Encourage existing Aboriginal and Torres Strait Islander staff to reach out to their family and extended networks about employment and training opportunities for Aboriginal and Torres Strait Islander peoples.	February 2022	Regional HR Managers
	8.8. Investigate the implementation of an internal organisation wide Aboriginal and Torres Strait Islander network for existing and future Aboriginal and Torres Strait Islander employees, and the opportunity to implement workplace mentors for Aboriginal and Torres Strait Islander employees.	February 2022	Regional HR Managers




ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1. Work with our local entities to ensure they are aware of opportunities to work with Aboriginal and Torres Strait Islander suppliers and promote engagement with Aboriginal and Torres Strait Islander businesses throughout the life of our project.	February 2022	General Managers
	9.2. Investigate Supply Nation membership.	February 2022	National Project Manager
	9.3. Work with identified Aboriginal and Torres Strait Islander business chambers (NSWICC, Kinaway, SEQICC, NCCI, etc).	February 2022	National Project Manager
	9.4. Where possible, encourage our subcontract supplier base to spend with and include Aboriginal and Torres Strait Islander businesses throughout their supply chains within our operations	November 2021	General Managers



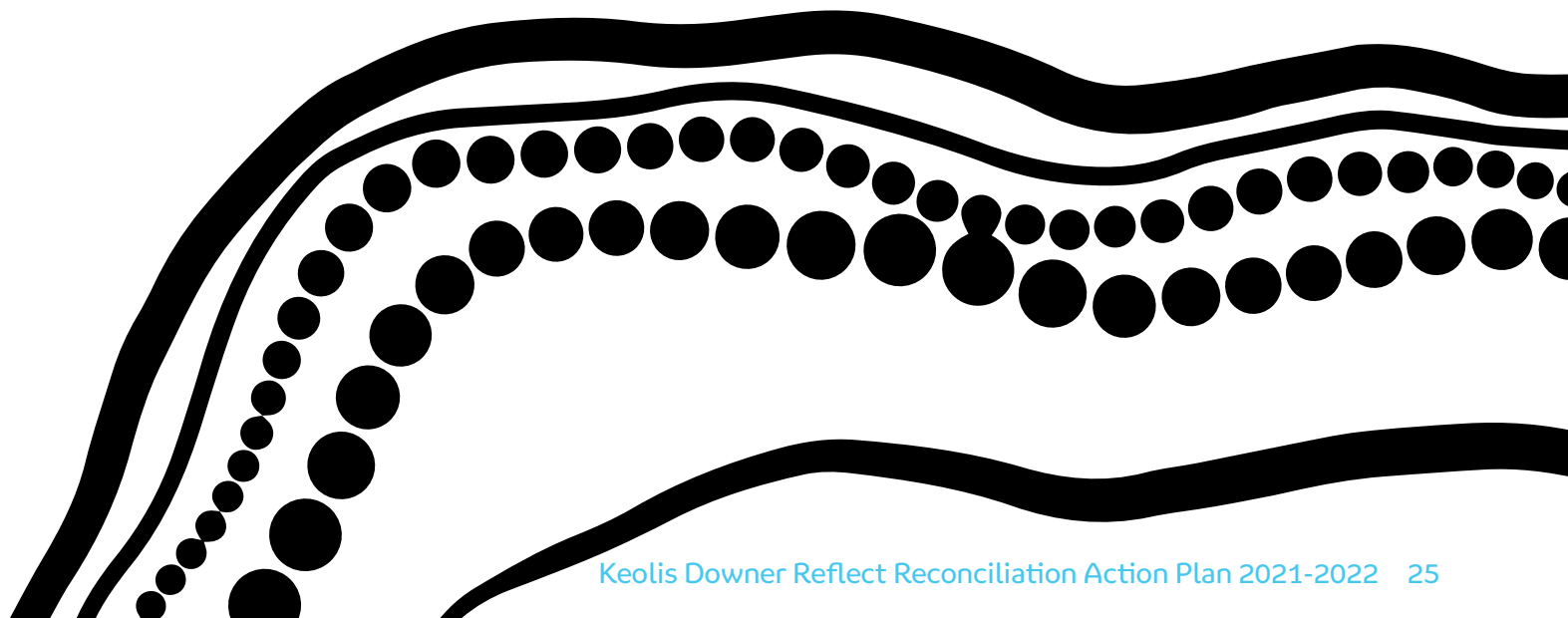
Governance



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	10.1. Form a RAP Working Group (RWG) to govern RAP implementation.	May 2021	Director Corporate Affairs
	10.2. Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG	September 2021	Director Corporate Affairs
	10.3. Organise regular project management meetings to implement the RAP.	May 2021	Director Corporate Affairs
	10.4. Establish Terms of Reference for the RWG.	July 2021	Director Corporate Affairs
	10.5. The RWG will meet quarterly once the RAP has been developed and launched to drive and monitor RAP implementation.	March 2022	National Project Manager
	10.6. Maintain an external and independent Aboriginal and Torres Strait Islander Advisor to provide cultural advice and guidance.	May 2021 - May 2022	Director Corporate Affairs
11. Provide appropriate support for effective implementation of RAP commitments.	11.1. Define the resources needed for RAP implementation.	April 2021	National Project Manager
	11.2. Define out reporting strategy and ensure that the appropriate systems to track, measure and report on RAP commitments are in place.	July 2021	National Project Manager
	11.3. Ensure that the Executive Leadership Team is represented in the RAP Working Group through the rotating chair.	May 2021	Director Corporate Affairs
	11.4. Organise a briefing session to engage senior leaders in the delivery of RAP commitments.	June 2021	National Project Manager



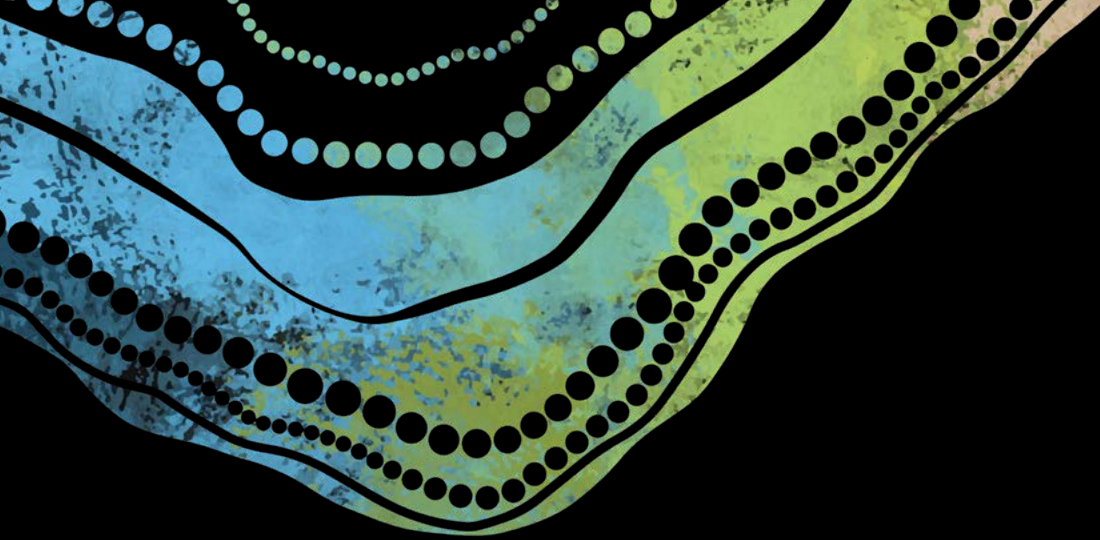
ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2021	National Project Manager
13. Continue our journey by developing our next RAP.	13.1. Register via Reconciliation Australia's website to begin developing our next RAP.	January 2022	National Project Manager
	13.2. Liaise with Reconciliation Australia to develop our second RAP. based on learnings, challenges and achievements.	January 2022	National Project Manager
	13.3. Submit the draft Innovate RAP to Reconciliation Australia for Review.	February 2022	National Project Manager
	13.4. Submit the draft RAP to Reconciliation for formal endorsement.	May 2022	National Project Manager





With On Demand, we offer tailor-made solutions to our customers, notably to areas with limited public transport options





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