

Innovate Reconciliation Action Plan

September 2022 - September 2024



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Acknowledgement of Country

Keolis Downer acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands on which we live and work today.

We acknowledge Aboriginal and Torres Strait Islander peoples spiritual and cultural bonds linking them to their lands.

We honour the presence of First Nations ancestors who reside in the imagination of the land and whose irrepressible spirituality flows through all creation.

We further recognise their continued custodianship, wisdom and knowledge forever embedded in their lands and pay reverence to their Elders past, present and emerging.



Message from Keolis Downer's CEO



I am proud to present our Innovate Reconciliation Action Plan (RAP). This is an important milestone for Keolis Downer as it continues to demonstrate 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 Innovate Reconciliation Action Plan (RAP) for 2022-2024 reaffirms our commitment to the reconciliation process and builds on the Reflect RAP that we introduced in 2021. The initiatives to be implemented under our Innovate RAP will include:

- Foster recognition in the communities in which we operate by bringing Aboriginal and Torres Strait Islander cultures, arts and stories to our networks
- Continue to embed and expand the cultural competency of our employees and those that work with us
- Providing opportunities to build and maintain relationships between our employees and Aboriginal and Torres Strait Islander peoples by organising and promoting events during National Reconciliation Week and NAIDOC Week
- Continue to improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development
- Actively support equal opportunities and participation for Aboriginal and Torres Strait Islander suppliers in our organisation

This Innovate RAP will provide an important foundation for our actions over the next few years and ensure we continue to develop our existing relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

Keolis Downer is committed to ensuring that we have a diverse and inclusive workforce which fulfils our employees', customers' and shareholders' expectations while building a sustainable future for our business. This includes playing a role in further empowering Aboriginal and Torres Strait Islander peoples, their communities and organisations. This Innovate RAP will help us to achieve these objectives by enhancing existing relationships and generating new opportunities. I encourage all employees, customers and suppliers to support us along this journey.

David Franks
Keolis Downer CEO

Our Vision for Reconciliation

We acknowledge Aboriginal and Torres Strait Islander peoples and their role as the Traditional Custodians of the lands on which we work and live.

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 with our customers and the communities we service, we want to further empower and connect with Aboriginal and Torres Strait Islander communities and organisations.

Keolis Downer's aim is to "Think like a passenger" making sure people are at the heart of everything we do. This includes improving Aboriginal and Torres Strait Islander peoples' experience with our operations, connecting of places and communities, as well as showing respect to the connection with land and cultures.



Keolis Downer celebrates NAIDOC Week 2022



Message from Reconciliation Australia

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Keolis Downer continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that

Keolis Downer will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Keolis Downer using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Keolis Downer to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Keolis Downer will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Keolis Downer's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Keolis Downer on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

Present in Australia since 2009, Keolis Downer is a leading multimodal operator of public transport services, delivering 350 million journeys to local communities each year.

With a strong focus on safety and the customer experience, we operate and maintain Yarra Trams in Melbourne, G:link light rail in Gold Coast, Adelaide Metro train services in South Australia and we have bus operations across four states. We operate the integrated public transport network in Newcastle and continuously focus on innovation and new technology to make public transport the first choice by providing local communities with an enhanced travel experience that includes On Demand transport, digital services and sustainable mobility modes.

The energy transition is at the heart of our approach to support Governments and accelerate the delivery of zero-emission transport services across Australia.

We are currently engaging with our operations to identify the number of Aboriginal or Torres Strait Islander staff that work for our business.



Our RAP

The development of our second RAP reaffirms our commitment to the reconciliation process through respect, relationships, and opportunities. As part of our Innovate RAP we will continue to develop and strengthen relationships with Aboriginal and Torres Strait Islander peoples in the communities in which we operate, engage with our staff and other stakeholders in reconciliation, and continue to develop innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

Implementation of our Reflect RAP and preparation of our Innovate RAP included monthly RAP Working Group meetings and workshops to develop a vision, and foster understanding and commitment among our leaders and employees.

Our RAP Working Group is responsible for the implementation and management of our RAP which includes representation from Aboriginal and Torres Strait Islander employees as well as members from each business. Keolis Downer's RAP is championed by the Group Safety, Quality and Environment Manager, Holly Mephram (chair), Christian Porter, Chief Commercial Officer and Segolene Deeley, Director - Future Mobility & Corporate Affairs.

RAP Working Group

Keolis Downer Adelaide

Elizabeth Pudney, Human Resources Officer
Jessica Kruger, Director of Human Resources

Keolis Downer Bus

Tegan Hughes, Communications and Stakeholder Engagement Manager
Scott Hoskin, Indigenous Engagement Advisor (Aboriginal Member)
Luke Cooling, Hamilton and Belmont Depot Manager
Jennifer Mullarkey, Customer Experience Analyst
Leanne Frederiksen, Safety and Security Manager

Keolis Downer Gold Coast

Nikki Klinkert, Head of Human Resources
Candace Jones, Senior HR Business Partner

Yarra Trams

Peitta Dyball, Chief People Officer
Axel Flomm, Director Rolling Stock Projects
Audra Liubinas, Manager CSR and Sustainability
Angela Strangis, Team Manager Brand and Production
Leah Bygraves, Senior Project Manager Substations
Briony Wilson, Controller Customer Service
Yvette Schuppe, Contractor Safety Management, Safety and Environment
Deborah Kingdom, Advisor, Case Management, Human Resources Directorate
Kim Kavan, Tram Driver (Aboriginal Member)
Delia Forrest, Tram Driver
Terese Scalise, Manager, Brand, Advertising & Marketing
Fiona Riseley, Manager Human Resources, Employee Engagement

Keolis Downer Group

Samuel Catling, Group Communications and Stakeholder Manager
James Edmiston, Head of Keolis Downer Training Academy
Ed Groch, Manager, Indigenous Engagement, Downer (Aboriginal Member)
Joanne Murray, Head of New Mobilities
Jamie Gray, Bid Manager

Our Reconciliation Journey so far...

In 2021, employees from across Keolis Downer formed a RAP working group to develop and deliver our Reflect Reconciliation Action Plan to kick off our reconciliation journey. While we were limited in our face to face interactions we were still able to find opportunities to start to journey to educate our selves and employees in what reconciliation means.

Our reconciliation journey has resulted in a number of important initiatives being undertaken during our Reflect RAP:

Relationships

- Established a RAP Working Group made up of employees representing all of our businesses. We have three executive level champions and we have representatives from all management levels as well as operational employees.
- Regular reporting to our Executive and Board on our reconciliation activities.
- Partnered with First Nations artist Elizabeth Close to develop our RAP artwork representative of journey – the concept of journey speaks not only to our core business but to our personal journey of reconciliation.
- Launched our Reflect RAP during National Reconciliation Week and participated in online activities nationally.

Respect

- Developed and delivered online cultural awareness training.
- Developed and communicated a Keolis Downer Cultural Protocol explaining the significance of Welcome to Country and Acknowledgement of Country.
- Held workshops to assist leaders to develop their own personal Acknowledgement of Country to be used to commence events and meetings.
- Promoted NAIDOC Week activities and participated in community events.

Opportunities

- Participated in Aboriginal Employment Days and Expos as well as Aboriginal Business Summit.
- Implemented the Final Link Program to assist Aboriginal and Torres Strait Islander employees in getting to and from work.
- Commence review of our subcontract suppliers and started identifying opportunities to work with Aboriginal and Torres Strait Islander businesses throughout our supply chain.



Yarra Trams embracing our Reconciliation Journey

Art Trams return for RISING | Yarra Trams Melbourne

A landmark series of artwork by First Peoples artists is now rolling through Melbourne as a key feature of this year's RISING festival, supported by the Department of Transport, Keolis Downer proud operator of Yarra Trams and Creative Victoria.

For the first time, six trams have been wrapped in artwork designed entirely by Victorian First Peoples artists as part of the 2021 Melbourne Art Trams Program. Exploring themes like Caring for Country, cultural heritage and travel, the artwork will be showcased across Melbourne's iconic tram network for the next 12 months.

Six artists were chosen from over 60 expressions of interests, selected by a panel made up of majority of First Peoples and with the support of Yorta Yorta woman, Kimberley Moulton, as curator of the program. The selection process was based on creative vision, storytelling and technical feasibility.

Passengers can discover more about each artist and their respective artwork through QR codes inside the trams. Two examples below:

- **Artist: Aunty Zeta Thomson (Wurundjeri/Yorta Yorta)**
- **Artwork: Mookies around the watering hole**
- **Tram routes: 5, 6, 16, 58 and 72**

Artist statement: Mookie means spirit in Yorta Yorta. In our culture, visitors would call out to Ancestor Mookies as they walked through the bush announcing they were coming onto Country. They would meet and gather at sacred waterholes for ceremony. After meeting, the travellers would begin their journey across Country to the next place, 'galyan woka ngana buraya moya'— a beautiful place far, far away. This work teaches us to respect Country and honour Ancestors.



- **Artist: Jarra Karalinar Steel (Boonwurrung/Wemba Wemba)**
- **Artwork: iilk (eel)**
- **Tram routes: 48 and 109**

Artist statement: From a child my mother told me stories of the iilk (eel) and their important journey cycles and role as a food source for the Boonwurrung people. In this work I have included personal icons of wattle which is my name Jarra Karalinar (wattle tree woman), feathers of Bundjil (wedge tail eagle) and Waa (crow), patterns that reference Kulin design and Walert Murrup (possum spirits) which are healing spirits.



For more information visit:
[Art Trams return for RISING | Department of Transport](#)



Our Visible Symbols of Change

Artwork displayed in depots



Our artwork and staff Acknowledgement cards



Letterhead



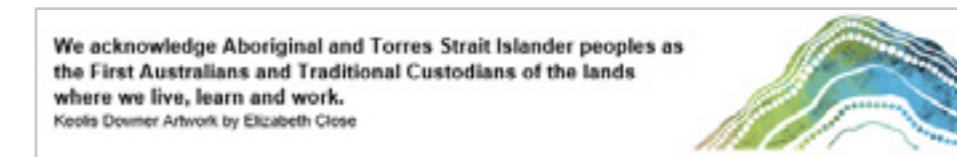
Email footer with NAIDOC WEEK 2021



Acknowledgement cards for all staff on their lanyards



Email footer





"Our Innovate RAP for 2022-2024 reaffirms our commitment to the reconciliation process and builds on the Reflect RAP that we introduced in 2021."

David Franks
Keolis Downer CEO

Commitments



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.

| ACTION | DELIVERABLES | TIMELINE | RESPONSIBILITY |
|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------|
| 1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | 1.1. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | May 2023 | Director, Future Mobility & Corporate Affairs |
| | 1.2. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | May 2024 | Director, Future Mobility & Corporate Affairs |
| | 1.3. Foster working relationships with Traditional Owners, businesses, and Aboriginal and Torres Strait Islander people throughout project and contract lifecycles | May 2024 | Chief Commercial Officer |

| ACTION | DELIVERABLES | TIMELINE | RESPONSIBILITY |
|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------|
| 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 2023, May 2024 | Director, Future Mobility & Corporate Affairs |
| | 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, 2023-2024 | Group SQE Manager (Chair) |
| | 2.3. Organise at least one Keolis Downer internal initiative for NRW each year. | 27 May-3 June, 2023 and 2024 | Group SQE Manager (Chair) |
| | 2.4. Encourage and support staff and all senior leaders to attend at least one external event to recognise and celebrate NRW | 27 May-3 June, 2023 and 2024 | Group SQE Manager (Chair) |
| | 2.5. Register all our NRW events on Reconciliation Australia's NRW website. | May 2023, May 2024 | Group SQE Manager (Chair) |

| ACTION | DELIVERABLES | TIMELINE | RESPONSIBILITY |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------|
| 3. Promote reconciliation through our sphere of influence | 3.1. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce and demonstrate how our values – we care, we imagine, we commit – embrace reconciliation. | May 2024 | Chief People Officer |
| | 3.2. Communicate our commitment to reconciliation publically through our website, social media channels and other media. | December 2023 | Director, Future Mobility & Corporate Affairs |
| | 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. | May 2023 | Director, Future Mobility & Corporate Affairs |
| | 3.4. Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. | May 2024 | Chief Commercial Officer |
| | 3.5. Develop and implement a strategy to communicate our RAP to all internal and external stakeholders | May 2024 | Director, Future Mobility & Corporate Affairs |
| | 3.6. Explore the experience of Aboriginal and Torres Strait Islander passengers to understand the enablers and identify the barriers of access to and use of public transport. | May 2024 | Chief Commercial Officer |

| ACTION | DELIVERABLES | TIMELINE | RESPONSIBILITY |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------|
| 4. Promote positive race relations through anti-discrimination strategies. | 4.1. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | December 2023 | Chief People Officer |
| | 4.2. Develop, implement and communicate an anti-discrimination policy for our organisation. | May 2024 | Chief People Officer |
| | 4.3. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | January 2024 | Chief People Officer |
| | 4.1. Educate senior leaders on the effects of racism | December 2023 | Chief People Officer |

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.

| ACTION | DELIVERABLES | TIMELINE | RESPONSIBILITY |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------|
| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | 1.1. Conduct a review of cultural learning needs within our organisation. | December 2022 | Head of Keolis Downer Training Academy |
| | 1.2. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. | May 2023 | Head of Keolis Downer Training Academy |
| | 1.3. Develop, implement and communicate a cultural learning strategy for our staff. | July 2023 | Head of Keolis Downer Training Academy |
| | 1.4. 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. | December 2023 | Head of Keolis Downer Training Academy |
| | 1.5. Invite local Aboriginal and Torres Strait Islander stakeholders to our National Leaders Forum to support our leaders on building their overall cultural competency | December 2024 | Director, Future Mobility & Corporate Affairs |

| ACTION | DELIVERABLES | TIMELINE | RESPONSIBILITY |
|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------------------|
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | 6.1. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | May 2023 | Group SQE Manager (Chair) |
| | 6.2. Develop, implement and communicate our cultural protocol document, including Welcome to Country and Acknowledgement of Country. | Review annually in May 2023, 2024 | Group SQE Manager (Chair) |
| | 6.3. Include an Acknowledgement of Country at the commencement of all important internal / external meetings. | May 2024 | Group SQE Manager (Chair) |
| | 6.4. Encourage employees to include an Acknowledgement of Country at the commencement of all corporate meetings. | May 2024 | Group SQE Manager (Chair) |
| | 6.5. Invite a local Traditional Custodian to provide a Welcome to Country, organise a Smoking Ceremony or other appropriate cultural event at significant events. | May 2024 | Director, Future Mobility & Corporate Affairs |
| | 6.6. Each depot / office will indicate the Traditional Owners of the Land on which they operate. | September 2022 | Director, Future Mobility & Corporate Affairs |
| 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | 7.1. Ensure the Keolis Downer RAP Working Group participates in an external NAIDOC Week event. | First week in July 2023, 2024 | Group SQE Manager (Chair) |
| | 7.2. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | May 2024 | Chief People Officer |
| | 7.3. Promote and encourage participation in external NAIDOC events to all staff. | First week in July 2023, 2024 | Group SQE Manager (Chair) |

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 Nations peoples to encourage them future leaders of today and tomorrow.

| ACTION | DELIVERABLES | TIMELINE | RESPONSIBILITY |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------------|
| 8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | 8.1. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | July 2023 | Chief People Officer |
| | 8.2. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | December 2023 | Chief People Officer |
| | 8.3. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | May 2024 | Chief People Officer |
| | 8.4. Participate in events such as Career Aspiration Day, in conjunction with local Aboriginal organisations to promote career possibilities in the Public Transport industry. | June 2023 | Chief Commercial Officer |
| | 8.5. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders | December 2023 | Chief People Officer |
| | 8.6. 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 2023 | Chief People Officer |
| | 8.7. Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. | May 2024 | Chief People Officer |
| | 8.8. 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. | May 2023 | Chief People Officer |

| ACTION | DELIVERABLES | TIMELINE | RESPONSIBILITY |
|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------|
| 9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | 9.1. Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. | May 2023 | Chief Commercial Officer |
| | 9.2. 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. | December 2023 | Chief Commercial Officer |
| | 9.3. Investigate Supply Nation membership. | December 2022 | Chief Commercial Officer |
| | 9.4. Work with identified Aboriginal and Torres Strait Islander business chambers (NSWICC, Kinaway, SEQICC, NCCI, etc). | December 2023 | Chief Commercial Officer |
| | 9.5. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | December 2023 | Chief Commercial Officer |
| | 9.6. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | June 2023 | Chief Commercial Officer |
| | 9.7. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | May 2024 | Chief Commercial Officer |
| | 9.8. 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. | May 2024 | Chief Commercial Officer |
| | 9.9. Promote engagement with Aboriginal and Torres Strait Islander businesses throughout the life of our project | September 2022 to September 2024 | Chief Commercial Officer |
| 10. Promote respect for Aboriginal and Torres Strait Islander heritage and culture in the communities we operate. | 10.1. Identify ways to foster recognition in the communities in which we operate by bringing Aboriginal and Torres Strait Islander cultures, arts and stories to our networks. | May 2024 | Director, Future Mobility & Corporate Affairs |
| | 10.2. Investigate working with local Aboriginal and Torres Strait Islander groups to identify traditional Songlines, trade routes and ceremonial paths that form part of our networks and the communities in which we operate. | May 2024 | Director, Future Mobility & Corporate Affairs |

Governance



| ACTION | DELIVERABLES | TIMELINE | RESPONSIBILITY |
|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------|
| 11. Maintain an effective RWG to drive governance of the RAP. | 11.1. Maintain Aboriginal and Torres Strait Islander representation on the RWG. | August 2023 | Group SQE Manager (Chair) |
| | 11.2. Maintain a Terms of Reference for the RWG. | May 2024 | Group SQE Manager (Chair) |
| | 11.3. Meet at least four times per year to drive and monitor RAP implementation. | September 2022 January 2022 August 2023 | Group SQE Manager (Chair) |
| | 11.4. Maintain an external and independent Aboriginal and Torres Strait Islander Advisor to provide cultural advice and guidance. | May 2024 | Group SQE Manager (Chair) |
| 12. Provide appropriate support for effective implementation of RAP commitments. | 12.1. Define the resources needed for RAP implementation. | August 2022 | Group SQE Manager (Chair) |
| | 12.2. Engage our senior leaders and other staff in the delivery of RAP commitments. | May 2024 | Group SQE Manager (Chair) |
| | 12.3. Define our reporting strategy and ensure that the appropriate systems to track, measure and report on RAP commitments are in place. | May 2024 | Group SQE Manager (Chair) |
| | 12.4. Appoint and maintain an internal RAP Champion from senior management | August 2022 | Group SQE Manager (Chair) |
| | 12.5. Ensure that the Executive Leadership Team is represented in the RAP working group and CEO to attend working group meeting during the year. | May 2024 | Group SQE Manager (Chair) |
| | 12.6. Organise a briefing session to engage senior leaders in the delivery of RAP commitments. | August 2022 | Group SQE Manager (Chair) |

| ACTION | DELIVERABLES | TIMELINE | RESPONSIBILITY |
|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------|
| 13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | 13.1. 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 2023, 2024 | Group SQE Manager (Chair) |
| | 13.2. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. | 1 August 2023, 2024 | Group SQE Manager (Chair) |
| | 13.3. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | 30 September 2022 & 2023 | Group SQE Manager (Chair) |
| | 13.4. Report RAP progress to all staff and senior leaders quarterly. | September, December, March, June 2022, 2023 and 2024 | Group SQE Manager (Chair) |
| | 13.5. Publically report our RAP achievements, challenges and learnings, annually. | May 2023-2024 | Group SQE Manager (Chair) |
| | 13.6. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | May 2024 | Group SQE Manager (Chair) |
| | 13.7. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. | August 2024 | Group SQE Manager (Chair) |
| 14. Continue our journey by developing our next RAP. | 14.1. Register via Reconciliation Australia's website to begin developing our next RAP. | January 2024 | Group SQE Manager (Chair) |
| | 14.2. Liaise with Reconciliation Australia to develop our next RAP, based on learnings, challenges and achievements. | February 2024 | Group SQE Manager (Chair) |
| | 14.3. Submit the draft RAP to Reconciliation Australia for review. | March 2024 | Group SQE Manager (Chair) |

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 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 underpin 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 their 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.





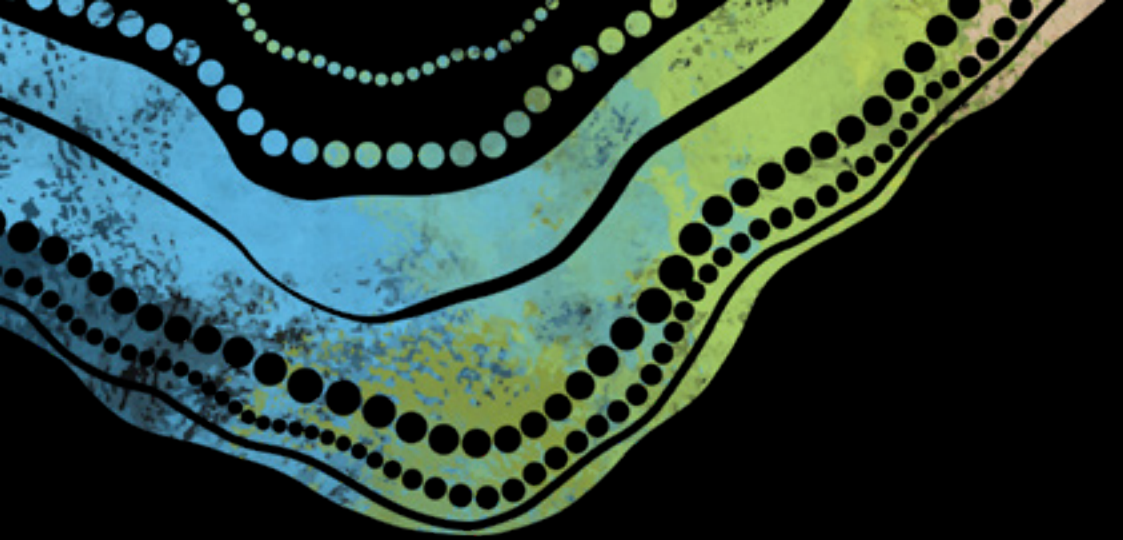
PROUD OPERATOR OF
NORTHERN
& LOWER NO
BUS SERVICES

We identify the Gorualgal People as the traditional custodians of the land we operate on.

We acknowledge their living culture and their unique role in the life of this region.

Scan the QR code to follow our reconciliation journey

Keolis Downer



Contact Details

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