



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 the people we serve is something that I am particularly passionate about. 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 am a proud champion of Transdev's commitment to reconciliation between Aboriginal and Torres Strait Islander peoples and the wider Australian community.

Launching our INNOVATE Reconciliation Action Plan is an important step in our diversity journey; it will guide us as we increase our efforts to foster collaborative relationships with Australia's First Peoples on whose land we operate, working closely with Reconciliation Australia and our internal employee working group.

I am excited for 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 our role as a leader in our industry to aid reconciliation in Australia.

Luke Agati
CEO Transdev Australasia



Our vision for reconciliation

Our vision for reconciliation is to acknowledge, celebrate and provide opportunities for the First 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. Public transport enables us to connect communities and we respect and include all communities in which we operate.

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 which an estimated 1% identify as Aboriginal and/or Torres Strait Islander, are Journey Makers – people who make trips memorable. They 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 Harbour City Ferry services and the existing light rail (tram) network. In 2019, we look forward to operating the new light rail network currently under construction that will significantly change the way Sydneysiders use their city.

In Melbourne, we operate and maintain 30% of Melbourne's bus routes including the highly utilised SmartBus services. In Brisbane we operate the busy Brisbane ferries and numerous

bus routes including important school services. We have our largest bus operation in Perth, where we operate the free PerthCat services. In Darwin we are part of a joint venture business, Buslink VIVO that provides coach services to the resource sector.

Transdev is a global company with operations in 20 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 publically 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

Since 2014, 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.

Through these collaborations, we have been able to gain a basic understanding of the struggles that Aboriginal and Torres Strait Islander peoples 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 heavily impact a positive step towards change in the communities in which we service.

At Transdev we know and understand the diverse range of people, with different stories and backgrounds that make up Australia and thus the communities in which Transdev service. 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. This realisation resulted in the development of our Diversity Councils in each business, in 2016. These councils enable us to address the initiatives we feel are most important in our workplace and to our wider communities in regards to diversity and inclusion, with Aboriginal and/or Torres Strait Islander initiatives and days of significance being held highly within the councils. This has led to the celebration of National Reconciliation Week and NAIDOC week over the past two years and a shift in focus to reconciliation at Transdev, thus encouraging the development of a Reconciliation Action Plan.

At Transdev we aim to be thought leaders in the public transport industry and seek to encourage other members of our industry and the industries in which we service to address and make reconciliation a priority.

We also see our span of influence including our 5,800 employees, our clients and our customers. Our RAP will also guide our efforts to provide opportunities for participation in our business – as customers who feel welcome on our services, as employees, as potential suppliers, and as stakeholders.

Our RAP is endorsed by our CEO Luke Agati and our Director People & Culture, Health & Safety Paul Birch, and championed by our Group Manager, Talent and Diversity, Donna Jones. Our working group led by Amanda Selleck, Talent Acquisition Project Manager, includes Aboriginal and/or Torres Strait Islander people. The group has responsibility for the development and delivery of the RAP.

The members of our RAP working group are: Tony Cook* (General Purpose Hand), Erin Lane* (Bus Driver), Juliana Resende (Customer Service Coordinator), Kieran Bitossi (Service Delivery Manager), Melanie Browne (Learning and development manager), Raymond Windle (Operations Manager) Tahleisha Eggmolesse* (Customer Service Officer), Lulu Siret (CSR Manager), Alice Jordan-Baird (Communications Officer), Tracy Hope (Systems Manager)*, Michael Digby (Talent & Acquisition Manager), Brad Burgess (GM Asset Management), Donna Jones (Group Talent, Diversity and Inclusion), Amanda Selleck (Talent and Acquisition Project Manager) and Georgia James (HR and Marketing)

**indicates those members of our RAP working group who are Aboriginal and/or Torres Strait Islander*

Some of the ways Transdev have acknowledged and embraced Aboriginal and Torres Strait Islander cultures

At our Sydney Ferry and Light Rail businesses, we have held smoking ceremonies at Barangaroo for clients, employees and the community alike from the team at the Tribal Warrior

In Queensland we have proudly flown the Aboriginal and Torres Strait Islander flags from our CityCats during NAIDOC and National Reconciliation Week, celebrated by hosting community barbeques, Welcome to Country speeches and water blessing ceremonies at our ferry docks from Shannon Ruska and Nunukul Yuggera. Mr Ruska's belief and Vision is second to none setting trends in Aboriginal cultural delivery re- vamping the Aboriginal War Dance for the NRL. In his career he has educated over 15 million people globally via live stage performance, speeches and TV appearances.

In Perth we have hosted smoking ceremonies with the local community and held informational sessions about the respective themes.

Our commitment to opening meetings with an Acknowledgment of Country and paying our respects to the Elders past, present and emerging.



Relationships

Transdev is committed to building strong relationships with Australia's First Peoples 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 learning from organisations that excel in this space, 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.



Action	Deliverable	Timeline	Responsibility
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	RWG oversees the development, endorsement and launch of the RAP.	January 2019	Group Manager, Diversity & Inclusion & Talent Acquisition Project Manager
	Ensure Aboriginal and/or Torres Strait Islander peoples are represented on the RWG.	January 2019	Group Manager, Diversity & Inclusion,
	Meet quarterly to monitor and report on RAP implementation.	April, June, September and December annually	Group Manager, Diversity & Inclusion
	Develop and distribute an expression of interest to join the RWG to all Aboriginal and/or Torres Strait Islander employees.	January 2019	Group Manager, Diversity & Inclusion
	Establish Terms of Reference for the RWG.	January 2019	Group Manager, Diversity & Inclusion
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and/or Torres Strait Islander peoples and other Australians	Organise at least one internal event for NRW.	27 May–3 June, annually	Group Manager, Diversity & Inclusion
	Register all NRW events via Reconciliation Australia's NRW website.	27 May–3 June, annually	Human Resource Intern
	Encourage employees to include a NRW acknowledgement as part of their email signature during NRW.	27 May–3 June, annually	Human Resource Intern
	Support an external NRW event.	27 May–3 June, annually	Group Manager, Diversity & Inclusion
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	27 May–3 June, annually	Talent Acquisition Project Manager, Business Leads
	Extend an invitation to Aboriginal and/or Torres Strait Islander peoples to share their reconciliation experiences or stories.	27 May–3 June, annually	Group Manager, Diversity & Inclusion
	Download Reconciliation Australia's NRW resources and circulate to staff.	27 May- 3 June, annually	Talent Acquisition Project Manager
Raise external awareness of National Reconciliation Week (NRW) within the communities we serve	Organise to fly Aboriginal and Torres Strait Islander flags from our vessels in Brisbane and Sydney provided we have approval from respective client.	27 May–3 June, annually	Service Delivery Manager QLD, GM HR HCF
	Organise posters promoting National Reconciliation Week. Posters will be displayed on all forms of transport provided we have approval from respective client.	March 2019 & March 2020	HR Intern, Communications Advisor Commercial Manager
Develop and maintain mutually beneficial relationships with Aboriginal and/or Torres Strait Islander peoples, communities and organisations to support positive outcomes	Develop and implement an engagement plan to work with our Aboriginal and/or Torres Strait Islander stakeholders.	June 2019	Group Manager, Diversity & Inclusion
	Meet with local Aboriginal and/or Torres Strait Islander organisations to develop guiding principles for future engagement.	August 2019	Group Manager, Diversity & Inclusion
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Launch RAP at Transdev with all employees invited together with Aboriginal and/or Torres Strait Islander peoples and organisations	February 2019	Communications Advisor, HR Intern
	Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	March 2019	Communications Advisor
	Promote reconciliation through ongoing active engagement with all stakeholders.	March 2020	Group Manager, Diversity & Inclusion
Develop partnerships with stakeholders to share learnings and develop joint reconciliation initiatives.	Create a networking group with key Transdev stakeholders to share learnings and develop joint reconciliation initiatives.	January 2019	HR Manager, WA and HR Manager, QLD
	Start conversations with other leading organisations to share learnings and reconciliation initiatives.	January 2019	Group Manager, Diversity & Inclusion, HR Manager, WA and HR Manager, QLD



Respect

We acknowledge that respect is the beginning of any meaningful relationship. We wholeheartedly believe that developing the cultural understanding of all our employees will help build mutual respect and appreciation for Aboriginal and/or Torres Strait Islander communities and their contributions to our industry.



Action	Deliverable	Timeline	Responsibility
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and/or Torres Strait Islander cultures, histories and achievements	Develop and implement an Aboriginal and/or Torres Strait Islander cultural intelligence training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	March 2019	Group Manager, Diversity & Inclusion, Talent Acquisition Project Manager & Workskil (partner)
	Investigate opportunities to work in collaboration with local Traditional Owners and/or Aboriginal/or and Torres Strait Islander consultants to develop Cultural Intelligence and Diversity training.	March 2019	Group Manager, Diversity & Inclusion, Talent Acquisition Project Manager & Workskil (partner)
	Partner with Workskil to develop 10 weeks-worth of insights, engaging our internal employees with Aboriginal and/or Torres Strait Islander cultures. To be released on the My Transdev App, nationally.	May 2019	HR Intern, Communications Advisor and Workskil (partner)
	All RWG members, RAP champions, HR managers and General Managers partake in Cultural Intelligence and Diversity training.	December 2019	Talent Acquisition Project Manager & Workskil (partner)
	Develop online Cultural Intelligence and Diversity training suitable for all employees.	December 2019	HRIS Information Systems Lead & Talent Acquisition Project Manager
	Ensure all inductions include Cultural Intelligence & Diversity training. Every new Australian employee will participate in Cultural Intelligence Training within 12 months of commencement.	December 2020	State based HR Managers
	All current Australian employees have completed online Cultural Intelligence & Diversity Training.	December 2020	State based HR Managers
Engage employees in understanding the significance of Aboriginal and/or Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	September 2019	HR Intern, Group Manager, Diversity & Inclusion
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	September 2019	HR Intern
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including National Reconciliation Week annually	July 2019	Service Delivery Lead (QLD)
	Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	December 2019	Senior Leaders - ALL
	Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.	July 2019	Group Manager, Diversity & Inclusion, HR Managers
	Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country.	July 2019	Group Manager, Diversity & Inclusion
Provide opportunities for Aboriginal and/or Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	July Annually	Group Manager, Diversity & Inclusion
	Provide opportunities for all Aboriginal and/or Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July Annually	Human Resource Lead, RWG
	Consult with Aboriginal and/or Torres Strait Islander peoples to hold an internal or external NAIDOC Week event.	July 2019 and July 2020	Service Delivery Lead (QLD)
Celebrate and recognise Aboriginal and/or Torres Strait Islander dates of significance	Create a calendar of Significant Aboriginal and/or Torres Strait Islander dates and make it available for all employees via the intranet.	March 2019	HR Intern
	Announce local community events in relation to dates of significance internally via the My Transdev App or business newsletters.	May 2019, ongoing	HR Leads, Diversity Council Lead
Investigate effective ways to deal with racism on the different forms of public transport we operate	Partner together with other transport operators in our industry and create a group of stakeholders that can discuss and put forward ideas to our collective client on dealing with racism.	March 2020	Local Service Delivery Managers
	Re-engage the Humans Rights Commission to investigate how we can keep communities safer by effectively dealing with racism on our public transport operations.	June 2020	CEO Transdev Australasia
	Develop a reporting mechanism or educational campaign to help reduce racism on public transport.	December 2020	Director of Communications, Transdev Australasia



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 apprenticeship and traineeship 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 for our team to engage the services of Aboriginal and/or Torres Strait Islander businesses.



Action	Deliverable	Timeline	Responsibility
Investigate opportunities to improve and increase Aboriginal and/or Torres Strait Islander employment outcomes within our workplace	Collect information on our current Aboriginal and/or Torres Strait Islander staff to inform future employment opportunities.	February 2019	Talent & Diversity Lead, Talent Acquisition Project Manager
	Engage with existing Aboriginal and/or Torres Strait Islander staff to consult on employment strategies, including professional development.	February 2019	HR Leads, Talent & Diversity Lead.
	Develop and implement an Aboriginal and/or Torres Strait Islander Employment and Retention strategy.	December 2019	Group Manager, Diversity & Inclusion
	During application process, add ability to identify as Aboriginal and/or Torres Strait Islander.	February 2019	Talent & Diversity Lead
	Advertise all vacancies in Aboriginal and/or Torres Strait Islander media.	January 2019	Talent & Diversity Lead
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and/or Torres Strait Islander employees and future applicants participating in our workplace.	August 2019	Group Manager, Diversity & Inclusion
	Engage with external consultants to advise on recruitment, employment and retention strategies, including professional development.	January 2019	Talent Acquisition Project Manager, Group Manager, Diversity & Inclusion & Workskill
	Develop and implement Aboriginal and/or Torres Strait Islander Traineeship & Apprenticeship programs.	February 2019	Talent Acquisition Project Manager
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	Include in all job advertisement 'Aboriginal and/or Torres Strait Islander People encouraged to apply'.	January 2019	Talent & Diversity Lead
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	January 2020	Procurement Manager
	Develop and communicate to staff a list of Aboriginal and/or Torres Strait Islander businesses that can be used to procure goods and services.	March 2020	Procurement Manager
	Investigate Supply Nation membership.	April 2020	Procurement Manager
Support Aboriginal and Torres Strait Islander students undertaking tertiary education studies	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	June 2020	Procurement Manager
	Investigate and develop an ongoing relationship with a national provider of education support for Aboriginal and/or Torres Strait Islander university students e.g Career Trackers.	July 2019	Talent Acquisition Project Manager
Investigate transport mobility challenges faced by local Aboriginal and/ or Torres Strait Islander communities and identify opportunities for improvement	Investigate and develop an ongoing relationship with a national provider for Aboriginal and/or Torres Strait Islander mentoring and support e.g AIME.	November 2019	Talent Acquisition Project Manager
	Queensland, Western Australia and New South Wales businesses to hold focus groups internally with Aboriginal and/or Torres Strait Islander employees to understand mobility challenges currently faced.	June 2019	Diversity Council Leader in each business
	Partner with local Aboriginal and/or Torres Strait Islander leaders and other operators to host external focus groups to further identify further accessibility challenges.	September 2019	Diversity Council Leader in each business
	Scope and develop a business case to address one accessibility challenge based on findings from focus group.	January 2020	Diversity Council Leader in each business



Governance, tracking progress and reporting

Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September, Annually	Talent Acquisition Project Manager
	Investigate participating in the RAP Barometer.	May 2020	Talent Acquisition Project Manager
Report RAP achievements, challenges and learnings internally and externally	Publicly report our RAP achievements, challenges and learnings.	February 2019	Talent Acquisition Project Manager
	Develop and implement systems and capability needs to track, measure and report on RAP activities.	February 2019	Communications Advisor
	Internally report our RAP achievements, challenges and learnings.	Quarterly March, June, September, December 2019 & 2020	Group Manager Talent & Diversity
Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	July 2020	Group Manager Talent & Diversity
	Send draft RAP to Reconciliation Australia for review and feedback.	September 2020	Group Manager Talent & Diversity
	Submit draft RAP to Reconciliation Australia for formal endorsement.	October 2020	Group Manager Talent & Diversity

Contact details

Donna Jones
Group Manager Talent & Diversity
03 8681 7500
donna.jones@transdev.com.au





Cover Image

Celebrating Diversity (2012) – Marie Campbell

Tells the story of how Aboriginal and Torres Strait Island People came together with Non Aboriginal and Torres Strait Island People as they meet which joins the travel lines and communities together. The Rainbow Serpent protects the land and the waterways over which it travels.

