



Transdev Innovate

**Reconciliation Action Plan
July 2024 - July 2026**



**DIVERSITY.
EQUITY.
INCLUSION.**

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Third Innovate RAP

Reconciliation Australia commends Transdev Australasia on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Transdev Australasia continues to be part of a strong network of more than 3,000 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 Transdev Australasia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Transdev Australasia 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 Transdev Australasia 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, Transdev Australasia will ensure shared and cooperative success in the long-term.

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

Congratulations Transdev Australasia on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer, Reconciliation Australia



Acknowledgment of Country

Transdev acknowledges the Traditional Owners of the land on which we meet, work and learn. We pay our deepest respects to the First Nations Peoples and their Elders past, present and emerging.

About the artwork

Transdev Australasia Innovate RAP artwork: 'Along the Journey We Learn', by Vicki Golding.

The artwork recognises the connection between land waters and people. This artwork is inspired by the history of how First Nations Peoples have communicated stories and knowledge through river systems, catchments and sea currents. The stories transport across different language groups and regions.

Our vision for Reconciliation

Our vision for reconciliation is to empower and connect Aboriginal and Torres Strait Islander peoples and non-Indigenous people to move freely and respectfully together across the sacred First Nations land and waterways on which Transdev proudly operates.

Our aim for reconciliation is to acknowledge, respect, celebrate and reflect. We aim to cultivate social and economic opportunities for First Nations Peoples of Australia, as employees, suppliers, stakeholders and customers welcomed by our business.

Transdev is a community that moves communities with people at the heart of our operations. The nature of our business means we're engrained in our local communities, creating unique opportunities to make real difference through our everyday interactions.

As a responsible corporate citizen, we closely partner with local Aboriginal and/or Torres Strait Islander community groups to help guide our reconciliation approach. Recognising that as an organisation we contribute to the social and economic prosperity of Aboriginal and Torres Strait Islander peoples, we engage in and foster meaningful partnerships locally.

Respect is the foundation of all relationships, and we seek to develop a cultural understanding of all employees, customers, suppliers, and clients. In doing so, we build mutual respect and appreciation for Aboriginal and Torres Strait Islander communities and their contribution to the transport industry.

Our formal partnerships complement these well-established relations with local stakeholder groups. This foundation enables local First Nations businesses to increase their participation in the transport supply chain. A capability we look to continue in coming years.

Our reconciliation journey is a process which aligns strongly to our purpose: people serving people. Our people come from a variety of rich and diverse backgrounds. We foster an environment of inclusivity, where all employees are treated equally and enabled to reflect and embrace the communities that we serve and operate within.





Brian Brennan

**Chief Executive Officer,
Transdev Australia & New Zealand**

As the leading multi-modal public transport operator in the region, connecting people with their communities is our core business.

We believe it's important that we reflect the communities that we serve. We realise this by developing an inclusive culture and celebrating diversity as an important part of our daily operations, respecting the history, people and the sacred land and waters on which we work. This approach is taken throughout the world within Transdev's operations, who wear their local cultural diversity proudly.

Therefore reconciliation between Aboriginal and Torres Strait Islander peoples and the wider Australian community is vitally important to us. Within this Innovate Reconciliation Action Plan (RAP), we renew our commitment to initiatives which improve equity, create opportunities and embed deep respect for Aboriginal and Torres Strait Islander peoples.

This document reaffirms our commitment to reconciliation and acts as an important guide in the continued development of our relationships with the First Peoples of Australia.

Supported by our close partnership with Reconciliation Australia and by our own Journey Makers – the employees of Transdev - I am confident that this Plan will strengthen the critical bonds between ourselves and Aboriginal and Torres Strait Islander communities. New initiatives, such as deploying cultural awareness training across our workforce, will ensure we take a broad, informed approach, with specific actions producing lasting impacts.

As a transport operator, Transdev is uniquely placed to have a positive impact on reconciliation. Our ambition is to capitalise on this, leading our industry and looking forward to the day that reconciliation becomes 'business as usual' for ourselves and our peers.

Together, our Journey Makers, suppliers, customers and partners will use this document as a guide to consider how we can bring these reconciliation goals to life.

A handwritten signature in black ink, appearing to read "B. Brennan". The signature is fluid and cursive.

Brian Brennan
Chief Operating Officer, Transdev Australia & New Zealand

Peter Lensink

Chief Operating Officer, Transdev Australia & New Zealand



It gives me great pleasure as Chair of the Transdev RAP Committee to play a critical role in furthering our reconciliation journey.

Deeply committed as I am to this 2024 Innovate RAP, I have also been buoyed by the encouraging behaviours and commitment from our people throughout our business. The existence of our Reconciliation Working Groups and the benefits we gain from the views and actions of our participants will be critical in realising our commitments. I believe this is because we've already the benefit of a workforce that knows that our reconciliation journey will drive a more mature organisation that benefits from the expansion of relations with Aboriginal and Torres Strait Islander communities.

Simultaneously, I know many Journey Makers consider – as I do – that this is an opportunity to to understand and appreciate Aboriginal and Torres Strait Islander cultures more intimately. Beyond the intrinsic benefits to our business, there equally as much value in embracing one of the world's oldest living cultures.

As the Chair of the Transdev RAP committee, we commit to:

- Attracting and retaining more Aboriginal and Torres Strait Islander employees.
- Identifying and developing long term partnerships with Aboriginal and Torres Strait Islander suppliers.
- Educating our employees on the cultures and histories of Aboriginal and Torres Strait Islander peoples in this country and within the regions and communities in which Transdev operates.
- Continuing to partner with local Aboriginal and Torres Strait Islander communities in local events, understanding and appreciating this perspective and advancing these relationships.
- Advancing Transdev as a recognised employer and supplier of choice by Aboriginal and Torres Strait Islander communities.

The plan for how to achieve these objectives is detailed within this RAP and demonstrates our commitment to contributing meaningfully to reconciliation, for the term of this Plan and well beyond it.

My thanks are due to the many Journey Makers who engage readily with this and to the Aboriginal and Torres Strait Islander communities whom share their history, knowledge and partnership with us.

It is a pleasure and privilege to be on this journey.

A stylized, handwritten signature in black ink, appearing to read 'Peter Lensink'. The signature is fluid and cursive, with a large initial 'P'.

Peter Lensink
Chief Operating Officer, Transdev Australia & New Zealand

Who are Transdev?

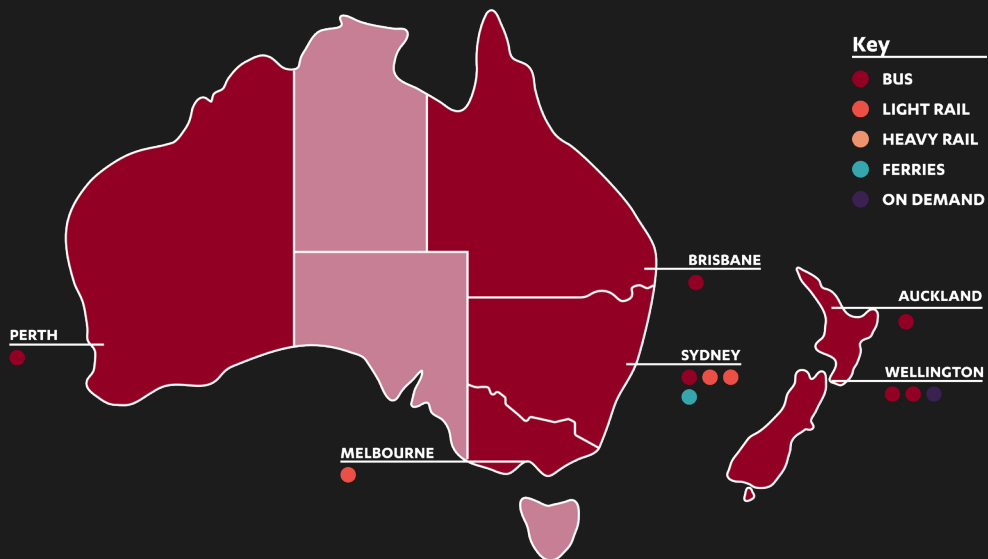
Transdev is a global mobility leader. Our public transport services make almost 10 million trips a day, on 16 different transport modes, across 19 countries.

We are guided by our Vision: We aspire to be the preferred partner for connecting communities and driven by our Purpose: We are Journey Makers – people moving people.

In Australia, we have over 3500 people working across our operations spanning buses, trains, trams and ferries. We work together with clients and partners to make public transport a preferred travel choice for communities.

Currently across Transdev Australia we have 52 Aboriginal and Torres Strait Islander employees, representing 1.4% of our workforce. Sydney Ferries, one of our transport modes which employs 698 people, is leading the way with 7% of our employees identifying as First Nations.¹

Our operations in Australia and New Zealand



¹Correct as at 12th March 2024

Backing our people and their diversity

Transdev supports the diversity of our people, believing it allows us to better serve both our communities and the common good.

We have been named a 5-Star Employer of Choice by Human Resources Director Magazine and achieved Bronze tier status with the Australian Workplace Equality Index (AWEI), the definitive best-practice national benchmark for workplace inclusion of all sexualities and gender identities. We're also a certified Work180 Endorsed Employer, ranking as one of the Top 101 Employers of Women in Australia.

We continue to make progress on our gender equality journey. Our renewed efforts with female friendly policies and procedures seek more ways to attract, develop and retain women in all manner of roles. We have ambitious targets for female representation across our business including drivers, and senior leaders.

Our Trans'Lead Frontline Manager Program, introduced in the past year, has helped develop our next crop of senior leaders. This tailored staff development program is delivering training in core competencies to about 140 of our frontline managers across Australia and New Zealand. This program and our learning and development focus helps build our enterprising leaders while embracing their diversity.

This investment in our people also enables us to promote from within. We have various cross-disciplinary options available which allow our Journey Makers to experience and explore different roles, transport modes and cities.

We're also determined to lift workforce participation rates for Aboriginal and Torres Strait Islander peoples. Our work with all our First Nations partners, in both traditional and novel pathways to work, will ensure we expand our First Nations representation.

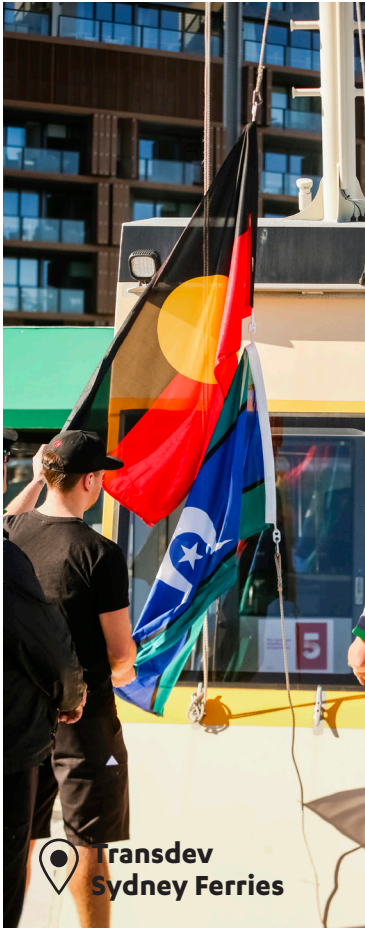
Backing our communities

Transdev is committed to reflecting the communities in which work, live and play.

We seek to enrich communities by giving practical support to local groups, organisations and events with a range of partnerships and sponsorships. We want to contribute to the local economy by increasing employment opportunities, providing local jobs for locals.

We're proud to play an active role in partnering with First Nations organisations, businesses and suppliers to influence positive social and economic change for communities, including **Career Trackers**, **Indigico** and **Kinaway Chamber of Commerce**.





Our journey so far

In July 2021, Transdev launched its third Innovate Reconciliation Action Plan (RAP), building upon reconciliation efforts to date with a view to more deeply embedding the recognition that working with Aboriginal and Torres Strait Islander peoples, communities and other committed individuals and organisations is critical to our shared prosperity.

Our 2021 – 2023 Innovate RAP focused on actively promoting awareness of Aboriginal and Torres Strait Islander cultures across our business and expanding partnerships with relevant organisations. Our business-wide RAP commitments aimed to:

- Create opportunities for local employment,
- Promote procurement of goods and services, and
- Provide support to Aboriginal and Torres Strait Islander businesses.

Our central goal was to improve Indigenous participation across all levels of the organisation and drive a long-term commitment to reconciliation, ensuring it was well understood that these actions were in the best interests of our clients, community and business.

Lessons learned

Our previous RAP built a solid foundation of awareness of the issues, opportunities, respect and inclusion for Aboriginal and Torres Strait Islander cultures, delivering positive results. Importantly, it also provided an opportunity to reflect on our experiences and harness learnings to accelerate our reconciliation journey.

One of the key successes of our previous Innovate RAP, which outlined specific deliverables across four focus areas, was the governance provided by the establishment of a RAP Working Group (RWG). The RWG met at least four times per year, acting as a steward for success and proved so effective that we have expanded its function. There will now be independent working groups focused on our four key outcomes and comprised of members from across all active operations in Australia. We have also ensured that each stream within this refreshed RWG includes a senior First Nations representative.

Another extension to our previous RAP included in this new Plan relates to the development of partnerships with Aboriginal & Torres Strait Islander communities in the areas that we operate. To support the mutually beneficial employment and partnership opportunities available to us, we have developed two toolkits which guide the way we engage Aboriginal and Torres Strait Islander businesses. Intended for two audiences, one toolkit is for employees, and another supports our prospective and existing suppliers. These documents focus on small-to-medium sized First Nations enterprises interested in growing in the transport sector.

Additionally, we recognise that the development and retention of our First Nations employees must be as well supported as our recruitment efforts. In articulating role requirements, individual targets and key performance indicators, we will ensure that the Aboriginal & Torres Strait Islander persons we attract are provided tailored training and development opportunities throughout their career at Transdev. The cumulative effect will be holistic business growth of our Aboriginal & Torres Strait Islander talent pipeline, preparing these staff for leadership roles and delivering enhanced outcomes for the First Nations communities we serve and source candidates from.

With this approach in mind, Transdev aims to be known as an employer, and customer, of choice across Aboriginal & Torres Strait Islander communities.

NAIDOC Week

NAIDOC Week is an important calendar event at Transdev, providing an opportunity to engage in knowledge-building and consider what more we might do as a business operating on the sacred lands and waterways of Aboriginal & Torres Strait Islander people.

Typically, throughout the seven days, transport modes across our operations in Australia engage in events and/or training to acknowledge and celebrate First Nations cultures and history. This is exemplified in our efforts during 2023 which included:

- A smoking ceremony in Barangaroo, hosted by our Sydney Ferries operations and First Nations employees for our clients, partners and community members.
- Attending Souths Cares' NAIDOC Week event at Heffron Park in South Eastern Sydney, one of the largest celebrations in the region, as a VIP partner and a stall holder.
- A Sydney Light Rail operations hosted event honouring the significance of the week, joined by proud Wiradjuri man, Australian actor Luke Carroll, as a guest speaker.
- The release of revised cultural awareness training, with messaging from our CEO to encourage active participation, to our Australia teams.

NAIDOC Week is considered a highly important engagement from our personnel, demonstrative of the cumulative effect of continued recognition and reflection as part of our reconciliation journey.



National Reconciliation Week

As with NAIDOC Week, National Reconciliation Week is a marquee event in our internal calendars and provides an opportunity to reflect upon the progress made to date on our reconciliation journey. In 2023, we used this as an opportunity to be introspective as well as expand our efforts.

We hosted speakers from the Metropolitan Local Aboriginal Land Council at our Sydney offices and invited Aboriginal & Torres Strait Islander school students along to our Port Botany bus depot, with support from Souths Cares.

We highlighted new and existing partnerships to our Journey Makers, which included the Kinaway Chamber of Commerce in Melbourne and our becoming 'Friends of CareerTrackers'.

Souths Cares Community Partnership

Transdev committed to a two-year partnership in 2022 with Souths Cares to benefit southern and eastern Sydney communities and supported local First Nations youth through training, employment and wellbeing initiatives. The partnership with Souths Cares, the South Sydney Rabbitohs' independent charity, supports highly disadvantaged youths and their families through capacity-building programs making a positive community impact.

This has included engagement with community events and programs such as Souths Cares' Education and Wellbeing Expo, and NAIDOC Week Celebrations, as stallholder. We have welcomed First Nations students engaged in Souths Cares programs, from the South Eastern Sydney region, to join us for industry visits; enabling them to make informed decisions about career pathways locally with Transdev post their studies.

Our partnership with Souths Cares has created positive impact through the region and supported jobseekers, school leavers and the wider South Sydney First Nations community advance social futures. We have also deepened our appreciation of the gap between First Nations Peoples and non-Indigenous people when accessing health, education and employment services and will continue to embrace our learnings and pave new paths for communities on our reconciliation journey.



Transdev John
Holland Buses,
South Cares

Babana Employment Day

Transdev are proud to sponsor Babana's Employment Days, held on Cockatoo Island in Sydney. These events - which take place twice yearly - connect First Nations jobseekers with employers, community organisations and employment service providers to celebrate culture and advance meaningful employment pathways and increase sustained employment outcomes for First Nations Peoples.

Our Sydney Ferries team took part in the most recent Employment Day, highlighting the benefits that a career in transport can offer to event participants.



📍 Transdev John Holland Buses



📍 Transdev Sydney Ferries



📍 Transdev John Holland Buses



📍 Transdev Sydney Light Rail

RAP Working Group and Structure

In this renewed Innovate RAP, we have incorporated learnings from previous efforts, ensuring greater clarity and enabling cross-functional contributions to our reconciliation efforts.

Our strategic commitments will be overseen by a RAP Action and Advisory Group, chaired by Senior Executives.

RAP Action and Advisory Group role	Position	Current Occupant
Executive RAP Champion and Chair	Chief Operations Officer ANZ	Peter Lensink
Communications & Events Working Group Lead	Managing Director (WA Buses)	Bob Parton
Cultural Learning, Training & Development Group Lead	Managing Director (Sydney Light Rail)	Arsene Durand-Raucher
Procurement, Recruitment & Enablement Group Lead	Managing Director (Sydney Ferries)	Gary Iddon
Diversity, Equity & Inclusion Lead	Diversity, Equity, Inclusion and Talent Acquisition Manager	Nicole Norris
First Nations Employee Lead	General Purpose Hand (Sydney Ferries)	Anthony Cook
Communications Lead	Group Communications Manager ANZ	Miguel Holland

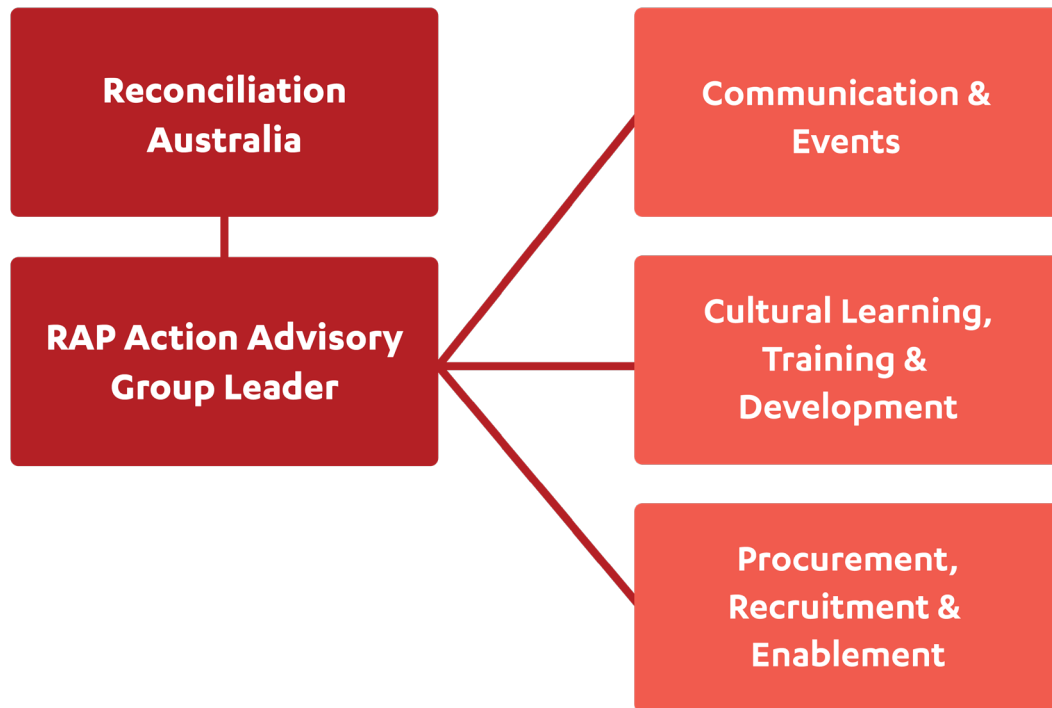
Beneath them, we have created three workstreams which cohere with our strategic commitments:

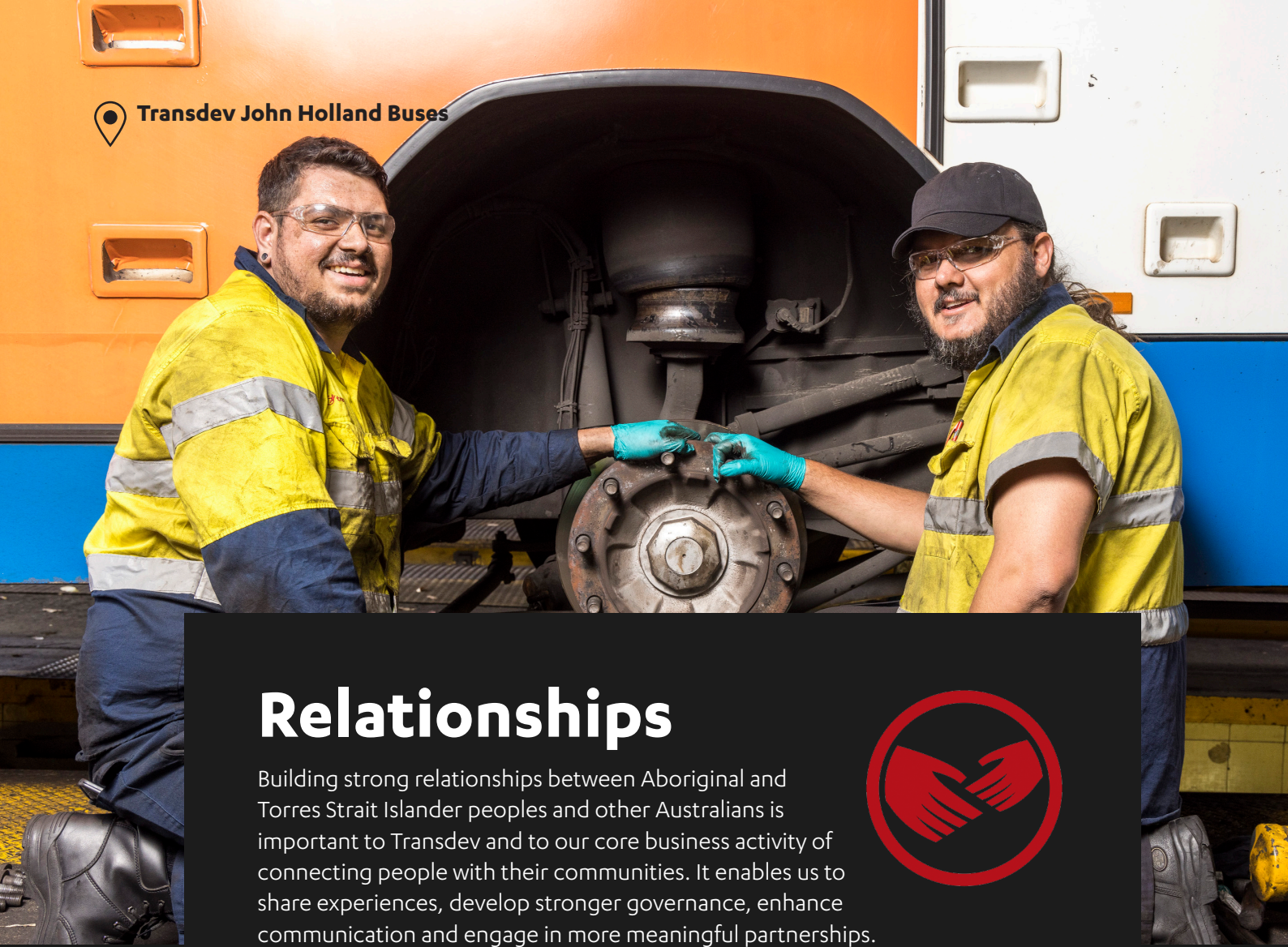
1. Communications & Events
2. Cultural Learning, Training & Development
3. Procurement, Recruitment & Enablement

Meeting quarterly, these groups are made up of a cross-section of employees from across our operations, as well as at least one First Nations representative among them. Their mission is to create, drive and monitor progress against outcomes, guided by the following precepts:

- Drive accountability, ensuring owners for each action.

- Remain action and outcome focus, ensuring that our objectives are brought to life and are relevant to all levels of our business.
- Through strong executive and senior leadership representation, encourage a top-down approach.
- Retain, at all times, First Nations and equal gender representation in working groups.





Relationships

Building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to Transdev and to our core business activity of connecting people with their communities. It enables us to share experiences, develop stronger governance, enhance communication and engage in more meaningful partnerships.



Action	Deliverables	Timeline	Responsibility
Create and sustain positive relationships with Aboriginal and Torres Strait Islander service providers.	Develop and implement an engagement plan to work with more Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2024	Communication & Events Lead
		October 2025	
	Actively engage, support and promote the activities of our partners and suppliers through appropriate communication channels, RAP working group meetings, and contract/project site engagement.	December 2024 December 2025	Communication & Events Lead
Continue to connect with local Aboriginal and Torres Strait Islander community groups to understand unique skills, experiences and challenges.		October 2024	Procurement, Recruitment & Enablement Lead
		October 2025	

Action	Deliverables	Timeline	Responsibility
Build relationships with local Aboriginal and Torres Strait Islander communities through celebrating National Reconciliation Week (NRW).	Host National Reconciliation Week celebrations across modes and geographies.	27 May – 3 June 2025 27 May – 3 June 2026	Communication & Events Lead
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 27 May – 3 June 2026	Communication & Events Lead
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025 27 May – 3 June 2026	Procurement, Recruitment & Enablement Lead, Communication & Events Lead, Cultural Learning, Training & Development Lead
	Support partners and external events through National Reconciliation Week.	27 May – 3 June 2025 27 May – 3 June 2026	Procurement, Recruitment & Enablement Lead
	Create and share resources and information about National Reconciliation Week.	27 May – 3 June 2025 27 May – 3 June 2026	Communication & Events Lead
	Register all NRW events on Reconciliation Australia website.	27 May – 3 June 2025 27 May – 3 June 2026	Communication & Events Lead
Promote reconciliation through our sphere of influence.	Implement strategies to encourage and engage all Journey Makers to contribute to reconciliation outcomes.	December 2024 December 2025	Cultural Learning, Training & Development Lead
	Communicate our commitment to reconciliation publicly.	October 2024 October 2025	Communication & Events Lead
	Create a centralised Reconciliation depository for communication.	July 2024	Communication & Events Lead
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2024 October 2025	Cultural Learning, Training & Development Lead

Action	Deliverables	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2025 June 2026	Cultural Learning, Training & Development Lead
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	July 2025	Cultural Learning, Training & Development Lead
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2025	Cultural Learning, Training & Development Lead
	Educate senior leaders on the effects of racism.	December 2024 December 2025	Cultural Learning, Training & Development Lead





Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights are important to Transdev and our core business activity of connecting people with their communities. Respect promotes pride in cultures and histories. It also deepens understanding and appreciation, advancing our acknowledgement and recognition of First Nations Peoples.



Action	Deliverables	Timeline	Responsibility
Increase Transdev employees' understanding and recognition of Australia's Aboriginal and/or Torres Strait Islander culture, history, knowledge and rights through cultural education.	Develop and implement face-to-face cultural awareness training for all Transdev Executive and Senior leaders.	September 2024	Cultural Learning, Training & Development Lead
	Develop and implement online cultural awareness training for all Transdev frontline leaders.	September 2024	Cultural Learning, Training & Development Lead
	Undertake local cultural learning experiences to build our employee cultural competence and knowledge at a local level across our modes.	October 2024	Cultural Learning, Training & Development Lead
		October 2025	Cultural Learning, Training & Development Lead
	Enable Transdev employees to identify the local Aboriginal country they work on.	November 2024	Cultural Learning, Training & Development Lead
	Create and share material via Transdev's intranet to provide knowledge, reading references and cultural information to Transdev employees.	September 2024	Cultural Learning, Training & Development Lead
	Recognise Traditional Owners of the lands on which we work in employee email signatures.	June 2025	Procurement, Recruitment & Enablement Lead

Action	Deliverables	Timeline	Responsibility
Celebrate Aboriginal and/or Torres Strait Islander Culture through providing opportunities to engage with community.	Review HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC and Reconciliation Week events.	June 2025	Procurement, Recruitment & Enablement Lead
Demonstrate respect to Aboriginal and/or Torres Strait Islander peoples and communities by embedding cultural protocols in the functioning of our organisation.	Participate in internal and external events at a leadership and management level.	December 2024 December 2025	Communication & Events Lead
	Implement and communicate a cultural protocol document (tailored for all local communities and detailing approach for sites, projects, business areas), including protocols for Welcome to Country and Acknowledgement of Country.	November 2024	Cultural Learning, Training & Development Lead
	Invite local Traditional Owners to provide a Welcome to Country to an internal event per year at depots.	December 2024 December 2025	Communication & Events Lead



Opportunities

Creating more opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is important to Transdev. Through meaningful activities we are committed to enabling more employment, procurement, and professional development opportunities to First Nations Peoples.

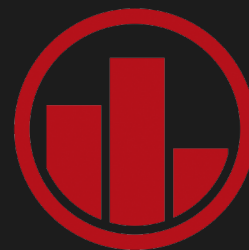


Action	Deliverables	Timeline	Responsibility
Increase the goods and services procured directly and indirectly from Aboriginal and Torres Strait Islander-owned businesses.	Promote procurement opportunities to Aboriginal and Torres Strait Islander businesses by hosting or participating in external forums (Kinaway, Supply Nation).	June 2025	Procurement, Recruitment & Enablement Lead
	Centralise the Procurement training and strategy that is aligned to our business goals and objectives.	December 2024	Cultural Learning, Training & Development Lead
	Maintain memberships with Aboriginal and Torres Strait Islander business directories nationally. (Supply Nation, Kinaway-The Victorian Aboriginal Chamber of Commerce).	June 2026	Procurement, Recruitment & Enablement Lead
	Review Procurement training to include our social procurement procedures, systems and partners.	September 2024	Cultural Learning, Training & Development Lead

Action	Deliverables	Timeline	Responsibility
Transdev to increase Aboriginal and/or Torres Strait Islander employment levels to offer rewarding careers and enhance our business.	Review our current approach to employment to improve representation of Aboriginal and Torres Strait Islander peoples in employment across Transdev over the next 2 years.	July 2024	Procurement, Recruitment & Enablement Lead
	Recruit Aboriginal and/or Torres Strait Islander undergraduate interns each year through Career Trackers or other partnerships.	December 2024 December 2025	Procurement, Recruitment & Enablement Lead
	Review & increase the number of Aboriginal and/or Torres Strait Islander recruitment and labour hire companies on the Transdev PSA panel.	August 2025	Procurement, Recruitment & Enablement Lead
	Improve our recruitment process to include culturally appropriate text for adverts advertisements, interview guides.	August 2024	Procurement, Recruitment & Enablement Lead
	Identify a specific recruitment strategy to attract and engage more Aboriginal and/or Torres Strait Islander candidates for white collar senior office roles.	March 2025	Procurement, Recruitment & Enablement Lead
	Implement a high school careers program with involvement of Transdev staff by attending two career expo sessions each year targeting potential new Aboriginal and Torres Strait Islander employees.	December 2025	Cultural Learning, Training & Development Lead



Accountability, Governance and Reporting



Action	Deliverables	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	June 2025 June 2026	RAP Action Advisory Group Lead
	Apply a Terms of Reference for the RAP Working Group.	July 2024	RAP Action Advisory Group Lead
	Arrange for RAP Working Groups to meet at least four times per year to drive and monitor RAP implementation.	2024 July, October 2025 January, April, July, October 2026 January, April	RAP Action Advisory Group Lead

Action	Deliverables	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	Embed key RAP actions in performance expectations of senior management and all staff.	October 2024 October 2025	RAP Action Advisory Group Lead
	Maintain an internal RAP Champion from senior management.	June 2025 June 2026	RAP Action Advisory Group Lead
	Include our RAP as a standing agenda item at senior management meetings.	July 2024 July 2025	RAP Action Advisory Group Lead
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2024 September 2025	RAP Action Advisory Group Lead
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	December 2024 December 2025	RAP Action Advisory Group Lead
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	RAP Action Advisory Group Lead
RAP Action and Advisory Group actively monitors RAP development and progress.	Meet three times per year to monitor and report on RAP implementation.	2024 October	RAP Action Advisory Group Lead
		2025 February, June, October	
	2026 February, June		
	Actively seek participation by Aboriginal and/or Torres Strait Islander employees in RAP Working Groups.	July 2024 July 2025	RAP Action Advisory Group Lead



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