



RECONCILIATION
ACTION PLAN

INNOVATE



Reconciliation Action Plan

June 2022 - June 2024



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Acknowledgement of Country

Downer acknowledges Aboriginal and Torres Strait Islander peoples as the traditional and continuing custodians of this land, Australia. We acknowledge their spiritual and cultural bonds linking them to their lands.

We honour the presence of Aboriginal and Torres Strait Islander ancestors who continue to reside in the imagination of the country and whose irrepressible spirituality flows through all creation.

We further recognise the continued custodianship, wisdom and knowledge that Aboriginal and Torres Strait Islander peoples have forever embedded in their lands, and pay reverence to their Elders past, present and emerging.

About Downer’s RAP artwork

Kadidjiny (Noongar word for learning) is Downer’s reconciliation artwork.

It was created in January 2019 by artist, Acacia Collard, who at the time worked as a Community Relations Support Officer at Downer.

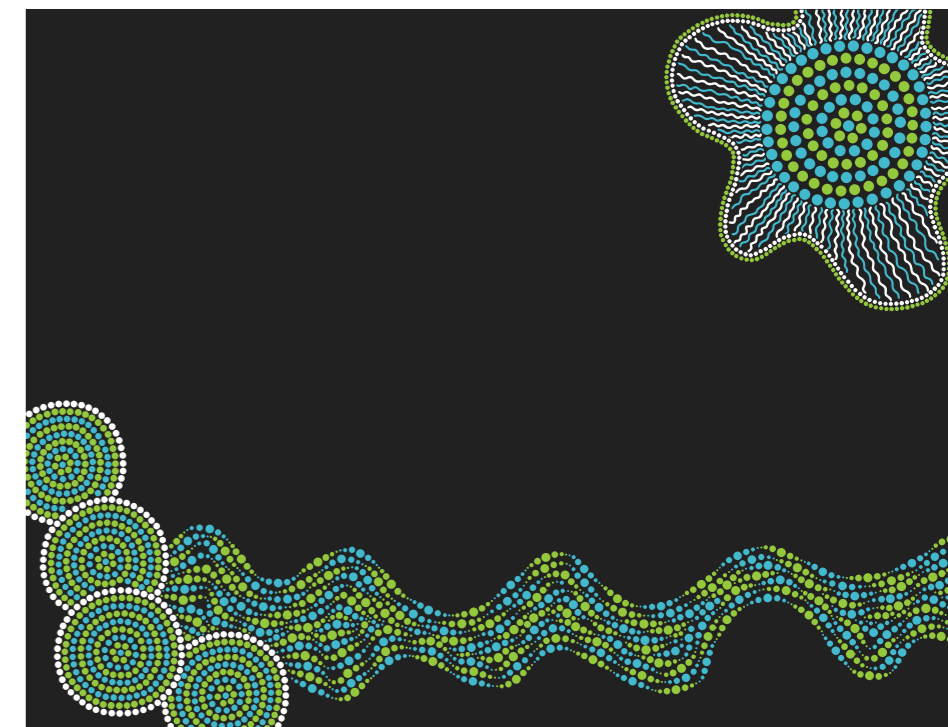
“It starts off small but through this journey everyone embraces and takes in all the knowledge being shared. When we want to learn and take the time to listen to one another, that is when we can truly move forward together.”

About the artist

Acacia is a young Badimia Yamatji – Balladong Noongar woman who comes from two large and prominent families in Western Australia and currently lives in the Perth area. She specialises in contemporary Aboriginal artworks and designs including canvas painting, rock art, sand murals and all sorts of other fun and exciting works of art. Acacia has been creating her work since she was in primary school.

Acacia has shown her unique talent through her artwork and this reflects her connections to her Aboriginal heritage, which she feels very strongly about.

While Acacia was employed by Downer when she created Downer’s RAP artwork in 2019, she has subsequently followed her passion and talent for art by opening her own business – Acacia Cultural Designs.



Message from Downer Group CEO



As a large company with a footprint covering all corners of Australia, Downer takes our responsibility to influence Australia's reconciliation journey seriously.

Our operations are embedded in local communities, and we are committed to developing genuine long-term relationships and working closely with Traditional Owners to ensure we respect their traditional lands that we work on.

This Innovate Reconciliation Action Plan for 2022-24 builds on our solid foundation of respect for Traditional Owners, and will guide our behaviours over the next two years.

This will be our first Reconciliation Action Plan covering both Downer and Spotless.

Downer and Spotless have previously developed and completed separate Reconciliation Action Plans, so this combined plan is an important step to align our commitments, programs, initiatives and outcomes.

Two key focus areas of Downer's previous Reconciliation Action Plan were to improve our overall cultural competency and capability, and to provide support systems to the organisation to increase procurement with Aboriginal and Torres Strait Islander businesses.

We have made good progress in both areas over the past two years.

In December 2020, Downer completed the refinancing of the Group's debt platform with the establishment of a new \$1.4 billion syndicated sustainability linked loan facility. The sustainability aspect of the facility is underpinned by KPI metrics that, if realised, will reduce Downer's borrowing costs. One of these KPIs relates to social sustainability, including cultural awareness training of Downer employees. This demonstrates our commitment to improving our cultural competency, and in doing so, equipping our people with the knowledge to support Aboriginal and Torres Strait Islander peoples and communities.

We have also developed and implemented a number of procurement initiatives and strategies, which have resulted in Downer more than doubling our procurement spend with Aboriginal and Torres Strait Islander businesses over the past two years.

These are both tangible outcomes of the commitments we made in our last Reconciliation Action Plan. And, just as our previous action plan drove our behaviour and delivered genuine benefits for Aboriginal and Torres Strait Islander communities, our Innovate RAP for 2022-24 will ensure we continue to increase our support for Indigenous Australians.

Grant Fenn
Chief Executive Officer
Downer Group

Statement from the CEO of Reconciliation Australia



Reconciliation Australia commends Downer Group on the formal endorsement of its second 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 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. Downer Group 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 Downer Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

‘Relationships creating success’ is Downer’s tagline, and we are committed to building more relationships that help Aboriginal and Torres Strait Islander peoples succeed.

Our vision for reconciliation is one where all Aboriginal and Torres Strait Islander peoples are treated equally in all relationships, their cultures and histories are celebrated and respected, and they have equitable career opportunities so that they may have secure economic prosperity.

With more than 40,000 employees and over 200 sites across Australia, Downer’s operations are deeply embedded in local communities. We understand that our footprint provides a unique platform to drive real change in the communities we operate in.

Using this Innovate Reconciliation Action Plan as a guide, we are committed to leveraging our size and scope to make a meaningful, lasting difference in the communities we are part of.



Our business

At Downer, our customers are at the heart of everything we do

Our Purpose is to create and sustain the modern environment by building trusted relationships with our customers.

Our Promise is to work closely with our customers to help them succeed, using world-leading insights and solutions.

Downer designs, builds and sustains assets, infrastructure and facilities and we are the leading provider of integrated services in Australia and New Zealand.

With a history dating back over 150 years, Downer is listed on the Australian Securities Exchange and New Zealand Stock Exchange as Downer EDI Limited (DOW), and is an ASX 100 company.

Downer Group employs more than 44,000 people, primarily in Australia and New Zealand. In Australia, we employ more than 30,000 people across more than 200 sites with more than 500 Aboriginal and Torres Strait Islander employees.

Downer's sphere of influence

Downer recognises that our business operations have a direct impact on a wide range of stakeholders.

We engage in effective and ongoing communication with all our stakeholder groups, which provides an opportunity for Downer to discuss our own RAP initiatives, and to promote reconciliation. We utilise the following initiatives to promote open, two-way communication between Downer and our stakeholders.

Stakeholder	How we engage them
Customers	Meetings, surveys, joint sustainability initiatives, social media channels
Communities	Project specific community engagement plans, local media, social media channels, employment opportunities, local supply arrangements, community investment projects, sponsorships and donations
Investors and shareholder community	Half Year and Full Year results presentations and webcasts, Investor Day, Annual General Meeting, Annual Report, Sustainability Report, regular meetings and social media channels
Business partners	Joint venture boards and operating committees, meetings, workshops
Suppliers	Prequalifications, tender contract documents, inductions and training, meetings, contractor engagement
Industry associations	Representation on boards and committees, meetings
Non-Government Organisations (NGOs)	Participation in forums, meetings
Employees	Downer's digital channels (intranet and DownerConnect app), social media channels, newsletters, all-employee presentations and webcasts, emails, senior leader communications, toolbox talks.



Our Reconciliation Action Plan

This Innovate Reconciliation Action Plan (RAP) is the first covering the entire Downer Group and builds on the learnings of previous Downer and Spotless RAPs.

As we mature our approach to Aboriginal and Torres Strait Islander engagement, this RAP will guide us in our actions as we seek to further the advancement of peoples and their communities.

Our RAP Working Group (RWG) includes representation from Aboriginal and Torres Strait Islander employees and is responsible for the implementation and management of our RAP.

The RAP Working Group is further supported by Inclusion and Belonging working groups in each Business Unit.

Downer's RAP is championed by Downer Group CEO, Grant Fenn, Downer Group Chief Operating Officer, Peter Tompkins, and the Group Head of Human Resources and Industrial Relations, Steve Schofield.

RAP Core Working Group

Edward Groch (Indigenous member)
Manager, Indigenous Engagement

Rebecca Stevenson
Manager, Inclusion & Belonging

Moana Matthews
Indigenous and Diversity Tender Specialist

William Sevallos (Indigenous member)
Maintenance Technician – Rail & Transit Systems

Loren Buob
People & Culture Business Partner SA NT – Roads Services

Carmel O'Leary
Head of Business Improvement & Systems – Facilities and Asset Services

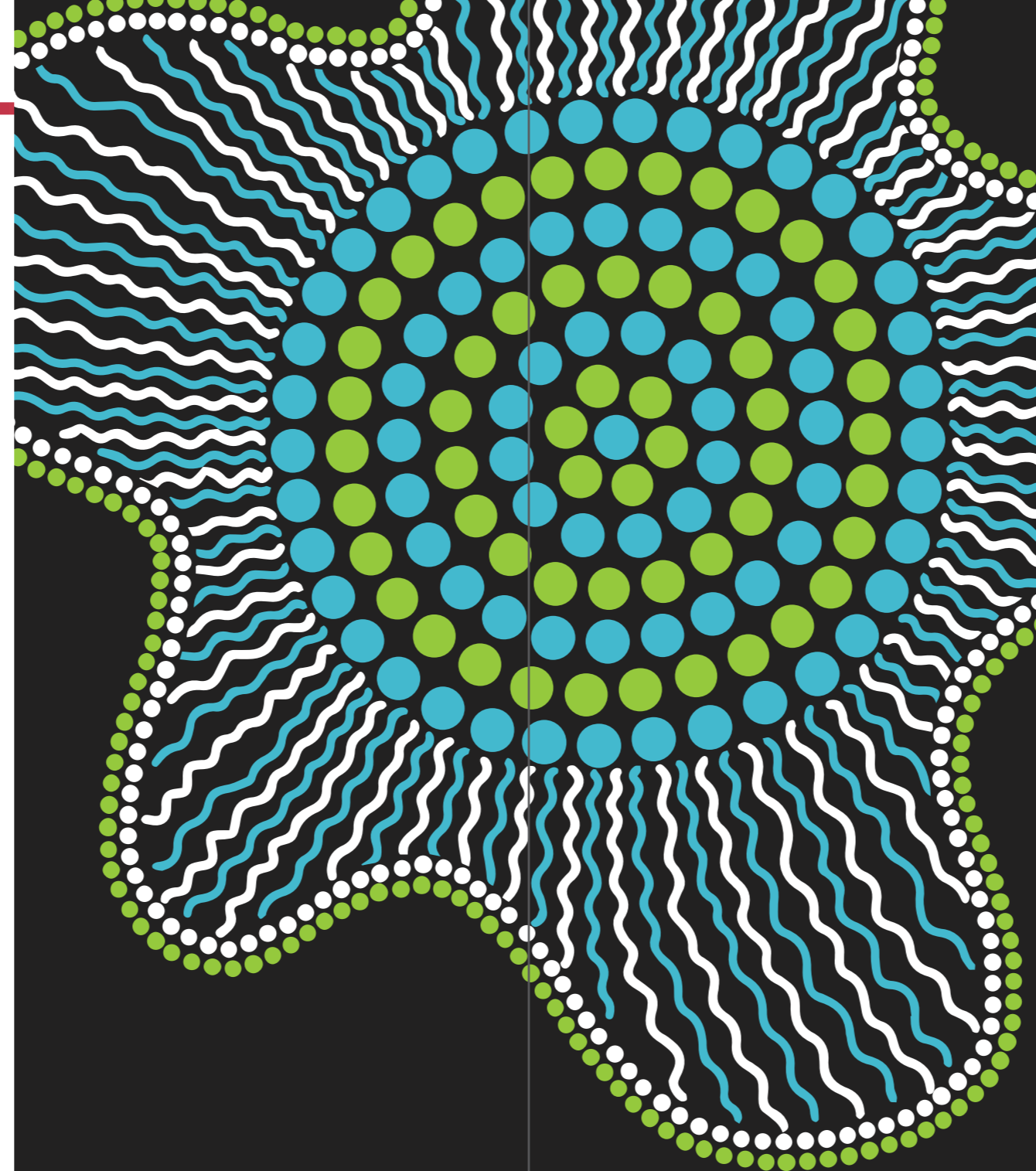
Leza Howie
Manager People and Culture West – Facilities and Asset Services

Matthew Ward
Operations Manager - Utilities

Matthew Murphy (Indigenous member)
Indigenous Engagement Advisor

Frances Lolohea
Inclusion & Belonging Advisor

Mitchell Dale
Group Manager Corporate Affairs



Our key learnings from Downer's inaugural Innovate RAP:

- Our RAP has proven an invaluable tool to embed the value of positively and respectfully working with Aboriginal and Torres Strait Islander peoples and businesses across the country. Using the RAP framework to capture information on initiatives and programs has facilitated greater knowledge sharing among our diverse and geographically dispersed teams.
- A key deliverable was to further our Aboriginal and Torres Strait Islander engagement journey in line with the five dimensions of reconciliation by developing and implementing a Cultural Awareness Training program. This competency training module has assisted all levels of the organisation in building their understanding and appreciation of respectful and genuine engagement with Aboriginal and Torres Strait Islander peoples and communities.
- Including the participation in NAIDOC Week and National Reconciliation Week as key deliverables has seen the organisation continue to celebrate these important events, despite the challenges of the COVID-19 pandemic. In some situations, these events were celebrated virtually when COVID-19 restrictions prohibited public gatherings.
- Developing policies and processes that ensure our delivery teams, procurement teams and project managers have a strong understanding of genuine Aboriginal and Torres Strait Islander capacity, and facilitating a free prequalification process to ensure as many Aboriginal and Torres Strait Islander businesses as possible are delivery-ready and visible to the whole organisation, has assisted in significantly increasing Downer's spend with Aboriginal and Torres Strait Islander businesses (see page 15 for more information).
- Senior leaders were instrumental in encouraging employee participation in the RAP deliverables.

Downer Group's Innovate RAP – covering both Downer and Spotless for the first time – will draw on these learnings to ensure it facilitates the organisational change and capability increase that will be required to achieve the goals and objectives set out in this document.

Our community support

Downer is committed to supporting the success of the communities in which we operate. We are focused on making a difference through partnerships, sponsorships and donations.

Wall of Hands (Australian Literacy & Numeracy Foundation)

Downer has been a proud supporter of the Australian Literacy & Numeracy Foundation's (ALNF) Wall of Hands Appeal since 2013.

The ALNF works with Aboriginal and Torres Strait Islander communities and schools around Australia with the aim that five out of five kids will learn to read - the vital first step to a satisfying and successful life.

The ALNF is the first national charity dedicated to raising language, literacy and numeracy standards in Australia. Closing the Aboriginal and Torres Strait Islander literacy gap is a serious, long-term issue and Downer is a proud supporter of this very worthy cause.

Stars Foundation

Downer announced its partnership with the Stars Foundation in October 2021. Stars provides a holistic program that supports Aboriginal and Torres Strait Islander girls and young women to attend and remain engaged at school, complete Year 12 and move into full-time work or further study. Stars' program is based on strong, trusting relationships – which strongly aligns with Downer's values.

The Stars Room provides a culturally safe, warm environment – a place where the students feel nurtured and inspired.

NRL Cowboys House

Downer also launched its partnership with Cowboys House in October 2021.

Cowboys House provides supported accommodation for young Aboriginal and Torres Strait Islander students from some of North Queensland's most remote and educationally disadvantaged communities, enabling them to access quality secondary education opportunities in Townsville. The facility is managed by the North Queensland Cowboys NRL club's Community Foundation.





Our commercial partnerships

Downer understands that the size and scope of our organisation provides a unique platform to support the success of Aboriginal and Torres Strait Islander communities and businesses.

We proactively seek out opportunities to partner with Aboriginal and Torres Strait Islander organisations.

A key element of Downer’s procurement strategy is to deliver on social and sustainable goals. By helping to build a diverse supply chain, Downer’s procurement capability can support businesses to grow and encourage economic and social development.

Procurement initiatives such as including a supported prequalification process for inclusion of Aboriginal and Torres Strait Islander businesses into our supply chains has resulted in Downer’s Australian Operations more than triple their spend with Aboriginal and Torres Strait Islander suppliers between 2018-2021.

In 2021, Aboriginal and Torres Strait Islander procurement supplier agreements increased from 103 in 2020 to 156, improving overall spend by 12 per cent.

Downer’s Aboriginal and Torres Strait Islander procurement spend – 2018-2021

Year	2018	2019	2020	2021
Spend	\$17,406,211	\$24,565,300	\$47,313,233	\$53,001,598
Increase	Not available	41.12%	92.6%	12%

We also focus on building mutually-beneficial commercial partnerships with Aboriginal and Torres Strait Islander businesses. One example is the long-standing partnership with Bama Services.

Downer has partnered with this multi award-winning Aboriginal and Torres Strait Islander business on a range of initiatives since 2014. In 2020, we solidified this partnership by forming the Bama Downer Joint Venture.

The partnership has already delivered more than \$30 million worth of major road and associated civil infrastructure on the Peninsula Developmental Road in Cape York, Far North Queensland.

The Downer-Bama partnership is improving the accessibility, safety and reliability of transport infrastructure for the local communities of Cape York, which positively contributes toward local Aboriginal and Torres Strait Islander employment, training and economic development outcomes.

But the partnership goes beyond that. It is also about Downer developing the skills, capabilities and experience of the local Aboriginal and Torres Strait Islander workforce, leading to a greater sense of empowerment and broader employment and training opportunities.

Downer’s support of Bama Services has been instrumental in Bama achieving a Department of Transport & Main Roads R2:B2 rating.

Bama is the only wholly Aboriginal and Torres Strait Islander-owned business to hold this prequalification level. The partnership with Downer has also supported Bama to attain an ISO-accredited Health, Safety, Environment and Quality Management System, as well as a Federal Safety Commission certification.

Reconciliation case studies

Downer is committed to being an organisation that demonstrates leadership and respects First Nations communities right across Australia.

We leverage the size of our company and broad scope of our services to improve career progression opportunities and support the local communities we operate in.

Our Walu program that is placing young people into jobs on our Sydney Growth Trains cleaning contract is an example of Downer proactively identifying opportunities to engage motivated young people to join our team.

We also work to identify opportunities to help young Aboriginal and Torres Strait Islander peoples to achieve their goals.

Our new Aboriginal and Torres Strait Islander scholarship program recognises the importance that education plays in ensuring employment and financial security, physical and mental wellbeing, and community resilience. From 2022, Downer will offer scholarships, valued at up to \$40,000, to two deserving students each year to provide financial support to overcome barriers to education.

Meanwhile, our Utilita joint venture's Aboriginal and Torres Strait Islander employment program is the result of a unique partnership with the Ipswich Jets rugby league club, aimed at addressing a common problem facing many young First Nations athletes from remote communities who move to the city to chase their sporting dreams.

We also tread carefully and with respect on every site we operate on. We implement rigorous Heritage Management processes on all our projects to limit the impact of our operations on heritage sites. Our heritage monitoring program on the Eyre Peninsula Link project in South Australia is among the largest in Australia – we work hand in hand with the Barngarla people, who are the Traditional Owners of the land, to ensure their heritage is preserved and protected.

These four initiatives are outlined in more detail in the case studies on the following pages, demonstrating Downer's commitment to furthering the advancement of Aboriginal and Torres Strait Islander peoples. And while we're proud of these initiatives, we will endeavour to keep improving our programs and initiatives to ensure they deliver tangible and sustainable outcomes for Aboriginal and Torres Strait Islander peoples in the communities we are part of.



Case Study 1:

Heritage management on Eyre Peninsula Link project

Downer is committed to preserving the cultural heritage of all the sites we operate on.

To Downer, heritage consists of all aspects that make up a country's identity – this includes historic buildings and sites, spirit and ingenuity, and unique living landscapes. We implement detailed Heritage Management processes on all our projects to limit the impact of our operations on heritage sites.

On our Eyre Peninsula Link project in South Australia, we work with a team of up to 36 Barngarla people, the Traditional Owners of the land on which the project is based, who complete thorough cultural heritage monitoring of the worksite every day. Before any ground disturbance is done onsite, it must first be inspected by a Barngarla heritage monitor to ensure our works do not disturb or encroach onto a heritage site.

Downer's Cultural Heritage Coordinator, Lucretia Papargyris, plays an important role in ensuring cultural heritage is preserved across the project's large footprint.

"My job is to ensure the monitors have everything they need to undertake their tasks – vehicles, accommodation, an understanding of the requirements and locations," Lucretia says.

"The main objective is to make sure we meet our Cultural Heritage plan and respectfully work across Barngarla country. I'm proud of the work we do to preserve and protect Barngarla heritage.

"What appealed to me about this job was the opportunity to work on country with the Barngarla people. As a company, Downer appealed to me because of the way it respects the environment and cultural heritage.

"To be part of a company that builds safe infrastructure while treading lightly on country, respecting culture and minimising our environmental impact is very rewarding.

"There is a lot of room for growth in this area, and Downer is leading the way.

"It's great to work with the cultural heritage crew and know we are respecting the land and Aboriginal culture, and doing things the right way."



Case Study 2:

Aboriginal and Torres Strait Islander scholarships program

Downer recognises the importance that education plays in ensuring employment and financial security, physical and mental wellbeing, and community resilience.

We are passionate about discovering and investing in Aboriginal and Torres Strait Islander people who can make a positive impact on both Downer and our communities.

That's why we will start offering two scholarships each year through the Downer Aboriginal and Torres Strait Islander Scholarship Program.

Each scholarship is for a period of up to four years, and is valued at up to \$40,000. The award is paid in equal instalments of \$10,000 at the beginning of each year unless otherwise stated in the letter of offer.

The scholarships aim to support university study for technical and non-technical careers among Aboriginal and Torres Strait Islander students and to provide financial support to overcome barriers to education.

These scholarships are a valuable opportunity for recipients and Downer to engage, and build relationships and future career pathways.

Successful recipients will also receive personal coaching from a Downer mentor throughout the scholarship.

The award is available each year to a prospective or current Aboriginal or Torres Strait Islander University student who is enrolled in or receives an offer into a non-technical undergraduate degree such as, Nursing, Occupational Health/Safety/Science, Physiotherapy, Accounting, Environmental Science, Human Resources, Social Work and Communications; or enrolled in or is received an offer into a technical undergraduate degree such as Engineering, Electrical Engineering or Mechanical Engineering.



Case Study 3:

Aboriginal and Torres Strait Islander recruits are going places

Walu means 'where are you going?' in Wiradjuri language.

It's an appropriate name of a pilot employment program that Downer has developed to help Aboriginal and Torres Strait Islander peoples take important steps on their career journey.

We partner with NGOs, TAFEs, private providers and the local community to deliver this pre-vocational, ready-for-work training and personal development program aimed at equipping candidates with the foundational tools and knowledge they need to build a successful career with our organisation. Downer believes this pre-employment and ongoing support methodology leads to significantly increased overall retention rates.

The program offers supported, end-to-end Aboriginal and Torres Strait Islander employment solutions, focusing on four key aspects of employment: screening; recruitment; pre-skilling; and post-placement support.

To assist in attracting Aboriginal and Torres Strait Islander peoples to our business, we have developed specialist recruitment and training methodologies, including a culturally appropriate selection process, in place of our standard recruitment process, which comprises of local community consultation and community information sessions.

Candidates from the information session are shortlisted for further screening at an assessment workshop, which replaces the traditional interview process. Potential recruits undertake practical assessments and receive presentations from site staff. The experiential learning activities are culturally appropriate and structured, so that site representatives are assessing for teamwork, leadership skills, communication skills and trainability.

Successful candidates then progress to the offer and training section of the program, which includes specific site training requirements and is delivered in a group environment with the support of our external partners and Downer's Indigenous engagement specialists.

The final component of the program focuses on ongoing support for the successful candidates post-placement. This involves regular check-ins during the first weeks of employment, support for supervisory staff to ensure they are comfortable with new candidates, ongoing mentoring and pastoral support, and further support for all site staff to assist in building overall cultural competency.



The pilot was rolled out on our Facilities & Asset Services team's Sydney Trains Cleaning contract, resulting in a number of new employees joining the team. We partnered with Aboriginal Employment Strategy, a western Sydney-based Aboriginal recruitment and training company, which provided sourcing, screening and support for candidates.

Our new team members are settling into their roles nicely.

"The quality of candidates put forward was better than I have seen in a long time doing a large recruitment and our new employees have taken to their roles with enthusiasm to learn and a great work ethic. This is a very exciting program for our business," NSW State Manager – Cleaning from our Facilities and Asset Services business, Justin Lambert, says.

The program is designed to be adaptable and scalable to ensure effective delivery across different Business Units, contracts or geographic locations.

With the pilot now completed, Downer will investigate avenues to expand the Walu program to other contracts and different areas of the organisation.

Case Study 4:

Helping Aboriginal and Torres Strait Islander athletes' dreams become a reality

For many athletes from remote communities, the barrier to chasing their sporting dreams goes beyond talent.

To achieve their dreams, they need to leave home and move to the city. But often the lifestyle change is too daunting, the pull of home is too strong. Often, the dream remains just that – never fulfilled.

That's why Utilita, a Downer and Ventia joint venture delivering electrical, mechanical and civil maintenance services for Urban Utilities in South East Queensland, has developed a program to help ease the transition.

In 2020, Utilita joined forces with Keiron Lander from iconic Queensland Cup rugby league club Ipswich Jets, to provide employment opportunities for Aboriginal and Torres Strait Islander players recruited to the club from regional and remote communities.

The original collaboration has grown into a formal partnership, and in 2021 Utilita signed a head coach sponsorship agreement with Keiron. Utilita has also expanded its relationship with the Jets to include sponsorship of the Jets netball team.

The program has successfully helped young athletes from remote communities navigate the life-changing move to the city.

Dominic Macumboy is one of the people to benefit from the program. Dominic made the big decision to leave his hometown, Lockhart River – the northernmost town in eastern Australia – and travel 2,500 kilometres to Ipswich to chase his rugby league dream with the Jets. He signed with the Jets for the 2021 season, and is now developing new skills on and off the field. His role as a Civil Worker with Utilita is diverse, completing a range of maintenance activities on Urban Utilities' assets.

"The move to Ipswich was a big deal for me," he said. "Life in the city is so different – it's busy and there are so many people. With all the changes, Keiron and Utilita have been a good support for me and I'm glad that I made the move down here."

The partnership with the Jets netball club is something Utilita is equally excited about.

"Utilita is proud to be supporting females in sport and sees this partnership as an opportunity to raise awareness of the water industry to a new audience and promote non-traditional careers in technical and trade streams to females," Downer HR Manager, Rebecca Byrnes, said. "The long-term objective is to increase female participation in the Utilita workforce as well."





Relationships

Building relationships based on trust and integrity is crucial to Downer's success.

The following actions and deliverables will support and encourage our people to connect and engage with Traditional Owners, Elders and the communities in which we operate to establish enduring relationships and partnerships.

Action 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2022, 2023	Manager, Indigenous Engagement
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2022, 2023	Manager, Indigenous Engagement

Action 2: Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.

Deliverable	Timeline	Responsibility
Organise at least one internal event each year at Downer's primary corporate offices in New South Wales, Queensland, Victoria, South Australia and Western Australia to celebrate NRW	27 May-3 June 2022, 2023	Inclusion & Belonging Advisor
Register all NRW events via Reconciliation Australia's NRW website.	May 2022, 2023	Inclusion & Belonging Advisor
Ensure members of the RAP Working Group (RWG) participate in an external event to recognise and celebrate NRW.	27 May-3 June 2022, 2023	Manager, Indigenous Engagement
Encourage employees to participate in external events to recognise and celebrate.	May 2022, 2023	Indigenous Engagement Programs Advisor
Utilise National Reconciliation Week resources from Reconciliation Australia to help promote events and key messages across the organisation.	May 2022, 2023	Group Coordinator Corporate Affairs
Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during National Reconciliation Week.	27 May – 3 June 2022, 2023	Manager, Inclusion & Belonging
Conduct a review of Downer's policies and procedures to ensure there are no barriers to employees participating in National Reconciliation Week.	June 2022	Manager, Inclusion & Belonging Manager, Indigenous Engagement.

Action 3: Promote reconciliation and our RAP commitments through our sphere of influence.

Deliverable	Timeline	Responsibility
Implement strategies to engage our staff in reconciliation.	July 2022, 2023	Manager, Inclusion & Belonging
Communicate our commitment to reconciliation publicly.	July 2022, 2023	Group Manager Corporate Affairs
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2022, 2023	Manager, Indigenous Engagement
Collaborate with organisations in the RAP network and/or other like-minded organisations to develop ways to advance reconciliation.	June 2022, 2023	Manager, Indigenous Engagement
Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	September 2022	Group Manager Corporate Affairs
Promote reconciliation through ongoing active engagement with all stakeholders utilising various platforms, including DownerConnect mobile app, iDowner intranet, and Annual Sustainability Report.	June 2022, 2023	Group Manager Corporate Affairs

Action 4: Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2023, 2024	Manager, Inclusion & Belonging
Develop, implement and communicate an anti-discrimination policy for our organisation.	January 2023, 2024	Manager, Inclusion & Belonging
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2023, 2024	Indigenous Engagement Programs Advisor
Educate senior leaders on the effects of racism.	January 2023, 2024	Manager, Indigenous Engagement

Action 5: Increase staff competency with best practice strategies for engagement with Aboriginal and Torres Strait Islander peoples.

Deliverable	Timeline	Responsibility
Provide training to increase employees' competency with best practice engagement strategies.	September 2022, 2023	Manager, Inclusion & Belonging
Develop, promote and maintain a library of resources containing best practice Aboriginal and Torres Strait Islander engagement strategies.	September 2022, 2023	Manager, Inclusion & Belonging



Respect

Downer acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians across Australia and pays respect to Elders past, present and future.

As they and their ancestors have for millennia, we commit to walk lightly and care for their lands.

We pay respect to the knowledge and wisdom Aboriginal and Torre Strait Islander peoples have embedded in their country across tens of thousands of years.

Action 1: Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.

Deliverable	Timeline	Responsibility
Review and update Downer's Aboriginal and Torres Strait Islander Cultural Awareness Training strategy for employees, which defines cultural learning needs of employees. Investigate the utilisation of new technologies to aid the delivery of this training.	January 2023, 2024	General Manager People and Culture Manager, Inclusion & Belonging
Continue to investigate and finesse opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	January 2023, 2024	Manager, Inclusion & Belonging Manager, Indigenous Engagement
Encourage participation in cultural immersion events (e.g. on-Country cultural competency sessions, direct engagement with PBCs and Traditional Owner groups) at all levels of the business, to ensure our teams have a strong interest, understanding and connectedness to the lands we deliver projects on.	June 2022	Indigenous Engagement Advisor Inclusion & Belonging Advisor
Provide opportunities for RWG members, RAP champions, People & Culture managers and other key leadership employees to participate in cultural training and immersion opportunities within Community.	June 2022	Manager, Inclusion & Belonging Indigenous Engagement Programs Advisor
Continue to roll out Downer's online Aboriginal and Torres Strait Islander Cultural Awareness Training program to all supervisors and above.	June 2022, 2023	Manager L&D Capability Manager, Inclusion & Belonging

Action 2: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Identify the Traditional Owners of the lands of every Downer site, and develop signage displaying the First Nations name and history of each location.	June 2023	Manager, Inclusion & Belonging
Maintain list of key contacts for organising a Welcome to Country.	June 2022	Indigenous Engagement Advisor Inclusion & Belonging Advisor
Invite a Traditional Owner to provide a Welcome to Country at significant events, including annual results.	August 2022, 2023	Manager, Indigenous Engagement Indigenous Engagement Advisor
Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	January 2023, 2024	Manager, Inclusion & Belonging
Encourage employees to include an Acknowledgement of Country at the commencement of all meetings. Train members of Downer's Inclusion & Belonging Steering Committees to help ensure this occurs.	January 2023, 2024	Manager, Inclusion & Belonging
Create and distribute Acknowledgement of Country lanyard cards, to assist and encourage employees to include an Acknowledgement of Country at the commencement of all internal and external meetings.	June 2022	Manager, Inclusion & Belonging Inclusion & Belonging Advisor
Continue to promote Downer's Indigenous Cultural Protocols guide internally and externally.	January 2023, 2024	Manager, Inclusion & Belonging Group Manager, Corporate Affairs

Action 3: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week.	June 2022, 2023	Manager, Indigenous Engagement Indigenous Engagement Programs Advisor
Promote and encourage participation in external NAIDOC Week events to all staff.	June 2022, 2023	Inclusion & Belonging Advisor Group Coordinator Corporate Affairs
RWG to participate in an external NAIDOC Week event.	July 2022, 2023	Manager, Indigenous Engagement
Conduct a review of Downer's policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week.	June, 2022, February 2023, 2024	Manager, Inclusion & Belonging Manager, Indigenous Engagement

Action 4: Recognise Aboriginal and Torres Strait Islander dates of significance within Downer Group

Deliverable	Timeline	Responsibility
In consultation with Aboriginal and Torres Strait Islander stakeholders, create a calendar of significant dates important to Aboriginal and Torres Strait Islander peoples.	November 2022	Manager, Indigenous Engagement Manager, Indigenous Engagement
Form a committee of Aboriginal and Torres Strait Islander and non-Indigenous employees to coordinate the celebration of significant events.	December 2022	Manager, Indigenous Engagement
Share information on significant dates in the Aboriginal and Torres Strait Islander calendar with the whole organisation via Downer's intranet, as well as email communication to all employees in the lead-up to these events, with information on how to recognise the day.	January 2023	Manager, Indigenous Engagement Group Manager, Corporate Affairs



Opportunities

Downer remains at the forefront of our industry by employing the best people and having the courage to challenge the status quo.

This approach ensures our people are empowered to develop strategies that will engage and provide opportunities for Aboriginal and Torres Strait Islander peoples to become part of our workforce and to further build capability within Recognised Aboriginal Businesses.

Action 1: Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.

Deliverable	Timeline	Responsibility
Engage with existing Aboriginal and Torres Strait Islander employees to consult on employment strategies, including professional development.	June 2022	Manager, Inclusion & Belonging Manager, Indigenous Engagement
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2022	Manager, Inclusion & Belonging
Where appropriate, develop career plan for Aboriginal and Torres Strait Islander employees, focusing on further development and improving retention outcomes.	June 2023	Manager, Inclusion & Belonging
Actively seek out Aboriginal and Torres Strait Islander organisations to support – through sponsorships, opportunities for our people to share their expertise, and the development of mutually beneficial career pathway programs.	June 2022	Manager, Inclusion & Belonging Manager, Indigenous Engagement
Take part in Minderoo Foundation's Indigenous Employment Index, which involves employees participating in surveys, workshops and focus groups to provide a snapshot of Downer's current Aboriginal and Torres Strait Islander engagement employment practices and identify areas for improvement.	April 2023	Manager, Inclusion & Belonging
Review and refine Downer's Aboriginal and Torres Strait Islander employment and retention strategy to reflect the changing nature of the organisation and sectors we operate in.	June 2022, 2023	General Manager People and Culture Manager, Inclusion & Belonging
Develop processes to help identify Aboriginal and Torres Strait Islander recruits during the recruitment phase.	January 2023	Manager, Inclusion & Belonging Head of Recruitment and Sourcing
Develop a register of Aboriginal and Torres Strait Islander recruits and circulate with Recruitment Leads across the organisation.	January 2023	Manager, Inclusion & Belonging Head of Recruitment and Sourcing
Identify Aboriginal and Torres Strait Islander apprentices within the organisation and showcase their journey with Downer to promote opportunities for other young Aboriginal and Torres Strait Islander peoples.	January 2023	Manager, Inclusion & Belonging Manager, Indigenous Engagement
Advertise vacancies through Aboriginal and Torres Strait Islander media outlets – including social media, employment pages, education sites, radio and employment services.	June 2022, 2023	Manager, Inclusion & Belonging Recruitment Leads
Review Downer's policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	June 2022	Manager, Inclusion & Belonging Head of Recruitment and Sourcing

Action 1: Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace (continued).

Deliverable	Timeline	Responsibility
Support leadership opportunities and pathways for Aboriginal and Torres Strait Islander employees.	October 2022	Group Head of Human Resources and Industrial Relations.
Develop Downer Group's Aboriginal and Torres Strait Islander scholarship program for Aboriginal and Torres Strait Islander university students. Circulate with Downer Executives for approval, then promote the scholarship program externally and internally.	October 2022	General Manager People and Culture Manager, Inclusion & Belonging Group Manager, Corporate Affairs
Continue to embed program to support end-to-end Aboriginal and Torres Strait Islander employment solutions, including screening, recruitment, pre-skill activities and post-placement support.	December 2022	Manager, Indigenous Engagement Head of Recruitment and Sourcing
Develop an Aboriginal and Torres Strait Islander professional development strategy.	March 2023	Group Head of Human Resources and Industrial Relations Manager, Inclusion & Belonging
Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	December 2024	General Manager People and Culture Manager, Inclusion & Belonging Manager, Indigenous Engagement

Action 2: Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.

Deliverable	Timeline	Responsibility
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	March 2023	General Manager Group Procurement & Strategic Sourcing General Manager People and Culture
Review and update procurement policies and procedures to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2023	General Manager Group Procurement & Strategic Sourcing
Continue to manage and communicate to employees a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	July 2022	General Manager Group Procurement & Strategic Sourcing Group Manager, Corporate Affairs Indigenous Engagement Programs Advisor
Identify Aboriginal and Torres Strait Islander suppliers who are already delivering goods and services to Downer and promote across the organisation.	July 2022	Manager, Indigenous Engagement General Manager Procurement Analytic Projects and Governance
Develop at least one Group-wide commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	March 2023	General Manager Group Procurement & Strategic Sourcing
Continue to roll out 'Meet the buyer' sessions at various locations across Australia to provide Aboriginal and/or Torres Strait Islander owned businesses with a greater understanding Downer and the services we deliver, and information on how to supply to Downer.	June 2022	Manager, Indigenous Engagement Indigenous Engagement Advisor
Continue to leverage Supply Nation and other State-based Aboriginal and Torres Strait Islander business chamber memberships to build capability for Aboriginal and/or Torres Strait Islander owned businesses.	June 2022	Manager, Inclusion & Belonging

Action 3: Investigate opportunities to provide apprenticeships and traineeships for Aboriginal and Torres Strait Islander peoples.

Deliverable	Timeline	Responsibility
Review current programs and channels used for sourcing apprentices and trainees to determine suitable entry pathways.	June 2022, 2023	Manager, Inclusion & Belonging Manager, Indigenous Engagement
Engage with Aboriginal and/or Torres Strait Islander employment and training providers to promote the opportunity to work with us in upskilling our workforce.	June 2022, 2023	Manager, Inclusion & Belonging Manager, Indigenous Engagement
Engage with State-based educational departments and local Aboriginal and Torres Strait Islander organisations to encourage school-aged children to consider a career with Downer – either through apprenticeships or school-based traineeships.	June 2022, 2023	Manager, Indigenous Engagement Indigenous Engagement Advisor Indigenous Engagement Programs Advisor
Continue to explore internship opportunities at Downer.	June 2022	Manager, Inclusion & Belonging Head of Recruitment and Sourcing Inclusion & Belonging Advisor





Governance, tracking progress and reporting

Action 1: Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2022	Manager, Inclusion & Belonging Inclusion & Belonging Advisor
Establish and apply a Terms of Reference for the RWG.	June 2022	Manager, Inclusion & Belonging Inclusion & Belonging Advisor
Meet at least four times per year to drive and monitor RAP implementation.	July, October and December 2022, 2023	Inclusion & Belonging Advisor

Action 2: Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	June 2022	Manager, Inclusion & Belonging Group Manager Corporate Affairs
Engage Downer senior leaders and other employees in the delivery of RAP commitments.	June 2022	Manager, Inclusion & Belonging
Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2022	Manager, Inclusion & Belonging Inclusion & Belonging Advisor
Maintain an internal RAP Champion from senior management.	June 2022, 2023	Manager, Inclusion & Belonging

Action 3: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September 2022, 2023	Manager, Inclusion & Belonging Indigenous Engagement Programs Advisor
Report RAP progress to all staff and senior leaders quarterly.	December 2022, 2023	Manager, Inclusion & Belonging Group Coordinator Corporate Affairs
Report our RAP achievements, challenges and learnings to internal and external stakeholders using various mediums such as DownerConnect, iDowner and Annual Sustainability Report.	August 2022, 2023	Manager, Inclusion & Belonging Group Manager, Corporate Affairs Group Coordinator Corporate Affairs
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	Manager, Indigenous Engagement
Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June 2022, 2023	Manager, Inclusion & Belonging Manager, Indigenous Engagement
Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	1 August 2022, 2023	Manager, Inclusion & Belonging
Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	April 2023	Manager, Inclusion & Belonging

Action 4: Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	June 2023	Manager, Inclusion & Belonging
Send draft RAP to Reconciliation Australia for review and feedback.	August 2023	Manager, Indigenous Engagement

Our reconciliation commitments

To help celebrate National Reconciliation Week 2021, Downer employees wrote “I will...” statements – their commitment to supporting reconciliation and contributing to a society where all Aboriginal and Torres Strait Islander peoples are treated equally in all relationships and their cultures and histories are celebrated and respected.

These are their statements.

“I will commit to ensuring that I continue to learn and share information about the incredible history and cultures of our Aboriginal and Torres Strait Islander colleagues to support the development of a protective and respectful work environment and community where we all feel like we belong and contribute to a harmonious life together.”

Bec Stevenson, Manager, Inclusion & Belonging, Corporate Services

“I will listen and learn from the voices of Aboriginal and Torres Strait Islander peoples across Australia, to ensure that our reconciliation efforts are the result of authentic conversations and meaningful work. I will take initiative to celebrate the culture and learn and share more about the histories and challenges of our First Nations peoples.”

James Smith, Program Manager, THRIVE

“I will continue to lead and educate our Downer teams in providing employment, training and procurement opportunities to the Aboriginal and Torres Strait Islander community. I will utilise my experience, knowledge and relationships to guide the business to become industry leaders in this space.”

Moana Matthews, Indigenous, Inclusion and Belonging Tender Specialist

“I will have courageous conversations with my colleagues, family and friends about issues impacting our Indigenous Australia.”

Ash Renshaw, HR Manager, Rail & Transit Systems

“I will take time to reflect on and recognise the injustices and misdeeds perpetrated on our past generations. As a proud Aboriginal man, I will share through open and honest conversation with my colleagues and others how we can all work to ensure we truly recognise that Australia’s history predates colonisation by many thousands of years. By sharing knowledge and truth in the true spirit of reconciliation, we can move forward to a better future for our people and our country.”

Ed Groch, Indigenous Engagement Manager

“I will continue to raise and nurture young inquisitive minds, encouraging them to ask respectful questions and providing answers and access to Aboriginal and Torres Strait Islander stories and culture.”

Melanie Blowes, Manager Learning & Development – Capability

“I will be a better ally to Aboriginal and Torres Strait Islander communities by learning and celebrating their amazing history, by amplifying the voices of Aboriginal and Torres Strait Islander communities and by speaking up when I hear someone say something inappropriate.”

Davi Martinelli, Learning and Development Instructional Designer

“I will work to build sustainable initiatives and programs with my team for Downer that embed Aboriginal and Torres Strait Islander culture into our business DNA.”

Mawgen Ralph, General Manager, People and Culture, Corporate Services

“I will learn about traditional Butchulla culture.”

Lorna Haig, HR Manager – Rail & Transit Systems

“I will reflect on my own ancestry by listening and engaging with others prepared to understand reconciliation. By doing this, I am confident we, as a team in Tasmania, will become ambassadors for a psychologically safe workplace where people are proud to display their ancestry and be themselves.”

Jason Reed, People and Culture Advisor, Tasmania, Road Services

“I will action an idea I had for Google Maps to show the traditional Country/Nation boundaries of Aboriginal and Torres Strait Islander Australians – which was inspired by Ed Groch’s fascinating and inspiring speech at Downer’s National Reconciliation Week event at North Ryde. Now I think the action should be for others, if they like the idea, to also do it.”

Kate Lindsay, Renewable Engineer, Infrastructure Projects

“I will take some time to learn about the Wallumedegal people, the traditional land owners of where I both live and work in the City of Ryde. I will also learn where to source more of this delicious Dreamtime Tukka”

Callam Fletcher, Learning and Development Specialist, Utilities

“I will continue to influence and advocate to improve employment opportunities for Aboriginal and Torres Strait Islander peoples. I will promote the benefits and actively seek opportunities to partner with Aboriginal businesses. I will stop to have the conversation to promote reconciliation and the part we all play. I will do this in my professional life and my home life.”

Candice Mesecke, People and Culture Manager, NSW

“I will take the opportunity to celebrate the culture of Aboriginal and Torres Strait Islander peoples and I will encourage greater knowledge gathering by my teams in relation to the history of our First Nations peoples.”

David Morris, General Manager, Government & Citizen Services, Facilities and Asset Services

“I will read Downer’s Indigenous Cultural Protocols Guide and promote the learnings to the broader team.”

Ricky Bridge, Group General Manager Environment, Sustainability and Reporting

“I will remember that what I was taught as a child about Tasmanian Aboriginal peoples was not true. And I will continue to look for and listen to the voices of Aboriginal people in my community.”

Samantha Meyer, Communication and Stakeholder Engagement Manager, Road Services

“I will ensure that my children are raised to value the First Nations Peoples, to understand Australia’s rich cultural heritage, and to educate them of the journey of reconciliation.”

Georgia Lutvey, Learning and Development Business Partner, Facilities and Asset Services

“I have very clear and fond memories of my time growing up on Ngiyampaa tribal lands and I will strive to ensure the Downer team promotes and demonstrates respectful relationships with Aboriginal and Torres Strait Islander peoples.”

Steve Schofield, Group Head of Human Resources and Industrial Relations, Downer Group

“I will seek to learn more about the rich history of our First Nations peoples, along with the challenges and barriers associated with reconciliation. I will commit to helping my children understand why reconciliation is so important for a stronger, more harmonious future together.”

Daniel Baker, Manager Services, Road Services

“I will continue to learn, support and promote a respectful work environment/community where all cultures are celebrated and acknowledged.”

Jon Foulston, Operations Manager, Road Services

“I will continue to identify ways in which Downer and VEC can engage with Aboriginal and Torres Strait Islander peoples through tender opportunities.”

Jo Gregg, Pre-Contracts Manager, VEC Civil Engineering

“I will actively learn more about Aboriginal and Torres Strait Islander history and communities of Tasmania and foster a culture to collaborate with those peoples in an inclusive and supportive manner.”

Marcus Stephens, General Manager, Downer Tasmania

“I will teach my children about the true history of Australia, both good and bad, and the richness of our Aboriginal and Torres Strait Islander cultures. I will give my children the tools to identify and speak out against all forms of racism and use their privilege to amplify marginalised voices. I will lead by example and ensure my actions reflect the values of reconciliation at all times, in both my professional and private life.”

Jess Windram, Proposals Coordinator, Infrastructure Projects

"We will seek to learn more about the culturally rich stories and achievements of our Traditional Owners to incorporate in our next project."

Infrastructure Projects Submission Team

"I will seek to learn about the true history of Australia and the Traditional Owners of the land I live on."

Shainal Kavar, Head of Strategy and Business Engagement

"I will take action and learn about the mob in my area, the country I am on, and their language."

Natalie Cussell, Zero Harm & Training Lead - UrbanGrid Australia & Utilities

"I will ask more questions and actively seek out more information on the Traditional Owners of the lands I live and work on – to fill my own knowledge gaps, and to help me inform others on the importance of reconciliation."

Mitchell Dale, Group Manager Corporate Affairs



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