



Downer

Innovate
**Reconciliation
Action Plan**

July 2024 - July 2026



RECONCILIATION
ACTION PLAN

INNOVATE

Acknowledgement of Country

Downer acknowledges Aboriginal and Torres Strait Islander peoples as the enduring custodians of the lands and waterways of Australia. We acknowledge the profound spiritual and cultural connections that tie them to their ancestral territories.

We honour the enduring legacy of Aboriginal and Torres Strait Islander ancestors, whose irrepressible spirituality permeates all aspects of creation and continues to resonate in our nation's collective imagination.

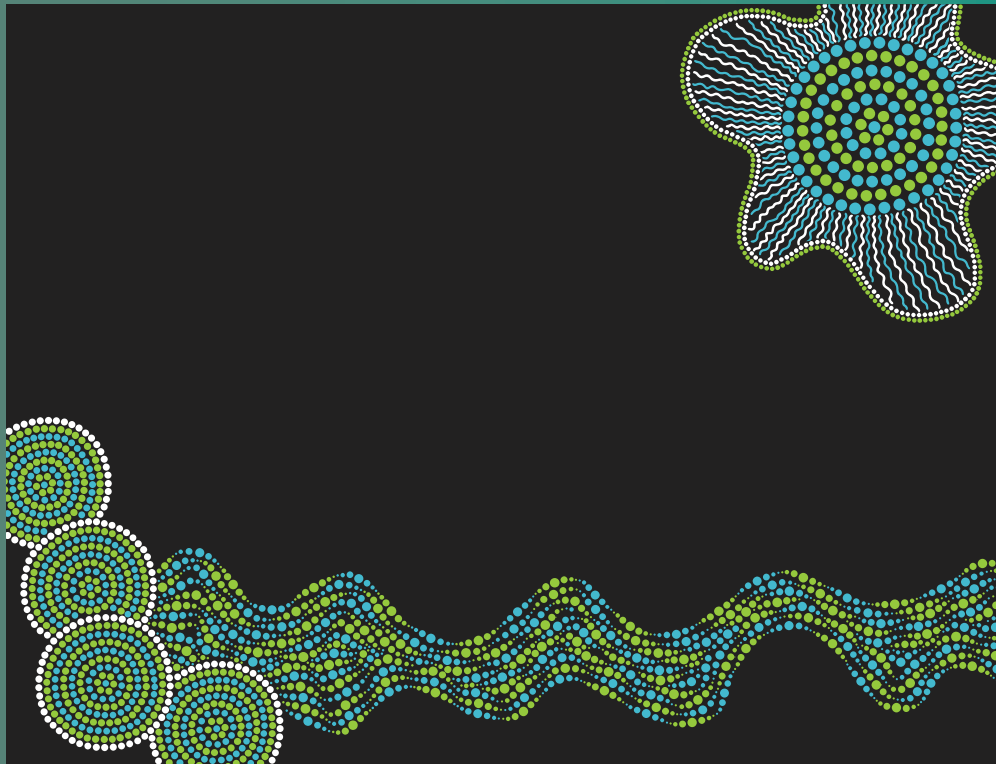
We further recognise and appreciate the ongoing stewardship, wisdom and knowledge that Aboriginal and Torres Strait Islander peoples have eternally woven into their lands. We express deep respect for their Elders—those who have paved the way in the past, those currently guiding their communities, and those emerging as future leaders.

Pictured on front cover: Josef Jeffrey (left) and Liolonel Mann (right) who are part of the first cohort of Downer's Darumbal Trainee Ranger program.

Please note this Reconciliation Action Plan uses the term Indigenous at certain points of the document.

Where the term Indigenous has been used, it is in reference to internal practices or programs where Downer's Aboriginal and Torres Strait Islander employees have stated their preference for the term.

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.



Downer has a broad footprint, delivering projects and contracts across Australia. We are committed to leveraging our scale and size to support employment and supply chain opportunities for local Aboriginal and/or Torres Strait Islander people and businesses.

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Message from Downer Group CEO



At Downer, our Purpose is ‘Enabling communities to thrive’.

Downer influences our communities in a profound way, delivering essential services and infrastructure that improve the lives of millions of people, and leave a lasting legacy for future generations.

But our commitment to enabling communities to thrive extends beyond the services we deliver.

As a large organisation that employs more than 20,000 people across Australia, we understand the significant and lasting socio-economic benefits our presence in the community can bring.

Our size and scale provides a unique platform to influence Australia’s reconciliation journey. We honour the responsibility that comes with that by implementing a range of strategies focusing on social responsibility, local and indigenous employment, and cultural heritage management.

At Downer, 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.

We believe that developing a Reconciliation Action Plan is an important way to contribute to reconciliation in Australia, while also setting clear objectives and goals to achieve as an organisation in order to support Aboriginal and/or Torres Strait Islander peoples and communities.

Since Downer published our last Reconciliation Action Plan in 2022, we have continued to build partnerships and develop initiatives to support Aboriginal and Torres Strait Islander peoples, businesses and communities.

Our commitment to social and sustainable procurement has resulted in Downer continuing to increase our procurement spend with Aboriginal and Torres Strait Islander businesses over the past two years.

Our partnerships with organisations including The Stars Foundation, North Queensland Cowboys House and Australian Literacy and Numeracy Foundation have helped support the education of young First Nations people.

We have developed bespoke trainee programs in collaboration with local Traditional Owner groups to provide sustainable employment outcomes, and delivered cultural awareness training programs to help our people foster more meaningful relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities.

We are proud of the impact we are making but believe we can still do more.

With this Innovate Reconciliation Action Plan as a guide, we are committed to leveraging Downer’s size, scale and footprint to make a difference in local Aboriginal and Torres Strait Islander communities, to enable them to thrive.

Peter Tompkins

Chief Executive Officer
Downer Group

Statement from the CEO of Reconciliation Australia



Reconciliation Australia commends Downer Group 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. Downer Group 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 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 third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

In 2023, Downer refreshed our Group-wide Purpose. Our new Purpose is ‘Enabling communities to thrive’, which not only articulates the impact Downer has on society, but also encapsulates the spirit of Downer’s vision for reconciliation.

At Downer, 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. In a nutshell, we are committed to enabling Aboriginal and Torres Strait Islander communities to thrive – and we do this through a range of programs and initiatives designed to support and empower Aboriginal and Torres Strait Islander peoples in the areas we operate in.

With more than 30,000 employees and more than 700 sites stretching across all corners of Australia and New Zealand, 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.

Downer is committed to making a meaningful, lasting difference in the communities we are part of.





Lucretia Papargyris, Andrew Davis, Ed Groch, and Elaine Karpany at the Eyre Peninsula Link project site, which Downer completed in 2023.



Elizabeth Green, who works as an Administrator at the RAAF Townsville base.

Our business

Downer is the leading provider of integrated infrastructure services across Australia and New Zealand.

With a history dating back more than 150 years, Downer is listed on the Australian Securities Exchange and New Zealand Stock Exchange as Downer EDI Limited (DOW). Downer Group employs more than 31,000 people, primarily in Australia and New Zealand.

In Australia, we employ more than 20,000 people across more than 400 sites with more than 400 Aboriginal and Torres Strait Islander employees, representing approximately 2.1 per cent of our total workforce in Australia.

We are committed to building strong relationships with our customers, people and communities. Together, we enable communities to thrive, shaping a connected and sustainable future.

Our ambition is to build a world where resilient infrastructure enhances liveability, connects us and unlocks our potential.

As our communities grow, so too does demand for greater urbanisation and productivity. This places pressure on our environment, so we're innovating to support a better climate future.

We strive to be the most collaborative and sustainable engineering, infrastructure management and construction services provider in Australia and New Zealand.

We seek to employ the best people and bring thought leadership to each stage of the asset lifecycle as we support our customers to plan, create and sustain.

We use our strength in relationships, depth of talent and passion for innovation to make an enduring, positive impact on the communities we serve. We deliver greater value for our partners and contribute meaningfully to communities while actively supporting our environment.

Downer's sphere of influence

Downer's business operations impact a broad 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.

How we engage our stakeholder groups

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 and through our managers.

Our Reconciliation Action Plan

Downer believes that developing a RAP is a foundational step in guiding our organisation's actions and decisions, delivering an accountable mechanism that all Business Units and employees can utilise to develop initiatives to support Aboriginal and/or Torres Strait Islander peoples and communities.

This Innovate Reconciliation Action Plan (RAP) builds on Downer Group's previous Innovate RAP, which was the first RAP covering the entire Downer Group.

This RAP will leverage and build on the learnings of previous Downer and Spotless RAPs. A key learning from previous RAPs is that, as a large and diverse organisation with a disparate workforce, having a Group-wide plan that provides a standardised framework of expectations and deliverables is essential to achieving our goal of making meaningful change in the communities in which we operate. In addition, aligning our RAP with the recognised five dimensions of reconciliation has proven to be effective in streamlining our focus to achieve consistent and measurable outcomes.

As we continue to mature our approach to Aboriginal and Torres Strait Islander engagement, this RAP will guide us in our actions to further the advancement of Aboriginal and Torres Strait Islander peoples and their communities. Our RAP Working Committee (RWC), which includes representation from Aboriginal and Torres Strait Islander employees, is responsible for the implementation and management of the deliverables set out on pages 22-30 of this RAP.

The RAP not only provides a framework for Downer to support Aboriginal and/or Torres Strait Islander peoples and communities, it also benefits the organisation by supporting a more diverse and inclusive workforce, broadens our talent pool, enhances our collective cultural heritage understanding, and improves community engagement.

Cultural learnings gained through programs implemented under previous RAPs have developed a deeper understanding of Aboriginal and Torres Strait Islander peoples' heritage and history. This has helped Downer to attract a broader and more diverse talent pool by providing a better understanding of the mechanisms utilised by Aboriginal and Torres Strait Islander peoples when seeking work and helped the organisation to better connect with community for employment success.

The RAP Working Committee is further supported by working groups in each of Downer's four Business Units.

Downer's RAP is championed by Downer Group CEO, Peter Tompkins, and Chief People Officer, Jan O'Neill.

RAP Working Committee

Jan O'Neill, *Chief People Officer*

Executive Sponsor

Ed Groch, *Manager, Indigenous Engagement*

Chairperson and RAP Champion (Indigenous member)

Halimah Abdullah, *Indigenous Engagement Advisor*

Deputy Chairperson and RAP Champion (Indigenous member)

Veronika Dimitrova, *General Manager Culture & Capability*

Committee Member

Mitchell Dale, *General Manager Corporate Affairs*

Committee Member

Pauline Marshall, *Talent and Culture Manager*

Committee Member

Rowan Ezman, *Senior Talent & Culture Advisor*

Committee Member

William Sevallos, *Maintenance Team Leader*

Committee Member (Indigenous Australian member)

Jessica Edmonds-Saunders, *Talent and Inclusion Lead*

Committee Member

Jodiann Smith, *People and Culture Manager*

Committee Member

Loren Buob, *People and Culture Business Partner*

Committee Member

Samantha Madden, *Business Support Assistant - Defence*

Committee Member

Brent Clayton, *Contract Manager • IE Integrated Gas*

Committee Member

Georgina Smith, *Risk & Compliance Manager*

Committee Member

Solza Crow, *EPMO Director*

Committee Member

Peter Berton, *General Manager - Maintenance and ITS*

Committee Member

Rebecca Linwood, *Learning and Development Advisor*

Committee Member (Indigenous member)

Chris Kellaway, *Security Team Leader*

Committee Member (Indigenous member)

Catherine Velthuizen, *Capability & Inclusion Manager ANZ*

Committee Member



David Williams Wilson, a Wirradjuri man, works as a Groundskeeper in Dowser's Social Infrastructure & Citizen Services business.



Downer has been a proud supporter of the Australian Literacy & Numeracy Foundation's (ALNF) Wall of Hands Appeal for more than a decade.

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.

Stars Foundation

Downer commenced 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 fulltime 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 commenced 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. The partnership with Cowboys House has now expanded further, with Downer opening avenues for students from Cowboys House to enter the workforce with Downer once they complete school (see case study on page 19)

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 for more than a decade. 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.

Greening Australia

Downer's workplace giving program has been developed to allow employees to donate money from their pre-tax pay to support our four strategically selected charities, with Downer matching our employees' initial donations up to \$250,000. One of our four workplace giving charity partners is Greening Australia, a national not-for-profit committed to restoring Australia's diverse landscapes and protecting biodiversity in ways that benefit communities, economies, and nature.

Greening Australia recognises the leadership roles First Nations peoples must have in restoration efforts. Their 'Thriving on Country' strategy is their approach to developing strong, respectful partnerships with First Nations peoples. Greening Australia partners with First Nations peoples to combine the strength of sacred traditional knowledge with modern science, co-design programs that support community aspirations, build a diversely skilled restoration workforce, support the development of healing-Country enterprises, and increase long-term employment pathways in the growing restoration economy.

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 almost quadruple our spend with Aboriginal and Torres Strait Islander suppliers in the five-year period between 2019-2023 (see table below).

Downer partners with certified Aboriginal and/or Torres Strait Islander bodies to help broaden the diversity of our supplier base, and ensure we engage approved Aboriginal and Torres Strait Islander organisations.

We leverage memberships with non-profit organisations including Supply Nation and Kinaway Chamber of Commerce, which direct procurement activities to accredited Aboriginal and Torres Strait Islander-owned businesses.

Supply Nation certifies Aboriginal and Torres Strait Islander businesses as being genuine by establishing that they are at least 51 per cent owned, managed, and controlled by Aboriginal and/or Torres Strait Islander Australians. Once a business is certified, it can use the Supply Nation certification logo on its marketing material and access the corporate and government member database. Supply Nation has certified more than 450 Aboriginal and/or Torres Strait Islander businesses.

Kinaway Chamber of Commerce helps to improve visibility and create opportunities for Aboriginal and Torres Strait Islander businesses across Victoria.

Downer has also developed an Indigenous Business Database (IBD) to help our Business Units identify and engage Aboriginal and Torres Strait Islander suppliers. The IBD is a list of Aboriginal and/or Torres Strait Islander businesses from across Australia, searchable by State, postcode, or industry. The directory contains more than 500 ratified First Nations-owned businesses across various industries and sectors and aims to enable Downer to better engage with Aboriginal and/or Torres Strait Islander businesses and communities.

In 2023, Aboriginal and Torres Strait Islander procurement supplier spend increased to \$94.6 million, an increase of eight per cent on 2022.

Downer's Aboriginal and Torres Strait Islander procurement spend – 2019-2023

Supplier spend	2023	2022	2021	2020	2019
Spend (\$AUD mil)	94.6	87.5	53.0	47.3	24.6
Increase YoY	8.1%	65%	12%	92%	41%



Downer's Jeff Collins (left) with Malcolm Mann, Director on the Darumbal People Aboriginal Corporation Registered Native Title Body Corporate, at the graduation ceremony for the first cohort of Downer's Darumbal Trainee Rangers.

Case study 1: Supporting the success of the Darumbal people



Jaiden Mann, left, and Tremain Hill, right, at the graduation ceremony for the inaugural cohort of Darumbal Trainee Rangers.

The Darumbal Trainee Ranger project is a successful partnership between Downer Defence and the Darumbal People Aboriginal Corporation at the Shoalwater Bay Training Area (SWBTA) in Central Queensland.

At a landmark event in December 2022, the inaugural cohort of Darumbal Trainee Rangers graduated from their year-long traineeship. The trainee program is a collaboration between the Department of Defence, Downer Defence, the Darumbal People Aboriginal Corporation RNTBC, TAFE Queensland and Downer's Service Delivery Partner, Ecosure, a specialist environmental consultancy.

The program provides training and opportunities for Darumbal, the local Traditional Custodians, in the land management, revegetation and conservation of a variety of ecosystem types across their Country at SWBTA – one of the Australian Defence Force's (ADF) prime training areas.

"This traineeship is an important partnership created to protect and sustain Defence land and provide meaningful opportunities for Aboriginal and Torres Strait Islander communities on Country," Chief Operating Officer of Downer's Social Infrastructure & Citizen Services Business Unit, Jacob Bonisch, said.

"These 450,000 hectares are important to the Darumbal people, and this partnership has demonstrated what can be achieved with the right intent."

Darumbal Traditional Custodian Malcolm Mann stated: "These are the sorts of commitments that give us an opportunity to advance our capability in land and sea Country management.

"We have a custodial responsibility to our Country and commit to look after our land and sea Country. It is a credit to all involved that 100 per cent of the cohort are successfully graduating – not an easy feat. The trainees have learned Downer Defence's and the ADF's ways of doing their business and applying their knowledge. We have found our partners at Shoalwater Bay Training Area equally eager to learn more about connection to Country that Darumbal people have had for over 2,000 generations."

The eight trainees who comprised the first intake learned natural resource management skills as they completed their Certificate III in Conservation and Ecosystem Management via TAFE Queensland. The graduation event included a ceremony on Country at SWBTA, attended by the graduates' colleagues and family, followed by a welcome ceremony to introduce the next cohort – an all-female group – to the 2023 Darumbal Ranger Traineeship program.

The second cohort all graduated in 2023.

"Downer Defence has spent years developing this program with Defence and the Darumbal peoples, creating meaningful connection in our role managing Defence bases and estates with the Traditional Custodians of the Country on which we operate," Jacob said.

"This traineeship proves that we can learn from each other, and we can keep working together to develop this kind of specialised capability across this area, and potentially across other Defence assets around Australia."

For Downer, the benefits of the Darumbal program are two-fold. It has provided a platform for the organisation to support long-term and sustainable employment outcomes for the Traditional Owners of the land on which Downer delivers important services for the ADF, supporting community to work on and around their own country. It has also helped to build employee engagement across the broader Downer team employed at SWBTA, with feedback from our people highlighting the positive impact of the immersive cultural knowledge shared through interactions with participants.

Case study 2: Supporting Cowboys House students after they graduate



Cowboys House graduate, Josh Daniel, has commenced a heating, ventilation and air conditioning apprenticeship at Downer.

In 2021, Downer commenced a partnership with NRL Cowboys House.

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 Cowboys Community Foundation, the charity arm of the North Queensland Cowboys NRL club.

Downer's involvement with Cowboys House was initially as the Boys' Campus naming partner.

As the partnership has progressed, Downer has worked with Cowboys House to create further opportunities for Cowboys House students.

As a large employer across North Queensland, delivering services in a range of sectors, one way Downer can provide real outcomes for Cowboys House students is to identify work opportunities.

Since 2022, Downer has been helping young people from Cowboys House start out on their employment journeys.

Cowboys House 2022 graduate, Josh, has commenced a heating, ventilation and air conditioning (HVAC) apprenticeship with Downer.

Josh is thriving in the new role... and even learning a few new life skills!

"It's going really good," Josh said.

"The team are good to work with and I am enjoying the work and learning a lot.

"When I first moved out of Cowboys House, it was a bit hard getting up early to go work and making my own meals. But I am getting the hang of it now."

In addition to apprenticeships, Downer is also helping Cowboys House students dip their toe into working life by offering work experience to students who are interested in entering the sectors in which we operate.

Providing opportunities for Aboriginal and/or Torres Strait Islander peoples from remote communities to complete training and trades apprenticeships in a supported environment, and then take these skills back to their own community in Far North Queensland, is an important way that Downer is promoting reconciliation and going beyond the sponsorship to support the growth on young First Nations people in our communities.

Case study 3: Grassroots art exhibition and auction



A key objective of Downer's RAP is to progress reconciliation by building a deeper cultural awareness and understanding in our workforce.

Promoting stories and talent within community helps to increase cultural learning among our people.

To celebrate NAIDOC Week 2022, Downer curated an exhibition of Aboriginal and Torres Strait Islander artworks for employees to view and bid on.

The exhibition and auction were an opportunity to promote talented First Nations artists, while also educating our people on the importance of art and storytelling in Aboriginal and/or Torres Strait Islander communities.

The event was run as a silent auction, with items displayed in-person at various sites and offices around Australia, as well as via an online gallery, enabling participation from all Downer employees.

Employees could bid by submitting an online form. Bids had to be higher than the reserve price, with current bid prices displayed for each artwork once the auction was live.

The event gave employees the opportunity to peruse, enjoy and bid on the artworks and learn more about the people and cultures represented in the pieces of art.

Downer head offices also purchased one artwork per site to be displayed for people to enjoy and appreciate for years to come.

An example includes this piece of art, Kuniya and Liru, by Margaret Wood. The 210cm x 114cm acrylic paint on canvas depicts a story about two poisonous snakes called Kuniya and Liru. Kuniya travelled from the east and Liru travelled from the west. They met at Uluru and fought each other and Kuniya won the battle. Liru was injured and left to find another home. This is a Dreamtime story which continues to be passed on from our ancestors and shared today.

While our people gained a deeper understanding of the story and symbolism of First Nations artwork, as shared by the artists, the exhibition also provided valuable exposure for grassroots artists to a broad cross section of people. Positive feedback received from many of the artists has indicated the exhibition and auction demonstrated the commercial value of their artwork, building confidence in their art.

Case study 4: Preserving cultural heritage onsite



Elaine Karpany, who works as a Heritage Monitor.

Downer understands that the preservation of First Nations cultural heritage is imperative to project success, and we implement detailed Heritage Management processes on all our projects to limit the impact of our operations on heritage sites.

Our Indigenous Engagement team is also responsible for ensuring that our site-based teams work in a way that protects cultural heritage.

As a large organisation with a broad geographic footprint, Downer often works in regional and remote locations. We are continually working towards creating culturally appropriate and successful relationships, and we are committed to enabling Aboriginal and/or Torres Strait Islander communities and peoples through strategies and programs that focus on social responsibility, local and First Nations peoples employment, cultural heritage identification and management, business incubation and stakeholder engagement. We approach every interaction with Aboriginal and/or Torres Strait Islander people with the objective of enabling people by creating lasting, sustainable employment and economic growth opportunities.

As an example, Downer's Energy & Utilities team is delivering the Wambo Wind Farm connection project for customer, Powerlink, in Queensland, building 48 kilometres of transmission line to connect renewable energy to the grid. We have worked collaboratively with the three Traditional Owner groups of the land on which the project is based – the Barunggam, Auburn Hawkwood and Western Wakka Wakka people – to develop an on-site cultural heritage monitoring program.

Downer works closely with the more than 50 trained heritage monitors from the three Traditional Owner groups to manage the process of monitoring ground disturbance across the 48 kilometres of power lines. Before any ground disturbance is done onsite, it must first be inspected by a heritage monitor to ensure our works do not disturb or encroach onto a heritage site. Downer's extensive experience and understanding of the need to protect Aboriginal heritage and culturally sensitive areas will be utilised to ensure safe and compliant operations around any identified sites.

This program of work promotes reconciliation by ensuring cultural safety for all involved, including isolation of specific men's and women's sites, burial sites and other areas of high cultural significance to the Traditional Owner groups. For our operational teams, the cultural knowledge sharing and depth of understanding gained has had a profound impact and led team members to voluntarily develop similar programs for other sites across Australia.

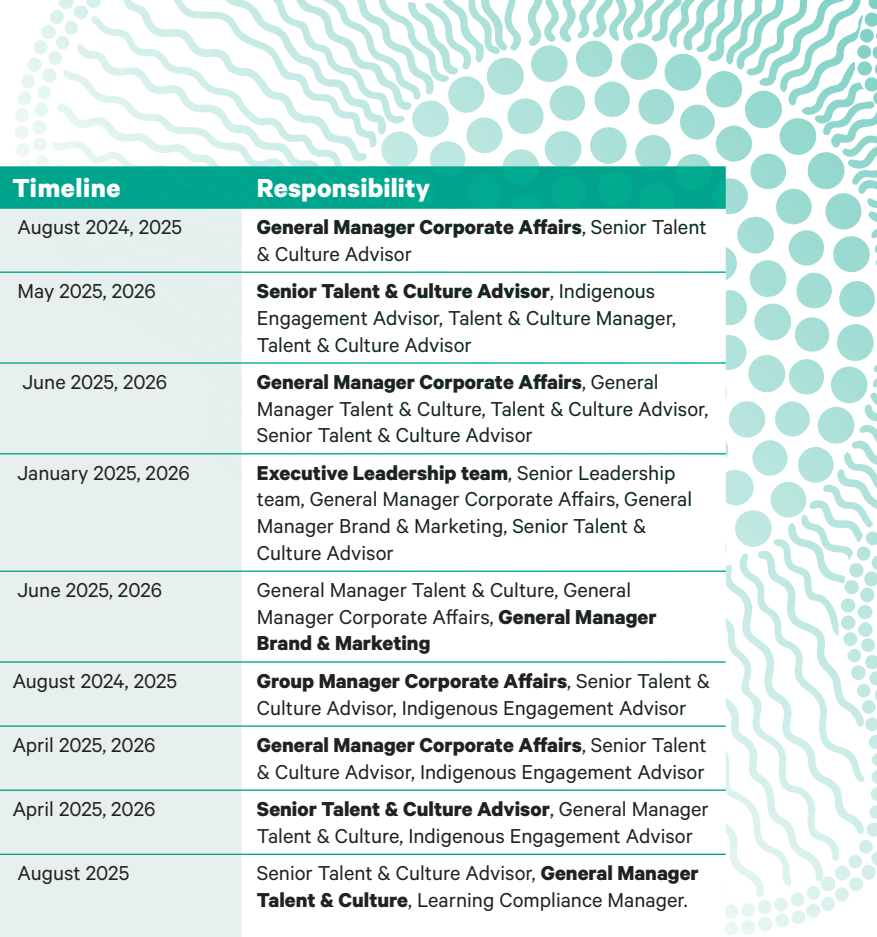
Relationships



Relationships are the cornerstone from which Downer's success is built.

The following actions and deliverables will support our people to connect with Aboriginal and Torres Strait Islander communities to establish enduring mutually beneficial relationships and partnerships.

Action	Deliverable	Timeline	Responsibility
1. Continue to maintain and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop, implement and review an Aboriginal and Torres Strait Islander procurement strategy.	June 2025, 2026	Manager Sustainable Sourcing , Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Continue to develop and foster relationships with local Aboriginal and Torres Strait Islander stakeholders and organisations to refresh and establish engagement plans	June 2025, 2026	Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Invite local Traditional Owner or Custodian and our Aboriginal and Torres Strait Islander stakeholders and organisations to cultural significant events including Welcome to Country, Smoking Ceremonies, and cultural training sessions each year.	June 2025, 2026	Senior Talent & Culture Advisor, Indigenous Engagement Advisor , General Manager Corporate Affairs, General Manager Brand & Marketing
	Invite our partner Aboriginal and Torres Strait Islander stakeholders and organisations to events celebrating National Reconciliation Week and NAIDOC week.	June 2025, 2026	Senior Talent & Culture Advisor, Indigenous Engagement Advisor
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.	Continue to hold at least five internal events 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 2025, 2026	Indigenous Engagement Advisor , Senior Talent & Culture Advisor
	Design engaging and educational strategies to encourage all employees to participate at events during National Reconciliation Week.	May 2025, 2026	Senior Talent & Culture Advisor , General Manager Corporate Affairs, General Manager, Brand & Marketing, Talent and Culture Advisor
	RAP Working Committee Members to participate in one external National Reconciliation Week event annually.	27 May – 3 June 2025, 2026	Indigenous Engagement Advisor , RAP Working Committee, Senior Talent & Culture Advisor
	Continue to register all NRW events via Reconciliation Australia's NRW website.	May 2025, 2026	Talent and Culture Advisor
	Promote opportunities for employees to participate in external events to recognise and celebrate NRW through Downer's internal communication channels.	May 2025, 2026	Indigenous Engagement Advisor
	Develop supporting material, resources and toolkits for National Reconciliation Week, utilising Reconciliation Australia to help promote events and key messages across the organisation.	April 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Corporate Communications team
	Continue to promote opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during National Reconciliation Week.	May 2025, 2026	Senior Talent & Culture Advisor , All Managers, General Manager Corporate Affairs, General Manager, Brand & Marketing
	Continue to review Downer's policies and procedures to ensure there are no barriers to employees participating in National Reconciliation Week.	June 2025, 2026	Senior Talent & Culture Advisor , Talent & Culture Manager, Talent & Culture Advisor



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation and our RAP commitments through our sphere of influence.	Communicate our commitment to our RAP externally through Downer social media channels including Facebook and LinkedIn.	August 2024, 2025	General Manager Corporate Affairs , Senior Talent & Culture Advisor
	Encourage and influence Downer sub-contractors to support reconciliation actions. For example, invite a RAP Working Committee Member to be a guest speaker to answer queries and to speak to RAP case studies.	May 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Manager, Talent & Culture Advisor
	Refresh and implement the strategic communications plan for RAP initiatives, actions, and achievements to all external stakeholders.	June 2025, 2026	General Manager Corporate Affairs , General Manager Talent & Culture, Talent & Culture Advisor, Senior Talent & Culture Advisor
	Promote reconciliation through reports of achievements, and the social impact of these successes, in Executive and Senior Leadership agendas, for example, Town Halls and Business Unit quarterly forums, including an Acknowledgement of Country or other appropriate protocols at commencement of important meetings	January 2025, 2026	Executive Leadership team , Senior Leadership team, General Manager Corporate Affairs, General Manager Brand & Marketing, Senior Talent & Culture Advisor
	Brand a minimum of 10 company vehicles per annum with our RAP Artwork.	June 2025, 2026	General Manager Talent & Culture, General Manager Corporate Affairs, General Manager Brand & Marketing
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2024, 2025	Group Manager Corporate Affairs , Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	April 2025, 2026	General Manager Corporate Affairs , Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	April 2025, 2026	Senior Talent & Culture Advisor , General Manager Talent & Culture, Indigenous Engagement Advisor
4. Promote positive race relations through anti-discrimination strategies.	Develop an anti-racism training module on the effects of racism to communicate zero-tolerance approach to all staff.	August 2025	Senior Talent & Culture Advisor, General Manager Talent & Culture , Learning Compliance Manager.
	Continue to review and refresh HR policies and procedures to identify existing anti-discrimination policies.	June 2025, 2026	Senior Talent & Culture Advisor , Talent & Culture Manager, Talent & Culture Advisor
	Engage with Aboriginal and Torres Strait Islander employees, and/or Aboriginal and Torres Strait Islander external stakeholders to continuously reflect and improve our anti-discrimination approach.	September 2024, 2025	Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Continue to promote and maintain a library of resources containing best practice Aboriginal and Torres Strait Islander engagement strategies through internal online platforms (i.e. Downer intranet).	October 2024, 2025	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Advisor
	Review our anti-discrimination policy to ensure it is up to date and relevant.	June 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor
5. Increase staff competency with best practice strategies for engagement with Aboriginal and Torres Strait Islander peoples.	Review and refresh our current Indigenous Cultural Awareness Training (ICAT) modules, with the aim of embedding the training program to all new Australian based employees and trans-Tasman Managers through the onboarding process.	March 2025	General Manager Talent & Culture , Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Continue to promote the ICAT modules to current employees, new employees and managers within the business.	February 2025, 2026	Senior Talent & Culture Advisor , General Manager Corporate Affairs

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 Torres Strait Islander peoples have embedded in their Country across tens of thousands of years.

Action	Deliverable	Timeline	Responsibility
6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation and review, refresh, and redesign content to strengthen current Aboriginal and Torres Strait Islander Cultural Awareness Training modules for specific functional and operational areas to assist in creating awareness and upskilling our employees in their engagement of Aboriginal and Torres Strait Islander cultures.	February 2025, 2026	Senior Talent & Culture Advisor , General Manager Group Learning and Development, General Manager Talent & Culture, Talent & Culture Manager, Indigenous Engagement Advisor
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2025, 2026	Indigenous Engagement Advisor
	Develop, implement, and communicate a cultural learning strategy document for our employees. In specific locations (i.e. for large scale projects) encourage participation in cultural immersion events (e.g. on-Country cultural competency sessions, direct engagement with PBCs and Traditional Owner groups) across all levels, to ensure our teams have a strong interest, understanding and connectedness to the lands we deliver projects on.	June 2025, 2026	Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Provide opportunities for RAP Working Committee Members, P&C teams and other key leadership employees to participate in formal and structured cultural learning.	June 2025, 2026	Senior Talent & Culture Advisor , General Manager Talent & Culture, Indigenous Engagement Advisor
	Development and implementation of the Indigenous Employee Network including the development of a terms of reference document.	August 2024	Indigenous Engagement Advisor , Senior Talent & Culture Advisor
	Continue to identify place naming signage opportunities for acknowledging country at Downer Corporate site offices and at major project sites that have a development phase of three-to-five years.	September 2024, 2025	Indigenous Engagement Advisor , Senior Talent & Culture Advisor, General Manager Corporate Affairs, General Manager Brand & Marketing
	In consultation with local Traditional Custodians, incorporate Aboriginal and/or Torres Strait Islander languages and names for meeting rooms or sites where appropriate.	September 2024, 2025	Senior Talent & Culture Advisor, Indigenous Engagement Advisor, Talent & Culture Advisor, General Manager Corporate Affairs , General Manager Brand & Marketing
	Invite Traditional Owners to speak at toolbox cultural sessions, cultural immersion and training for our project sites, Business Units, customers, sub-contractors, and employee events at least twice a year.	June 2025, 2026	Senior Talent & Culture Advisor, Indigenous Engagement Advisor



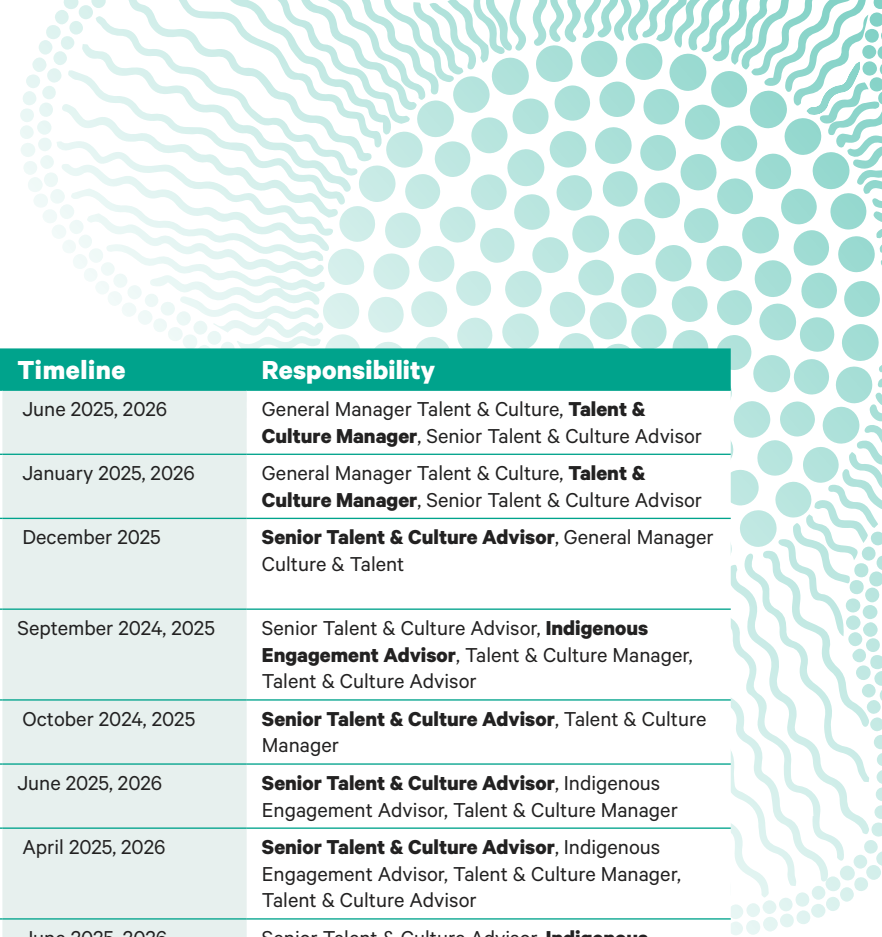
Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to embed and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country and other appropriate protocols at the commencement of important meetings.	June 2025, 2026	Executive Leadership team, Senior Leadership team, Talent & Culture Manager, Communication and Corporate Affairs, BU General Managers P&C, Senior Talent & Culture Advisor
	Maintain list of key contacts for organising a Welcome to Country across all States and centrally share through Downer intranet sites.	November 2024, 2025	Indigenous Engagement Advisor , Talent and Culture Advisors
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	May 2025, 2026 July 2025, 2025	Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Continue to encourage and provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week.	July 2024, 2025	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Advisors, all Managers
	Continue to encourage and provide opportunities for all employees to participate in external NAIDOC events.	July 2024, 2025	Senior Talent & Culture Advisor , Indigenous Engagement Advisor
	Establish protocols in engagement of Traditional Owners to facilitate learnings in considering land significance when surveying development sites.	June 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Bid Teams, Project Managers
	In consultation with Aboriginal and Torres Strait Islander stakeholders, create annual calendar and commitments of significant dates important to Aboriginal and Torres Strait Islander peoples.	March 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Advisor
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Through existing committee of Aboriginal and Torres Strait Islander and non-Indigenous employees coordinate the celebration of significant events.	March 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Advisor
	Continue to 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.	June 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Advisor
	Continue to encourage and provide opportunities for the RAP Working Committee and all employees to participate in external NAIDOC events.	July 2024, 2025	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Advisors
	Continually review Downer's policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week.	June 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, General Manager Corporate Affairs, General Manager Brand & Marketing

Opportunities



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 supply chain. Developing strategies to provide opportunities for Aboriginal and Torres Strait Islander peoples, businesses and communities is an important way that Downer supports the growth of the communities we are part of. These strategies also support Downer's continued focus in building and fostering a diverse, inclusive, and supportive employee culture that welcomes and celebrates our people and continues to build the awareness and education of our workforce, partners and customers of Aboriginal and Torres Strait Islander cultures and traditions.

Action	Deliverable	Timeline	Responsibility
9. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	Engage with existing Aboriginal and Torres Strait Islander employees and the Aboriginal and Torres Strait community to consult on employment strategies, including professional development.	June 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Advisor
	Through consultation with existing Aboriginal and Torres Strait Islander employees, build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2025, 2026	Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Review HR recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	May 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Where appropriate, develop resources to support the professional development and performance planning of Aboriginal and Torres Strait Islander employees to support attraction, career progression and retention outcomes.	June 2025, 2026	Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Review the opportunity for our employees to be considered for secondments or short-term work placements with Aboriginal and Torres Strait Islander partnership/sponsorship organisations to support the work they do in the community and broaden their understanding of Aboriginal and Torres Strait Islander organisations.	August 2024, 2025	Senior Talent & Culture Advisor , Talent & Culture Manager
	Develop a plan to undertake an audit involving HR Data and employees participating in surveys, workshops and focus groups to provide insights into Downer's current Aboriginal and Torres Strait Islander employment and demographics across our business.	March 2025	Senior Talent & Culture Advisor , Talent & Culture Manager
	Refresh and re-define Downer's Aboriginal and Torres Strait Islander employment and retention strategy to reflect the changing nature of the organisation and sectors we operate in.	August 2024, 2025	Senior Talent & Culture Advisor , Talent & Culture Manager, Indigenous Engagement Advisor
	Develop processes to help identify Aboriginal and Torres Strait Islander recruits during the recruitment phase.	December 2024	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Group Process Lead Recruitment and Sourcing
	Develop a register of Aboriginal and Torres Strait Islander recruits and circulate with Recruitment Leads across the organisation.	June 2025, 2026	Senior Talent & Culture Advisor , Talent & Culture Advisor, Group Process Lead Recruitment and Sourcing
	Identify Aboriginal and Torres Strait Islander employees within the organisation and showcase their journey with Downer to promote opportunities for other young Aboriginal and Torres Strait Islander peoples.	May 2025, 2026	Senior Talent & Culture Advisor , Talent & Culture Manager, Indigenous Engagement Advisor, Talent & Culture Advisors, Talent & Culture Co-ordinator
	Through consultation with Aboriginal and Torres Strait Islander organisations, RAP Working Committee, Indigenous employees and key internal stakeholders, develop a framework for Downer Indigenous Employment Programme (DIEP), that can be implemented at all levels and areas within the organisation, to strengthen the attraction, recruitment selection, onboarding, and pastoral care of Aboriginal and Torres Strait Islander employees.	December 2024	General Manager Talent & Culture , Senior Talent & Culture Advisor, BU General Manager P&C, Talent & Culture Manager, Indigenous Engagement Advisor
	Continue to advertise vacancies through Aboriginal and Torres Strait Islander media outlets – including social media, employment pages, education sites, radio, and employment services.	June 2025, 2026	Senior Talent & Culture Advisor, Indigenous Engagement Advisor, BU Communications team, Group Process Lead Recruitment and Sourcing



Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Support leadership opportunities and pathways for Aboriginal and Torres Strait Islander employees identified through Downer's Talent Management Succession Process.	June 2025, 2026	General Manager Talent & Culture, Talent & Culture Manager , Senior Talent & Culture Advisor
	Review and refresh the Aboriginal and Torres Strait Islander internship programs in the different BUs.	January 2025, 2026	General Manager Talent & Culture, Talent & Culture Manager , Senior Talent & Culture Advisor
	Review and develop proposal for 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.	December 2025	Senior Talent & Culture Advisor , General Manager Culture & Talent
	Explore opportunities to assist schools, universities, sponsorship partner organisations and other agencies who provide support to Aboriginal and Torres Strait Islander students to prepare for careers in our industry.	September 2024, 2025	Senior Talent & Culture Advisor, Indigenous Engagement Advisor , Talent & Culture Manager, Talent & Culture Advisor
	Develop a program for our current Aboriginal and Torres Strait Islander employees to apply for a grant they can use for professional development.	October 2024, 2025	Senior Talent & Culture Advisor , Talent & Culture Manager
	Explore opportunities to work collaboratively with our partners to provide driver training to students, assisting in them achieving their Drivers Licences for employment purposes.	June 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Manager
	Run a series of training sessions and workshops to continue to upskill Downer Recruitment teams in supporting end-to-end Aboriginal and Torres Strait Islander employment solutions, including screening, recruitment, pre-skill activities and post-placement support.	April 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Manager, Talent & Culture Advisor
	Design and implement an opportunity for Aboriginal and Torres Strait Islander employees who are part of the RAP Working Committee to upskill in governance.	June 2025, 2026	Senior Talent & Culture Advisor, Indigenous Engagement Advisor , General Manager Talent & Culture
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce through targeted strategic sourcing strategies.	June 2025, 2026	Senior Talent & Culture Advisor, Indigenous Engagement Advisor
12. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation to support improved economic and social outcomes.	Continue to 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.	June 2025, 2026	Manager Sustainable Sourcing , General Manager Talent & Culture, Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	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.	June 2025, 2026	Manager Sustainable Sourcing, General Manager Corporate Affairs, Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Continue to engage and utilise Aboriginal and Torres Strait Islander suppliers for the delivery of goods and services, where appropriate.	June 2025, 2026	General Manager Corporate Affairs, General Manager Brand & Marketing , Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	Refresh Downer's Aboriginal and Torres Strait Islander procurement strategy.	June 2025, 2026	Manager Sustainable Sourcing , General Manager Talent & Culture, Senior Talent & Culture Advisor, Indigenous Engagement Advisor

Action	Deliverable	Timeline	Responsibility
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Identify Group-wide commercial relationship with Aboriginal and/or Torres Strait Islander owned businesses and provide reporting to RAP Working Committee on engagement plans and mutual benefits.	June 2025, 2026	Manager Sustainable Sourcing , General Manager Corporate Affairs, Senior Talent & Culture Advisor, Indigenous Engagement Advisor
	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 of Downer and the services we deliver, and information on how to supply to Downer.	June 2025, 2026	Senior Talent & Culture Advisor , 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 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor
	Renew our Supply Nation membership.	June 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor
	Continue to review current programs and channels used for sourcing apprentices and trainees to determine suitable entry pathways.	June 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Manager, Talent & Culture Advisor
14. Investigate opportunities to provide apprenticeships and traineeships for Aboriginal and Torres Strait Islander peoples.	Develop engagement plans with Aboriginal and/or Torres Strait Islander employment and training providers to identify opportunities for employment, leveraging from our current sponsorship organisations - Cowboys House and Stars Foundation.	November 2024, 2025	Senior Talent & Culture Advisor, Indigenous Engagement Advisor, Talent & Culture Manager , Talent & Culture Advisor
	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 – attending, where possible, career fairs and local recruitment events to showcase careers with Downer.	September 2024, 2025	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Advisor
	Continue to explore internship opportunities at Downer.	November 2024, 2025	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, BU Recruitment Leads, Talent & Culture Manager, Talent & Culture Advisors



Downer came together at sites across Australia for NAIDOC Week 2024 to celebrate the rich culture of First Nations peoples. At our head office on Wallumedegal land, CEO Peter Tompkins and members of the Executive team marked the start of NAIDOC week with a Welcome to Country and smoking ceremony with Raymond Weatherall (pictured), from the Metropolitan Local Aboriginal Land Council.

Governance and Reporting



Downer is committed to ensuring our RAP delivers maximum impact to Aboriginal and/or Torres Strait Islander people, businesses, and communities, while also supporting the sustainability of our operations. It is therefore imperative to monitor and track the progress of our RAP to ensure we are delivering on our commitments and having maximum impact in the communities in which we operate.

Action	Deliverable	Timeline	Responsibility
15. Continue to maintain an effective RAP Working Committee to drive governance and accountability of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Committee.	December 2024, 2025	Senior Talent & Culture Advisor , Indigenous Engagement Advisor
	Refresh the Terms of Reference for the RAP Working Committee.	December 2024, 2025	Senior Talent & Culture Advisor , Indigenous Engagement Advisor
	Meet at least four times per year to drive and monitor RAP implementation.	June 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor
16. Provide appropriate support for effective implementation of RAP commitments.	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Manager
	Continue to drive engagement with our senior leaders and business stakeholders and other employees in the delivery of RAP commitments.	June 2025, 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor, Talent & Culture Manager
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up to date to ensure we are receiving important correspondence.	July 2024, 2025	General Manager Talent & Culture , Senior Talent & Culture Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire and	August 2024, 2025	Senior Talent & Culture Advisor , Indigenous Engagement Advisor
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2024, 2025	General Manager Talent & Culture , Senior Talent & Culture Advisor
	Report RAP progress to all staff and senior leaders quarterly.	December 2024, 2025	Senior Talent & Culture Advisor , Indigenous Engagement Advisor
	Report our RAP achievements, challenges and learnings to internal and external stakeholders using various mediums such as DownerConnect, and Downer's annual Sustainability Report.	December 2024, 2025	General Manager Corporate Affairs , General Manager Brand and Marketing, Senior Talent & Culture Advisor, Talent & Cultural Manager
17. Continue our reconciliation journey by developing our next RAP.	Investigate participating in Reconciliation Australia's Workplace RAP Barometer.	April 2026	Senior Talent & Culture Advisor , Indigenous Engagement Advisor
	Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	July 2025	General Manager Talent & Culture , Senior Talent & Culture Advisor
	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges, and achievements.	November 2025	General Manager Talent & Culture , Senior Talent & Culture Advisor
	Send draft RAP to Reconciliation Australia for review and feedback.	December 2025	General Manager Talent & Culture , Senior Talent & Culture Advisor



Wirradjuri man Kyle Taylor, Ngayampaa man Corey Hughes, and Wirradjuri man David Williams Wilson from Dowmer's Social Infrastructure & Citizen Services business.

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Downer
Relationships creating success

