




Innovate

Reconciliation **Action Plan**

January 2019 – January 2021





Downer partnered with the Sydney Opera House to create Badu Gili, a spectacular light installation which takes place daily at sunset. Badu Gili – meaning ‘water light’ in the language of the traditional owners of Bennelong Point, the Gadigal people – explores ancient First Nations stories in a spectacular seven-minute projection, illuminating the Opera House’s eastern Bennelong sail year-round at sunset and 7pm. Downer worked in close partnership with the Sydney Opera House, designing the installation and coordination of the projector, steel fabrication and cabling network for the lightshow.

Acknowledgement **of Country**

Downer acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians across Australia.

We would like to acknowledge and pay our respects to the Elders of the past, present and future in maintaining the culture, country and their spiritual connection to the land.

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“This design shows a group of many individuals coming together to learn and understand.”

About the artwork

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

It was created in January 2019 by artist Acacia Collard, who works as a Community Relations Support Officer in Downer’s Mining, Energy and Industrial division.

“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.”

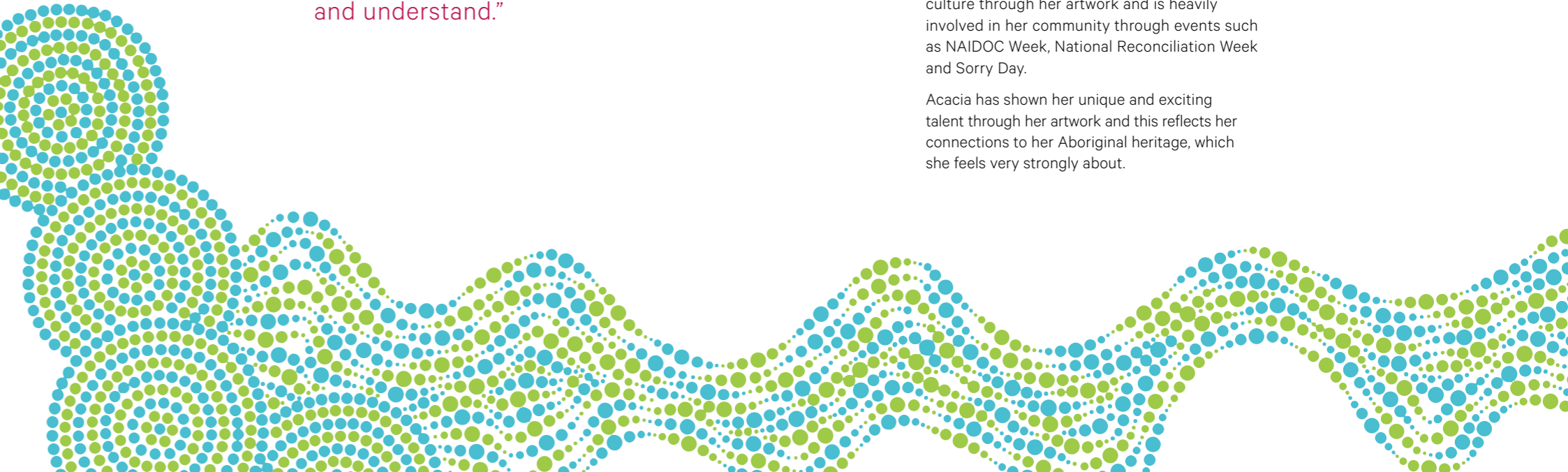
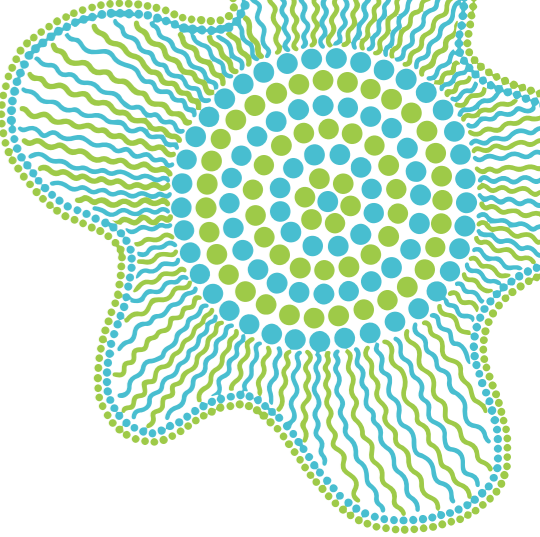
About the artist

Acacia is a young Badimia Yamatji – Ballardong 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. Over recent years she has really got to know and appreciate her culture through her artwork and is heavily involved in her community through events such as NAIDOC Week, National Reconciliation Week and Sorry Day.

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





Message from Downer's CEO

Downer's Innovate Reconciliation Action Plan (RAP) for 2019-2021 reaffirms our commitment to the reconciliation process and builds on the Reflect RAP that we introduced in 2016.

The initiatives implemented under our Innovate RAP will include:

- Providing opportunities to build and maintain relationships between our employees and Aboriginal and Torres Strait Islander peoples by celebrating and participating in National Reconciliation Week across the organisation
- Developing a training strategy for all employees which will define cultural learning needs and include an online cultural awareness program to support the capability of our leadership teams
- Developing initiatives to improve and increase Aboriginal and Torres Strait Islander employment outcomes
- Encouraging and providing support systems to the business to increase procurement with Aboriginal and Torres Strait Islander businesses.

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

Downer has a long and proud history in Australia and we are committed to ensuring that we have a diverse and inclusive workforce which fulfils our employees', customers' and shareholders' expectations while building a sustainable future for our business. This includes playing a role in further empowering Aboriginal and Torres Strait Islander peoples, their communities and organisations. This Innovate RAP will help us to achieve these objectives by enhancing existing relationships and generating new opportunities.

I encourage all employees, customers and suppliers to support us along this journey.

Grant Fenn
Managing Director & CEO
Downer Group



Message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see Downer continue its reconciliation journey and to formally endorse its first Innovate RAP.

Through the development of an Innovate RAP, Downer continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community - governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities - have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Downer with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Downer will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Downer well as it embeds and expands its own unique approach to reconciliation. We encourage Downer to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

"Reconciliation is hard work - it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."

On behalf of Reconciliation Australia, I commend Downer on its second RAP, and look forward to following its 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.

We will continue to create new relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities – and build on the relationships we have already formed.

Our vision for reconciliation is one where all Aboriginal and Torres Strait Islander peoples are treated equally in all relationships and their cultures and histories are celebrated and respected.

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. Downer has four divisions – Transport and Infrastructure (T&I), Mining, Energy and Industrial (MEI), New Zealand and Spotless – and operates across a range of industries including roads, rail, utilities, public transport, oil and gas, mining and defence.

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). We are an ASX 100 company that also owns 88 per cent of Spotless Group Holdings Limited (SPO).

Spotless Group Holdings, a leading services company, formed a new division of Downer following its acquisition in 2017. It is also committed to the reconciliation process with its own Innovate Reconciliation Action Plan.

Downer Group employs approximately 53,000 people across 300 sites, primarily in Australia and New Zealand but also in the Asia-Pacific region, South America and Southern Africa. In Australia, we employ more than 40,000 people across 230 sites with 684 Aboriginal and Torres Strait Islander employees.



Our Reconciliation Action Plan

Our Reconciliation Action Plan (RAP) is our commitment to furthering the advancement of Aboriginal and Torres Strait Islander peoples and their communities.

The development of our second RAP reaffirms our commitment to the reconciliation process through respect of culture and heritage, maintaining positive community relationships, and providing meaningful employment opportunities.

Our RAP Working Group is responsible for its implementation and management which includes representation from Aboriginal and Torres Strait Islander employees as well as members from each business division. The RAP Working Group is further supported by Diversity and Inclusion leads in each division.

Downer's RAP is championed by Downer CEO, **Grant Fenn**, the Group Head of Human Resources and Industrial Relations, **Steve Schofield**, Executive General Manager Human Resources - Transport and Infrastructure, **Lina De Zilva**, and General Manager, Organisational Development & Change, **Candice Mesecke**.

RAP Working Group:

Mining, Energy and Industrial

Sophie Gaunt
Head of Community Affairs

Bevan Whitby
Aboriginal and Torres Strait Islander Affairs Superintendent [Aboriginal member]

Edward Groch
Aboriginal and Torres Strait Islander Engagement Officer [Aboriginal member]

Chris Cornish
Manager - Strategy, Growth and Proposals

Transport and Infrastructure

Glenn Donaldson
Operations Manager Infrastructure Projects WA

Moana Matthews
Indigenous, Diversity and Inclusion Specialist

Downer Group

Ryan Kirgan
Head of Procurement

Jessica Puz
Corporate Affairs Advisor

Mitchell Dale
Group Manager Corporate Affairs

Peter Scicluna
Group Manager, Organisational Development & Change

Our key learnings from Downer's Reflect RAP

- Impactful implementation of the RAP required support and 'buy-in' from all levels of the business for successful delivery of the commitments
- It required extensive engagement with a broad range of internal and external stakeholders to ensure the foundation was strong
- It aligned to the needs of Aboriginal and Torres Strait Islander peoples and communities in terms of business capability for the commitments. This was a critical success factor as it linked the business priorities with impactful initiatives
- The engagement process with Reconciliation Australia was valuable in shaping the RAP to increase the cultural capability of the business in a meaningful way.

Downer's Innovate RAP will draw on these learnings in both design and, importantly, implementation to ensure delivery of the organisational change and capability increase, which is required to achieve Downer's goals and fulfil our commitment.



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.

Bama Services

Downer has proudly partnered with leading Indigenous business Bama Services to deliver \$10 million worth of major infrastructure on the Peninsula Development Road (PDR) in Cape York.

The Downer-Bama partnership will improve the accessibility, safety and reliability of transport infrastructure for the local community.

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

“The delivery of these major packages of work in close partnership with Downer has enabled Bama to take huge leaps forward,” General Manager of Bama Services, Ranjan Rajagopal, said. “The commitment Downer has made is unprecedented, and sets a high watermark for what the private sector can do to help ‘close the gap’.

“The experience, professionalism and know-how Downer has nurtured and developed in Bama has enabled us to realise our potential and achieve our aspirations. Our employees have the opportunity to improve their skills through Downer’s in-house training, secondments, coaching and mentoring from experienced leaders.”

Following the successful delivery of the Cape York project, Downer and Bama are working on other initiatives that will continue to grow the partnership.



Reconciliation

case studies

Downer is committed to furthering the advancement of Aboriginal and Torres Strait Islander peoples.

We are proud of the initiatives we’re implementing to improve career progression opportunities and support the local communities we operate in.

Our partnership with the **Blackwater Police-Citizens Youth Club** has been commended for its efforts in preparing Aboriginal and Torres Strait Islander peoples for a career in the mining industry.

Also in Queensland, the **Waanyi Downer Joint Venture (WDJV)** in the Gulf Country is a ground-breaking partnership. It is unique in Australia – the first equitable 50:50 mining services joint venture formed between a corporation and a local Aboriginal community-based organisation. As well as providing mining-related services to Century Mine, the WDJV has also designed and delivered a number of training and development programs for employees and the local community.

We are always looking for new ways to promote the communities we operate in.

Downer is helping roll out the NBN across Australia, which includes installing the

NBN nodes – the green cabinets in local neighbourhoods that connect homes to the NBN.

In Moree, this has given us an opportunity to support local indigenous artists by inviting them to create unique artwork to wrap around the nodes. This initiative not only adds vibrancy to the streets of Moree, it also gives the talented artists an avenue to display their work.

We have also rolled out a number of programs designed to increase opportunities for Aboriginal and Torres Strait Islander peoples in Western Australia. Our Otraco tyre maintenance business has welcomed five Aboriginal trainees to participate in a Tyre Fitter Traineeship program, as well as an additional four potential Aboriginal trainees through the Matera Foundation.

While we’re proud of these and other programs we have developed, we won’t stop there. We are committed to developing new strategies and programs to continue supporting Aboriginal and Torres Strait Islander people and communities.



Case study 1: Industry leading programs

Downer was awarded **Best Company Indigenous Employment and Training** at the Queensland Resources Council (QRC) Annual Indigenous Awards.

These awards recognised the successful implementation of the Aboriginal and Torres Strait Islander Work Readiness and Training Programs at Blackwater and Meandu mines.

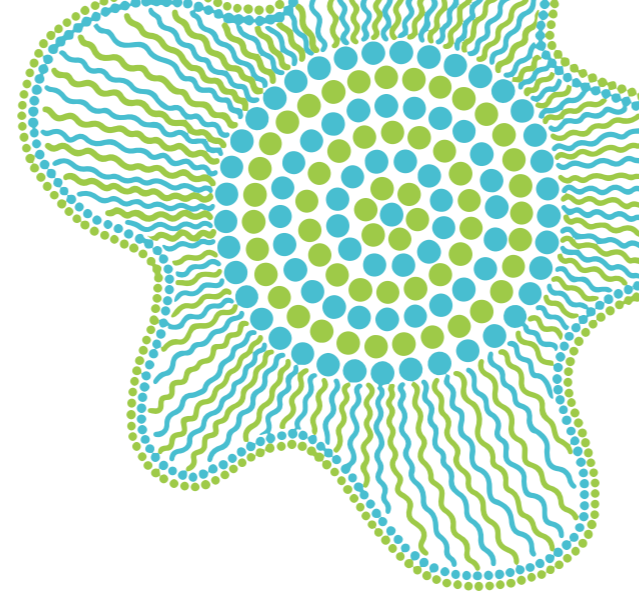
Since 2016, Downer has joined forces with the Blackwater Police-Citizens Youth Club (PCYC) to deliver a Training and Work Readiness Program, which encourages local Aboriginal and Torres Strait Islander peoples to prepare for a career in the mining industry.

The program has achieved a very high completion rate, with a number of participants also gaining employment at Blackwater Mine.

To be recognised by the QRC in this competitive industry awards program is a significant achievement for Downer and a true reflection of the dedication and teamwork from all those who have been involved in coordinating the program.



(L-R): Bevan Whitby - Aboriginal and Torres Strait Islander Affairs Superintendent; Sophie Gaunt - Head of Community Affairs; Gary Strachan - Blackwater Project Manager; Rachel Schurmann - Blackwater PCYC Youth & Communities Worker; Fiona Linke - Blackwater Senior HR Advisor; Freya Perrins - Blackwater HSET Superintendent.



Case study 2: A ground-breaking joint venture

“Our ability to engage in real economic development through the Waanyi Downer JV will contribute significantly to a model of self determination for the Waanyi People.”

- WDJV Executive Director
Alec Doomadgee

The Waanyi Downer Joint Venture (WDJV) is a 50:50 partnership between Waanyi Enterprises, representing local Traditional Owners, and Downer. The WDJV recognises the unique diversity of Aboriginal and Torres Strait Islander peoples and their communities and their spiritual, physical, social and cultural connection to the land.

The WDJV has provided care and maintenance and rehabilitation services at the Century Mine near Mt Isa in Queensland since July 2016. In April 2018, the joint venture also entered into an agreement for the provision of training services to Aboriginal and Torres Strait Islander peoples and communities local to the mine. The training program also incorporates a strategy to prepare potential employees for specific operational roles at the Century Mine.

In September 2018 the WDJV was awarded a life of mine contract by New Century Resources Ltd to provide services for mining of the East Fault Block and South Block Resources immediately adjacent to the Century Open Pit Mine in Queensland.

The WDJV represents a significant step forward for the representation of the Waanyi People, who are the Traditional Owners of the Century Mine site.

An industry first, the agreement has been described as a viable mechanism to recognise the value of Indigenous Cultural Heritage, empowering Traditional Owner communities that have mining developments within their traditional lands.

Waanyi Registered Native Title Body Corporate (Waanyi PBC) Chairman and WDJV Executive Director Alec Doomadgee said the agreement, “genuinely recognises the significant value of Waanyi People’s cultural heritage. This could only happen with our trusted JV partner in Downer, where we have a genuine relationship built on enduring mutual respect. Our ability to engage in real economic development through the Waanyi Downer JV will contribute significantly to a model of self-determination for the Waanyi People.”

The execution of the Mining Services Agreement with the Waanyi Downer Joint Venture forms part of a unique compensation arrangement between New Century Resources and the Waanyi People.



Case study 3:

Moree’s Indigenous wrap artists

“This is an exceptional initiative, as it showcases the talent of the local Indigenous youth from Moree Secondary College.”

- Indigenous, Diversity and Inclusion Specialist for Downer’s Transport and Infrastructure division, Moana Matthews

Downer has partnered with NBN and the Moree community to give local indigenous artists a unique opportunity to showcase their masterpieces.

We are helping roll out the NBN across Australia, which includes installing the NBN nodes – the green cabinets in local neighbourhoods that connect homes to the NBN.

In Moree, these nodes have served as blank canvases for local artists, whose artworks now wrap around the nodes. The artworks add vibrancy to the streets of Moree... and give the talented artists an avenue to display their work.

“This is an exceptional initiative, as it showcases the talent of the local Indigenous youth from Moree Secondary College. The artwork has been a big hit with the locals and tourists passing through,” Indigenous, Diversity and Inclusion Specialist for Downer’s Transport and Infrastructure division, Moana Matthews, said.

The project is a great example of different groups partnering for a fantastic result.

“I think this initiative will bring the community and local industry together,” Downer’s General Manager – Technology & Communications Services, Luke Rowlands, says. “Moree is such a tight-knit community – and these artists and the friends of the artists will always be able to look at the infrastructure and say they have been part of it. For us, that is very important – having the local community, NBN and Downer all as one team to deliver this is a really important part of the project.”



Case study 4:

Otraco’s Indigenous trainees

Downer’s tyre maintenance business, Otraco, has welcomed five Aboriginal trainees to participate in a Tyre Fitter Traineeship program (Certificate II in Automotive, Mechanical – Tyre Fitting).

The trainees were placed in residential positions in Kalgoorlie, Western Australia, as part of Otraco’s contract extension with Kalgoorlie Consolidated Gold Mines (KCGM).

All trainees completed a six-week program at the Otraco Training Facility in Maddington, which included competency-based assessment in both classroom and on-the-job training in tyre-fitting and repair work on machines ranging from light vehicles to ultra-heavy earthmovers.

The trainees showed impressive development through the program and subsequently received their qualifications and associated certification. Most of the trainees had no prior experience in this area, but recognised it was a great opportunity to gain skills and knowledge in tyre management.

Otraco also recently selected an additional four potential Aboriginal trainees through the Matera Foundation. The foundation offers personal development programs that are designed and delivered by people who have forged successful careers across a range of industries. The program provides work ready training and development and, importantly, a link to potential employers following successful completion.

The new trainees commenced the Otraco training course at Maddington in April 2019.





Deliverables

Relationships

'Relationships creating success' underpins our approach to customer, employee and community engagement. Building relationships with Aboriginal and Torres Strait Islander peoples based on trust and integrity is critical to our success, as it will enable us to create meaningful partnerships in the communities we operate in. We believe that relationships with Aboriginal and Torres Strait Islander peoples will bring the diverse experiences, knowledge and perspectives that will enable our growth.

Respect

We are aware of the importance of educating our workforce about Aboriginal and Torres Strait Islander histories, protocols and achievements. We continue to ensure that when engaging with Aboriginal and Torres Strait Islander peoples our employees are culturally sensitive, appreciative of history and customs and best positioned to create meaningful relationships.

Opportunities

Our goal is to create both career and supplier opportunities for Aboriginal and Torres Strait Islander peoples to further their financial independence and success. We understand the unique expertise, knowledge and experience that Aboriginal and Torres Strait Islander peoples provide and that these opportunities will further embed their cultures in our organisation and support our reconciliation journey.

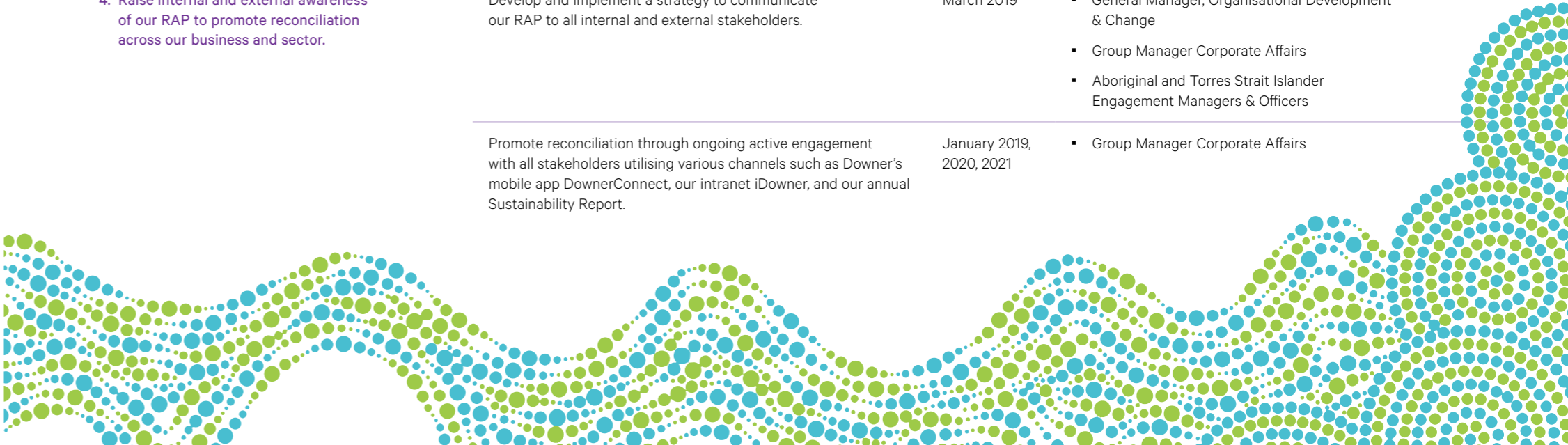
Relationships

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

This is reinforced by the fact that one of our four Pillars is Relationships. This culture encourages our people to connect and engage with Traditional Owners, Elders and the communities in which we operate to establish enduring relationships and partnerships.

| Action | Deliverable | Timeline | Responsibility |
|--|--|--------------------------------|---|
| 1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting. | Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. | January 2019, 2020 | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & OfficersGroup Manager, Organisational Development & Change |
| | RWG oversees the development, endorsement and launch of the RAP. | January 2019 | |
| | Meet at least twice per year to monitor and report on RAP implementation. | March and September 2019, 2020 | |
| | Establish Terms of Reference for the RWG. | June 2019 | |
| 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. | Organise at least one internal event for NRW each year across main corporate offices within New South Wales, Queensland, Victoria and Western Australia. | 27 May-3 June 2019, 2020 | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & OfficersGroup Manager, Organisational Development & Change |
| | Register all NRW events via Reconciliation Australia's NRW website. | May 2019, 2020 | |
| | Support an external NRW event. | May 2019, 2020 | |
| | Ensure members of the RAP Working Group participate in an external event to recognise and celebrate NRW. | 27 May-3 June 2019, 2020 | |
| | Encourage employees to participate in external events to recognise and celebrate NRW. | May 2019, 2020 | |
| | Utilise National Reconciliation Week resources from Reconciliation Australia. | May 2019, 2020 | |

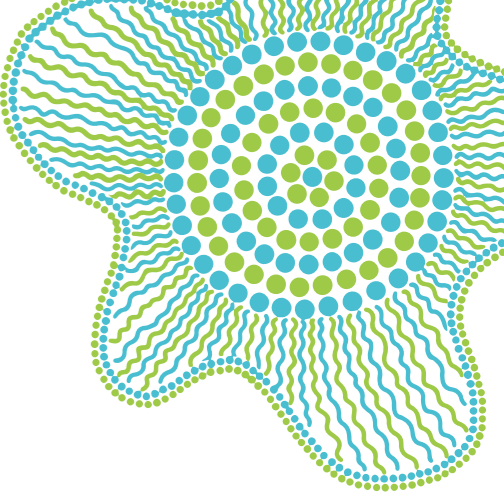
| Action | Deliverable | Timeline | Responsibility |
|---|--|--------------------------|---|
| 3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes. | Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. | June 2020 | <ul style="list-style-type: none">General Manager, Organisational Development & Change |
| | Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. | | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Officers |
| | Develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities. | | <ul style="list-style-type: none">General Manager, Organisational Development & ChangeAboriginal and Torres Strait Islander Engagement Officers |
| 4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector. | Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. | March 2019 | <ul style="list-style-type: none">General Manager, Organisational Development & ChangeGroup Manager Corporate AffairsAboriginal and Torres Strait Islander Engagement Managers & Officers |
| | Promote reconciliation through ongoing active engagement with all stakeholders utilising various channels such as Downer’s mobile app DownerConnect, our intranet iDowner, and our annual Sustainability Report. | January 2019, 2020, 2021 | <ul style="list-style-type: none">Group Manager Corporate Affairs |



Respect

Downer is proud to support the success of the communities in which we operate – and we have operations stretching across Australia that connect to Aboriginal and Torres Strait Islander communities.

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. We also acknowledge their importance in maintaining the culture, country and their spiritual connection to the land. Further, Downer is founded on the deeply-held value of Zero Harm, meaning we value and respect the people and the environments in which we operate.



| Action | Deliverable | Timeline | Responsibility |
|---|---|------------|---|
| 1. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements. | Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our employees which defines cultural learning needs in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion). | June 2020 | <ul style="list-style-type: none">General Manager, Organisational Development & ChangeGroup Manager, Organisational Development & Change |
| | Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. | June 2020. | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & Officers |
| | Provide opportunities for RWG members, RAP champions, HR managers and other key leadership employees to participate in cultural training and immersion opportunities within Community. | June 2020. | <ul style="list-style-type: none">General Manager, Organisational Development & ChangeGroup Manager, Organisational Development & Change |
| | Develop and implement an online Aboriginal and Torres Strait Islander cultural awareness training program that will be made available for supervisors and above to complete. | June 2019 | <ul style="list-style-type: none">General Manager, Organisational Development & ChangeAboriginal and Torres Strait Islander Engagement Managers & Officers |

| Action | Deliverable | Timeline | Responsibility |
|--|--|-------------------------------|---|
| 2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning. | Annually review and communicate our cultural protocol document for Welcome to Country and Acknowledgement of Country. | June 2019 | <ul style="list-style-type: none">Group Manager, Organisational Development & Change |
| | Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. | June 2019 | |
| | Invite a Traditional Owner to provide a Welcome to Country at significant events. | August 2019, 2020 | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & OfficersGroup Manager, Organisational Development & Change |
| | Include an Acknowledgement of Country at the commencement of all important internal and external meetings. | January 2019, 2020 | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & OfficersGroup Manager, Organisational Development & Change |
| | Encourage employees to include an Acknowledgement of Country at the commencement of all meetings. | January 2019, 2020 | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & OfficersGroup Manager, Organisational Development & Change |
| 3. Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their cultures and communities by celebrating NAIDOC Week. | Review HR policies and procedures to ensure there are no barriers to employees participating in NAIDOC Week. | June 2019, 2020 | <ul style="list-style-type: none">Group Manager, Organisational Development & Change |
| | Provide opportunities for all Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week. | First week of July 2019, 2020 | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & OfficersGroup Manager, Organisational Development & Change |

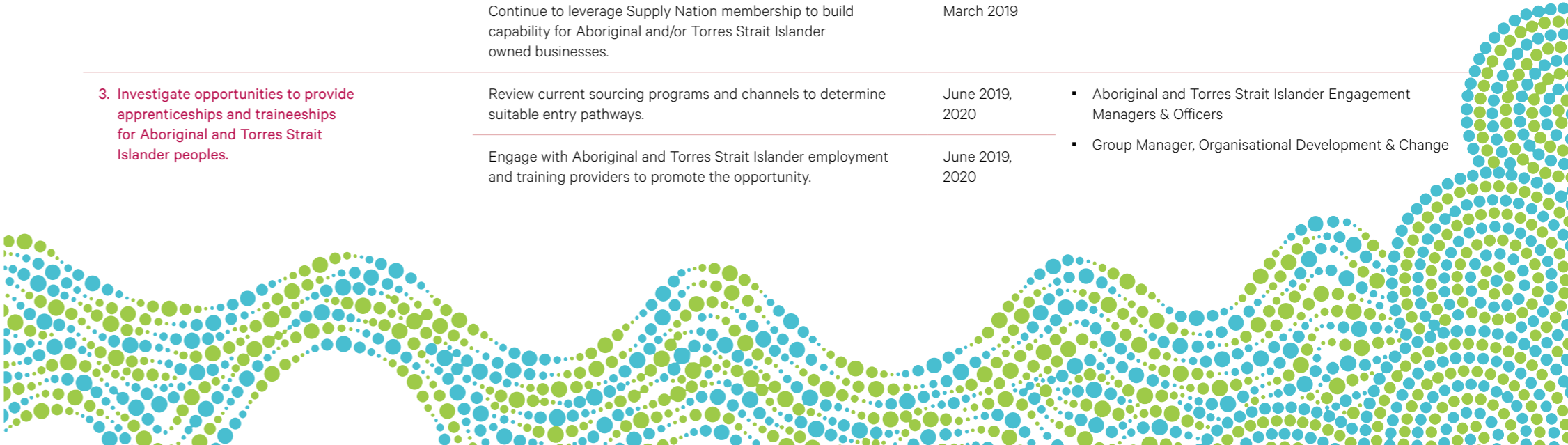
Opportunities

‘Thought Leadership’ is one of Downer’s four Pillars. We remain at the forefront of our industry by employing the best people and having the courage to challenge the status quo.

This approach is key to our Diversity and Inclusion strategy and our objectives as a company. It also 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 | Deliverable | Timeline | Responsibility |
|--|--|------------|---|
| 1. 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 to consult on employment strategies, including professional development. | June 2019 | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & OfficersGroup Manager, Organisational Development & Change |
| | Collect information on our current Aboriginal and Torres Strait Islander employees to inform future employment opportunities. | June 2020 | |
| | Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy. | June 2020 | <ul style="list-style-type: none">General Manager, Organisational Development & ChangeGroup Manager, Organisational Development & Change |
| | Advertise vacancies in Aboriginal and Torres Strait Islander media. | June 2020 | <ul style="list-style-type: none">Group Manager, Organisational Development & ChangeHuman Resource Recruiters |
| | Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. | June 2019 | <ul style="list-style-type: none">Group Manager, Organisational Development & ChangeHuman Resource Recruiters |
| | Support leadership opportunities and pathways for Aboriginal and Torres Strait Islander employees. | March 2019 | <ul style="list-style-type: none">Group Head of Human Resources and Industrial Relations |
| | Investigate supporting scholarships for Aboriginal and Torres Strait Islander university students. | June 2019 | <ul style="list-style-type: none">General Manager, Organisational Development & ChangeGroup Manager, Organisational Development & Change |
| | Explore internship opportunities at Downer. | June 2019 | <ul style="list-style-type: none">Group Manager, Organisational Development & Change |
| | Develop an Aboriginal and Torres Strait Islander professional development strategy. | March 2019 | <ul style="list-style-type: none">Group Head of Human Resources and Industrial Relations |

| Action | Deliverable | Timeline | Responsibility |
|---|---|-----------------|---|
| 2. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation. | Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. | March 2020 | <ul style="list-style-type: none">Group Head of Procurement, Property and Security |
| | Develop and communicate to employees a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. | March 2020 | |
| | Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. | March 2019 | |
| | Continue to leverage Supply Nation membership to build capability for Aboriginal and/or Torres Strait Islander owned businesses. | March 2019 | |
| 3. Investigate opportunities to provide apprenticeships and traineeships for Aboriginal and Torres Strait Islander peoples. | Review current sourcing programs and channels to determine suitable entry pathways. | June 2019, 2020 | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & OfficersGroup Manager, Organisational Development & Change |
| | Engage with Aboriginal and Torres Strait Islander employment and training providers to promote the opportunity. | June 2019, 2020 | |



Governance, tracking progress and reporting

| Action | Deliverable | Timeline | Responsibility |
|---|---|----------------------|---|
| 1. Report RAP achievements, challenges and learnings to Reconciliation Australia. | Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. | September 2019, 2020 | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & OfficersGroup Manager, Organisational Development & Change |
| | Investigate participating in the RAP Barometer. | May 2020 | <ul style="list-style-type: none">Group Manager, Organisational Development & Change |
| 2. Report RAP achievements, challenges and learnings internally and externally. | Report our RAP achievements, challenges and learnings to internal and external key stakeholders using various mediums such as DownerConnect app, iDowner (Downer's intranet) and Sustainability Report. | September 2019, 2020 | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & OfficersGroup Manager, Organisational Development & Change |
| 3. Review, refresh and update RAP. | Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. | June 2020 | <ul style="list-style-type: none">Aboriginal and Torres Strait Islander Engagement Managers & Officers |
| | Send draft RAP to Reconciliation Australia for review and feedback. | August 2020 | <ul style="list-style-type: none">Group Manager, Organisational Development & Change |
| | Submit draft RAP to Reconciliation Australia for formal endorsement. | December 2020 | |

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