



COMFORTDELGRO AUSTRALIA

# Reflect Reconciliation Action Plan

AUGUST 2022 – DECEMBER 2023








ComfortDelGro Corporation Australia (CDC) acknowledges the Traditional Custodians throughout Australia, and their continuing connection to land, waters and community. We pay our respects to all First Nations people, their culture and to Elders past and present.



## Our commitment

**This Reflect Reconciliation Action Plan (RAP) clearly outlines the steps ComfortDelGro Corporation Australia (CDC) will take to prepare our organisation for reconciliation initiatives in successive RAPs.**

Committing to a Reflect RAP allows us to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders across our operations nationally, exploring our sphere of influence before confirming and committing to specific actions or initiatives. This collaborative process will help to produce future RAPs that are meaningful, mutually beneficial and sustainable.



Linking people, places and communities across six states and territories in Australia.





## A message from our CEO

**It gives me great pleasure to formalise our vision and plans for deeper, more meaningful engagement and respectful relationships with Aboriginal and Torres Strait Islander peoples and communities with the launch of ComfortDelGro Corporation Australia's (CDC) first Australia-wide Reconciliation Action Plan (RAP).**

As one of Australia's leading transport providers, the core of what we do is connecting people to places and the communities. Developing an inclusive and respectful culture that embraces the diversity of the communities that we serve and people that we employ is my personal commitment and our company's commitment. This will also foster a culturally inclusive workplace and result in services that support, understand and respect the aspirations of Aboriginal and Torres Strait Islander peoples.

With CDC's vast operational footprint across Australia and our transport services closely

linked to millions of people in the communities we serve, we are well positioned to play a leading role in fostering respect and positive relationships between Aboriginal and Torres Strait Islander peoples and our wider community. As a diverse organisation, we are equally excited and in a good place to create an inclusive environment for Aboriginal and Torres Strait Islander peoples to consider for employment and business opportunities. We also have a good opportunity to connect our employees to a better understanding of Australia's history and the cultures that exist across the nation.

CDC has started our RAP journey in our New South Wales operations in 2021 with our CDC NSW Reflect RAP, in effect from July 2021 to July 2022. Launching the ComfortDelGro Corporation Australia (CDC) Reflect RAP, which covers all our businesses nationally, is an important and logical next step in our reconciliation journey.

We recognise that this journey requires constant focus, leadership and accountability. The RAP outlines the actions that we will take to prepare CDC in our reconciliation commitments across all our businesses nationally and actions in successive RAPs. This sets the foundation and a guide to increasingly foster collaborative relationships with Australia's First peoples on whose land we operate.

This RAP is something that we are all proud of at CDC. I am excited to be part of this journey and our commitment to connect our people and our communities by building genuine relationships and longstanding partnerships with Aboriginal and Torres Strait Islander peoples, working closely with Reconciliation Australia to achieve a more united Australia.

**Nicholas Yap**  
**Chief Executive Officer**  
ComfortDelGro Corporation Australia



## Message from Reconciliation Australia CEO

### Reconciliation Australia welcomes ComfortDelGro Corporation Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

ComfortDelGro Corporation joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

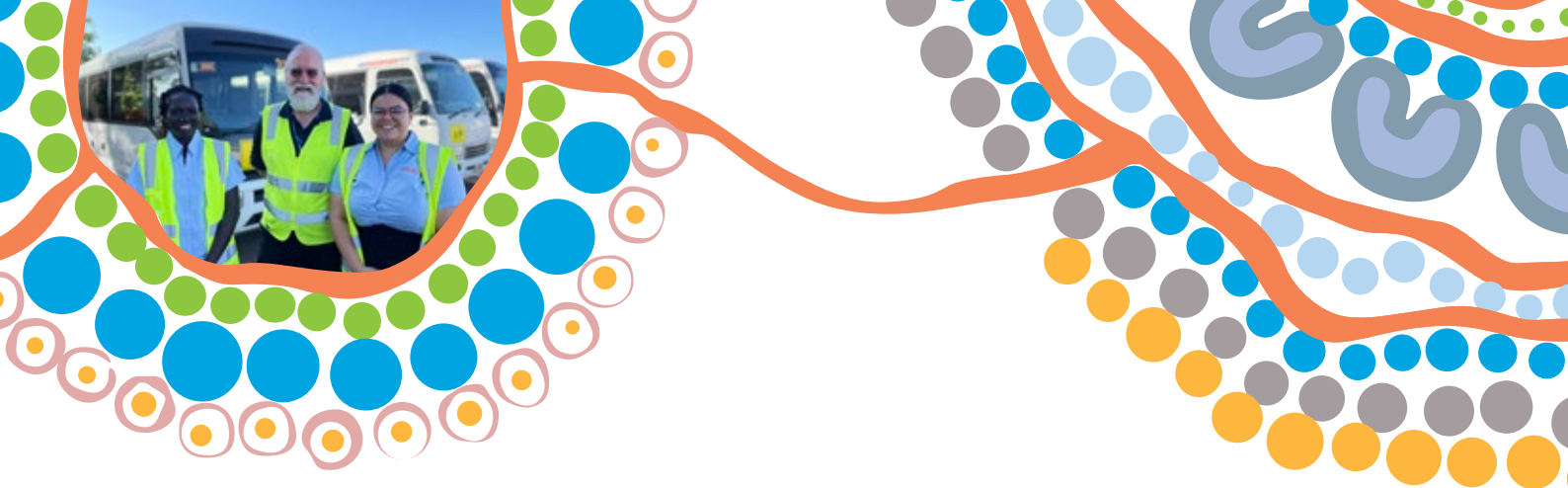
This Reflect RAP enables ComfortDelGro Corporation to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations ComfortDelGro Corporation, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia







# Our Business

**ComfortDelGro Corporation Australia (CDC) is one of largest land transport operators in the country. We proudly enable millions of customer journeys every year and are committed to delivering best-in-class transport solutions.**

Our mission is at CDC is **'building communities by connecting people and places'**. As a provider of both public and private transport services, we see ourselves as a community asset, proudly linking people to places and connecting the communities we serve. Our 'day to day' services and our people play a vital role in keeping communities moving whether for work, education or simply to stay connected.

Since 2005, CDC has grown from an operator of essential bus services in New South Wales to being one of Australia's leading transport providers and is now one of nation's largest bus operators. CDC's head office is located in Melbourne, Victoria. With a fleet of over 2,700 vehicles and about 88 depots/offices across Australia, we operate across six states and territories in Australia.

CDC provides safe and reliable bus services to metropolitan and regional communities across New South Wales, Victoria, the Northern Territory, Queensland,

and the Australian Capital Territory. CDC also operates non-emergency patient transport services (National Patient Transport) across the metropolitan and regional Victoria and New South Wales as well as in Perth, Western Australia. Our recent addition to CDC's vast businesses is an outdoor advertising company, Moove Media, with operations in New South Wales and Victoria.

Our parent company, ComfortDelGro Corporation Limited, is a global transportation company listed on the Singapore Stock Exchange and is one of the world's largest land transport companies. The ComfortDelGro Group's operations extend from the United Kingdom, Singapore, New Zealand and Ireland to Australia, Malaysia, and China. It has a combined fleet of about 35,000 vehicles and employs over 22,000 employees.

CDC is an ethnically diverse organisation. Our team of over 4,600 people comes from a range of backgrounds and fields of expertise. Forty employees, or close to 1% of total employees nationally, identify as Aboriginal and/or Torres Strait Islander people. We foster diversity and inclusion, dignity, and respect within our workforce, providing a positive and inclusive culture.

In recognition of our vital role in connecting local communities, CDC is proudly a community focused organisation, actively engaging and contributing to the local communities in areas that we operate. Across our businesses, we have longstanding partnerships with likeminded organisations that are passionate in giving back to the communities and supporting those in need. CDC has started similar partnerships with Aboriginal community groups, namely Kinchela Boys Home Aboriginal Corporation (KBHAC) in New South Wales, Larrakia Nation in the Northern Territory, as well as First Nations Youth organisations, Clontarf Foundation and Stars Foundation. We are committed to expanding our partnerships with more Aboriginal and Torres Strait Islander community groups to enable meaningful and impactful differences within these local communities.



# Our Reflect Reconciliation Action Plan

**ComfortDelGro Corporation Australia's (CDC) Reconciliation Action Plan (RAP) is the product of various efforts and numerous lessons learned throughout our regional and metropolitan locations to create a stronger overarching approach to reconciliation.**

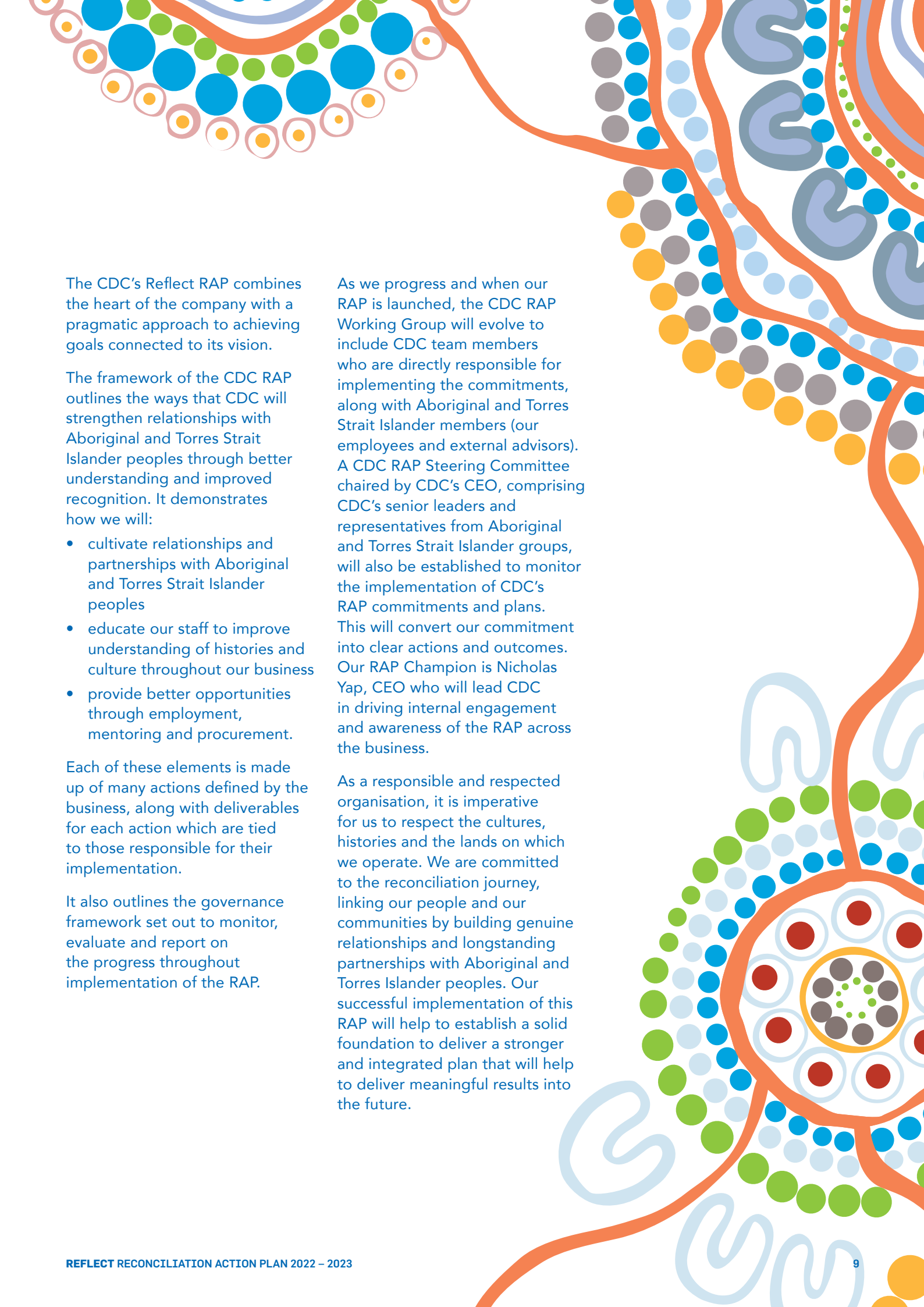
Across our businesses, CDC has supported reconciliation over the years through activities including NAIDOC Week celebrations, cultural awareness sessions and engagement with Aboriginal and Torres Strait Islander communities. CDC took its first step to formalise these activities in one of its largest operations in Australia, CDC NSW, with the creation of the CDC NSW Reflect RAP. This was formalised by Reconciliation Australia in 2021.

Benefiting from the lessons and experiences from CDC NSW's RAP, CDC has taken the next step in its commitment to Aboriginal and Torres Strait Islander peoples with the development of a Reflect RAP to cover the reconciliation activities of the entire company.

To create the Australia-wide CDC RAP, CDC established a RAP Working Group comprising our people from CDC's businesses and its various business functions. These included representatives from People and Culture, Community Engagement, Procurement and Marketing and Communications. In September 2021, the RAP Working Group came together to consider the ways that the whole business could better contribute to reconciliation through its regional and metropolitan operations.

We engaged with an Aboriginal and Torres Strait Islander owned consultancy, Two Point Co, to work with the CDC Executive Team and the RAP Working Group as we deepened our understanding of Aboriginal and Torres Strait Islander peoples' histories and cultures and the state of reconciliation. Two Point Co. also guided the RAP Working Group through an assessment of the business to find our RAP vision and determine the deliverables to help achieve this vision.





The CDC's Reflect RAP combines the heart of the company with a pragmatic approach to achieving goals connected to its vision.

The framework of the CDC RAP outlines the ways that CDC will strengthen relationships with Aboriginal and Torres Strait Islander peoples through better understanding and improved recognition. It demonstrates how we will:

- cultivate relationships and partnerships with Aboriginal and Torres Strait Islander peoples
- educate our staff to improve understanding of histories and culture throughout our business
- provide better opportunities through employment, mentoring and procurement.

Each of these elements is made up of many actions defined by the business, along with deliverables for each action which are tied to those responsible for their implementation.

It also outlines the governance framework set out to monitor, evaluate and report on the progress throughout implementation of the RAP.

As we progress and when our RAP is launched, the CDC RAP Working Group will evolve to include CDC team members who are directly responsible for implementing the commitments, along with Aboriginal and Torres Strait Islander members (our employees and external advisors). A CDC RAP Steering Committee chaired by CDC's CEO, comprising CDC's senior leaders and representatives from Aboriginal and Torres Strait Islander groups, will also be established to monitor the implementation of CDC's RAP commitments and plans. This will convert our commitment into clear actions and outcomes. Our RAP Champion is Nicholas Yap, CEO who will lead CDC in driving internal engagement and awareness of the RAP across the business.

As a responsible and respected organisation, it is imperative for us to respect the cultures, histories and the lands on which we operate. We are committed to the reconciliation journey, linking our people and our communities by building genuine relationships and longstanding partnerships with Aboriginal and Torres Strait Islander peoples. Our successful implementation of this RAP will help to establish a solid foundation to deliver a stronger and integrated plan that will help to deliver meaningful results into the future.

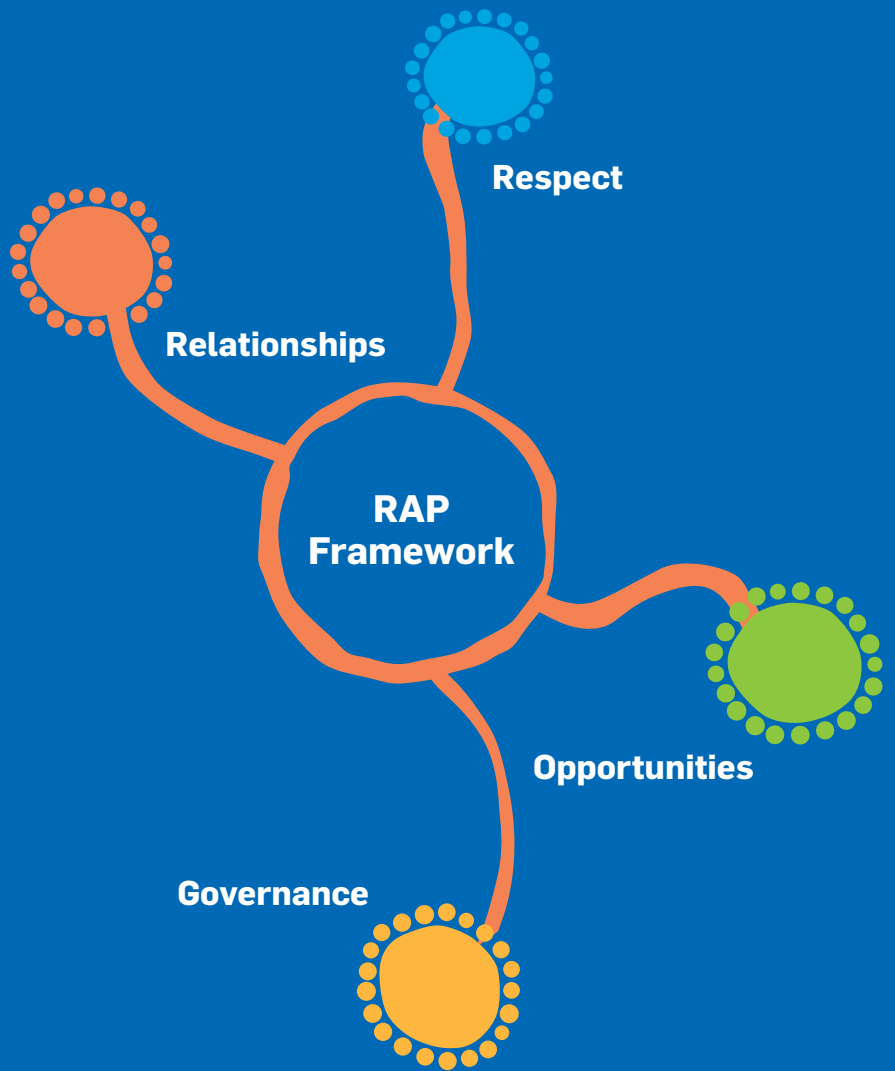
# Our Reconciliation Vision

Our vision for this Reconciliation Action Plan (RAP) is to create a culturally inclusive, educated organisation while being a partner that supports, understands and respects the aspirations of Aboriginal and Torres Strait Islander peoples.

At CDC, people are at the heart of our operations. From our employees to the broader communities that we serve, being a culturally inclusive workplace and service is the start of the journey to recognise, understand and respect Aboriginal and Torres Strait Islander peoples.

We are also committed to creating real and genuine opportunities through recruitment and professional development, as well as through our partnerships with Aboriginal and Torres Strait Islander community organisations, service providers and suppliers.

Our priorities and deliverables in bringing our vision to life are underpinned by Reconciliation Australia's four core pillars, **Relationships, Respect, Opportunities** and **Governance**.





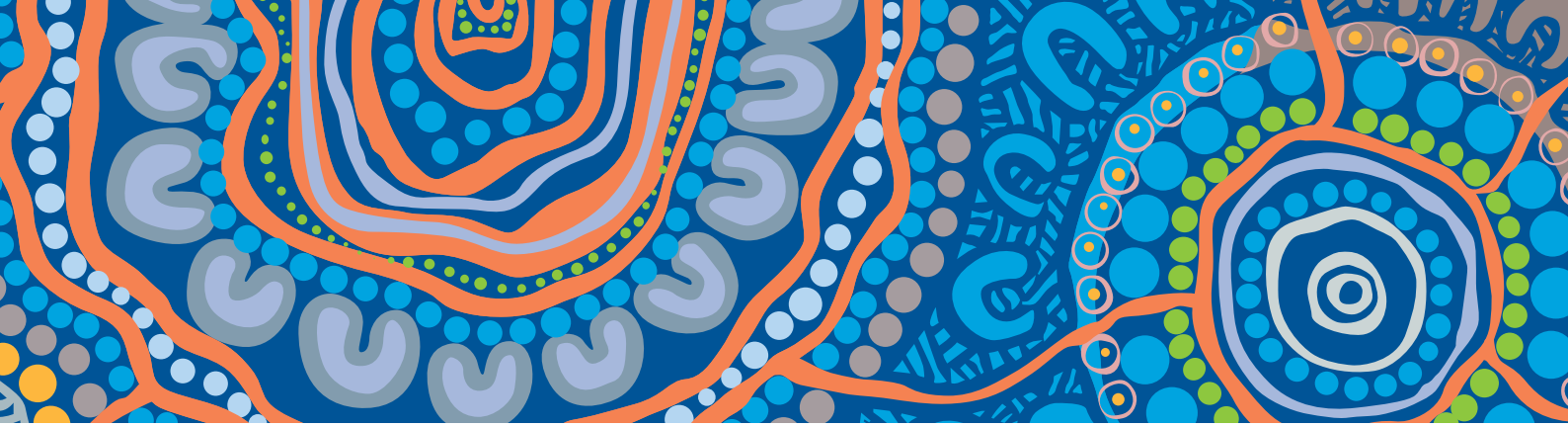
# Relationships

**ComfortDelGro Corporation Australia (CDC) recognises the importance of the role we play in the communities in which we operate. We are committed to developing strong relationships built on trust and respect with Aboriginal and Torres Strait Islander peoples within these communities.**

We view our Reconciliation Action Plan as a genuine opportunity to work collaboratively and respectfully with Aboriginal and Torres Strait Islander employees, businesses and local Aboriginal and Torres Strait Islander groups within our local communities, building on existing relationships and nurturing new, mutually beneficial partnerships.

We will also leverage our capability to share important messages with our employees and the wider community on the importance of reconciliation through the actions and deliverables set out below.

Action	Deliverable	Timeline	Responsibility
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander communities.</b>	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local areas.	March 2023	Community Engagement Manager
	Consult and establish connections with Aboriginal and Torres Strait Islander communities within our local areas to understand best practice and principles that support new, mutually beneficial partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2023	Community Engagement Manager
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials with our employees.	May 2023	GM, Brand & Marketing / Marketing & Communication Managers
	Ensure RAP Working Group (RWG) participates in an external NRW event.	27 May - 3 June 2023	GM, Brand & Marketing
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023	Community Engagement Manager



Action	Deliverable	Timeline	Responsibility
<b>Promote Reconciliation through our spheres of influence.</b>	Develop an internal communications strategy and plan to communicate our commitment to Reconciliation to all employees.	January 2023	GM, Brand & Marketing / Corporate Communications Manager
	Communicate our commitment to reconciliation to all employees.	February 2023	CEO
	Develop and implement bus advertising to promote and showcase Reconciliation campaigns.	May 2023	GM, Brand & Marketing / Corporate Communications Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2023	Community Engagement Manager
	Identify RAP and other likeminded organisations that we could approach to collaborate with on our reconciliation journey.	April 2023	Community Engagement Manager
	Develop an internal communication plan to promote our RAP.	January 2023	GM Brand & Marketing / Marketing & Communication Manager
	Implement key RAP messages in our internal communication platforms.	March 2023	GM, Brand & Marketing / Marketing & Communication Manager
<b>Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	January 2023	GM, People & Culture / HR Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	February 2023	GM, People & Culture / HR Manager
	Develop and present recommendations on the future needs of the business to build on existing anti-discrimination policies.	March 2023	GM, People & Culture / HR Manager

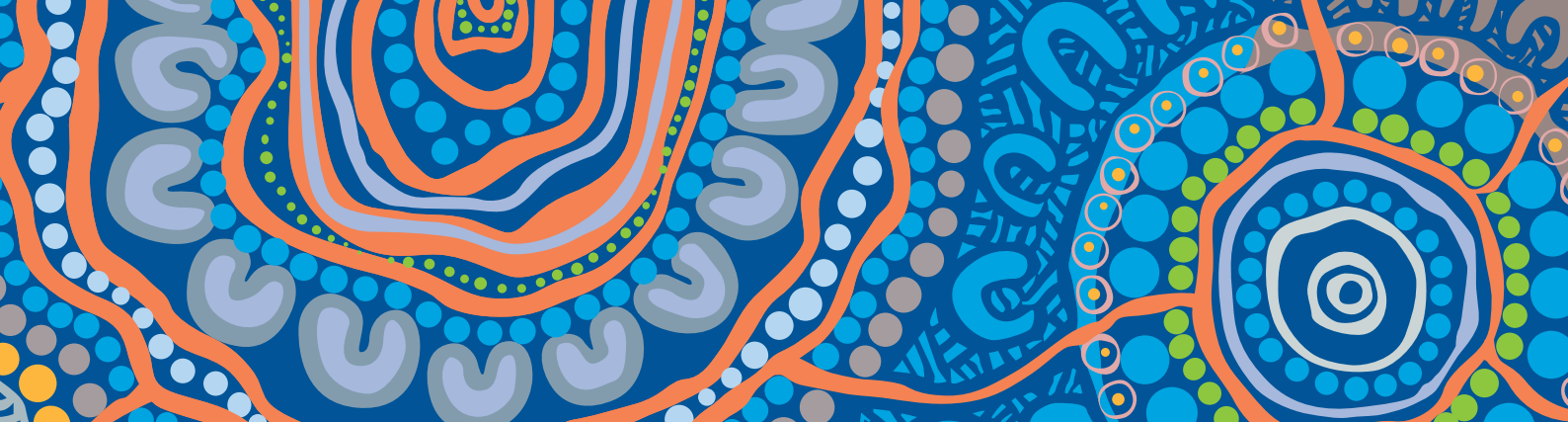
# Respect

**ComfortDelGro Corporation Australia (CDC) is committed to encouraging mutual respect by educating our people on reconciliation. As a diverse and multicultural organisation, we believe we have a good opportunity to bring our employees along the journey of reconciliation by fostering a better understanding and appreciation of Aboriginal and Torres Strait Islander cultures, rights and experiences.**

We acknowledge that respect is important to building meaningful and lasting relationships. Through building a culture of understanding, an appreciation of and respect for Aboriginal and Torres Strait Islander achievements, our people will be instrumental in fostering mutually respectful relationships with Aboriginal and Torres Strait Islander customers and communities.

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation and implement recommended learning initiatives.	January 2023	GM, People & Culture / Learning & Development Specialist
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2023	GM, People & Culture
	Roll out National Cultural Awareness module to the business.	May 2023	Learning & Development Specialist
	Develop and implement Acknowledgement of Country across all CDC's communication channels.	March 2023	GM, Brand & Marketing / Marketing & Communication Manager





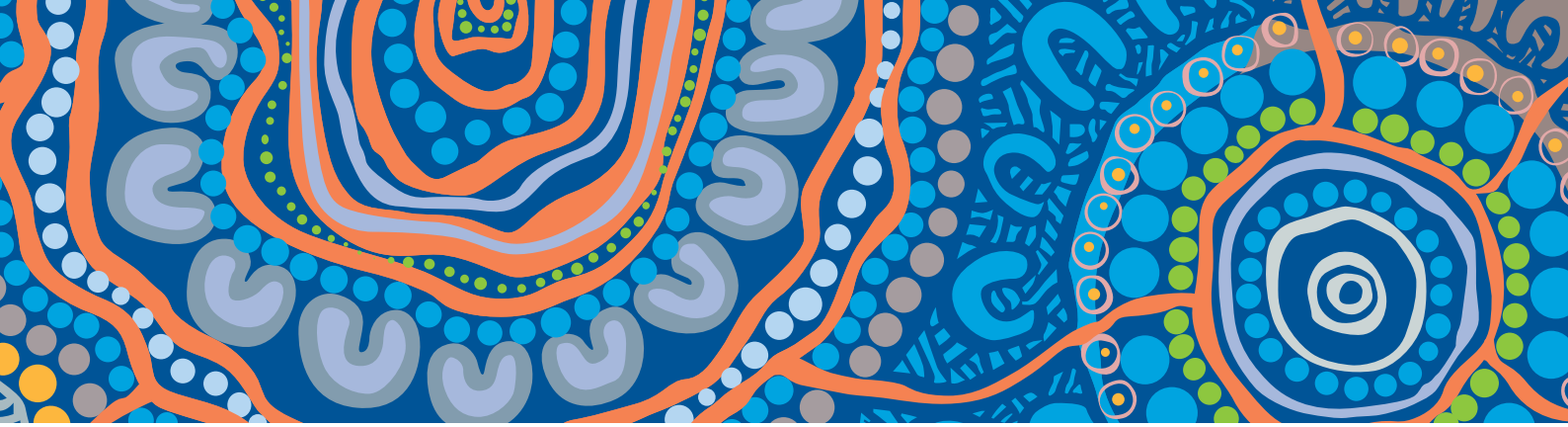
Action	Deliverable	Timeline	Responsibility
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols and an understanding of the local Traditional Owners or Custodians of the land.</b>	Research and develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas.	March 2023	Community Engagement Manager
	Develop an understanding of the Cultural responsibilities of employees and promote flexible working arrangement.	May 2023	GM, People & Culture
	Implement best practice Acknowledgement of Country across the business and communication platforms.	March 2023	GM, Brand & Marketing / Marketing & Communication Manager
	Develop and implement a plan to raise awareness and increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	GM, Brand & Marketing
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information among our people about the meaning of NAIDOC Week.	July 2023	GM, Brand & Marketing / Marketing & Communication Manager
	Ensure RAP Working Group participation in an external NAIDOC Week event.	2 - 9 July 2023	GM, Brand & Marketing
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2023	GM, Brand & Marketing / Marketing & Communication Manager
	Encourage and support opportunities for our employees to participate in NAIDOC Week activities in their local areas.	July 2023	Community Engagement Manager

# Opportunities

**Working closely with Aboriginal and Torres Strait Islander peoples enhances our cultural understanding and empowers us to be more inclusive and respectful. We are committed to fostering equal and fair participation for Australia’s First Peoples by providing opportunities through employment, procurement and apprenticeship programs, working with Aboriginal and Torres Strait Islander partners.**

Leveraging our substantial Australian footprint, particularly in areas with higher populations of Aboriginal and Torres Strait Islander peoples, CDC has recognised a good opportunity for the business to increase the skills and participation of Australia’s First Peoples within our business and supply chain. We will continue to maximise opportunities for our team to engage the services of Aboriginal and Torres Strait Islander businesses.

Action	Deliverable	Timeline	Responsibility
<b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2023	GM People & Culture
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	May 2023	GM People & Culture
	Review current recruitment process and identify best practice methods to attract Aboriginal and Torres Strait Islander candidates.	May 2023	GM, People & Culture / HR Manager
	Review feasibility and practicalities of increasing Aboriginal and Torres Strait Islander Apprenticeships and/ or Cadetships.	May 2023	GM People & Culture
	Identify and establish employability pathways for Aboriginal and Torres Strait Islander peoples via partnership with educational institutions.	May 2023	GM, People & Culture
	Implement mechanisms for First Nations staff to identify as Aboriginal and Torres Strait Islander.	May 2023	GM, People & Culture
	Collect baseline data on Aboriginal and Torres Strait Islander representation across CDC (current plus future hires).	July 2023	GM, People & Culture



Action	Deliverable	Timeline	Responsibility
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Conduct annual spend analysis to identify areas of addressable spend with Aboriginal and Torres Strait Islander suppliers.	June 2023	GM Procurement
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2023	GM Procurement
	Maintain Supply Nation membership (Our current membership is renewed on 2 March annually).	Mar 2023	GM Procurement
	Develop sustainable partnerships with Aboriginal and Torres Strait Islander suppliers.	June 2023	GM Procurement
	Attend at least one Supply Nation supplier event annually to explore opportunities to increase First Nation suppliers.	June 2023	GM Procurement
	Conduct a review of current procurement processes. Revise current CDC's Procurement policy (Quotation & Tendering), where applicable to embed support for Aboriginal and Torres Strait Islanders supplier.	July 2023	GM Procurement

# Governance

The governance framework outlined below sets out the actions CDC will undertake to monitor, evaluate and report our progress in achieving the commitments outlined in our Reflect RAP. As we implement our RAP, this will enable us to learn from successes and challenges that will be instrumental in the development of our next RAP.

Action	Deliverable	Timeline	Responsibility
<b>Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Establish RWG to govern RAP development and implementation.	November 2022	RAP Working Group (RWG) Chair
	Draft a Terms of Reference for the RWG.	November 2022	RWG Chair
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	November 2022	RWG Chair
	RWG to meet bi-monthly to monitor progress and report on RAP implementation.	December 2022 February 2023 April 2023 June 2023 August 2023 November 2023	RWG Chair
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Identify and facilitate resource needs for RAP implementation.	November 2022	CEO & RWG
	Appoint a senior leader to champion our RAP internally.	November 2022	CEO
	Engage senior leaders in the delivery of RAP commitments.	November 2022	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments to internal and external stakeholders.	September 2022	Project Manager



Action	Deliverable	Timeline	Responsibility
<b>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Create systems to track, measure and report on RAP activities.	September 2022	Project Manager
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023	Project Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023	Project Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023	Project Manager
	Provide bimonthly progress reports to CDC's RAP Steering Committee.	December 2022 February 2023 April 2023 June 2023 August 2023 November 2023	Project Manager
<b>Continue our reconciliation journey by developing our next RAP.</b>	Liaise with Reconciliation Australia to develop new RAP based on learnings, challenges, and achievements.	August 2023	GM, Brand & Marketing
	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our Innovate RAP.	September 2023	GM, Brand & Marketing



## Our Artwork

### **Connecting to Country and People, 2022 by Luke Penrith**

For thousands of years First Nations clans and tribes used traditional trading routes across their country and neighbouring nations.

The artwork is a modern day route, which connects people to different villages, suburbs and towns.

Throughout the journey the landscape changes from the large circular tunnels along the coastline, across the green and brown mountains and valleys, and through the open plains, past rippling rivers, waterholes and mountains.

Supporting the journey is a network of orange paths. These paths and roundabouts create moments of communication and acknowledgment between people, and link people, places and communities in genuine connection.

### **Luke Penrith**

*Proud Wotjobaluk, Yuin and Gumbaynggirr Artist, father and community advocate. Luke's art reflects what he sees, hears and can smell and touch; he is a modern contemporary Aboriginal artist living in Brungle, NSW. Luke's bloodlines are connected through the rivers, the mountains, the coastline and the plains.*



## Contact details

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