



Reconciliation Action Plan

October 2016 – October 2017



Downer EDI Limited
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Above, left and cover photos taken from (ALNF) Wall of Hands Appeal, 2015

A Message from the CEO

Downer acknowledges Aboriginal and Torres Strait Islander peoples as the First Australians and the Traditional Custodians across Australia. We pay respect to the Elders of the past, present and future in maintaining the culture, country and their spiritual connection to the land.

I am proud to introduce Downer's inaugural 'Reflect' Reconciliation Action Plan (RAP) for 2016-2017. Downer has a history of activities and community partnerships, which demonstrate our commitment to reconciliation. Our 'Reflect' RAP provides a framework and plan to help us focus and coordinate our reconciliation efforts over the next 12 months.

At Downer, we commit to working together to make a difference across the urban, rural and remote communities of Australia. We also look forward to building on existing relationships with Aboriginal and Torres Strait Islander peoples, their communities and organisations.



Grant Fenn
Managing Director and Chief Executive Officer

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Our Business

Downer is a leading provider of services to customers in markets including Transport Services, Rail, Technology and Communications Services, Utilities Services, Engineering, Construction and Maintenance (EC&M) and Mining. We support our customers through the life of their assets – from initial feasibility and design, through to production and operations and eventual decommissioning. Refer Figure 1 for a summary of our key industries and services.

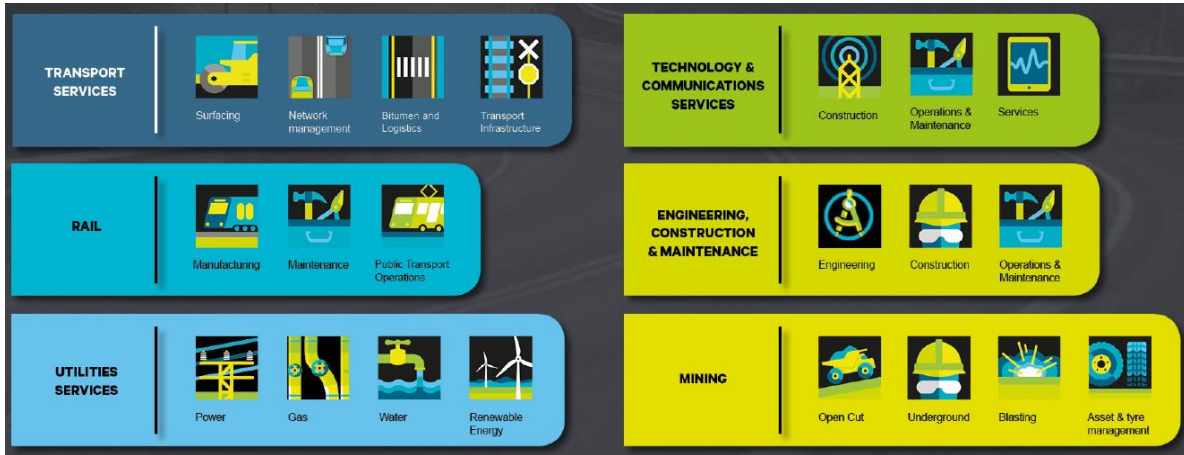


Figure 1 - Key Industries & Services

Downer employs approximately 19,000 people across more than 200 sites and projects in Australia, New Zealand, the Pacific Islands, Papua New Guinea, Chile and South Africa. Based on responses to Group surveys, we have in excess of 208 Aboriginal and Torres Strait Islander employees currently working in Australia and New Zealand. Note, the introduction of new HR systems will help to increase the accuracy of this number over the next 12 months. Our business is founded on four pillars (refer Figure 2 below) which encompasses ‘Safety’, ‘Delivery’, ‘Relationships’ and ‘Thought Delivery’. Our approach for this RAP will focus on two of these, being:

- (1) *‘Relationships’*: We exist to create and sustain the modern environment by building trusted relationships with our public and private sector stakeholders. This includes building relationships, employment and training opportunities within the communities we operate in or alongside.
- (2) *‘Thought Leadership’*: We want to challenge the status quo and employ the best people irrespective of their gender, ethnicity, ability, age or sexual orientation. At Downer, we envisage that this RAP will strengthen our relationships with Aboriginal & Torres Strait Islander communities thereby promoting work opportunities both internally and externally to our organisation.



Figure 2 - Downer Pillars

Our RAP

We affirm our commitment to the reconciliation process through the development and implementation of this RAP. This RAP will seek to formalise our commitment to Aboriginal & Torres Strait Islander employees and their communities, and build on existing partnerships and initiatives already in place to help bridge the gap and create positive change.

Our 'Reflect' RAP will provide a clear vision and framework for building the foundations for relationships, respect and opportunities for Aboriginal & Torres Strait Islander employees and communities within which we work. It will also extend the work done to date in regards to our broader Diversity and Inclusion (D&I) Strategy, which has a cultural component.

Downers D&I strategy is a 5 year plan which aims to create a diverse and inclusive culture that promotes the skills and insights of all its people irrespective of their gender, ethnicity, ability, age or sexual orientation. In August 2015, Downer set a target of 3% of employees to be Indigenous Australians by end June 2020. Our RAP will form the basis of D&I actions (for our "cultural" focus area) over the next 12 months after which time it will be reviewed, reported and adjusted as necessary with the aim of moving to an 'Innovate' RAP.

This RAP was developed with support from internal subject matter experts and contributions from Bevan Whitby (Indigenous Affairs Superintendent – Mining). An advocate for Reconciliation, Bevan will leverage existing relationships and experience to motivate staff and champion the RAP across Downer.

We have outlined actions, responsibilities, timelines and targets under the key areas of '*Relationships*', '*Respect*' and '*Opportunities*'. Our RAP will be communicated to all employees with a view to raising awareness, and setting a baseline foundation for all future RAPs. We will provide a progress update to Reconciliation Australia as well as outlining our achievements in the Downer Annual Report.

We aim to be an employer that recognises and respects Aboriginal and Torres Strait Islander people's history, cultures and diversity. We will strive towards being an employer of choice for Aboriginal and Torres Strait Islander peoples. We recognise Aboriginal and Torres Strait Islander peoples and respect the connection to lands, places and cultures that they hold.

Due to the nature of the sectors in which we work, particularly within the mining sector, our operations are sometimes situated in regional and remote locations, which often have significant Aboriginal and Torres Strait Islander populations. We recognise that we are well placed to provide these communities with opportunities for economic participation through employment, skills development and business opportunities.

Our Partnerships and Current Activities

Community Partnerships

Some of our projects are in remote or regional locations, where the provision of job opportunities is a key community concern. Wherever possible, we recruit locally and, particularly on longer-term projects, we are often able to provide training and apprenticeship opportunities.

Of particular focus in remote communities is the engagement of Aboriginal and Torres Strait Islander people, either within our workforce or as contractors. Since 1996, we have worked continuously with Aboriginal-owned mining contractor, Carey Mining, at Western Australian mining operations, and have a joint venture with Carey at Sunrise Dam gold mine to deliver a five-year contract for AngloGold Ashanti. We also have a joint venture with Karlayura Enterprise for mine reclamation and land rehabilitation works

Downer has seen continual engagement with Aboriginal people in the Western and Eastern region of Australia. This includes long lasting relationships with Wintawarri Guruma, Bunaba, Gooniyandi Wakka Wakka Nyiyaparlie Guruma Yani groups and corporations. Assistance provided by Downer has included program development, employment opportunities and employee support to Aboriginal and Torres Strait island people living in these communities. Examples of other partnerships with Aboriginal and Torres Strait Islander communities and organisations are provided below.

Jawun

Following a successful pilot program in late 2013, Downer entered into a long-term partnership with Jawun. Jawun is a not-for-profit organisation that places secondees from corporate, government and philanthropic partners into Aboriginal organisations across Australia to share their skills. By assisting Aboriginal leaders, organisations and communities to achieve their own development goals, our employees have a unique and rewarding experience while delivering lasting benefits to their host communities. In FY16, eight of our people completed secondments on Cape York, and in West Kimberley and Inner Sydney.

Guruma Yani U Men's Shed

At the beginning of the Christmas Creek Mining contract, Downer formed an agreement with the Guruma Yani U Men's Shed to provide support to Aboriginal & Torres Strait Islander employees to help build their skills and confidence, and give them the best possible chance of succeeding in a FIFO environment. In conjunction with the Men's Shed, Downer has held six recruitment workshops, attended by well over 200 Fitzroy Crossing residents of which 50 participants went on to join us as trainee operators. Thanks to invaluable support, we have achieved a 90% retention rate.

Australian Literacy & Numeracy Foundation's (ALNF) Wall of Hands Appeal

Downer has been a proud supporter of the ALNF Wall of Hands Appeal since 2013. The ALNF works with First Australian communities and schools around Australia with the aim that five out of five children will learn to read – the vital first step to a satisfying and successful life. Downer has exceeded its target donations (\$25,000) for 2016. These donations will be used to help deliver literacy programs in Indigenous communities across Australia.



Figure 3 - ALNF Wall of Hands Appeal 2015

Karratha Training & Employment Program

The Karratha City Centre revitalisation project provided the perfect opportunity for us to introduce eight Aboriginal people from the Pilbara to the civil construction industry through a specially tailored Aboriginal Training and Employment Program.

Sixty applications were received for the eight-week construction training course, which commenced in October 2015. It included modules such as forklift and water cart operation, hand and power tools, working at heights, traffic management, first aid, and workplace health and safety. At the end of the training, they all graduated with a Certificate III in Civil Construction and a Downer worksite accreditation.

At the end of the program, four of the eight participants were offered four weeks' work experience on the Karratha City Centre Project, gaining hands-on experience of road construction, underground services, landscaping, and stormwater and sewer drainage. On completion, two of the participants joined us as trainees in Civil Construction.



Figure 4 - Karratha Training & Employment Program Participants

In addition to providing local employment opportunities, we are committed to making a positive contribution to the communities in which we operate through sponsorships and donations, either financial or in kind. We take pride in our partnerships with community organisations and charities, which include Garnduwa and Festival and Roy Hill Foundation.



Figure 5 - Garnduwa Festival

Relationships

Building relationships with Aboriginal and Torres Strait Islander peoples is important to Downer because it will help our employees consider how we can better contribute as individuals and an organisation to reconciliation.

Action	Responsibility	Timeline	Deliverable
1. Establish a RAP Working Group	Divisional CEOs	October, 2016	Establish working group comprising both Aboriginal and Torres Strait Islander peoples and other Australians, to develop and support our RAP and meet at least quarterly
2. Downer employees to engage with Aboriginal and Torres Strait Islander peoples and organisations in building stronger relationships	Divisional CEOs	October, 2016	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within Downer's local area or sphere of influence that could be approached to connect with.
	HR Manager – Talent & Culture	May – December, 2016	Continue the association with Jawun by offering Jawun secondments to Downer employees.
	Group Head of Corporate Affairs and Investor Relations	June 2017	Continue to support the ALNF via the Wall of Hands appeal and help improve literacy levels in remote communities.

3. Celebrate National Reconciliation Week (NRW)	Group Head of Corporate Affairs and Investor Relations	NRW will run from 27 th May – 3 rd June 2017	Introduce Downer staff to NRW by encouraging staff to attend an external NRW event
	Group Head of Corporate Affairs and Investor Relations		Circulate Reconciliation Australia NRW resources and reconciliation materials to staff
	Divisional CEOs		Our Working Group participates in an external event to recognise and celebrate NRW
	Indigenous Affairs Superintendent - Mining		Organise at least one internal NRW event
4. Raise internal awareness of Downer RAP	Group Head of Corporate Affairs and Investor Relations	October 2016	A plan is developed and executed to raise awareness across the organisation about the RAP commitment, particularly with key internal stakeholders.

Respect

Respect for Aboriginal and Torres Strait Islander peoples is important to Downer because it creates the foundation for reconciliation action and allows relationships to develop towards effective partnerships.

Action	Responsibility	Timeline	Deliverable
1. Investigate cultural awareness and learning to increase understanding and appreciation of Aboriginal and Torres Strait Islander people's cultures, histories and achievements.	Indigenous Affairs Superintendent - Mining	October 2016	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within the organisation.
	Indigenous Affairs Superintendent - Mining	November 2016	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements
	Indigenous Affairs Superintendent - Mining	January, 2017	Conduct a review of cultural awareness training needs within our organisation

Action	Responsibility	Timeline	Target
2. Participate and celebrate in NAIDOC week events	Group Head of Corporate Affairs and Investor Relations	NAIDOC week will run 2 nd – 9 th July, 2017	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities
	Group Head of Corporate Affairs and Investor Relations		Introduce our staff to NAIDOC Week by promoting community events in our local area
	Divisional CEOs		Our RAP Working Group to participate in at least one community event for NAIDOC week
3. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols such as the meaning and significance of Welcome to Country and Acknowledgement of Country	Group Head of Corporate Affairs and Investor Relations	November, 2017	Develop, implement and communicate an Aboriginal and Torres Strait Islander cultural protocol document for Downer (including any local cultural protocols)
	Group Head of Corporate Affairs and Investor Relations	November, 2017	Investigate creating a statement acknowledging the Traditional Owners of the land on Downer's public website

Opportunities

Downer is committed to creating more opportunities for Aboriginal and Torres Strait Islander people and their communities.

Action	Responsibility	Timeline	Deliverable
1. Investigate opportunities within Downer to increase Aboriginal and Torres Strait Islander employment opportunities	Divisional CEOs	January, 2017	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation
	Divisional CEOs	January, 2017	Establish baseline data for Aboriginal and Torres Strait Islander employees
	Indigenous Affairs Superintendent - Mining	January, 2017	Investigate participation in the Australia Government Employment Parity Initiatives

2. Investigate opportunities to increase the number of Aboriginal and Torres Strait Islander businesses within Downer's supply chain	Indigenous Affairs Superintendent - Mining	February, 2017	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses
	Indigenous Affairs Superintendent - Mining	February, 2017	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses
	Indigenous Affairs Superintendent - Mining	February, 2017	Investigate becoming a member of Supply Nation

Tracking Progress and Reporting

Achievement of Downer's 'Reflect' RAP will be monitored on a regular basis to ensure actions as being progressed and reported.

Action	Responsibility	Timeline	Deliverable
1. Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the Annual Impact Measurement Report	HR Manager – Talent & Culture	October, 2017	We have defined available resourcing for our RAP.
	HR Manager – Talent & Culture	October, 2017	Our data collection is able to measure our progress and successes.
	HR Manager – Talent & Culture	October, 2017	Downer Reflect RAP is reported in the RAP Impact Measurement Questionnaire
2. Downer Reflect RAP to be reviewed and refreshed	HR Manager – Talent & Culture	October, 2017	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements with a view to create an 'Innovate' RAP
	HR Manager – Talent & Culture	October, 2017	Submit draft RAP to Reconciliation Australia for formal review and endorsement

For public enquires about Downer's 'Reflect' RAP, please contact:

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