



RECONCILIATION
ACTION PLAN

REFLECT

Busways Reconciliation Action Plan

July 2024 - December 2025



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About the Artwork & Artist

Muru Dharug Gnurra

(Journeys over Dharug Country)

This artwork depicts Busways beginnings starting in the heart of Dharug Country and the journeys that thousands of travellers take every day.

In the centre of the artwork is a large circle surrounded by “U” shapes. This is Busways as a company and all the staff that are employed under the Busways umbrella. The central and most pivotal part of Busways. Without these dedicated employees, the journeys wouldn't happen.

The lines reaching out from the sides of the circle are all the different journeys that the buses take. These journey lines travel through many different communities and in doing so, unite them together.

Communities are represented by the different sized circles along the journey lines. Different people from all walks of life, using the same services to move around Dharug Country and beyond.

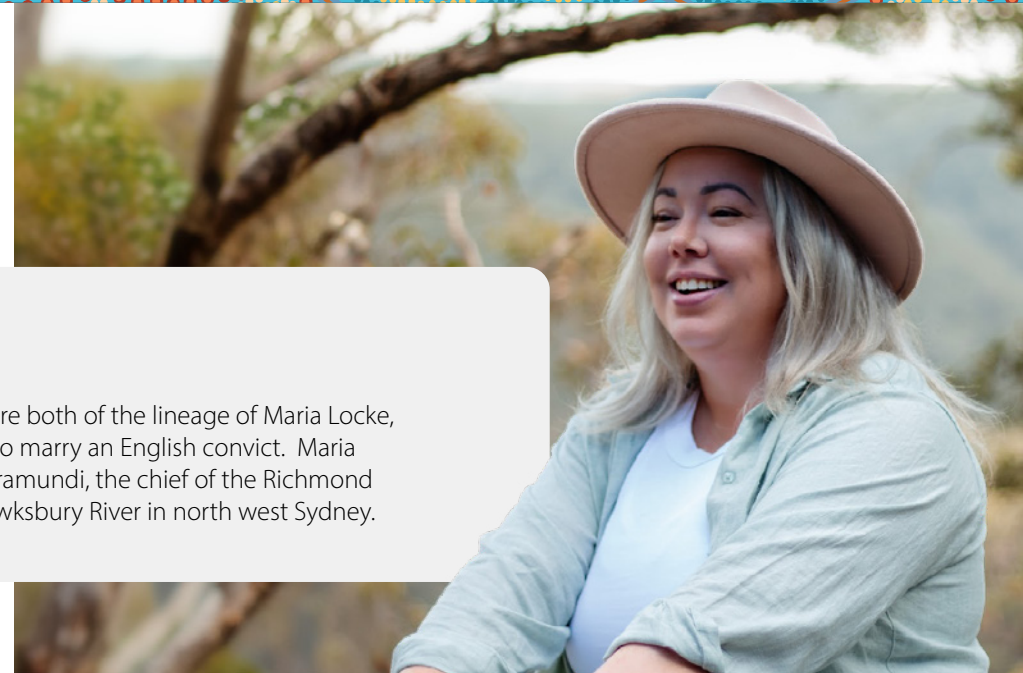
Two blue borders at the top and bottom of the artwork represent Dharug Country its self. Many varied layers and levels of Country that these journeys take place on. Country is everywhere. Above us, below us and everything in between and this is shown by seeming to surround and protect all on it.



Melissa Barton - Alkiira Indigenous Art

Melissa Barton is a contemporary Aboriginal artist living on Dharug Country, in the Macarthur region of Sydney. Melissa is a proud Boorooberongal clan woman of the Dharug nation, with her connections to Aboriginal culture dating back thousands of years.

Her paternal grandparents are both of the lineage of Maria Locke, the first Aboriginal woman to marry an English convict. Maria Locke is the daughter of Yarramundi, the chief of the Richmond tribes, located along the Hawkesbury River in north west Sydney.



Acknowledgment of Country

Busways respectfully acknowledges the Traditional Owners of the land on which we work, and recognise Aboriginal and Torres Strait Islander peoples' continuing connection to land, water and communities. We pay respect to Elders past and present.



Message from Busways Managing Director

I am proud to introduce you to Busways' inaugural Reconciliation Action Plan (RAP) 2024 – 2025, highlighting our commitment to strengthening our efforts towards reconciliation through increased participation and relationship building.

We recognise Aboriginal and Torres Strait Islander peoples as Traditional Owners and First Peoples of the lands and waters in Australia. At Busways we are committed to creating and implementing an effective Reconciliation Action Plan that will ensure we are actively taking the required steps towards closing the gap.

At Busways we provide public transport bus services, connecting people, communities and journeys. We are focused on consistently delivering exceptional standards of service to the communities and clients we serve. As such, it is important for us to continually improve our services to meet the needs of the communities and establish long lasting relationships that serve to create positive and meaningful change to the lives of people within those communities.

Our plan is designed to cover multiple areas and to achieve this we will not only focus on recruitment drives but will simultaneously work with our teams to increase cultural awareness and promote healthy conversations about building a diverse and culturally enriched workforce.

Increased diversity will bring new perspectives that challenge convention, trigger fresh thinking and foster innovation. Awareness, inclusion, and local commercial partnerships will enrich communities and our workforce alike.

The Reflect RAP is a living document that will be regularly reviewed, reported on, and evaluated. It sets out the steps that we will take over the next 18 months to implement effective and mutually beneficial initiative as part of our Reconciliation Journey.

I am proud to support this plan and the efforts our team are taking towards reconciliation.

Over the duration of this plan, we will develop support for the plan across the business so that we can raise awareness with our stakeholders, internally and externally while focusing on building relationships and creating a shared understanding and ownership of the RAP throughout the business.

I would like to also take this opportunity to thank all our team members responsible for putting this together along with the efforts of all our people towards reconciliation. Reconciliation is a journey that all individuals need to be a part of and together we can make a difference to close the gap and create better outcomes for Aboriginal and Torres Strait Islander people, families and communities.

Everyone has a vital role to play in helping us to achieve our reconciliation goals. We believe that reconciliation benefits all Australians and that we can fulfil our promise by working together.

We are excited to be on this journey and look forward to achieving key milestones towards reconciliation through the implementation of this RAP.

Byron Rowe

Managing Director
Busways



Message from Reconciliation Australia

Reconciliation Australia welcomes Busways Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Busways Group joins a network of more than 3,000 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 Busways Group 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 Busways Group, 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

Busways is Australia's largest wholly-Australian owned bus operator, providing services across NSW, including Western Sydney, North Shore and West, Central Coast and the Mid-North Coast, and in South Australia. Over the past 82 years we have developed a passionate and engaging reputation in the transport sector and are one of the most well-known bus passenger transport operators in our operating regions.

Busways is a leading multi-state passenger transport provider. Our team of over 2,800 employees, including 37 Aboriginal and Torres Strait Islander employees across 21 sites, operates thousands of school and charter services throughout Sydney, regional NSW and Adelaide, carrying over 53 million passengers on a Busways journey every year.

We pride ourselves on creating good customer experience and taking a proactive approach to public transport delivery, ensuring our customers' journeys are as seamless as possible. Busways' customer commitment is to provide a service that makes customers feel safe, welcome, comfortable and impressed every time they travel with us.

Busways' vision is to be Australia's leading public transport company, the first choice for our clients, customers, and employees. We aim to connect people and communities, uniting them through our journey.

We embrace diversity in all aspects and seek to create a culture of inclusion that reflects the character of the communities we serve and enriches the collective experience. Inclusion at Busways means embracing diversity and fostering a culture that values people's unique backgrounds, experiences, and perspectives. Inclusion in our teams is about our people's individual experience and the extent to which they feel respected and valued.



Our Reconciliation Action Plan

As an employer, we recognise we are an integral part of Aboriginal and Torres Strait Islander communities we operate within. We recognise the cultures, histories and diversity of Aboriginal and Torres Strait Islander communities and further acknowledge that the Traditional Custodians and Aboriginal and Torres Strait Islander people of our Country are under-represented in our industry.

Despite First Nations' peoples valuable social, cultural, and economic contribution to the growing economy, the gap in economic participation outcomes between Aboriginal and Torres Strait Islander people and non-Indigenous Australians remains. Aboriginal and Torres Strait Islander people continue to face ongoing challenges in accessing the current labour market.

We have a responsibility to understand how our operations impact local Aboriginal and Torres Strait Islander peoples, and their historical and ongoing connection to Country by making changes to ensure that we operate respectfully and encourage opportunities for inclusion both within our workforce and communities we serve.

Undertaking our Reconciliation Action Plan will lead us further on our journey of unity sustained by embracing, acknowledging, and building respect for Aboriginal and Torres Strait Islander cultures, values and practices. We will achieve this by actively challenging racism and ignorance within the workplace and on board all our services. By taking steps to share information, create dialogue and enact change in a meaningful manner we aim to create a more positive experience and encourage all our employees, customers and stakeholders to join this journey.

As an organisation we are taking steps within our business to increase workforce representation and economic participation through partnerships with Aboriginal and/or Torres Strait Islander-owned businesses.



Our RAP is centred around four key objectives of our reconciliation journey

We will establish a Reconciliation Action Plan Working Group (RWG) that comprises a group of employees representing Aboriginal and Torres Strait Islander people, and key stakeholders within the organisation responsible for implementing RAP actions and deliverables. The RWG will be responsible for monitoring and reporting on our RAP progress and implementation.

Increase representation and employment opportunities of Aboriginal and Torres Strait Islander people within Busways



Invest in developing the capability and retention of Aboriginal and Torres Strait Islander employees



Improve the awareness of Aboriginal and Torres Strait Islander cultures in the workplace



Support sustainable growth of Aboriginal and/or Torres Strait Islander-owned businesses through procurement of goods and services



Our RAP will be championed by Donna Frith, Head of Marketing and Customer Experience who will oversee and drive our reconciliation journey across the business creating meaningful change for the benefit of all.

Relationships

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop a register that identifies Aboriginal and Torres Strait Islander stakeholders and organisations within each of our operating areas.	September 2024	Stakeholder Relations Manager
	Develop and implement a procedure that outlines our commitment to support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2024	Stakeholder Relations Manager
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff in all locations.	May 2025	HR Strategy & Project Manager
	Ensure RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025	Sustainability Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2025	Sustainability Manager
	Develop a communication strategy to promote and encourage participation in external NRW events to all employees.	May 2025	Marketing Manager
	Encourage all staff to promote NRW through use of materials such as email signatures and social media banners.	April & May 2025	Marketing Manager
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July 2024	Sustainability Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2024	Stakeholder Relations Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2024	Community & Engagement Officer
	Develop and implement communications strategy to promote RAP through internal and external channels.	July 2024	Marketing Manager
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	October 2024	HR Strategy & Project Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2025	HR Strategy & Project Manager

Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	November 2024	Sustainability Manager
	Conduct a review of cultural learning needs within our organisation through a training needs analysis.	January 2025	Learning & Development Manager
	Develop and implement an annual program to promote awareness and celebration of cultural days of significance.	November 2024	Marketing Manager / Engagement & Events Officer
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop a register of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	September 2024	Human Resources / Stakeholder Relations Manager
	Increase employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2024	Sustainability Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2024, June 2025	Marketing Manager / Engagement & Events Officer
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2024, June 2025	Marketing Manager / Engagement & Events Officer
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024, 2025	Sustainability Manager
	Develop a communication strategy to promote and encourage participation in external NAIDOC Week events to all employees.	July 2024, June 2025	Marketing Manager / Engagement & Events Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NAIDOC Week.	July 2024, June 2025	Sustainability Manager
	Encourage all staff to promote NAIDOC Week through use of materials such as email signatures and social media banners.	July 2024, June 2025	Human Resources

Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	October 2024	Talent Acquisition & Engagement Manager
	Develop relationships with employment providers focused on promoting employment opportunities for Aboriginal and Torres Strait Islander people within each operating area.	August 2024	Talent Acquisition & Engagement Manager
	Promote all external job vacancies within Aboriginal and Torres Strait Islander communities through established relationships to effectively promote employment.	October 2024	Recruitment Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2025	HR Strategy & Project Manager
	Implement revised recruitment processes to remove barriers to employment for Aboriginal and Torres Strait Islander people.	February 2025	HR Strategy & Project Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2024	Sustainability Manager
	Investigate Supply Nation membership.	August 2024	Sustainability Manager

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	July 2024	Sustainability Manager
	Draft a Terms of Reference for the RWG.	September 2024	Sustainability Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2024	Sustainability Manager
	Establish meeting frequency for the RWG to meet at least quarterly to drive and monitor RAP implementation.	July 2024, September 2024, January 2025, April 2025, July 2025, September 2025	Sustainability Manager
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2024	Head of Marketing & Customer Experience
	Engage senior leaders in the delivery of RAP commitments.	August 2024	Head of Marketing & Customer Experience
	Maintain a senior leader to champion our RAP internally.	July 2024	Head of Marketing & Customer Experience
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2024	Sustainability Manager
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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 annually	Sustainability Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Sustainability Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Sustainability Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2025	Sustainability Manager



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