



Reflect Reconciliation Action Plan

December 2024 – December 2025

Alstom Australia and New Zealand



RECONCILIATION
ACTION PLAN

REFLECT





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Acknowledgement of Country



Alstom would like to acknowledge the Traditional Custodians of Country throughout Australia and acknowledge their histories, cultures, connection to land, sea and community.

We also recognise that our work reaches far and wide into other regions of Australia and acknowledge the Traditional Owners of land, air and waters of all parts of our nation.

Alstom acknowledges the grief, loss and trauma experienced by Aboriginal and Torres Strait Islander peoples throughout history and the present-day grief, loss and intergenerational trauma experienced by First Nations peoples today. We pay our respects to all Aboriginal and Torres Strait Islander peoples throughout our nation and all Elders, past and present.

We recognise and honour the profound and unique spiritual, physical, emotional, and psychological connection that Aboriginal and Torres Strait Islander peoples have to country. As Custodians, Aboriginal and Torres Strait Islander peoples remain connected to the country of their ancestors and their values, places, resources, stories, laws and cultural obligations.



Message from Reconciliation Australia CEO



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

Alstom Transport Australia joins a network of more than 2,500 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 Alstom Transport Australia 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 Alstom Transport Australia, 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



Message from Alstom Managing Director



Alstom's history of operations in Australia dates back for over a hundred years. A history for our company to be proud of. But I am mindful that our company history is but a small fraction of time compared to the longest-continuous human civilisation on earth. A heritage that belongs to the First Nations peoples of Australia.

In undertaking this Reconciliation Action Plan, I am proud of the commitment of Alstom in Australia to educate, recognise and reconcile our own business and people to the role of First Nations peoples as guardians, storytellers and traditional owners on the lands where our business operates.

The connection of First Nations people to land, communities and culture, is strongly analogous to the connection to people and places that Alstom aims to achieve through our Australian business operations.

By connecting people through the trains, trams and technology that we manufacture and maintain, our impact on society is ultimately to enable connection through travel. What we do as a business enables people to come together, whether in their place or work, visiting friends and family, or exploring and getting to know new parts of our ancient lands. Our business impact shares similar values important to First Nations communities. A strong tradition of connection to place and people, a desire through reconciliation to share knowledge to all Australians about the lands, history and culture of this nation.

We are stronger as a business when we come together to learn, recognise and appreciate the wisdom of First Nations peoples – and this is what our Reconciliation Action Plan sets out to achieve.

I strongly believe that reconciliation can only be progressed through continued education, dialogue and learning. Alstom aims to take the first steps on this journey through the actions contained in our Reconciliation Action Plan.

I would like to acknowledge and thank the work of our Aboriginal Employee Network, and in particular our Aboriginal Engagement Lead, Ashley Garlett, for his leadership in navigating our organisation towards this important landmark for our business. It is a welcome new chapter in the history of our operations in Australia.

Pascal Dupond
Managing Director
Alstom Australia and New Zealand



Message from Alstom Aboriginal Engagement Lead



As a proud Ballardong, Whadjuk Noongar man, and as an Alstom staff member, I acknowledge and respect all Traditional Owners across our nation on which Alstom operate and do business.

My community development experiences has empowered me to continue my journey of reconciling our people with non-Aboriginal and Torres Strait Islander people across Alstom.

It is a proud moment for me to see Alstom committing further to reconciliation with the publication of our first Reflect Reconciliation Action Plan (RAP). The outcome of which is to ensure reconciliation is considered in everything we do. Reconciliation comprises three key pillars. Respect, Relationships and Opportunities.

At the core of reconciliation is relationships. Positive two-way relationships between non-Aboriginal and Aboriginal and Torres Strait Islander peoples built on trust and respect will be key drivers in this RAP.

We will build respectful relationships and work with communities to support our projects. This will include education and training, cultural awareness, business partnerships and opportunities for pathways to meaningful employment for Aboriginal and Torres Strait Islander peoples in Alstom and across the wider rail industry.

I am committed to our RAP whole-heartedly and will continue to support Alstom's aspiration to take a leadership role in the nation's reconciliation journey.

Ashley Garlett
Aboriginal Engagement Lead
Alstom Australia and New Zealand



Connecting Alstom buyers with First Nations business at Deadly in Melbourne Expo 2023 and 2024



Welcome to Country and Didgeridoo performance by
Traditional Custodians of the land at Alstom Dandenong Site
Family Day 2023.



Our award winning Aboriginal pre-employment partnership where young Aboriginal and Torres Straite Islander people work at our Bellevue site in Western Australia to gain skills and training in the rail industry.



The Alstom RAP Steering Committee

RAP Committee



Pascal Dupond,
Managing Director, Alstom



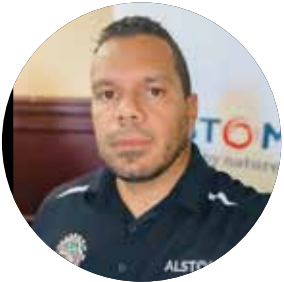
Alanna Billington,
HR Director, Alstom



Robert Gunning,
Communications & CSR Director, Alstom



Ian Shore,
Strategy & Innovation Director, Alstom



Ashley Garlett,
Aboriginal Engagement Lead, Alstom



Carla Garvie,
Commercial Director, Alstom



Steven Harvey,
Services Director, Alstom



Dominic Clark,
Signalling & Infrastructure Director, Alstom



Justin Brooker,
Managing Director, Woomera Group



Bruno Godin,
Rolling Stock Director, Alstom



Tina Thompson,
HR Business Partner, Alstom



Mark Wilkinson,
Supply Chain & Indirect Sourcing Director, Alstom



Our Business

Alstom in Australia & New Zealand

Alstom has been providing sustainable infrastructure solutions in Australia for more than 100 years and currently employs approximately 2,500 people across more than 25 sites that include engineering centres, manufacturing facilities, project delivery offices maintenance depots and workshops.

Alstom is committed to supporting the Australian and New Zealand railway markets through the application of the latest innovative and proven technologies that are designed to provide an optimal whole of life cost for our customers while delivering a seamless and superior passenger experience.

Our employee base consists of 52 different nationalities and we are working on increasing our Aboriginal and Torres Strait Islander employee numbers with 10 Aboriginal staff currently employed across Alstom Australia sites.

Our Values



agile

We **anticipate** and **adapt to changes** in our environment, keeping our **momentum** and purpose. Taking advantage of learning opportunities, being **empowered** and effectively adjusting to our stakeholders to make us **stay ahead** of the competition.



inclusive

We design inclusive mobility solutions in a work environment and culture where all **differences** are **embraced**, respected and leveraged without any bias. **Everyone** has the **opportunity** to contribute and achieve success in Alstom.



responsible

We keep our **commitments**. We act in fair manner and take **accountability** for our behaviours and actions as well as the consequences of the decisions we make. We act responsibly when it comes to **Ethics & Compliance** and safety rules.



Our RAP

Alstom's Diversity, Equity and Inclusion pillar has ambitions to empower our employees to grow multicultural networks and initiatives around diverse nations where Alstom and staff are operating and especially for First Nations people.

Identifying First Nations connections to Country and Alstom's long history in the rail industry in and around country, Alstom wants to provide meaningful outcomes and obligations to First Nations peoples as part of our RAP journey.

Alstom are committed to educate our staff with the support and guidance from our Aboriginal Engagement Lead in Cultural Awareness Training and Cultural Safety tools to support Alstom achieve its' RAP targets.

Our RAP Steer Co, which includes senior Alstom staff members, will support in leadership and sponsorship to ensure key objectives of our RAP are being met. Our Aboriginal Engagement Lead is responsible for driving and championing internal engagement and awareness with staff for our RAP.

Aboriginal and Torres Strait Islander significant calendar dates and events such as National Sorry Day, National Reconciliation Week and NAIDOC Week are celebrated and encouraged through the company.

The promotion of incorporating local Aboriginal resources and initiatives to support cultural education, awareness, ongoing employment and training programs at Alstom will play a major part in implementation of our RAP. Our partner networks and connections to local areas where Alstom sites are operating will advise us on our RAP journey.

Alstom's workplace's reconciliation journey to date?

In 2019, Alstom advertised for an Aboriginal Engagement Lead (AEL) role to work in delivering Aboriginal and/or Torres Strait Islander engagement space across the company. The role was vacant from 2021 to early 2022. When the role was filled the employee commenced work on Alstom's Metronet project in Western Australia to initiate a pre-employment program, cultural awareness training for staff members and cultural recognition of local Aboriginal and/or Torres Strait Islander events.

Our AEL has delivered a ten-week Aboriginal and/or Torres Strait Islander pre-employment program in November 2022. Successful applicants were employed as apprentices on our Perth based project and the program was globally recognised for an internal award in June 2023. Embedded within the program was cultural safe mentoring and coaching for all applicants, leading hands and TAFE lecturers. Collaboration with Human Resources for onboarding of Aboriginal and/or Torres Strait Islander employees and pastoral care support for barriers to transport and learning.

National Reconciliation Week 2022 for Alstom concluded with an online yarning circle for staff to know a little about the Aboriginal Engagement Lead and discussions around the theme – 'Be Brave, Make Change' as an opportunity for staff to think about how to begin the journey of reconciliation at Alstom and how we can make a change in the workplace for reconciliation opportunities with First Nation people.

Alstom has also employed a dedicated social procurement lead that has recently negotiated memberships with Kinaway Chamber of Commerce and local Aboriginal and/or Torres Strait Islander community organisations specialising in mentoring, employment and training, cultural awareness training and immersions and business advocacy for future and ongoing partnerships with the company.

Our RAP will provide structure and framework to help coordinate national and ad-hoc events to expand reconciliation commitments across Alstom sites in Australia. To further support our journey, the AEL is also a member of the Australasian Railway Association Indigenous Engagement Working Group to support reconciliation and Aboriginal Engagement initiatives and programs across the industry.



Our RAP

Stakeholder Engagement

In developing our RAP, Alstom community engagements have consisted of attending Aboriginal supplier forums, working with our local RTO's and communities for employment and training pathways and supporting First Nation calendar events such NAIDOC and National Reconciliation Week celebrations.

These include engagements with the following Aboriginal and/or Torres Strait Islander businesses and communities across Australia –

- › Kooya Consultancy (Cultural Awareness Training) – acquired for project staff commencing at Alstom WA based Depot
- › Kulbardi – office setups, stationary supplies.
- › Kinaway Chamber of Commerce – corporate membership with Kinaway and our Aboriginal Engagement Lead was a recent panel member for Deadly Expo Melbourne July 2023 in which Alstom was a Gold Sponsor for the event.
- › We have also procured local artists to work with us in the design and implantation of commissioned artwork for our projects.
- › Woomera Group – ongoing specialised engineering consultancy with and for our company.
- › GOALIS (Goal Indigenous Services) – initial conversations around recruitment, mentoring, training opportunities.

Internally, Alstom has demonstrated and committed to the following:

- › An Aboriginal Engagement Lead role employed in the company.
- › Aboriginal and/or Torres Strait Islander employment opportunities at Alstom sites.
- › Australian Aboriginal Language groups maps displayed at nominated sites for cultural educational purposes.
- › Aboriginal and/or Torres Strait Islander calendar events of National Sorry Day, Reconciliation and NAIDOC weeks honoured and celebrated online and at various sites.
- › Aboriginal and/or Torres Strait Islander business stationery and water supplies acquired for sites.
- › Meeting rooms renamed to reflect local Aboriginal language at sites – ongoing activity to transition other offices over the next 6-12 months.
- › Indigenous Engagement Champions working group.
- › Acknowledgement of Country and Welcome to Country plaques in local Aboriginal language printed and displayed at sites.
- › Aboriginal and/or Torres Strait Islander artwork project designed uniforms for Project staff.



RELATIONSHIPS



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December, 2024	Aboriginal Engagement Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	January, 2025	Lead: Aboriginal Engagement Lead Support: RAP SteerCo Chair
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2025	Lead: Communications and CSR Director ANZ Support: Aboriginal Engagement Lead
	RAP Working Group members to participate in an external NRW event	27 May – 3 June 2025	Lead: Aboriginal Engagement Lead Support: Communications and CSR Director ANZ
	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	Lead: Aboriginal Engagement Lead Support: Communications and CSR Director ANZ
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Annually	Lead: ANZ Managing Director Support: Communications and CSR Director ANZ
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	March, 2025	Lead: ANZ Strategy and Innovation Director Support: Aboriginal Engagement Lead
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April, 2025	Lead: ANZ Strategy and Innovation Director Support: Aboriginal Engagement Lead
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	February, 2025	Lead: HR Director Australia & New Zealand
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January, 2025	Lead: HR Director Australia & New Zealand





RESPECT



Action	Deliverable	Timeline	Responsibility
5. 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.	June, 2025	Lead: ANZ Managing Director Support: ANZ Commercial Director
	Conduct a review of cultural learning needs within our organisation.	March, 2025	Lead: HR Director Australia & New Zealand Support: ANZ Commercial Director
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	January, 2025	Lead: RAP SteerCo Chair Support: Aboriginal Engagement Lead
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February, 2025	Lead: RAP SteerCo Chair Support: Aboriginal Engagement Lead
7. 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, 2025	Lead: Communications and CSR Director ANZ Support: Aboriginal Engagement Lead
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July, 2025	Lead: Aboriginal Engagement Lead Support: Communications and CSR Director ANZ
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	Lead: Aboriginal Engagement Lead, Support: Communications and CSR Director ANZ





OPPORTUNITIES



Action	Deliverable	Timeline	Responsibility
8. 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.	March, 2025	Lead: HR Director Australia & New Zealand, Support: Aboriginal Engagement Lead
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February, 2025	Lead: HR Director Australia & New Zealand Support: HR Business Partner
9. 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.	January, 2025	Lead: Procurement and Supply Chain Director
	Investigate Supply Nation membership.	December, 2024	Lead: Procurement and Supply Chain Director Support: Aboriginal Engagement Lead





GOVERNANCE



Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation and draft a Terms of Reference for the RWG.	December, 2024	Lead: ANZ Managing Director Support: Aboriginal Engagement Lead
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	December, 2024	Lead: ANZ Managing Director Support: RAP Steer Co Chair
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February, 2025	Lead: Aboriginal Engagement Lead Support: Communications and CSR Director ANZ
	Appoint a senior leader to champion our RAP internally.	December, 2024	Lead: ANZ Managing Director Support: HR Director Australia & New Zealand
	Engage senior leaders in the delivery of RAP commitments.	December, 2024	Lead: ANZ Managing Director Support: Aboriginal Engagement Lead
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February, 2025	HR Business Partner
12. 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	HR Business Partner
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	HR Business Partner
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Lead: ANZ Commercial Director Support: Aboriginal Engagement Lead
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October, 2025	Lead: ANZ Commercial Director Support: Aboriginal Engagement Lead





About the Artwork

Alstom's Pathways of Connection

As an Aboriginal artist, I created this artwork to reflect Alstom's work and history across these lands, celebrating its role as a leading provider of rolling stock, signalling, and maintenance services for Australia's rail industry.

In this artwork, I have utilised Alstom's branding colour palette. The centre of the artwork features a gathering symbol that represents Alstom. White dots radiate outward from the centre and reflect the more than 100 years of Alstom's presence in Australia and its ongoing journey into the future. Within, people symbols represent the dozens of different nationalities that comprise Alstom's diverse workforce in Australia. The symbols also embody inclusivity across different genders, backgrounds, and the experiences of all of Alstom's employees in Australia.

Extending from the gathering symbol are paths leading to Alstom's Australian sites, encompassing engineering centres, manufacturing facilities, project offices, and maintenance workshops. The red circular ring symbols, each featuring white, red, and blue circles alongside a people icon, represent Alstom's mission in Australia 'to deliver sustainable local integrated transport solutions connecting industries, people and places' and its four local strategic pillars: 'Grow and Innovate', 'Deliver and Achieve', 'Local and Global', and 'People and Planet'.

The artwork also features leaves and brown formations, that reflect Alstom's connection to the land and nature. Boomerangs symbolise the company's commitment to learning and returning with a better understanding. Footprints signify the journey of reconciliation—a path towards deeper respect and understanding of First Nations cultures. Finally, hands represent care and respect for the land, the people, and the culture that flourishes within it.

Through this artwork, I hope to capture Alstom's past, its present impact, and its future—a future built on respect, unity, and a commitment to reconciliation.

The colours used in the artwork are from Alstom's branding colour palette.





About the Artist



➤ Aboriginal Artist and Graphic Designer - Lani Balzan

Meet Lani Balzan, a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Though her family roots lie in Mudgee, she grew up traversing various regions of Australia, finally finding her home in Queensland, Australia.

Lani is an Aboriginal artist and graphic designer specialising in designing Indigenous canvas art, graphic design, logo design, Reconciliation Action Plans Design and document design.

In 2016 Lani was announced as the 2016 NAIDOC Poster Competition winner with her artwork 'Songlines'. This poster was used as the 2016 NAIDOC theme across the country.

With over a decade of experience under her belt, Lani has achieved consistent success throughout the country. One of her biggest aspirations is to strengthen her connection to her culture and contribute to the journey of reconciliation, bringing people and communities together to appreciate the richness of Australia's unique and vibrant indigenous culture. Through her mesmerising art, Lani Balzan continues to make a profound impact, celebrating heritage, and fostering unity in the diverse tapestry of Australia's cultural landscape.

Contact Details

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REFLECT

