



Ventura

Reconciliation Action Plan

July 2026 – July 2027





Alex Kerr
Artist

Contents

- 3** Acknowledgement of Country
- 3** Where we work
- 4** Message from Ventura CEO
- 5** Message from Reconciliation Australia CEO
- 6** Our Business
- 7** Our RAP
- 8** Our Reconciliation Activities
- 10** Relationships
- 11** Respect
- 13** Opportunities
- 14** Governance

About the artwork

The artwork was commissioned for Ventura and is called *Caring for Country* by Alex Kerr.

This artwork reflects Ventura's connection to Wurundjeri Country and honours the Ancestors and Elders who paved the way, with symbols representing Star Country, Bunjil the Creator, and Manna Gum leaves.

Together, these elements acknowledge culture, connection, and Ventura's commitment to safely connecting communities and conducting business respectfully on Country.

Alex is a proud Wurundjeri man who is passionate about sharing and preserving First Nations' culture.

Scan to
learn more





Acknowledgement of Country

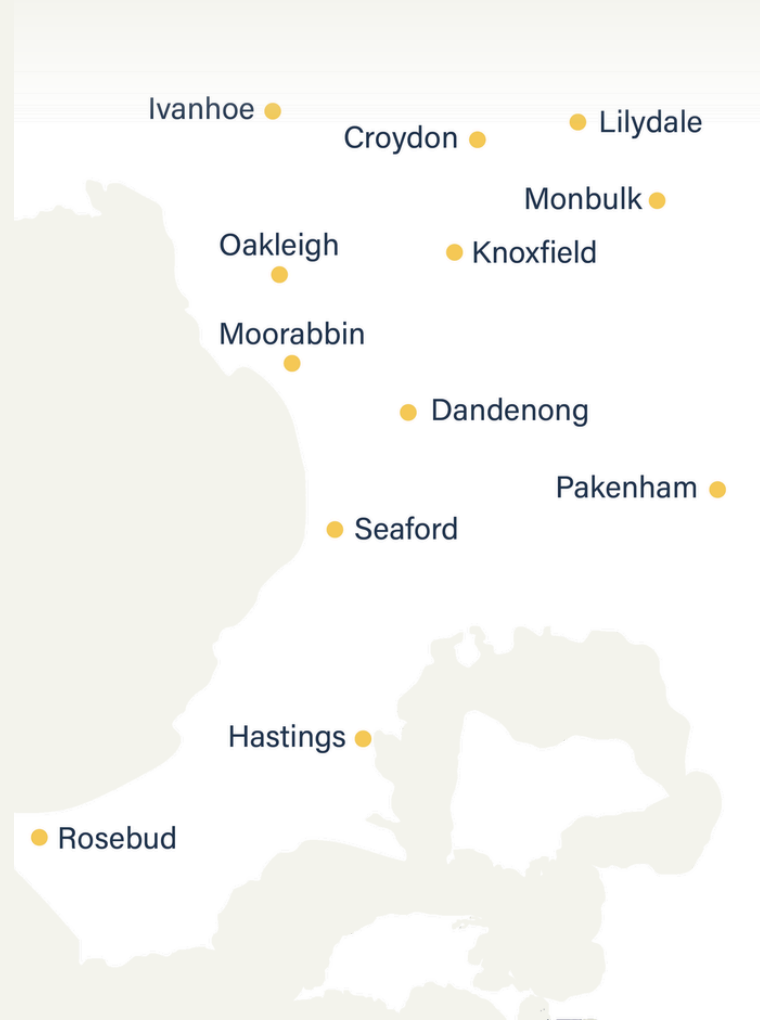
Ventura Bus Lines acknowledges the Traditional Custodians of the lands on which we operate and connect communities every day. We pay our respects to Elders past and present and recognise their continuing connection to land, waters, culture and community.

We acknowledge the rich histories, cultures and contributions of Aboriginal and Torres Strait Islander peoples and are committed to fostering respect, inclusion and reconciliation across our workplaces and the communities we serve.

Where we work

the land of the
Wurundjeri people

the land of the
Bunurong people



Message from Ventura CEO

Ventura acknowledges the Traditional Owners of the Lands and waters on which we operate, and we pay our respects to Elders past and present.

At Ventura, our mission is to connect people and communities across Victoria. Each year, our buses carry 42 million passengers across metropolitan Melbourne (Naarm) and regional routes while our 1,800-strong workforce from 59 different cultures reflects the diversity of the communities we are privileged to serve. For over a century, connection has been at the heart of everything we do and developing our first Reconciliation Action Plan is a natural extension of that purpose. Reconciliation is not separate from our business or communities, it is part of it.

At the heart of reconciliation is respect and stronger relationships. For Ventura, this means taking the time to understand the histories, cultures and experiences of Aboriginal and Torres Strait Islander peoples. It means acknowledging that for too long, systems and structures have created barriers rather than pathways and recognising that we have both a responsibility and an opportunity to be part of changing that. Not just within our depots and offices, but in the broader communities that depend on us every day.

A Reflect RAP gives us the structure to begin this journey with intention and over the next 12 months, our focus will be

grounded in the three pillars of Relationships, Respect and Opportunities. In practice, this means deepening our engagement with Aboriginal and Torres Strait Islander stakeholders, building genuine cultural understanding across our teams and laying the foundations for stronger employment and supplier diversity outcomes. This work will be guided by a dedicated RAP Working Group, underpinned by clear governance and honest reporting on our progress.

Reconciliation done well is not something we deliver, it is something we pursue together. We know that meaningful change requires meaningful partnership and we are committed to listening and co-designing our path forward. This Reflect RAP marks the beginning of our formal reconciliation journey and I am proud to lead it. Our team are committed to learning, to genuine engagement and to embedding reconciliation into how we lead, how we work and how we show up for our community.



Carol-Anne Nelson
Chief Executive Officer
Ventura

Message from Reconciliation Australia CEO

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

Ventura Bus 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 over 5.5 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.

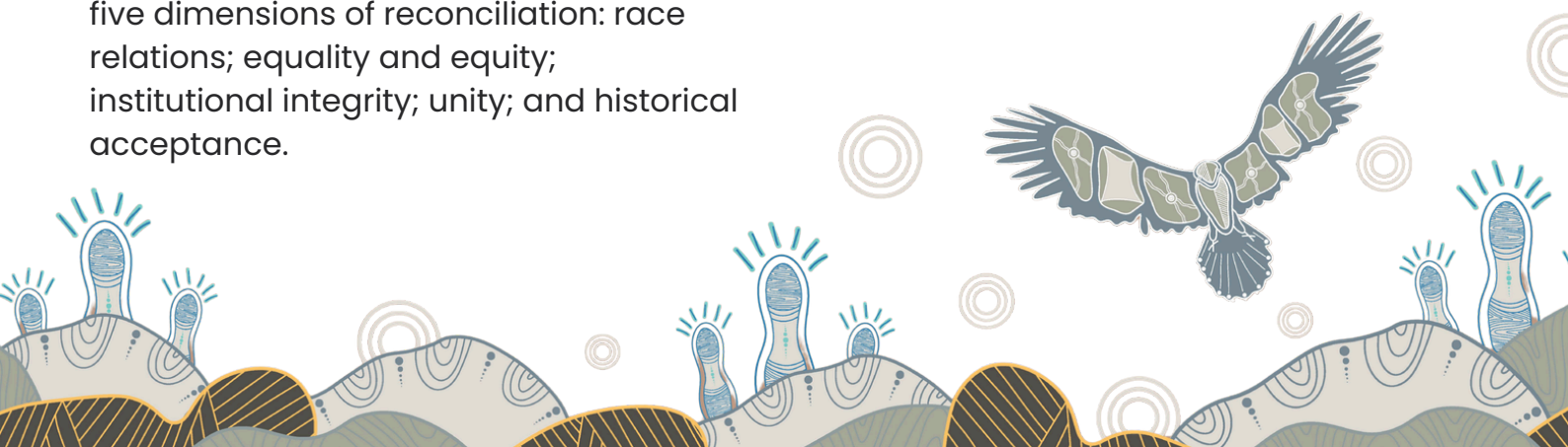
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Ventura Bus 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 Ventura Bus, 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

At Ventura we are passionate about providing safe, accessible services, we listen and innovate and are committed to zero harm. Our values define us and how we show up for our customers, our people and our communities, that is the Ventura difference.

Ventura buses have been connecting Victorians for a century, carrying more than 42 million customers each year with our fleet of over 950 buses. Ventura operates more than 30% of Melbourne's public bus routes, provides specialist school services to the Department of Education, and operates a large bus charter business delivering services to private schools, corporate clients and events across Victoria.

Underpinned by a strong emphasis on innovation and thoughtful infrastructure, Ventura has invested in smart technology, operating Melbourne's first fully electric depot and zero-emission bus fleet. By investing in data-driven and safe transport solutions, Ventura has become a pioneer of best-in-class transport and is actively looking to expand its electric and hybrid fleet.

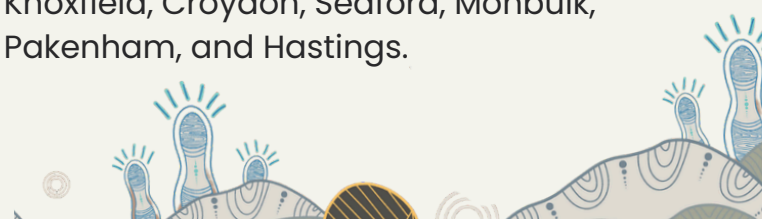
Ventura is part of the fabric of Victoria, and at the heart and soul of the company are its people. With 1,800 local team members it is proudly one of the biggest employers in the region.

This workforce represents 59 countries, reflecting the rich cultural diversity of the communities Ventura serves.

We currently employ 13 Aboriginal and Torres Strait Islander staff and take pride in the diversity and inclusivity within our workforce. We remain committed to welcoming more First Nations employees into Ventura.

Ventura is deeply committed to strengthening its workforce; by investing in initiatives such as the Women at the Wheel program and scholarships for women in trades it has increased female representation in the workforce to 16.5%, a significant achievement in a traditionally male dominated industry and have now reached full gender parity at the board level, and our partnerships with WomenCan and Tradeswomen Australia (TWA) have helped raise female apprentice participation to 33% in 2025.

Our offices and depots are located throughout Greater Melbourne, ensuring local and efficient customer service. The head office is at the Dandenong depot (81 Cheltenham Road, Dandenong VIC), with additional locations including Lilydale, Rosebud, Oakleigh, Moorabbin, Ivanhoe, Knoxfield, Croydon, Seaford, Monbulk, Pakenham, and Hastings.





Our RAP

Ventura is implementing its first Reconciliation Action Plan because reconciliation is central to our responsibility as a long-standing public transport service provider operating within communities across Victoria. As we look ahead, we recognise the importance of better understanding the histories, cultures and ongoing contributions of Aboriginal and Torres Strait Islander peoples and the need for being intentional in the role we play in supporting reconciliation where we live and work.

For Ventura, this Reflect RAP represents both reflection and readiness. It is an acknowledgement that reconciliation requires more than good intent and verbal commitment, it requires listening, learning and sustained action. A Reflect RAP provides the framework for Ventura to begin this journey thoughtfully and with a clear commitment to building respectful relationships over time, this step lays the foundation for meaningful and enduring progress.

Ventura will approach the implementation of this RAP with care, curiosity and accountability. Our focus during this first phase is on strengthening relationships, building Cultural understanding across our workforce and establishing the governance and capability needed to support reconciliation into the future. This work will be guided by a dedicated RAP Working Group and championed at a senior level to ensure reconciliation remains a shared responsibility across the organisation.

Ventura's RAP Champion is Patrice Scerri, Executive General Manager Safety and Sustainability, who is responsible for leading internal engagement, promoting awareness and reinforcing our commitment to reconciliation at every level of the business.





Our Reconciliation Activities

Ventura is committed to building meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples and contributing to a more inclusive and culturally aware transport network.

Our reconciliation journey is grounded in listening, learning and taking practical action to ensure our services, workplaces and community engagement reflect these values.

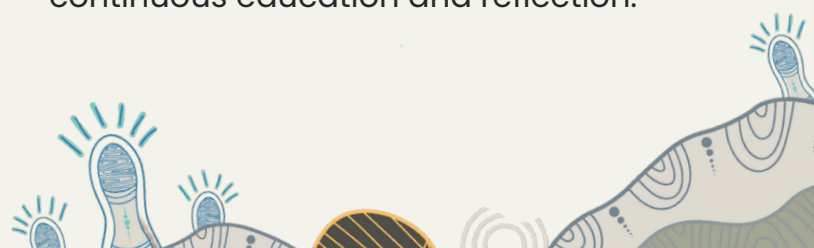
To date, Ventura has taken important steps to strengthen our understanding of Aboriginal and Torres Strait Islander cultures, histories and perspectives. A key milestone has been the establishment of a dedicated Reconciliation Action Plan (RAP) Working Group. This group brings together employees from across the business, creating a diverse and representative forum to guide our reconciliation efforts. The RAP Working Group is responsible for driving initiatives, embedding cultural awareness across the organisation, and ensuring accountability in delivering meaningful outcomes.

In addition to the RAP Working Group, Ventura's Executive Team has demonstrated leadership and commitment by actively participating in reconciliation initiatives.

Both the RAP Working Group and Executive Team have undertaken Cultural Competency Training through the Koorie Heritage Trust.

This training has been instrumental in building a deeper understanding of Aboriginal culture, history and the ongoing impacts of colonisation. It has also equipped our leaders and key staff with the knowledge and confidence to engage respectfully and appropriately with Aboriginal and Torres Strait Islander communities.

These learnings are being embedded across the organisation through ongoing conversations, internal communications and the integration of cultural awareness into our daily operations. Ventura recognises that reconciliation is not a one-time activity but an ongoing commitment that requires continuous education and reflection.





Ventura has also embraced opportunities to acknowledge and celebrate Aboriginal and Torres Strait Islander cultures. This includes incorporating Acknowledgement of Country practices into meetings, events and communications, reinforcing respect for Traditional Owners and Custodians of the Land on which we operate. These practices are helping to build a shared understanding among employees and creating a more inclusive workplace culture.

As a public transport provider, Ventura plays an important role in connecting communities. We recognise the importance of ensuring our services are inclusive and accessible to all, including Aboriginal and Torres Strait Islander peoples. Our broader community initiatives, including accessibility programs and customer-focused innovations, are underpinned by a commitment to equity and inclusion.

Looking ahead, Ventura is focused on strengthening relationships with Aboriginal and Torres Strait Islander stakeholders, exploring partnership opportunities and creating pathways for greater engagement. We are committed to building on our current foundations by continuing to listen, learn and act in ways that support genuine and lasting reconciliation.

Through these activities, Ventura is taking practical steps to contribute to reconciliation while fostering a workplace culture built on respect, understanding and inclusion.





Relationships

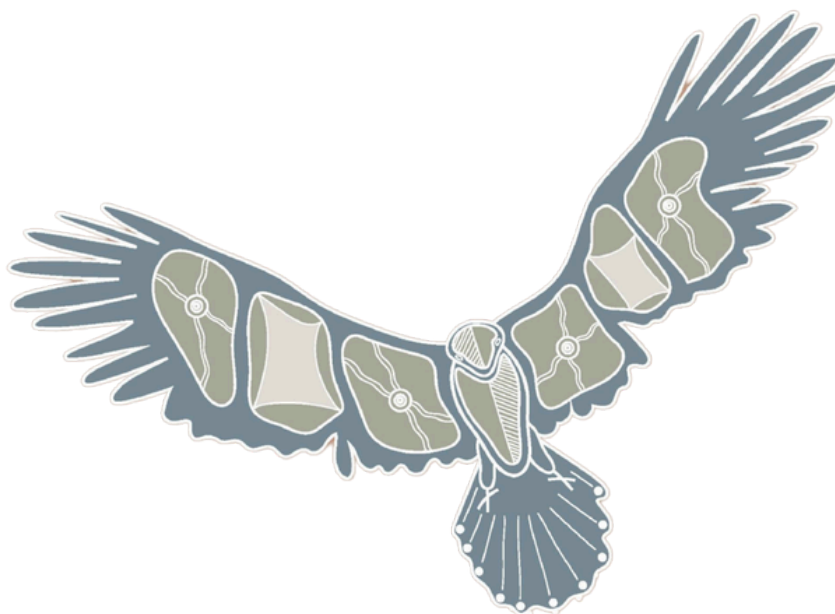
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify and engage with Aboriginal and Torres Strait Islander stakeholders/community organisations or individuals within our local depot areas.	December 2026	GM Customer & Stakeholder Engagement
	Research best practice and develop principles to support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. Consider opportunities for local stakeholders to engage directly with staff at depot locations.	August 2026	GM Customer & Stakeholder Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia materials to our teams during National Reconciliation Week.	May annually	Marketing & Communications Manager
	RAP Working Group members to participate in local depot activations to support National Reconciliation Week at site.	27 May- 3 June, annually	RAP working group
	Develop and implement a program of National Reconciliation Week 2027 Activities across Ventura's depots.	May 2027	Marketing & Communications Manager
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	February 2026	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2026	GM Customer & Stakeholder Engagement
	Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	February 2027	GM Customer & Stakeholder Engagement
4. Promote positive race relations through anti-discrimination strategies.	Research best practice policies and procedures in areas of anti-discrimination	July 2026	Diversity Advisor
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2027	Diversity Advisor



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.	Executive team and RAP Working Group members to attend Cultural Competency Training.	February 2026	Executive GM People & Culture
	Investigate and implement more opportunities for Ventura staff to attend Cultural Competency Training.	January 2027	Executive GM People & Culture
	Conduct a review of cultural learning needs within our organisation.	March 2027	Executive GM People & Culture
	Invite local Traditional Owners or Custodians to visit depots and engage with teams.	January 2027	GM Customer & Stakeholder Engagement
	Build a repository of localised information and histories for each major depot site, to allow leaders in the organisation to be able to drive education and understanding for their teams.	May 2027	GM Customer & Stakeholder Engagement
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. Create brief on each depot locations relevant to respective owner groups including meaningful and respectful history to location.	August 2026	Marketing & Communications Manager
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	November 2026	Diversity Advisor, supported by GM Customer & Stakeholder Engagement
	Identify what Aboriginal and Torres Strait Islander significant dates in 2026/27 Ventura will engage activations.	June 2026	Marketing & Communications Manager
	Include an acknowledgement of country in all large meetings, Ventura emails and website, as well as visually at all depots.	June 2026	Marketing & Communications Manager

Action	Deliverable	Timeline	Responsibility
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 2026	Marketing & Communications Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026	RAP Working Group
	Celebrate NAIDOC week at all local depots.	July 2026	Diversity Advisor/ Marketing & Communications Manager





Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2026	Diversity Advisor
	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	October 2026	Diversity Advisor
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Renew membership of Kinaway for a 6 th year.	April 2027	Executive GM Assets
	Promote understanding of programs with Kinaway and Supply Nation across Ventura, to increase procurement spending with Aboriginal and Torres Strait Islander suppliers.	By December 2026	Executive GM Assets
	Investigate Supply Nation membership.	By December 2026	Executive GM Assets
	Undertake an assessment of contract requirements, options and opportunities for, and costs associated with increasing procurement from Aboriginal and Torres Strait Islander owned businesses.	By December 2026	Procurement Manager





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.	February 2026	CEO
	Draft a Terms of Reference for the RWG.	June 2026	Executive GM Safety & Sustainability
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2026	CEO
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2026	Executive GM Safety & Sustainability
	Engage senior leaders in the delivery of RAP commitments.	July 2026	Executive GM Safety & Sustainability
	Maintain a senior leader to champion our RAP internally.	July 2026	Executive GM Safety & Sustainability
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2026	Executive GM Safety & Sustainability
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	CEO
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Executive GM Safety & Sustainability
	Communicate our RAP progress to internal and external stakeholders.	Review January, July annually	Marketing & Communications Manager
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2027	Executive GM Safety & Sustainability



Ventura

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and Stakeholder Engagement

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