



Reconciliation Action Plan

July 2019 – June 2020



RECONCILIATION
ACTION PLAN

REFLECT

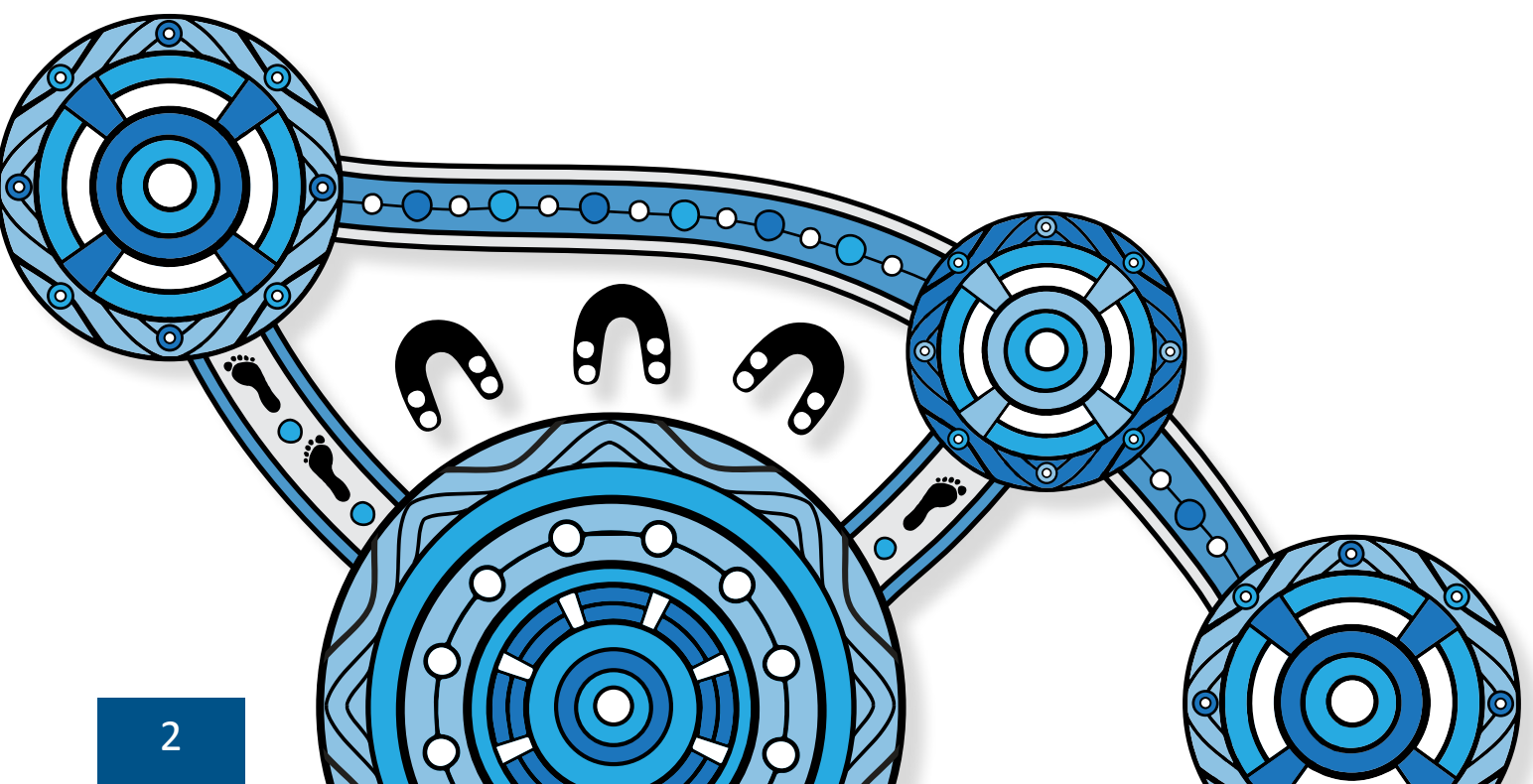
M METRO





Reflect RAP

This Reflect Reconciliation Action Plan (RAP) clearly outlines the steps Metro 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 and 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.





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A Message from our CEO



It gives me great pleasure to formalise our vision for reconciliation by launching Metro's first Reconciliation Action Plan. This signals the beginning of a more considered and deliberative effort to support the equitable participation of Aboriginal and Torres Strait Islander peoples in the social and economic opportunities we have at Metro as our business and our city grow.

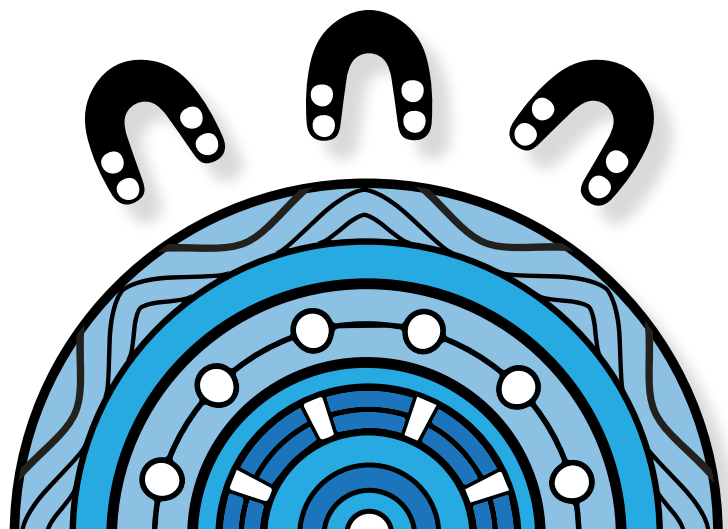
Our mission at Metro is to work hard every day to be Australia's most respected city railway and I hope that this RAP, and the actions that will flow from it, will foster mutual respect and benefits for Metro and Aboriginal and Torres Strait Islander peoples.

Metro has a wide operational footprint that includes employees, passengers, communities, contractors, partners and suppliers - and with this comes opportunity. At this time of unprecedented government investment in major transport projects, we have a unique opportunity to ensure that Aboriginal and Torres Strait Islander peoples share in the economic benefits of this growth and investment. With Metro's rail service closely linked to the lives of millions of people in the communities we serve right across Melbourne, 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.

This Reflect RAP outlines the steps we will take over the next 12 months to prepare Metro for reconciliation commitments and actions in successive RAPs. It is foundational, with a focus on building relationships, establishing partnerships and identifying those areas where we can make a mutually beneficial and sustained contribution to reconciliation.

I am proud to present the first Metro RAP and I am confident it will set us on the right path to connect communities and enrich our city by building genuine relationships and creating opportunities with Aboriginal and Torres Strait Islander peoples.

Raymond O'Flaherty
Chief Executive Officer
Metro Trains Melbourne



Message from Reconciliation Australia's CEO



Reconciliation Australia is delighted to welcome Metro Trains Melbourne to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Metro Trains Melbourne joins more than 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Metro Trains Melbourne a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Metro Trains Melbourne will lay the foundations for future RAPs and reconciliation initiatives.

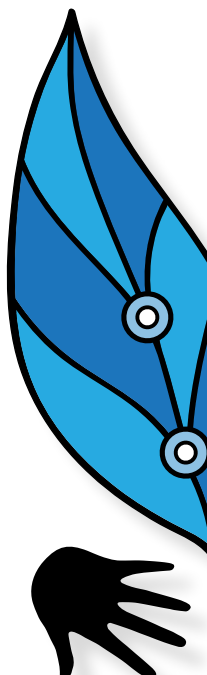
We wish Metro Trains Melbourne well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Metro Trains Melbourne on its first RAP, and look forward to following its ongoing reconciliation journey.

A handwritten signature in black ink, appearing to read 'Karen Mundine'.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





About Metro

Metro Trains Melbourne (Metro) operates and maintains the metropolitan rail service in Melbourne, transporting 800,000 passengers each day.

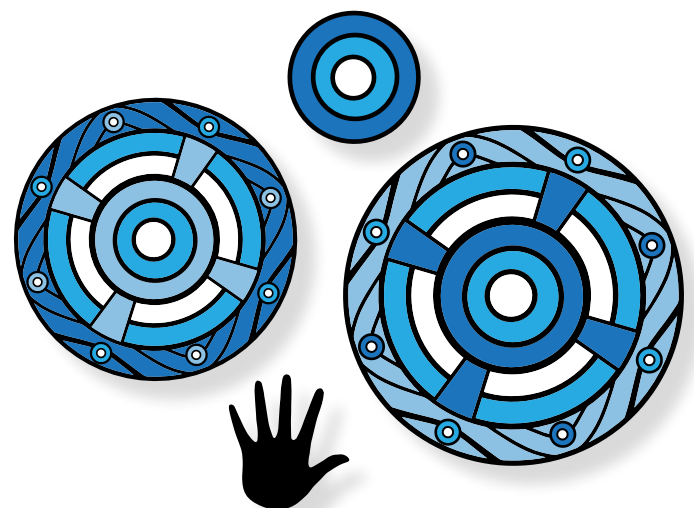
Our vision is to connect people and places for a growing Melbourne. We understand that we play a vital role and people and businesses rely on us every day. We can make lives better and business easier when we run to schedule and deliver people to their jobs, homes, classrooms, restaurants, cultural events and sporting contests safely and on time.

Metro is a consortium of rail and construction businesses that operates the metropolitan rail service on behalf of the State of Victoria. Our shareholders are Hong Kong's MTR Corporation, and Australia's John Holland Group and UGL Rail. We commenced the metropolitan rail franchise (MR3) in 2009 and in 2017 were awarded a new franchise to run the railway until 2024.

Operating more than 225 six-carriage trains across 965 kilometres of track, we aim to support a connected and liveable Melbourne by providing seamless transport to keep individuals connected. With 15 lines and 219 stations, we deliver our services seven days a week, including all night on weekends.

From train drivers and station staff, to engineers, signallers and network controllers, Metro employs almost 6,000 people from diverse backgrounds and fields of expertise. Currently, the number of Aboriginal and Torres Strait Islander people employed at Metro is unknown. Our head office is located in Docklands, however Metro employees are also located at stations, in operations centres and in depots across greater metropolitan Melbourne. We are a growing organisation that is creating new jobs, and are one of the largest employers in Victoria.

As the Accredited Rail Operator, Metro is also a key partner in the delivery of significant rail infrastructure projects. The Victorian Government is making a substantial investment to transform Melbourne's metropolitan train network, delivering new projects and station upgrades to improve safety, increase capacity and improve the reliability of train services. Metro works with multiple partners to help deliver projects such as the Metro Tunnel, Level Crossing Removal Project, High Capacity Trains and Communications Based Signaling.





Our Reflect Reconciliation Action Plan

Metro has supported reconciliation through a number of activities over numerous years, including Career Trackers, NAIDOC week celebrations and cultural awareness sessions. With our first RAP, we are very pleased to formalise our commitments to Aboriginal and Torres Strait Islander peoples and to reconciliation - translating our good intentions into clear actions and outcomes.

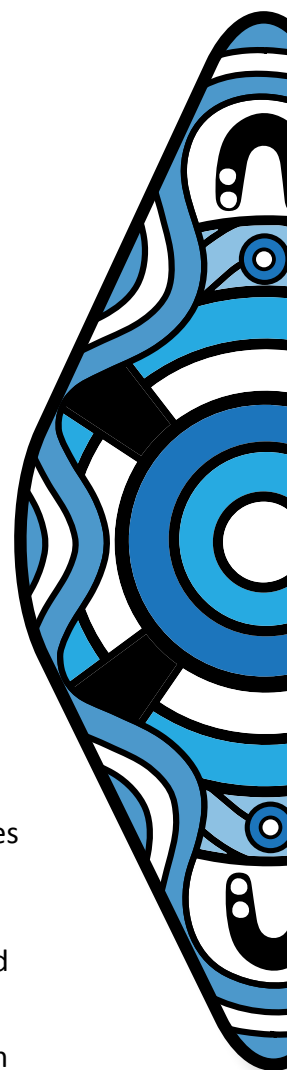
In 2018 we established a RAP Working Group, comprising people from across Metro, including from our People, Finance and Commercial, Projects, Safety, Environment and Risk, and Corporate Affairs Divisions. The Working Group is sponsored and championed internally by our Executive Director, Corporate Affairs, with support from our Corporate Responsibility Steering Committee and our CEO and Executive team. We engaged PwC Indigenous Consulting to work with us as we deepened our understanding of Aboriginal and Torres Strait Islander peoples' histories and cultures and the meaning of reconciliation in contemporary Australia. Preparation of our RAP included monthly RAP Working Group meetings and workshops to develop a vision, and foster understanding and commitment among our leaders.

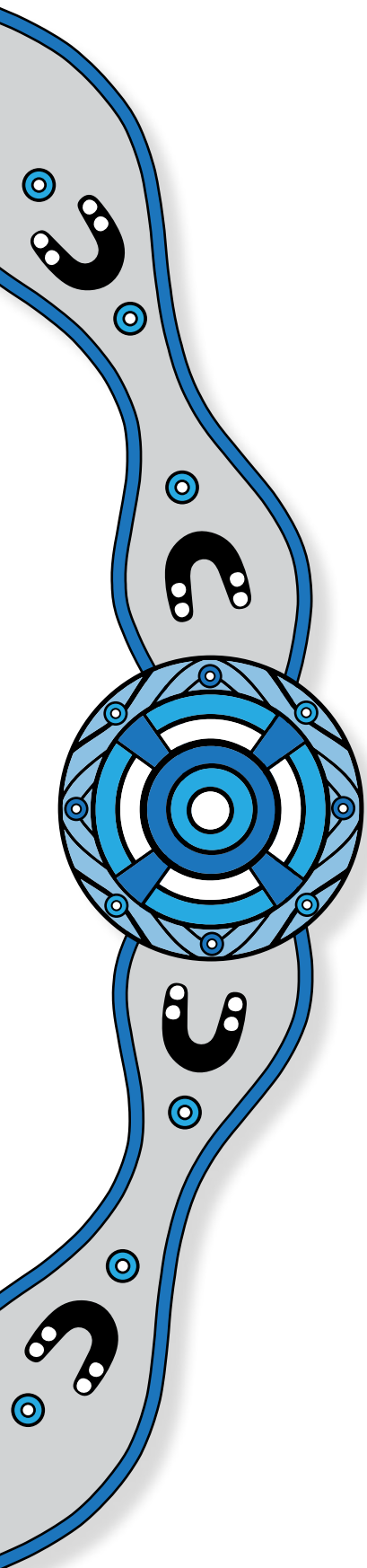
In identifying our commitments for this Reflect RAP, the Working Group focussed on Metro's core strategic business priorities, along with our key strengths and assets. Aligning our RAP to Metro's priorities will help promote, harness and ensure a sustainable approach and mutually beneficial outcomes for both Metro and Aboriginal communities. We also reviewed the RAPs of other transport and infrastructure organisations, and listened to the advice of Rail Project Victoria's Aboriginal Advisory Council. We have considered our actions with regard to:

- Relationships and engagement
- Cultural heritage and land impacts
- Cultural recognition
- Recruitment and employment
- Employee experience and engagement
- Community investment
- Supplier diversity
- Passenger accessibility and inclusion.

As we progress, the RAP Working Group will be reconfigured as a RAP Implementation Committee, comprising Metro team members with direct responsibility for implementing the commitments, along with Aboriginal and Torres Strait Islander members (employees and external advisors). The participation of Aboriginal and Torres Strait Islander people is critical to the success of our RAP.

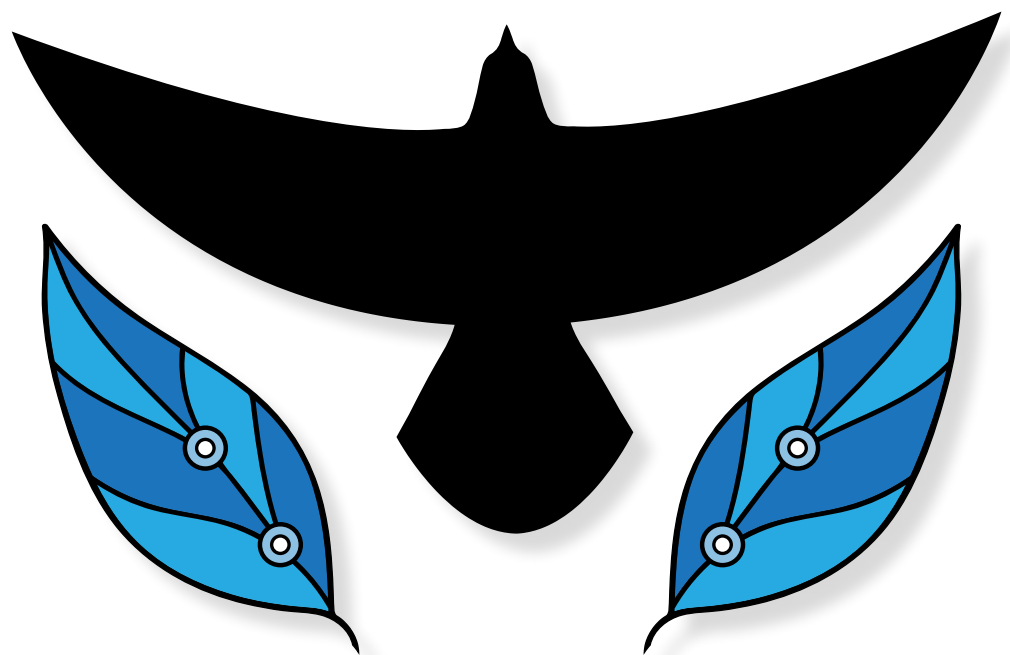
As we work through the commitments outlined in this Reflect RAP, we aim to build our relationships with Traditional Owners, Aboriginal and Torres Strait Islander peoples and organisations, and promote internal awareness and commitment right across Metro. Our successful implementation of this RAP will help us build an integrated, relevant and sustained approach that will deliver meaningful results into the future.





Acknowledgement

Metro acknowledges the Traditional Owners of the land on which our rail network operates, the Woiwurrung (Wurundjeri) and Boonwurrung peoples of the Kulin Nation. We pay respect to their Elders, past, present and emerging, and to their cultural and spiritual connections to Country. We recognise that our trains move people every day through a landscape that holds the footprints and stories of thousands of generations of Aboriginal communities.





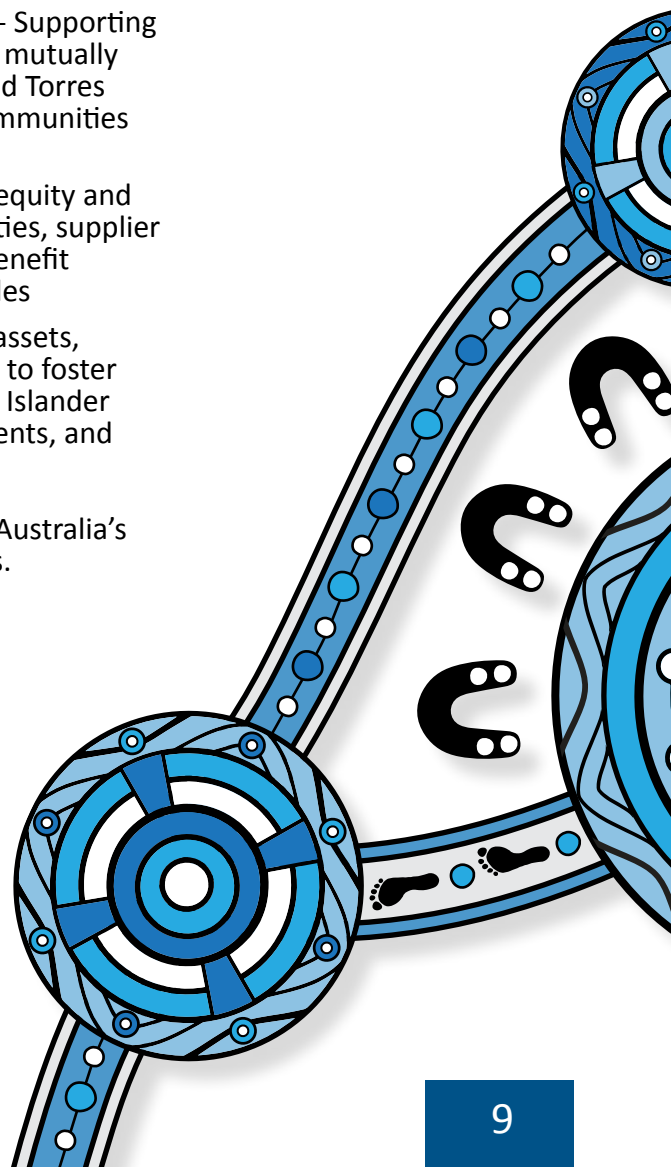
Our Reconciliation Vision

Metro's Reconciliation vision is to connect communities and enrich our city by building genuine relationships and creating opportunities with Aboriginal and Torres Strait Islander peoples. We will leverage the reach and scale of our network to foster respect for First Australians and their participation in the benefits of a growing Melbourne.

We will bring our vision to life by focussing on three priority areas:

- Cultural responsiveness and engagement - Supporting our people to build strong, respectful and mutually beneficial relationships with Aboriginal and Torres Strait Islander employees, passengers, communities and businesses
- Economic and social inclusion - Fostering equity and inclusion through employment opportunities, supplier diversity and community programs that benefit Aboriginal and Torres Strait Islander peoples
- Recognition and respect - Leveraging the assets, footprint and visibility of Metro's network to foster recognition of Aboriginal and Torres Strait Islander peoples' histories, cultures and achievements, and facilitate mutual trust and respect.

Our priorities are underpinned by Reconciliation Australia's pillars – Relationships, Respect and Opportunities.





Relationships

Cultural Responsiveness and Engagement

Our goal is to improve Metro's cultural responsiveness and engagement by supporting our people to build strong, respectful and mutually beneficial relationships with Aboriginal and Torres Strait Islander employees, passengers, communities and businesses.

| Action | Deliverable | Timeline | Responsibility |
|--|--|--|----------------------------------|
| 1. Ensure our RAP Implementation Committee develops, implements, tracks and reports on RAP actions. | <ul style="list-style-type: none"> Establish our RAP Implementation Committee, comprising employees from across the company responsible for RAP actions, along with Aboriginal and Torres Strait Islander employees and stakeholders Report on progress to Metro's Corporate Responsibility Steering Committee and Executive Team. | Quarterly meetings Jul 2019, Oct 2019, Feb 2020, May 2020 | Head of Corporate Responsibility |

| Action | Deliverable | Timeline | Responsibility |
|---|--|-----------|----------------------------------|
| 2. Build external relationships to strengthen our RAP approach and outcomes. | <ul style="list-style-type: none"> Engage with Traditional Owners to build awareness and explore opportunities for collaboration | Dec 2019 | Head of Corporate Responsibility |
| | <ul style="list-style-type: none"> Connect with partner organisations to investigate collective approaches to Aboriginal and Torres Strait Islander employment, business development and recognition. | Dec 2019 | Head of Corporate Responsibility |
| | <ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations | Dec 2019 | Head of Corporate Responsibility |
| | <ul style="list-style-type: none"> Participate in Rail Project Victoria's Aboriginal Advisory Council meetings to identify opportunities for collaboration | Quarterly | Head of Corporate Responsibility |
| | <ul style="list-style-type: none"> Explore the experience of Aboriginal and Torres Strait Islander passengers to understand the enablers and identify the barriers of access to and use of public transport | Dec 2019 | Head of Corporate Responsibility |
| | <ul style="list-style-type: none"> Consult with Traditional Owners to learn from Aboriginal land management practices for bio-sites and improve biodiversity. | Dec 2019 | Biodiversity Manager |

| Action | Deliverable | Timeline | Responsibility |
|---|--|----------|----------------------------------|
| 3. Build internal relationships to strengthen our RAP approach and outcomes. | <ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander employees to ensure input and feedback on Metro RAP commitments and progress | Dec 2019 | Diversity & Inclusion Manager |
| | <ul style="list-style-type: none"> Develop and implement a plan to raise awareness of staff across the organisation about our RAP commitments | Dec 2019 | Diversity & Inclusion Manager |
| | <ul style="list-style-type: none"> Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP. | Mar 2020 | Head of Corporate Responsibility |

| Action | Deliverable | Timeline | Responsibility |
|---|--|--------------|-------------------------------|
| 4. Raise awareness and build relationships through National Reconciliation Week. | <ul style="list-style-type: none"> Support opportunities for our employees to participate in National Reconciliation Week activities Ensure RAP Working Group participation in National Reconciliation Week events Share Reconciliation Australia's National Reconciliation Week resources and reconciliation materials with our employees. | May-Jun 2020 | Diversity & Inclusion Manager |

| Action | Deliverable | Timeline | Responsibility |
|---|---|----------|-------------------------------|
| 5. Promote positive race relations through anti-discrimination strategies. | <ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | Jun 2020 | Diversity & Inclusion Manager |



Opportunities

Social and Economic Inclusion

Our goal is to foster equity and inclusion through employment opportunities, supplier diversity and community programs that benefit Aboriginal and Torres Strait Islander peoples.

| Action | Deliverable | Timeline | Responsibility |
|---|---|----------|-------------------------------|
| 6. Support the participation of Aboriginal and Torres Strait Islander people in the Victorian workforce. | <ul style="list-style-type: none"> Investigate Metro's current employment processes and practices to identify enablers and address barriers to recruiting and retaining Aboriginal employees | Dec 2019 | Diversity & Inclusion Manager |
| | <ul style="list-style-type: none"> Build relationships with Aboriginal employment service providers to establish an effective pipeline of Aboriginal and Torres Strait Islander job seekers | Jun 2020 | |
| | <ul style="list-style-type: none"> Develop a comprehensive employment strategy | May 2019 | |
| | <ul style="list-style-type: none"> Work with Project Alliance partners to explore and establish collective approaches to Aboriginal and Torres Strait Islander employment and pre-employment | Dec 2019 | |
| | <ul style="list-style-type: none"> Explore options to respectfully encourage Aboriginal and Torres Strait Islander job candidates and employees to self-identify to ensure more robust data collection and targeted employment support | Dec 2019 | |
| | <ul style="list-style-type: none"> Continue to support the Career Trackers program. | Jan 2020 | |

| Action | Deliverable | Timeline | Responsibility |
|---|--|----------|--|
| 7. Support Aboriginal and Torres Strait Islander owned businesses in Victoria. | <ul style="list-style-type: none"> Investigate current procurement practices to identify organisational enablers and barriers to engaging Aboriginal businesses | Dec 2019 | General Manager Procurement & Supply Chain |
| | <ul style="list-style-type: none"> Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses | Mar 2020 | |
| | <ul style="list-style-type: none"> Identify and on-board Aboriginal-owned businesses in targeted categories and integrate into Metro catalogues | Dec 2019 | |
| | <ul style="list-style-type: none"> Become a member and build relationships with Supply Nation and/or Kinaway Chamber of Commerce | Jul 2019 | |
| | <ul style="list-style-type: none"> Develop a comprehensive strategy to procure from Aboriginal and Torres Strait Islander businesses. | May 2019 | |

| Action | Deliverable | Timeline | Responsibility |
|--|--|----------|----------------------------------|
| 8. Support the economic and social inclusion of Melbourne's Aboriginal and Torres Strait communities. | <ul style="list-style-type: none"> Investigate the potential for a new community program or partnership to support the economic or social inclusion of Aboriginal and Torres Strait Islander communities. | Jun 2020 | Head of Corporate Responsibility |



Respect

Recognition and Respect

Our goal is to leverage the assets, footprint and visibility of Metro's Network to foster recognition of Aboriginal and Torres Strait Islander peoples' histories, cultures and achievements, and facilitate mutual trust and respect.

| Action | Deliverable | Timeline | Responsibility |
|---|--|----------|----------------------------------|
| 9. Foster recognition in greater Melbourne by bringing Aboriginal cultures, arts and stories to the rail corridor. | <ul style="list-style-type: none"> Engage with Traditional Owners to develop an approach including identifying locations along with Aboriginal and Torres Strait Islander artists | Dec 2019 | Head of Corporate Responsibility |
| | <ul style="list-style-type: none"> Identify Metro controlled assets and locations to pilot the initiative | Dec 2019 | |
| | <ul style="list-style-type: none"> Establish effective processes and protocols to support the execution of the initiative | Jun 2020 | |
| | <ul style="list-style-type: none"> Identify and engage with potential partners to amplify the scale and impact of the initiative with a view to expanding the piloted initiative. | Jun 2020 | |

| Action | Deliverable | Timeline | Responsibility |
|--|--|----------|-------------------------------|
| 10. Participate in and celebrate NAIDOC Week. | <ul style="list-style-type: none"> Raise employee awareness of the meaning of NAIDOC Week, and share information about local Aboriginal peoples, communities and culture Support opportunities for our employees to participate in NAIDOC Week activities in their local areas Ensure RAP Working Group participation in external NAIDOC Week and events. | Jul 2019 | Diversity & Inclusion Manager |

| Action | Deliverable | Timeline | Responsibility |
|--|--|-----------|----------------------------------|
| 11. Raise internal cultural awareness and understanding of Aboriginal cultural protocols. | <ul style="list-style-type: none"> Develop and implement a plan to raise awareness and understanding of the meaning and significance of Acknowledgement of Country and Welcome to Country protocols | Sept 2019 | Diversity & Inclusion Manager |
| | <ul style="list-style-type: none"> Include cultural recognition protocols, including Acknowledgement of Country, at appropriate Metro events | Dec 2019 | Diversity & Inclusion Manager |
| | <ul style="list-style-type: none"> Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence | Dec 2019 | Head of Corporate Responsibility |
| | <ul style="list-style-type: none"> Explore the use of our digital assets to acknowledge the Traditional Owners of the land | Jun 2020 | Head of Corporate Responsibility |
| | <ul style="list-style-type: none"> Investigate the creation and placement of an Acknowledgement Plaque on Metro premises. | Jun 2020 | Head of Corporate Responsibility |

| Action | Deliverable | Timeline | Responsibility |
|--|---|----------|---------------------------------|
| 12. Investigate employee learning and development opportunities to increase awareness of Aboriginal and Torres Straits Islander cultures, histories and achievements. | <ul style="list-style-type: none"> Establish an employee affinity group to champion Aboriginal and Torres Strait Islander cultural awareness, recognition and achievements | Aug 2019 | Diversity and Inclusion Manager |
| | <ul style="list-style-type: none"> Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation | Jun 2020 | |
| | <ul style="list-style-type: none"> Explore opportunities for building the cultural awareness of Metro employees to inform a future strategy | Mar 2020 | |
| | <ul style="list-style-type: none"> Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements | Dec 2019 | |
| | <ul style="list-style-type: none"> Conduct a review of cultural awareness training needs within our organisation. | Mar 2020 | |



Governance and Tracking Progress

Governance

Our goal is to ensure effective governance as we implement our RAP, and to learn from our successes and challenges as we develop our next RAP.

| Action | Deliverable | Timeline | Responsibility |
|--|--|---|----------------------------------|
| 13. Ensure appropriate leadership, investment and governance. | <ul style="list-style-type: none"> Hold quarterly meetings of the RAP Implementation Committee Define resource needs for successive RAP development and implementation as part of business planning. | Jul 2019, Oct 2019, Feb 2020, May 2020 Feb 2020 | Head of Corporate Responsibility |

| Action | Deliverable | Timeline | Responsibility |
|--|--|--|----------------------------------|
| 14. Report on RAP achievements, challenges and lessons learned. | <ul style="list-style-type: none"> Create systems to track, measure and report on RAP activities Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia Provide quarterly progress reports to Metro's Corporate Responsibility Advisory Committee Publicly report on RAP progress in Metro's annual Corporate Responsibility & Sustainability Report. | Aug 2019 Sept 2019, 2020 Jul 2019, Oct 2019, Feb 2020, May 2020 Sept 2020 | Head of Corporate Responsibility |

| Action | Deliverable | Timeline | Responsibility |
|--|--|--|----------------------------------|
| 15. Review and refresh Metro's RAP. | <ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements Submit draft RAP to Reconciliation Australia for review Submit draft RAP to Reconciliation Australia for formal endorsement. | Feb 2020 Apr 2020 Jul 2020 | Head of Corporate Responsibility |



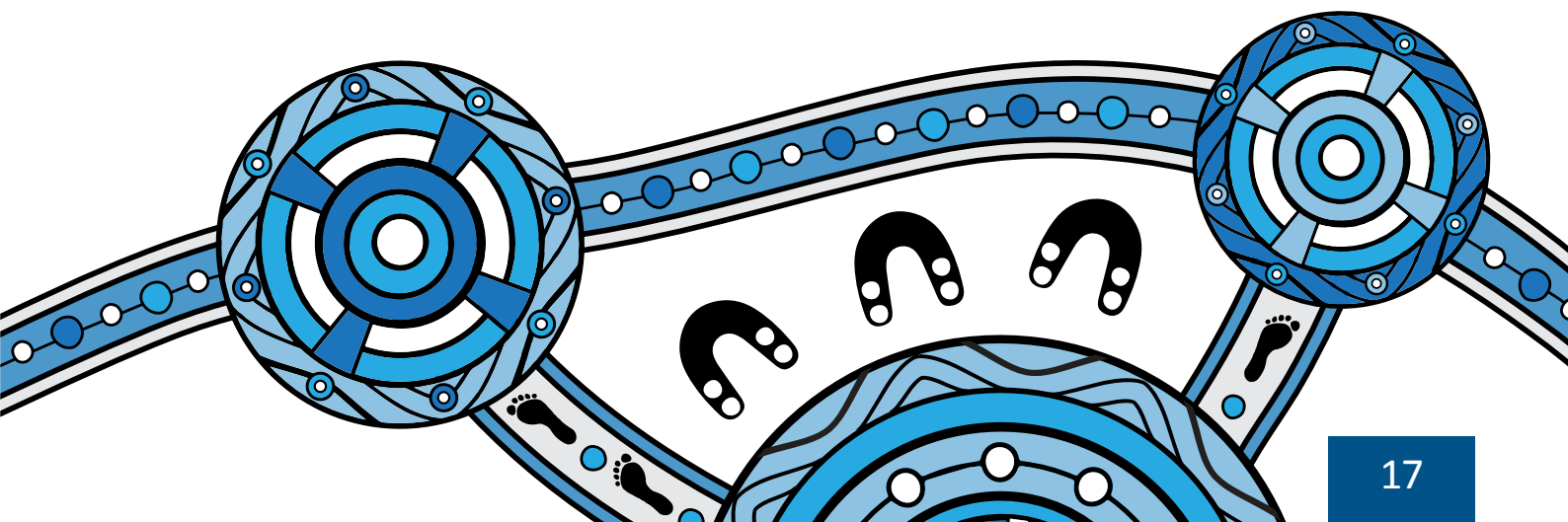
Reconciliation Action Plan (RAP) Implementation Committee

The role of the RAP Implementation Committee is to support the successful implementation of Metro's RAP, ensuring appropriate engagement, cultural sensitivity, quality outcomes, timely delivery, and organisational resourcing and support.

Committee members include external Aboriginal advisors along with Metro people with responsibility for delivering on the RAP commitments, and Aboriginal and Torres Strait Islander employees.

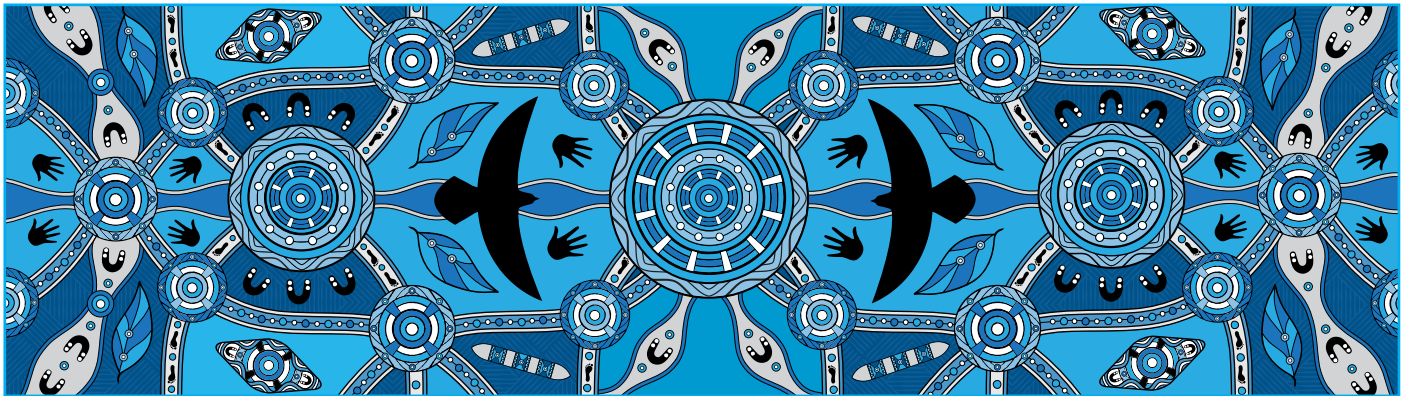
Members include:

- Executive sponsor and Chair: Sarah McCartney, Executive Director Corporate Affairs
- Seona James, Director Indigenous Cultural Connections
- Ian Hamm, Chair of First Nations Foundation and Koorie Heritage Trust
- Liz Allen, Aboriginal Business and Employment Lead, ArcBlue
- Nancie-Lee Robinson, Head of Corporate Responsibility
- Darren Hooper, Diversity & Inclusion Manager
- Derek Trikarso, Acting General Manager Procurement & Supply Chain
- Audra Liubinas, Sustainability Improvement Lead
- Michael Kolinac, Business Manager, Train Operations
- Jhadara Jones, Project Procurement Officer





About the Artwork



Artwork Narrative

The land is sacred; as well as providing a home and sustenance, it is also our library and our university and the link between culture, identity, spirituality, family and our creator(s).

This artwork depicts those connections.

The dotted lines are our familial, historical and learning journeys. They also represent train stations across the Metro train lines that connect the suburbs, municipals and communities.

The feet depict Aboriginal people walking in their ancestors footprints and caring for Country and that we are still being guided by our elders and ancestors. It also represents Metro's current footprint across Melbourne as it assists our communities to have access to each other, creating one big community (which is depicted as the big circle in the middle), all working together and contributing to making Melbourne the amazing, special place that it is.

The 'U' shape symbols represent the RAP committee meeting to implement the RAP actions and to build relationships and work in collaboration to ensure that Aboriginal Victorians are able to share their culture and tell their stories.

The gum leaves are significant to Kulin people, as they are used for ceremony and in particular; 'Welcome to Country'. They are extended to guests of the Kulin Nation and remind us that whilst Melbourne is home to many, we are guests on this Country and it is important to honour and respect Traditional Owners.

Bunjil, the creator; flies over guiding and protecting our journey(s).

The shields represent the strength and resilience of Aboriginal people and that whilst our culture is ancient, it continues through us today; as we navigate contemporary society.

*Communities means both Aboriginal and non-Aboriginal people



Artist Profile

Dixon Patten is a proud Yorta Yorta and Gunnai man who was born and raised in Melbourne.

Dixon is the Creative Director and Lead Artist of Bayila Creative.

He has over 10 years experience in the arts and design space as an artist, curator and graphic designer; who draws his influence from his connection to his culture and family.

He is passionate about storytelling in all its forms and loves the information, wisdoms, knowledge and energy exchange that unites us and bridges the gap between people(s).

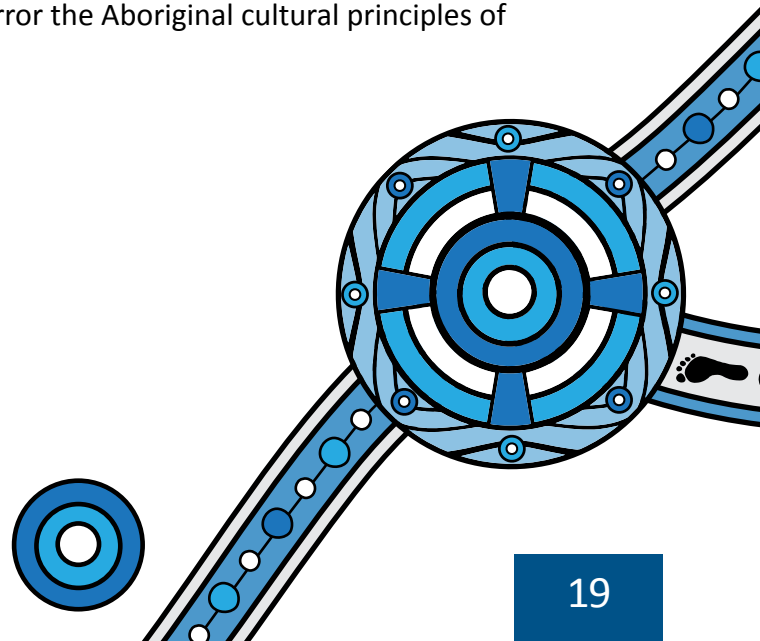
“Art is a visual language and an effective communicative tool, Aboriginal people have been using this tool for millennia. I feel it is my cultural obligation to continue that tradition”.

About Bayila

Bayila Creative is a 100% Aboriginal owned business and was founded in our hometown of Melbourne (Nairn) and established with the intention of providing a platform to bring forth indigenous culture, art and stories to the corporate world and to interpret the Aboriginal community’s creative needs in an organic way.

Bayila is the Yorta Yorta word for Red Gum. Just like the ‘Red Gum’, Bayila has its feet firmly planted in the ground. Bayila’s values mirror the Aboriginal cultural principles of respect, listening, sharing and connection.

www.bayila.com.au | info@bayila.com.au



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Graphic Design by Bayila Creative
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