

# Diversity and Inclusion Strategy





# CEO Message

CDC NSW (CDC) is dedicated to creating strong, inclusive connections that bring people closer to the places in which we work, workers closer to fulfilling their career ambitions, and local businesses closer to opportunities for growth and long-term sustainability. With a passionate team of 2,800 employees across NSW, we proudly deliver over 18 million passenger trips each year, ensuring that individuals can reach their destinations with comfort, safety and convenience.

We have a strong focus on serving the communities in which we operate by fostering a workforce that is diverse and workplaces that are inclusive. It is our desire to reflect the diversity of our customers and community, embracing individuals of all ages, races, religions, genders, disabilities, and sexual orientations.

At CDC, our people are at the core of everything we do. We truly care about our employees and understand that they are our greatest asset. Our top objective is to create an environment where each person feels safe, respected, included, and supported. By nurturing such an atmosphere, we empower our team members to be their authentic selves, enabling them to reach their full potential and thrive.

This approach not only has a profoundly positive impact on our business but also enriches the broader community we serve. We strongly believe that a diverse and inclusive workplace leads to the best outcomes for our people and is essential in meeting not only the transport needs of our communities but the wider needs within them.

To meet our commitments to each other related diversity and inclusion, we have set forth clear objectives through our Diversity and Inclusion Plan. This plan celebrates and embraces the vibrant tapestry of the communities we operate in, as we collaborate with our internal and external stakeholders. Our plan showcases the proactive steps taken by the CDC team to cultivate a culture that warmly welcomes diversity, creating an inclusive environment that opens doors to abundant opportunities. We are dedicated to supporting and uplifting First Nations people, women, culturally and linguistically diverse communities, individuals with disabilities, as well as our cherished LGBTIQ+ employees and customers.

I am genuinely excited to embark on this journey with all our employees, working together to achieve our shared objectives of diversity and inclusion. Our plan is to celebrate the richness of diversity, promoting a culture of inclusivity in the way we engage with each other every day. I invite everyone to join us as we create a workplace where every individual can flourish and where respect for the individual is our focus each and every day.

**David Mead**  
CEO CDC NSW



# Introduction

**Embracing diversity and inclusion through welcoming and supportive workplaces significantly changes employment outcomes and experiences for our people, the communities we serve and our customers.**

CDC NSW (CDC) is committed to creating a diverse and inclusive workforce where every employee, customer, supplier and stakeholder feels welcome. This includes while travelling on our buses, working from our depots and other facilities or participating in external interactions with our team.

## What is diversity and inclusion really about?

Diversity Council Australia explains diversity and inclusion like this:

**Diversity** refers to the mix of people in an organisation – that is, all the differences between people in how they identify in relation to their:

- Social identity
- Professional identity.

**Inclusion** refers to getting the mix of people in an organisation to work together to improve performance and wellbeing. Inclusion in a workplace is achieved when a diversity of people (e.g., ages, cultural backgrounds, genders, perspectives) feel that they are:

- Respected for who they are and able to be themselves
- Connected to their colleagues and feel they belong
- Contributing their perspectives and talents to the workplace
- Progressing in their career at work (i.e. have equal access to opportunities and resources).

## Why is it important?

There are many reasons why diverse and inclusive workplaces are important including:

- Happier employees – drives performance and retention
- Varied ideas – helps solve problems and improve performance
- Better ideas – drives performance
- More engaged employees – drives performance and retention
- More attractive workplace – attracts talent
- Reputation – presents a positive image
- Reflects community – improves services

And many more.







## How do we create a diverse and inclusive workplace?

Celebrating diversity requires thoughtful inclusion. Everyone must be recognised and appreciated for their talents, be provided with opportunities to get involved, and have their perspectives valued and heard.

Truly diverse and inclusive organisations create a sense of belonging which ties diversity, equity, and inclusion together. Belonging is a feeling of a shared community.

The CDC Leadership Team have developed this Diversity and Inclusion Plan for our employees and the communities we serve. This has been undertaken in close collaboration with our General Manager People and Culture, and in consultation with our workforce and staff. We have specifically tailored this Plan to support Transport for NSW (TfNSW) improve workplace diversity and inclusion, including encouraging our suppliers to support these objectives.

While the General Manager People and Culture is accountable for its delivery, all of our employees are responsible for supporting its success.

### The benefits of a diverse and inclusive workplace

Research on company culture undertaken by Great Place to Work shows that when employees trust that they, and their colleagues, will be treated fairly regardless of race, gender, sexual orientation or age, they are.

- 9.8 times more likely to look forward to going to work
- 6.3 times more likely to have pride in their work
- 5.4 times more likely to want to stay a long time at their company



# WeCare

CDC prides itself on creating strong partnerships and aims to be an Employer of Choice, striving to deliver best-in-class service to our customers. We are committed to improving transport solutions

and helping protect the environment by embracing sustainable practices for the benefit of local communities. Our corporate value "We Care" is at the heart of everything that we do, and we strive to be the Australia's most trusted transport provider.



## We Care VALUES

**Integrity**



**Authentic**



**Inclusive**



**Positive**



**Purposeful**



### We Care for our customers

Our customers are always the front and centre of what we do.

We are committed to providing transportation services that are safe, reliable, and efficient. We recognise the existing and future needs of our customers and the communities we serve every day.



### We Care for our partners, suppliers, and stakeholders

We practise win-win partnerships with our partners, suppliers and stakeholders. We recognise the importance of long term, mutually sustainable relationships. As a trusted business partner, we commit to providing high standards of service delivery. With our suppliers, we commit to dealing fairly and ethically.



### We Care for our people

Our people are our greatest asset. The health, safety and well-being of our people is our top priority. We are committed to providing a positive work culture and promoting a safe working environment. We foster diversity and inclusion, dignity, and respect. Our success is achieved through our team of passionate employees with a spirit of teamwork and collaboration, committed to excellent service delivery.



### We Care for our communities and the environment

We respect the people in our communities and promote care for the environment by embracing sustainable practices across our businesses. We foster an environment of trust by engaging the communities we serve and supporting initiatives that provide a broader benefit to society. We are committed to minimising the environmental impact of our operations and promoting sustainable transportation outcomes.



### We Care for our shareholders

We are committed to generating value for our shareholders. We recognise that sustainable long-term value for our shareholders is built through continually recognising and acting on opportunities that have a positive financial impact supported by our internal and external

stakeholders. This is achieved by making life better for our customers and communities, investing in our employees and in strong partnerships with our partners, suppliers, and stakeholders. We also commit to transparency and effective engagement with our shareholders.

# Our commitment

**Diversity builds resilience and drives performance. By creating a diverse and inclusive team, CDC embraces all perspectives, finds better solutions to traditional challenges, and achieves service excellence.**

CDC is committed to proactively supporting the ambitions of our employees who want to positively contribute to the communities we serve. We do this by providing career opportunities, training programs and building the capability of our staff – regardless of their age, race, religion, gender, ability or sexual orientation.

To do this, we work collaboratively with internal and external stakeholders that represent diverse groups in the community. This helps us attract and retain a diverse workforce.

We know that by embracing and celebrating difference and the positive attributes, skills and experience all people bring – we build a stronger culture and business. Pride in our people is further extended and reflected in our communities.

All employees are respected and valued while encouraged and supported to be their authentic selves. We support our suppliers and partners to also foster a culture of diversity and inclusion and proactively seek out 'like-minded' organisations to work with.

By embracing different perspectives and enabling all voices to be heard, we are better able to find alternative and more effective solutions to the challenges facing transport operators today.

We recognise:

- Culturally diversity is Australian – we are one of the world's most truly multi-cultural nations – with a richness of experience and skills thanks to our new, recent and local born citizens. We seek to harness this to create more inclusive services for our customers
- Women are as capable as men – we are an equal opportunity employer who offers women the breadth of opportunities open to men
- First Nations people bring knowledge and experience that represents the oldest living culture on earth. Our engagement with First Nations people, communities and employees is respectful – recognising the role we play in forging true reconciliation and 'Closing the Gap'
- The only barriers to people with disability participating in our team are cultural and environmental. We have proactive strategies to redress this in all of our workplaces
- LGBTIQ+ people, communities and employees are embraced and supported by our workplaces, via proactive strategies that consult and engage, dismantle stereotypes and celebrate difference in experience and perspectives
- Age does not define what an individual can and cannot do. We welcome and respect the knowledge, experience, and perspectives of all members of our workforce – whether they are at the beginning of their careers or seeking to transition to retirement. Our organisation and team is better for the transfer of knowledge from generation to generation.

## WE WORK COLLABORATIVELY

We work collaboratively with internal and external stakeholders that represent diverse groups in the community.



**Women  
@CDC**

Improving gender equality and ways to connect, empower and support women at CDC.



**Reconciliation  
@CDC**

Seeking opportunities to engage CDC staff and deepen our relationships with the Aboriginal and Torres Strait Islander community.



**Pride  
@CDC**

Increasing awareness, support and inclusivity for LGBTIQ+ people in the CDC workplace.



**Culture  
@CDC**

Celebrating cultural differences and awareness across CDC.





# Our plan to meet our goals

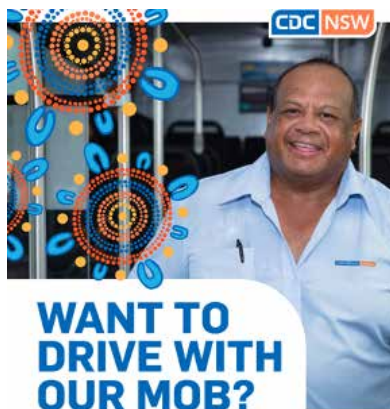
## Creating and maintaining a culture that celebrates diversity

We have many strategies that ensure our workplaces are culturally inclusive. This includes:

- Providing employees with training in key areas such as unconscious bias, Aboriginal cultural awareness, legislative frameworks and workplace behaviour
- Establishing employee-led Diversity Working Groups – supported by Champions and Executive Sponsors
- Undertaking diversity and inclusion surveys that identify strengths and areas for improvement
- Hosting celebratory events throughout the year to recognise the diversity of our team. For example, NAIDOC, International Women's Day, Day Against Homophobia, International Day of Persons with Disabilities
- Translating our corporate publications/information into community languages
- Implementing a range of policies including flexible working, parental leave
- Adhering to relevant legislative frameworks.

## Recruitment Processes

Our recruitment materials promote our diverse and inclusive culture to encourage candidates from across our community.



## Creating and maintaining workforce diversity

We recruit from a diverse group of candidates and use a range of strategies to ensure our team reflects the communities we serve. This includes the following strategies:

- Working with representative organisations to promote opportunities in both employment and procurement (for example Australian Disability Enterprises, BuyAbility, Supply Nation)
- Using a range of platforms/media to promote opportunities within our team including specific channels that cater to CALD communities, women, Aboriginal people, people with disability and LGBTIQ+ people
- Supporting individuals through mentoring and buddying programs. For example, supporting emerging female leaders
- Engaging an Aboriginal Participation Officer to promote better links with First Nations communities
- Building on our Reconciliation Plan (RAP) to promote outcomes for First Nations people and communities
- Developing and implementing specific management plans that include detailed action plans to promote employment of people with disability and Aboriginal people
- Developing and implementing a targeted Workforce Diversity and Inclusion Plan that supports:
  - More women in our workforce
  - Engagement of women in non-traditional trades
  - Gender equity in our Leadership Team
  - Engagement with LGBTIQ+ people
  - Engagement of 'like minded' suppliers
- Reviewing our policies, procedures and internal communications to ensure gender neutral language that avoids hetero-normative language
- Reviewing our external communications, in particular recruitment advertisements, to ensure gender neutral language that avoids hetero-normative language
- Reviewing pay parity across all roles annually
- Implementing recruitment processes that include female representation.

## Target outcomes

We have nominated a range of specific areas and targets that we are committed to achieving. This includes long- and short-term goals.

Our specific commitments and targets are reviewed annually to ensure our strategies and approach are effective and successful.

Outcomes representing key target areas include:

- Increasing the representation of women in our workforce including leadership roles and non-traditional trades
- Increasing the participation of people with disability in our workforce
- Increasing the participation of Aboriginal people in our workforce
- Increasing engagement of Australian Disability Enterprises (ADEs) and Aboriginal Enterprises in our supply chain
- Improving our diversity and inclusion survey results
- Achieving gender pay parity across all roles
- Increasing engagement with young people through apprenticeships, traineeships and graduate programs
- Improving staff retention.





# How to contact us

**For all enquiries, feedback or to share with us your experience, please:**

Call **131 500** or

Email [customer.service@cdcbus.com.au](mailto:customer.service@cdcbus.com.au)

A full list of our depots can be found on our website [cdcbus.com.au](http://cdcbus.com.au)

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## Other contact information

For trip planning, maps and ticket info visit [transportnsw.info](http://transportnsw.info) or call **131500**.

