

# Reconciliation Action Plan

January 2022 to July 2025

*Aurecon acknowledges Australia's  
First Peoples as the Traditional  
Owners of the lands, waters  
and communities on which  
it operates.*

We acknowledge the national importance of the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples, for all Australians. We pay our respects to Elders past and present, and to all Aboriginal and Torres Strait Islander peoples across the many communities in which we live, visit and work.

We acknowledge and thank our Aboriginal and Torres Strait Islander employees who have helped inform this RAP for generously sharing their knowledge, experiences and insights.

Aboriginal and Torres Strait Islander readers are advised that this document may contain images and names of people who have died.



# Content

Our vision for reconciliation..... 5

Our business..... 8

Our RAP and Governance..... 9

Our projects – Case Study 1:  
Project Gilghi ..... 12

Our pathways – Case Study 2:  
Galuwa Scholarship .....14

Our partners – Case Study 3:  
Consulting Engineers ..... 16

Our procurement –  
Case Study 4: Position Promo ..... 18

**Tables**

Relationships ..... 19

Respect..... 23

Opportunities ..... 27

Governance, tracking and  
progress reporting: Our impact ..... 32





## This reconciliation action plan highlights the work of Balarinji artists and designers

Balarinji is a Sydney-based, Aboriginal-owned strategy and design agency founded on authentic engagement with Aboriginal people, culture, art, stories and identity. Its ethos is to deepen the understanding of Aboriginal Australia for major projects nationally. Balarinji is activating the voice of Aboriginal artists and communities in new and inclusive ways. Shanan Costello, whose illustrations bring Aurecon's RAP to life, is a Wiradjuri Aboriginal artist based in Sydney. Specialising in digital illustration, Shanan creates traditional and modern designs that are playful and inviting.

We welcome feedback on our Reconciliation Action Plan. Please email [penny.rush@aurecongroup.com](mailto:penny.rush@aurecongroup.com)



**Penny Rush**

Diversity, Equity and  
Inclusion Manager, Aurecon



## Our vision for reconciliation

**Aurecon's vision is for a reconciled Australia where Aboriginal and Torres Strait Islander peoples are respected, their success celebrated, cultures fully valued, and where social and economic opportunities between Australia's first peoples and all Australians are equal.**

To achieve this, Aurecon commits to implementing pathways for First Nations people to fully participate in and lead innovation in design, engineering, advisory and corporate services, through direct employment, increasing our people's and clients' awareness and promotion of Aboriginal and Torres Strait Islander cultures, histories and knowledge.

We will also achieve our vision for reconciliation through collaborating with partner organisations and schools to develop a talent pipeline for STEM careers and explore opportunities to incorporate.

We will continue to incorporate First Nations' sustainable land management practices and caring for country principles into our service provision.

At Aurecon, our purpose is bringing ideas to life, to imagine and co-create with our clients a better future for people and the planet. To authentically deliver on our purpose in Australia and contribute to our vision for reconciliation, we will embed our reconciliation aspirations into the way we operate and look for opportunities to promote First Nations' voices and leadership on issues that disproportionately impact Aboriginal and Torres Strait Islander communities, across our business.

This *Innovate RAP* enables Aurecon to deepen its understanding of its sphere of influence and build in the right foundational work to ensure we achieve the commitments our company has made to advancing reconciliation.



## Message from Aurecon's CEO

Aurecon has been on its reconciliation journey with Reconciliation Australia since 2014 and as a business, we continue to champion the importance of business innovation serving society to create a positive legacy.

An example of how we are bringing this to life is Project Gilghi, a breakthrough hybrid off-grid containerised water treatment plant. The project combines renewable energy requirements with water treatment and sanitisation with the aim to improve First Nations' health and access to sustainable clean drinking water. In 2020, Aurecon won the award for the Most Innovative Professional Services Company and Best Social Impact Innovation for Project Gilghi and its use in remote First Nations' communities.

In addition, since launching our previous RAP in 2019, we have tripled our Aboriginal and Torres Strait Islander workforce, substantially increased our community partnerships and spent more than \$1 million with First Nations businesses.

We recognise however, there is much more to do. We must continue to challenge ourselves on how we can use our innovation capabilities and support self-determination through empowering Aboriginal and Torres Strait Islander communities, to address the social and economic equity challenges that face Australia's First Peoples.

At Aurecon, we are raising the bar of our RAP ambitions to deepen our relationships with Aboriginal and Torres Strait Islander business leaders and communities, supporting our people to build their cultural competence; and developing and piloting innovative strategies to deliver lasting outcomes on Australia's reconciliation journey.

Through this *Innovate RAP*, we will embed our reconciliation aspirations into the way we operate, so every part of our Australian workforce is empowered to take action.

Thank you to all of our people at Aurecon for their contribution to developing this RAP and for joining me in our commitment to a reconciled Australia that protects and respects the world's longest surviving cultures and communities.



**William Cox**  
Chief Executive Officer

## Message from Reconciliation Australia's CEO

Reconciliation Australia commends Aurecon on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Aurecon continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An *Innovate RAP* is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that

Aurecon will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Aurecon using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This *Innovate RAP* is an opportunity for Aurecon to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Aurecon will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Aurecon's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Aurecon on your third *Innovate RAP* and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Our business

**Aurecon is a design, engineering and advisory company that brings ideas to life to create a better future for people and the planet.**

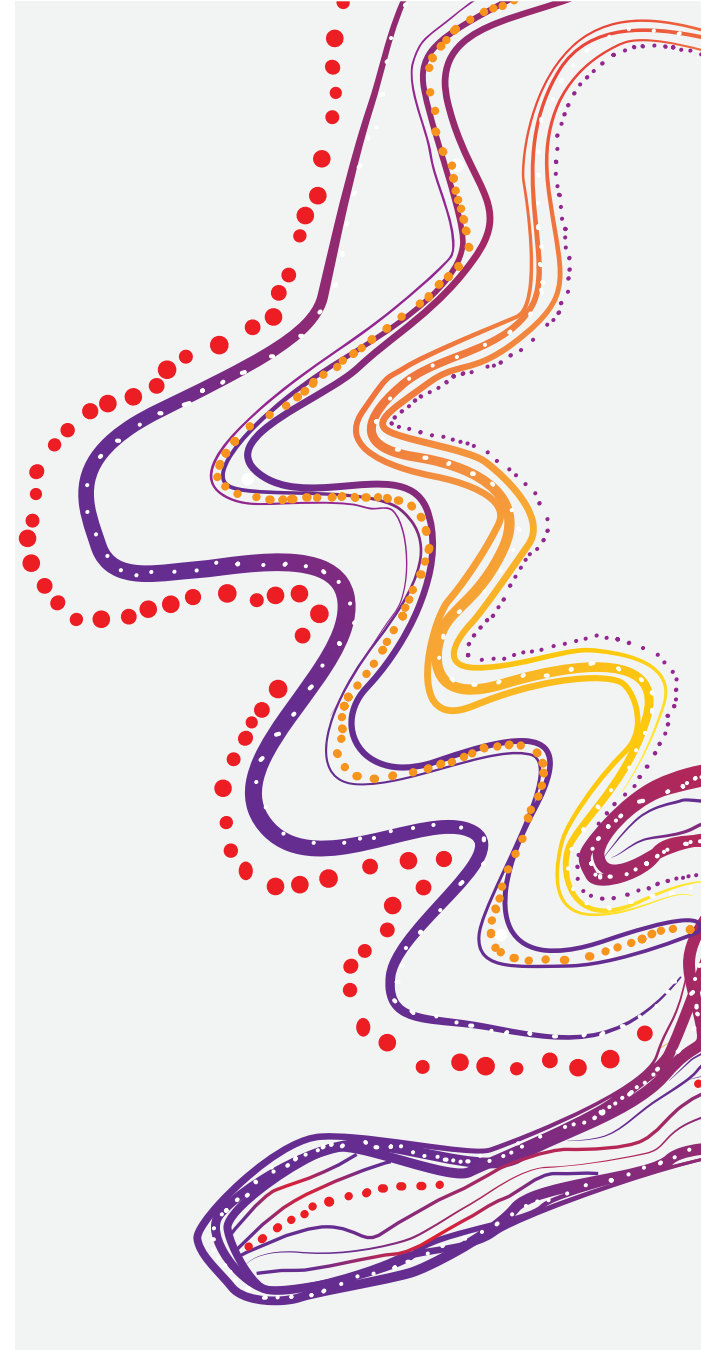
In 2020, the Australian Financial Review named us Australasia's most innovative company and most innovative professional services company.

Our clients' ideas and aspirations drive all that we do. We work alongside them like no other firm to co-create clever, innovative solutions to some of the world's most complex challenges, adding value across the project lifecycle through deep technical and advisory expertise. We serve our clients across a range of markets and international locations. Hardwired in our DNA are engineering, design, advisory and the deep need to leave a legacy. A better future is a world that works for all of humanity and the planet.

We believe humanity depends on engineering; we recognise we have a broader stewardship role to play. A deep responsibility to hold. As engineers, designers, and advisors, we play a vital role in helping the communities and economies in which we work transition to a more sustainable, liveable future. A vibrant and sustainable future is not an impossible dream. The choices we make today, have the power to change our tomorrow.

The health of our people, our communities and our planet guide our choices and when we think about these values, fundamental to this is respecting, promoting, and upholding the unique rights of Australia's First Peoples. We also recognise that Aboriginal and Torres Strait Islander peoples have important knowledge, skills, relationships and protocols; and we are committed to working in close partnership with Indigenous Australians.

Aurecon operates in Australia, New Zealand and Asia. In Australia, Aurecon employs approximately 3600 employees, 17 of whom have voluntarily nominated their Aboriginal and/or Torres Strait Islander heritage at the time this plan was developed. Through our 16 Australian offices which are located in every State and Territory across Australia and our extensive network of clients and stakeholders, we will achieve a greater level of understanding and respect of the diverse and ancient histories of Aboriginal and Torres Strait Islander peoples. We commit to accelerating our reconciliation work through the life of this RAP by connecting into our organisational purpose and embedding change into our strategies, processes and flow of work.





## Our RAP and Governance

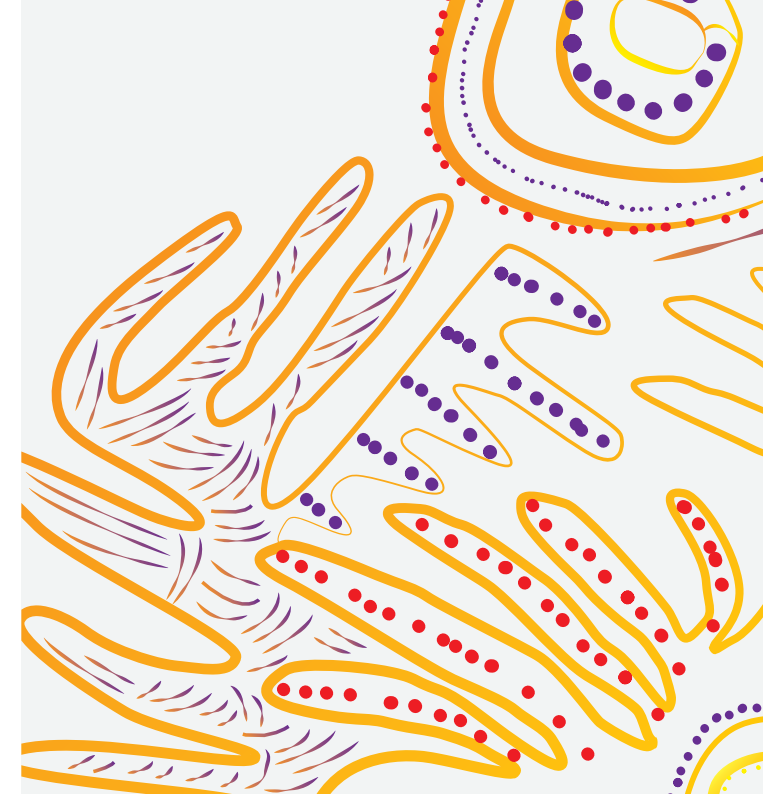
Aurecon is developing this RAP to accelerate our reconciliation journey and embed our efforts more deeply into our business purpose and the way we work. To ensure we amplify First Nations' voices and bring rigour to this RAP, Aurecon has engaged First Nation business Ninti Kata and worked closely with Principal Erin Woolford, a Kuyani Arrernte woman. Erin has conducted a thorough consultation process in the development of this RAP, bringing her significant expertise to identify opportunities and challenge assumptions to ensure we make the biggest impact possible.

Internally, our RAP is championed by our CEO, William Cox. We have also created a RAP Leadership Team to oversee the implementation of our new *Innovate RAP* which is comprised of three nominated First Nations representatives, Executive Sponsor for Reconciliation and Region Managing Director, and our Diversity, Equity & Inclusion Manager.

In addition, we have the support of other senior executives across the business who have direct responsibility and accountability for our reconciliation actions, and we will develop specific strategies to ignite and empower our people across Aurecon's Australian operation, to engage in our vision for reconciliation.

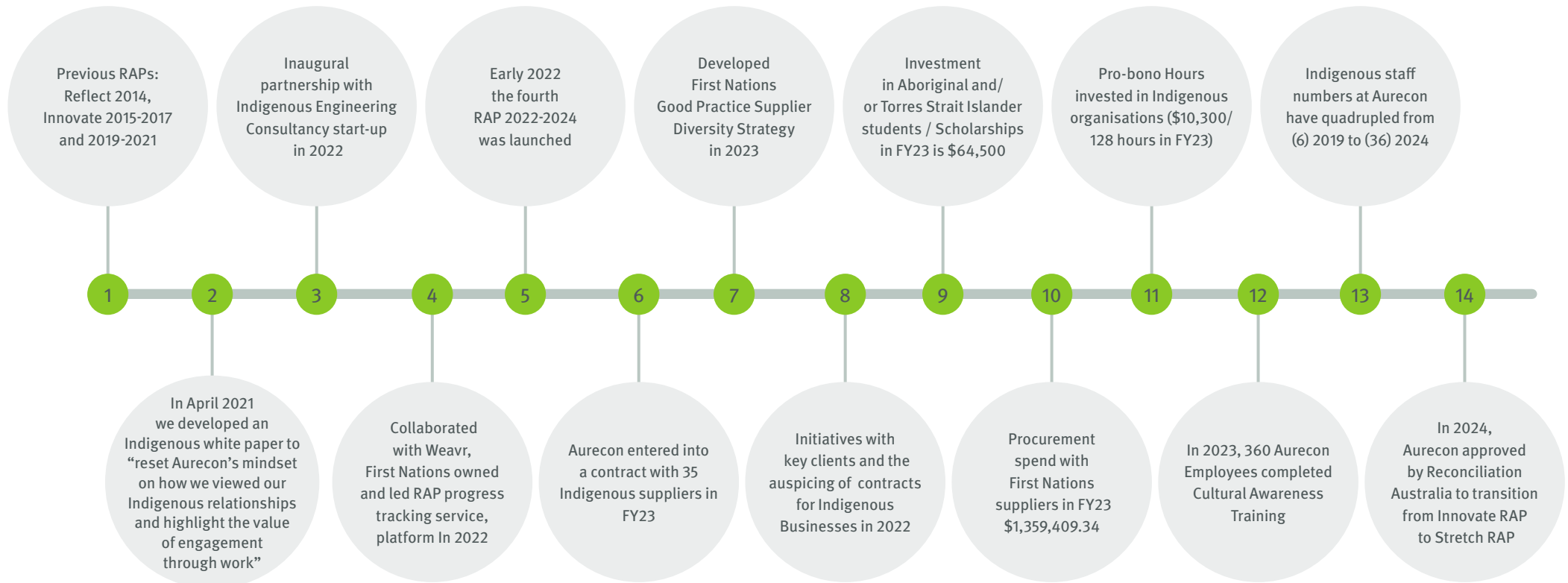
Reporting to our RAP Leadership Team is our **RAP Working Group** which consists of nominated representatives from areas across the business with accountability for implementation and our Aboriginal and Torres Strait Islander employees are represented as advisors through the **First Nations Employee Network**. The RAP Working Group composition will include the People Leader, Senior Recruitment and Sourcing Consultant, Principal Environment and Planning, Diversity, Equity and Inclusion Manager, Procurement Operations Manager, Commercial Manager Major Projects, IT Commercial Manager, Internal Communication Advisor, Region Managing Director delegates, Advisory delegate and Client delegate.

This refreshed governance structure is to ensure we can accelerate our impact through better connectivity between RAP implementation leads, our First Nations employees, key stakeholders and our executive leaders. It will also bring greater rigour to our RAP governance. This new structure will also improve cascading of messaging and ensure accountability for RAP actions sit at the right level in our business, to ensure employees across Aurecon's Australian workforce are meaningfully engaged in reconciliation.



The new governance structure will also ensure we have the necessary processes and systems in place to capture information on our RAP commitments and track our performance; and will create platforms to promote the voices, knowledge and cultural authority of Aboriginal and Torres Strait Islander peoples to guide our RAP implementation and business activities.

# Our Progress



We have refreshed our approach within this RAP to develop strategies, actions and initiatives that will embed reconciliation into the way we operate.

And we recognise that we need to ensure we have dedicated strategies to connect our people to our reconciliation vision and in our new RAP. A key focus will be how we ignite the power of our people.

We have elevated the accountability for delivering on our commitments to the right level of the business to ensure that our leaders can all reflect on their personal contributions to reconciliation.

And we have reviewed our next RAP through the lens of what Aurecon’s greatest areas of influence are to create impact on our reconciliation journey. We have subsequently aligned specific commitments to parts of

our business with the highest touch points with First Nations peoples and communities.

We recognised that where strategies had been successful, they had been co-designed with Aboriginal and Torres Strait Islander peoples and our new approach within this RAP is to emphasise this approach moving forward.



*Case Studies*



## Case Study 1

# Project Gilghi – sustainable off-grid, containerised water treatment

*Aurecon has partnered with Ampcontrol to create a breakthrough off-grid water purifying system for use in remote Indigenous communities.*

More than 40,000 First Nations Australians in 694 locations nationwide rely on groundwater for water supply and face challenges in accessing clean drinking water that meets the Australian Drinking Water Guidelines. In the case of the community of Gillen Bore in the Northern Territory, they had access to bore water, with a new bore sunk in 2014. Despite this, they relied on the continued transport (150km round trip from Alice Springs) of potable water due to high salinity, hardness and low pH levels in the bore water. This is a costly and inefficient expense that nationally in 2017 cost the Australian government more than \$13 million in transportation fees.

Gilghi, which means “water” or “place of water” in the Barkindji language, was three years in the making for client Ingkerreke Resource Services and was enabled by a \$70,000 Municipal and Essential Services Special Purposes Grant from the Northern Territory Government. Gilghi is a breakthrough hybrid off-grid containerised water treatment plant. It innovatively combines renewable energy requirements with water treatment and aims to improve First Nations health and access to sustainable clean drinking water.

Continued...



## Case Study 1

# Project Gilghi – sustainable off-grid, containerised water treatment (Continued)



### *Facilitating community ownership for remote Indigenous communities.*

The system has been well received by the Gillen Bore community and has facilitated community ownership over their water supply. Gilghi has also presented new employment opportunities for the people of Gillen Bore, with a training program developed for local Indigenous people to operate and maintain the unit in an ongoing capacity. Since the installation of the Gilghi unit, the people of Gillen Bore can turn on the tap and know that safe, clean drinking water will run straight into their glasses.



### *An innovative, sustainable award-winning design*

Project Gilghi was recognised by the Australian Water Association in 2020 as the New South Wales Infrastructure Project Innovation of the Year. It was also recognised in the Social Impact category at the 2020 Good Design Awards for its breakthrough design, and at Engineering Australia's Australian Engineering Excellence Awards 2020. The Australian Financial Review awarded Project Gilghi the BOSS Most Innovative Companies List 2020 – Best Social Impact Innovation.

Aurecon was also recognised by Fortune Magazine, on its 2021 Change the World list. Aurecon placed 38th on the global list alongside partner, Ampcontrol, for the work on Project Gilghi.

*Our people are inspired to make a difference to the communities in which we live and work. That is what drives us.*

Reference: <https://www.aurecongroup.com/projects/water/project-gilghi>

## Case Study 2

### Joshua Pye, Inaugural Galuwa Scholarship Recipient

*Aurecon partners with the University of Technology, Sydney (UTS) to deliver the Galuwa Scholarship. The three-year scholarship provides financial support, mentoring, paid work placements, and pastoral care support for First Australian students completing an engineering degree. The Scholarship evolved through Aurecon's support of and participation in Galuwa – the university's programme to entice First Australian high school students to pursue studies in engineering and information technology. Galuwa means 'to climb' in Gadigal language.*

Joshua Pye is an undergraduate student at UTS and the inaugural recipient of Aurecon's Galuwa Scholarship.

"I knew of Aurecon before joining my course and was following some of their projects already. So, I was rather excited when I had the opportunity to apply for a scholarship through Aurecon. It was a bit of a wow moment," Joshua said.

"Growing up, I was initially interested in architecture. Then I developed an interest in engineering in Year 10, and it eventually became more centred towards civil and environmental engineering. It was one of those things that I had my heart set on, so it was very exciting

when I got accepted into my course, especially with all of the wonderful things like the scholarship coming from it. The scholarship has been unbelievably helpful. The course has had so many resources that I have had to purchase, that otherwise would have been really hard for me financially to be able to do.

It has helped to alleviate that pressure, which I feel would have otherwise had negative repercussions on my studies. It's been an unbelievable help these last two years."

Continued...



## Case Study 2

### Joshua Pye, Inaugural Galuwa Scholarship Recipient (Continued)

“Road and transport engineering has been my favourite subject so far. A lot of that subject was centred around major works. So, we looked at specific site locations and data, and would have to look at how you could alleviate traffic and specific issues that that area was having. I really enjoyed that concept of problem solving specifically for road engineering. I will be doing my work placement at Aurecon in 2022. I’m really looking forward to being able to put the knowledge that I’ve been learning into practice. I can’t wait to be involved in an environment with a working application of what I am studying. That’s what I’m most excited for, to get a chance to get involved in projects and get started on my engineering future.”

*Galuwa and the Aurecon scholarship ensure First Australians have the opportunity to participate and succeed in tertiary education that can lead to rewarding professional careers.*



## Case Study 3

# Elevate Consulting Engineers partnership

*Aurecon has partnered with Elevate Consulting Engineers, a First Nations Brisbane-based consultancy start-up, to create business opportunities, employment, and sustainable development opportunities for First Nations communities.*

Elevate is a civil and structural engineering and design company registered with Supply Nation, Australia's leading database of verified First Nations businesses. Founded by long-time friends and colleagues, Jason Marshall and Sean Whitfield, a proud Gamilaroi Indigenous person, their goal is to build a sustainable business that values diversity and places a premium on Indigenous employment and training opportunities.

The first of its kind for Aurecon, the partnership was founded on these shared values of diversity, inclusivity, opportunity and sustainability. Aurecon's Property and Place Industry Leader, Jared Lillywhite, said the partnership provided both Aurecon and Elevate with the opportunity to work collaboratively for mutual benefit.

"The professional services industry is very competitive, and it can be difficult for First Nations people to grow their businesses within that environment," Lillywhite said. "We are providing Elevate with the opportunity to build a successful team and culture in their own way, while working collaboratively with us as if they were Aurecon employees, so that they can thrive as a business in their own right. "The partnership provides Elevate with guaranteed engineering and design work, supports them in their growth through providing access to our technology, people and systems, and allows us to share knowledge and succeed together."

"It was a simple and logical decision for us because it's a mutually rewarding partnership. We're helping Elevate, a Supply Nation registered business, get up and running

as a start-up, and in parallel, Elevate is supporting Aurecon by providing civil engineering, civil design and project management services."

"At the same time, Elevate and Aurecon are working together to help First Nations landowners create a sustainable future in the best interests of the broader community," Lillywhite said.

Elevate Director Jason Marshall said the partnership was essential for the company's growth strategy.

"We wanted to create a company that services our ideals and helps the community, at the same time as doing what we love, which is engineering," Marshall said.

Continued...



## Case Study 3

### Elevate Consulting Engineers partnership (Continued)

“Elevate provides design and infrastructure engineering support to Indigenous communities and aligned projects, and our focus is on becoming a sustainable business so that we can create employment and training opportunities for Indigenous people who want to have a career in STEM.

“We saw that there was a lot of eagerness from Indigenous communities, but not a lot of opportunities, specifically for the technical aspects of engineering. So, that was the other motivating factor in building Elevate, because we could really create opportunities for employment for Indigenous kids that want to be involved in STEM careers, while also building infrastructure and capacity to create sustainable economic revenue for Indigenous communities,” Marshall said.

Elevate Director Sean Whitfield said that Aurecon seemed like a perfect ‘fit’ to help take their business forward.

“Because we are a Supply Nation registered business, we were supplied with a list of the companies who had put up their hand to support Indigenous businesses, and Aurecon was on the list. We reached out to Aurecon from there, and we just clicked,” Whitfield said. “There aren’t any maps for what we’re doing together because it’s very rare. I don’t think there is another Indigenous design and engineering company, or partnership like this.”

“Through our partnership with Aurecon, we’re getting regular projects which has allowed us to establish a base and resources in Brisbane. We’ve reached a level now, where we can look at putting on some Indigenous trainees in the drafting field, which is something we’re really proud of. We want to expand to the Northern Territory, New South Wales and Victoria, so that we can repeat this model elsewhere and encourage Indigenous trainees and employees to look at being in this field of work - people who may not have been provided the opportunity otherwise,” Whitfield said.



This partnership is an example of Aurecon’s commitment to value, respect and celebrate First Nations knowledge through career pathways, employment, and business partnerships for mutual benefit.



## Case Study 4

### Sustainable procurement partnerships: Position Promo

*Aurecon engages First Nations owned suppliers through its Australian strategic sourcing and procurement practices. These include Position Promo.*

Position Promo is an Indigenous business, certified by Supply Nation, and Aurecon's preferred supplier for promotion and marketing products. Position Promo's mission is to create long term, sustainable employment opportunities within their business and upskill Aboriginal Australians in the promotional merchandise industry.

"Several years ago, Aurecon became our third client, and by far the most substantial at that point. Now we have more than 200 clients," said General Manager at Position Promo, Nic Yeomans. "Our partnership with Aurecon is one of our best, for a range of reasons – the initial leap of faith, to back our business in the early days with a significant contract. In 2019 that contract was in excess of \$300,000.

We also valued the respect we received from all Aurecon contacts. From Aurecon it has been professionalism and respect from the beginning, including seeking us out for additional special projects. We have been able to grow, with the support of Aurecon."





## Relationships

To authentically deliver on our purpose in Australia and contribute to our vision for reconciliation, we will create and maintain meaningful, mutually beneficial and respectful relationships with Aboriginal and Torres Strait Islander peoples, business leaders and communities.

“I strongly believe this evolution of our Reconciliation Action Plan will help guide our people to grow their understanding of the history and lived experiences of Aboriginal and Torres Strait Islander people and culture, and I see this as a critical step in our reconciliation journey. Our ambition to help grow and sustain First Nations businesses and employ more First Nations people in our teams will only be successfully realised if we actively engage, listen and build enduring relationships with Aboriginal and Torres Strait Islander people on the lands in which we work. I’m extremely confident our people have the desire and will to partner in this way.”

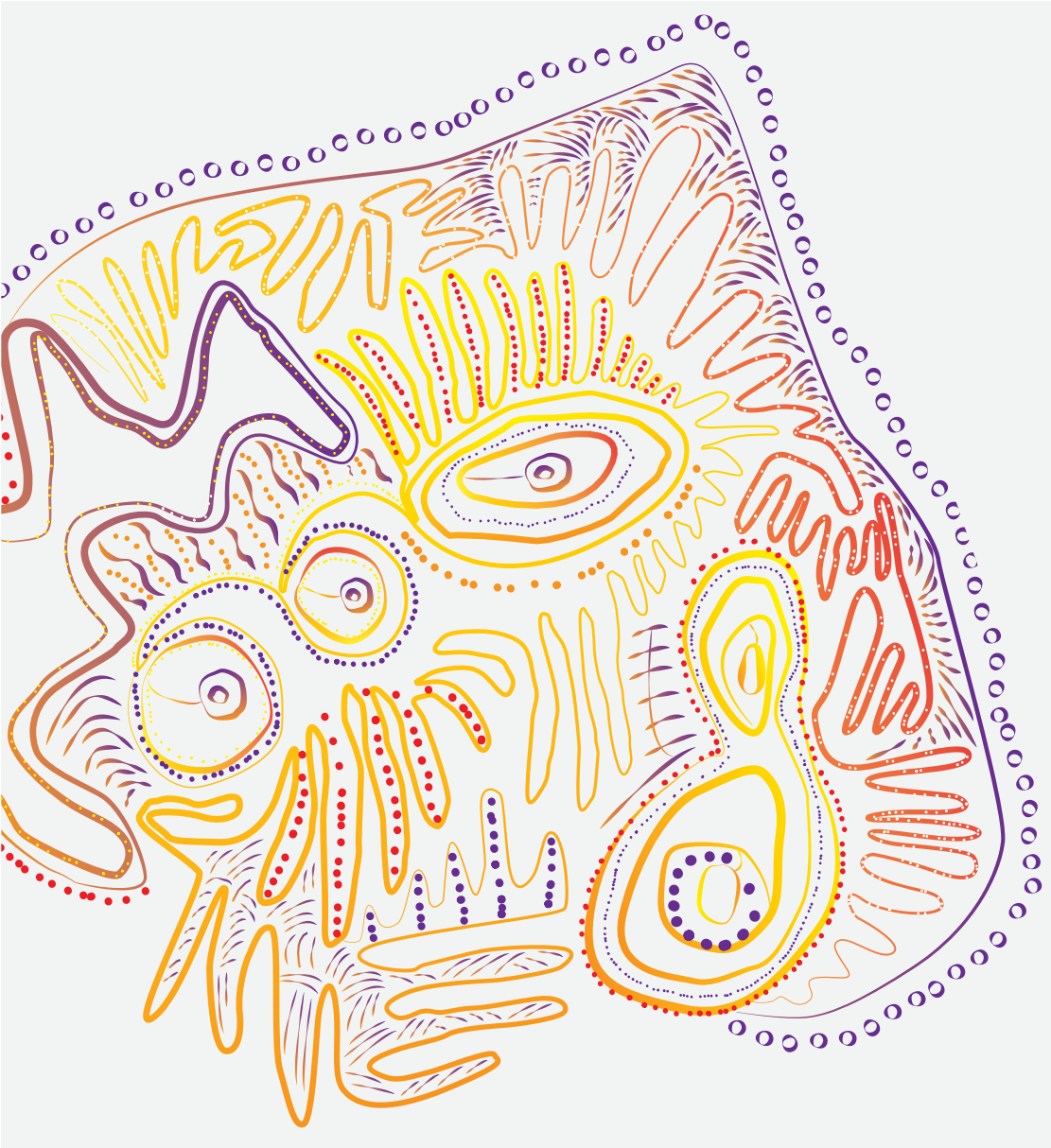
**Daniel Bree**  
Operations Director, Queensland, Aurecon  
and RAP Leadership Team Co-lead

Action	Deliverable	Responsibility	Timeline
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Diversity, Equity & Inclusion (DEI) Manager	May 2022
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Executive Sponsor, Reconciliation	27 May to 3 June, 2022, 2023
	RAP Leadership Team (RLT) members to participate in an external NRW event in partnership with key Aboriginal and Torres Strait Islander stakeholders.	Executive Sponsor, Reconciliation	27 May to 3 June, 2022, 2023
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW in partnership with key Aboriginal and Torres Strait Islander stakeholders.	Executive Sponsor, Reconciliation / Region Managing Directors (RMDs)	27 May to 3 June, 2022, 2023
	Organise at least one NRW event each year in partnership with key Aboriginal and Torres Strait Islander stakeholders.	Executive Sponsor Reconciliation	27 May to 3 June, 2022, 2023
	Register all our NRW events on Reconciliation Australia's NRW website.	DEI Manager	May 2022, 2023

Action	Deliverable	Responsibility	Timeline
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation including developing a dedicated Aurecon Innovate RAP Communications Strategy to ensure the relevant Aurecon staff and leadership understand their roles and responsibilities aligned to Aurecon's RAP commitments and how to share good practice / wins across the business.	Group Director Brand, Marketing Communications	March 2022
	Communicate our commitment to reconciliation publicly, aligned to RAP Launch and during events significant to Aboriginal and Torres Strait Islander peoples including, for example, Survival Day (Jan), National Apology Day (Feb), National Close the Gap Day (March), National Sorry Day (May), National Reconciliation Week (June), NAIDOC Week (July), International Day of the World's Indigenous Peoples (August).	Group Director Brand, Marketing Communications	26 January, 13 February, 19 March, 26 May, 27 May to 3 June 4 to 11 July and 9 August 2022, 2023
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including providing platforms for First Nations voices at client events.	Managing Director, Clients & Markets Group Director Brand, Marketing and Communication	October 2022, 2023
	Research and communicate Aboriginal and Torres Strait Islander contributions to engineering and sustainability innovations.	Managing Director, Clients & Markets Group Director Brand, Marketing and Communication	27 May to 3 June, 2022, 2023
	Encourage staff to research the significance of the lands where they live/work.	RMDs, Group Director Brand, Marketing and Communication	27 May to 3 June, 2022, 2023

Action	Deliverable	Responsibility	Timeline
4. Promote positive race relations through antidiscrimination strategies.	Ensure five Aurecon events per year are undertaken in partnership with Aboriginal and/or Torres Strait Islander suppliers and communities, offsite at locations significant to Australia's First Peoples.	RMDs	December 2022, 2023
	Collaborate with RA and other like-minded organisations to develop ways to advance reconciliation, including considering co-hosting a NRW event with another RAP organisation.	DEI Manager	June 2022
	Engage with a First Nations SME to conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Chief People Officer	September 2022
	Review, update and communicate Aurecon's antidiscrimination policy within the scope of our First Nations led review of HR policies, to ensure it considers the unique rights and experiences of Aboriginal and Torres Strait Islander peoples.	Chief People Officer	February 2023
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Chief People Officer	November 2022
	Host a screening and guided discussion of The Last Quarter.	Executive Sponsor Reconciliation	November 2023
	Educate senior leaders on the effects of racism.	Chief People Officer	March 2023





## Respect

I see a future where all Australians understand and value Aboriginal and Torres Strait Islander cultures, rights, experiences, which results in stronger relationships built on trust and respect, and that we are free of racism. Equally, all Australians must understand and accept the wrongs of the past and the impact of these wrongs, to ensure they are never repeated. Aurecon will increase our understanding, value and recognition of Aboriginal and Torres Strait Islander cultures and rights to ensure we can educate our people and share our knowledge with our clients.

“The Aurecon RAP is the embodiment of our genuine commitment to appreciate, respect, and empower First Nations Australians in all that we do. Our reconciliation journey is an incredibly important one, and we take very seriously our responsibility to ensure we provide inclusive work environments, innovative solutions for each client, and positively impact the First Nations communities with which we work.”

### RAP Leader

Action	Deliverable	Responsibility	Timeline
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development, implementation and communication of a cultural learning strategy, which defines cultural learning needs in all areas of our business and considers various ways cultural learning can be provided, including immersion experiences.	DEI Manager	March 2022
	Provide opportunities for RAP Leadership Group members, People managers and other key leadership staff to participate in formal and structured cultural learning.	DEI Manager	April 2022
	Work with learning team and First Nations subject matter experts to develop dedicated training for Opportunity Managers and Project Managers to build their knowledge and understanding of Aurecon's RAP commitments and why this is important to our company and our nation and inform Engage, Win and Deliver process reforms.	Managing Director, Operations & DEI Manager	May 2022
	Introduce cultural awareness training as mandatory in our induction program for new starters and 80% of Australian workforce to undertake cultural awareness training by 2024.	Chief People Officer	June 2022
	Include face-to-face Cultural Awareness Training for Practice Leaders.	Managing Director, Operations, Region Managing Directors (RMDs)	December 2022
	Ensure five Aurecon events per year are undertaken in partnership with Aboriginal and/or Torres Strait Islander suppliers and communities, offsite at locations significant to Australia's First Peoples.	RMDs	December 2022, 2023

Action	Deliverable	Responsibility	Timeline
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	In consultation with DEI and Program/Projects teams across the business, and our Communication and Stakeholder Engagement Advisory team, develop, implement and communicate a Cultural Protocol Engagement Policy and Guide to support our people on how to ensure cultural safety and respect for Aboriginal and Torres Strait Islander peoples in all Aurecon project engagements.	Managing Principal Environment and Planning	April 2022
	Develop an Aboriginal and Torres Strait Islander Inclusive Language Guide published on Aurecon's intranet and incorporated into cultural awareness training.	Group Director Brand, Marketing and Communication	June 2022
	Increase staff's understanding of the purpose and significance behind Acknowledgement of Country and Welcome to Country protocols and communicate Aurecon's expectations as they relate to when to perform these cultural protocols.	DEI Manager	June 2022
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	DEI Manager	June, July 2022, 2023
	Ensure that internal and external facing communications uphold cultural protocols relating to Acknowledgements, including Acknowledgement of Country into Aurecon client presentation templates; and, where possible, implementing electronic Acknowledgement of Country plaques in meeting rooms to support presenters.	RMDs	August 2022

Action	Deliverable	Responsibility	Timeline
	Display appropriate Acknowledgement of Country plaques in all Aurecon office foyers	RMDs	June 2023
	Include Acknowledgement of Country on internal and external webpages.	Group Director Brand, Marketing and Communication	May 2023
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	All employees	March 2022, 2023, June 2022, 2023, September 2022, 2023, November 2022, 2023
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Leadership Team to participate in an external NAIDOC Week event.	Co-Chairs RAP Leadership Group	First Week In July, 2022, 2023
	Promote and encourage participation in external NAIDOC events to all staff	Co-Chairs RAP Leadership Group	First Week In July, 2022, 2023
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week	Chief People Officer	July 2022



## Opportunities

Aurecon recognises the flow-on benefits of greater First Nations' business ownership are significant, as they build family and community wealth, create employment, increase choice and redress disadvantage created through Australia's historical policies that uniquely impacted the rights of Aboriginal and Torres Strait Islander peoples.

We also acknowledge our role in ensuring Aboriginal, Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.

Aurecon is committed to using its influence and internal levers to create opportunities for economic development driven by local Aboriginal and Torres Strait Islander peoples, acknowledging this is key to developing strong, diverse and sustainable economies.

Action	Deliverable	Responsibility	Timeline
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 workforce to inform future employment and professional development opportunities.		
	Ensure all Aboriginal and Torres Strait Islander employees (ongoing and contract) have meaningful career and professional development plans in place to maximise development opportunities; and have the opportunity to participate annually in performance and development plan conversations with their one up manager.	Chief People Officer	April 2022
	Engage with Aboriginal and Torres Strait Islander staff via our First Nations Employee Network to develop and implement a recruitment, retention and professional development strategy and ensure that this strategy include: <ul style="list-style-type: none"> <li>a. Strategic First Nations partnership opportunities.</li> <li>b. Aboriginal and Torres Strait Islander employment pathways including interns, cadetships, graduates and / or traineeships across the business, in partnership with external provider/s.</li> <li>c. A review of our preferred suppliers for our recruitment panel to include First Nations suppliers; and</li> <li>d. Considerations for leave provisions for First Nations employees aligned to best practice.</li> </ul>	Chief People Officer	July 2022



Action	Deliverable	Responsibility	Timeline
	Develop an action plan to increase employment of local Aboriginal and Torres Strait Islander peoples on projects / fieldwork including ecology surveys, heritage management and water monitoring activities.	Managing Principal Environment and Planning	July 2022
	Use First Nations media outlets to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander job seekers and spotlight talent.	Chief People Officer	March 2022, 2023, June 2022, 2023, September 2022, 2023, November 2022, 2023
	Engage with First Nations subject matter expert to support Aurecon to review HR and recruitment procedures and policies and remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Chief People Officer	May 2022
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. Consulting across the business to establish region, digital and enterprise services targets.	RMDs and Advisory Managing Principals	January 2023
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Undertake First Nations business sector market capability mapping to develop a panel of First Nations suppliers to engage on major projects relating to each of the six markets to increase spend with First Nations businesses.	Chief Financial Officer - ANZ, Market Managing Directors	May 2022

Action	Deliverable	Responsibility	Timeline
	Undertake First Nations business sector market capability mapping to align to projected corporate contestable spend over the life of the RAP and develop a First Nations Procurement Pipeline. This will detail areas the business will commit to spend (including targets) with the First Nations business sector.	Chief Financial Officer - ANZ, Market Managing Directors	May 2022
	Undertake First Nations business sector market capability mapping to develop a panel of First Nations suppliers for IT related work across Hardware, Software, Resourcing and Services.	Chief Information Officer	May 2022
	Develop a business case to explore the viability of Aurecon forming a Supply Nation registered, majority First Nations owned and controlled business entity to support the growth of the First Nations business sector, initially aligned to the activities of E&P.	Managing Principal Environment and Planning	January 2023
	Update internal Procurement Engagement Authority processes and policies to include a mandate when Aurecon sourcing teams, Opportunity Managers and Project Managers must engage with Procurement to ensure utilisation of prequalified First Nations panellists.	Chief Financial Officer - ANZ	July 2022
	Review Aurecon's Social Procurement Policy to include a definition of a First Nations supplier to ensure Aurecon's investment is with Aboriginal and Torres Strait Islander majority owned, managed and operated businesses.	Chief Financial Officer - ANZ	July 2022

Action	Deliverable	Responsibility	Timeline
	<p>Continue to identify opportunities to engage First Nations suppliers to build our cultural competence and support our engagement and relationships with Aboriginal and Torres Strait Islander Traditional Owners and communities. This could include:</p> <ul style="list-style-type: none"> <li>a. Engaging specialist First Nations’ consultants on commercial work that disproportionately impacts First Nations communities.</li> <li>b. Engaging First Nations businesses for cultural awareness training; and</li> <li>c. Inviting Traditional Owners to teach our people how to undertake Acknowledgement of Country in their local language.</li> </ul>	DEI Manager	August 2022 March 2023
	Upskill First Nations suppliers to build their capability to scale in consultation with Aurecon clients and Supply Nation in each market.	Region Managing Directors (RMDs)	November 2022, 2023
10. Embed our reconciliation aspirations into key internal strategies to drive Aboriginal and Torres Strait Islander supplier diversity and improve economic independence.	Update Aurecon Market Strategies to ensure Aurecon’s reconciliation commitments and aspirations are reflected.	Market Managing Directors, Region Managing Directors (RMDs)	June 2022
	Review and update the Aurecon Methodology and associated Engage, Win and Deliver tools and processes, to prompt reconciliation commitments and aspirations.	Managing Director, Operations	April 2023



## Governance, tracking and progress reporting: Our impact

Over the past year, Aurecon has undertaken various actions to promote reconciliation, as outlined in our current transition plan from and Innovative to a Stretch RAP. Here we present an analysis of our efforts, demonstrating our impact through quantifiable metrics.

Action	Deliverable	Responsibility	Timeline
11. Establish and maintain an effective RAP Leadership group (RLT) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander people to the RLT to ensure the governance structure promotes the voices, knowledge systems, cultural authority and leverages relationships of Aboriginal and Torres Strait Islander peoples to guide Aurecon's RAP implementation and business activities.	Executive Sponsor Reconciliation	March 2022, 2023, June 2022, 2023, September 2022, 2023, November 2022, 2023
	Appoint senior leadership with RAP implementation accountabilities to the RLT.	Executive Sponsor Reconciliation	February 2022
	Appoint the Executive Sponsor for the RAP as Co-Chair of the RLT. Appoint an Aboriginal and/or Torres Strait Islander person as Co-Chair of the RLT.	Executive Sponsor Reconciliation	February 2022
	Establish and apply a Terms of Reference for the RLT.	Co-Chairs RLT	March 2022
	Meet at least four times per year to drive and monitor RAP implementation.	Co-Chairs RLT	March 2022, 2023, June 2022, 2023, September 2022, 2023, November 2022, 2023
12. Provide appropriate support for effective implementation of RAP commitments.	Establish and maintain a RAP Implementation Working Group to drive implementation of the RAP, including developing and maintaining appropriate systems to track, measure and report on RAP commitments.	DEI Manager	February 2022
	Define resource needs for RAP implementation.	DEI Manager	February 2022
	Maintain our Executive Sponsor for the RAP.	DEI Manager	January 2022

Action	Deliverable	Responsibility	Timeline
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	DEI Manager	30 September, 2022, 2023
	Report RAP progress to staff and senior leaders aligned to RLT meetings.	Executive Sponsor Reconciliation	March 2022, 2023, June 2022, 2023, September 2022, 2023, November 2022, 2023
	Publicly report our RAP achievements, challenges and learnings, annually (via UN Global Compact Progress Reports).	DEI Manager	January 2023, 2024
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	DEI Manager	March 2022
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	DEI Manager	August 2023
	Engage the First Nations Employee Network in the development, ongoing review and reporting of the RAP.	DEI Manager	August 2023, January 2023, January 2024



# Transition plan to Stretch RAP 2024-2025

Aurecon has worked with Erin Woolford, of Ninti Kata, to undertake a gap analysis and current state assessment to identify commitments to transition the business from an *Innovate RAP* to a Stretch RAP. These have been discussed and agreed with Reconciliation Australia. Meanwhile, Aurecon will continue to deliver on the actions within its current *Innovate RAP*.

The commitments are outlined on the following pages.





## Respect Pillar

### Commitment 1

Aurecon will develop a roadmap to align its business to the UN Declaration on the Rights of Indigenous Peoples (UNDRIP) by 2032, consistent with the Australian Business Guide's six fundamental actions for business including:

- Adopting and implementing a clear statement of policy addressing First Nations peoples' rights and committing the business to respect these rights.
- Conduct human rights due diligence to assess actual or potential impacts on First Nations peoples' rights, integrate findings and act, track and communicate externally on performance.
- Consult in good faith with First Nations peoples in relation to all matters that may affect them and their rights.
- Commit to obtain (and maintain) the Free, Prior and Informed Consent (FPIC) of First Nations peoples for projects that affect their rights, in line with the spirit of the Declaration.
- Establish and cooperate with an effective and culturally appropriate grievance mechanism; and
- Provide for, or cooperate in, remediation for any adverse impacts on First Nation peoples' rights which the business identifies it has caused or contributed to.

### Commitment 2

Aurecon will review and update its Cultural Heritage Management protocols and work instructions to align its approach to the First Nations Heritage Protection Alliance: Dhawura Ngilan Business Good Practice Guidance and support heritage protection that upholds the human rights of First Peoples to self-determination and free, prior and informed consent.

### Commitment 3

Aurecon will develop a dedicated internal communication strategy and appropriate interventions into internal decision-making frameworks (including go to market and client acceptance processes) to support the Environment & Planning (E&P) team to implement reforms to its Cultural Heritage Management protocols and work instructions across whole-of-business.

## Relationships Pillar

### Commitment 4

Aurecon will engage an external First Nations SME to undertake a cultural needs assessment and identify relevant business areas to prioritise implementation of Cultural Heritage Management reforms.

### Commitment 5

Aurecon will develop targeted training relevant to role and accountability aligned to the findings of the cultural needs assessment, to support the E&P team to implement reforms to its Cultural Heritage Management protocols and work instructions.

### Commitment 6

Aurecon will implement a First Nations Advisory RAP Committee (or like) to inform its RAP Leadership Team, and this will comprise equal representation of internal and external First Nations subject matter experts, to support implementation of Aurecon's reconciliation agenda.

### Commitment 7

Aurecon will implement reforms to its RAP governance structure to ensure that the Australian Executive Leadership review the performance of the RAP on a periodic basis, and provide the right authorising environment and accountability for implementation sit across the Australian Leadership Team .

## Opportunities Pillar

### Commitment 8

Aurecon will move all Indigenous suppliers to 7-day terms to address barriers to sustainable First Nations business growth and sustainable procurement via Aurecon. This will also support the E&P team to implement reforms to its Cultural Heritage Management protocols and effective implementation of related work instructions, as from time-to-time the E&P team may need to engage First Nation consultants and advisors to support client delivery.

### Commitment 9

Aurecon will create a panel of prequalified First Nations Advisors to support the E&P team to implement reforms to its Cultural Heritage Management protocols and effective implementation of related work instructions, as from time-to-time E&P may need to engage First Nation consultants and advisors to support client delivery.

## About Aurecon

Aurecon is a design, engineering and advisory company. Our purpose is bringing ideas to life, to imagine and co-create with our clients a better future for people and the planet.

For more information, please visit  
**[www.aurecongroup.com](http://www.aurecongroup.com)**

For enquiries about  
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