

AECOM

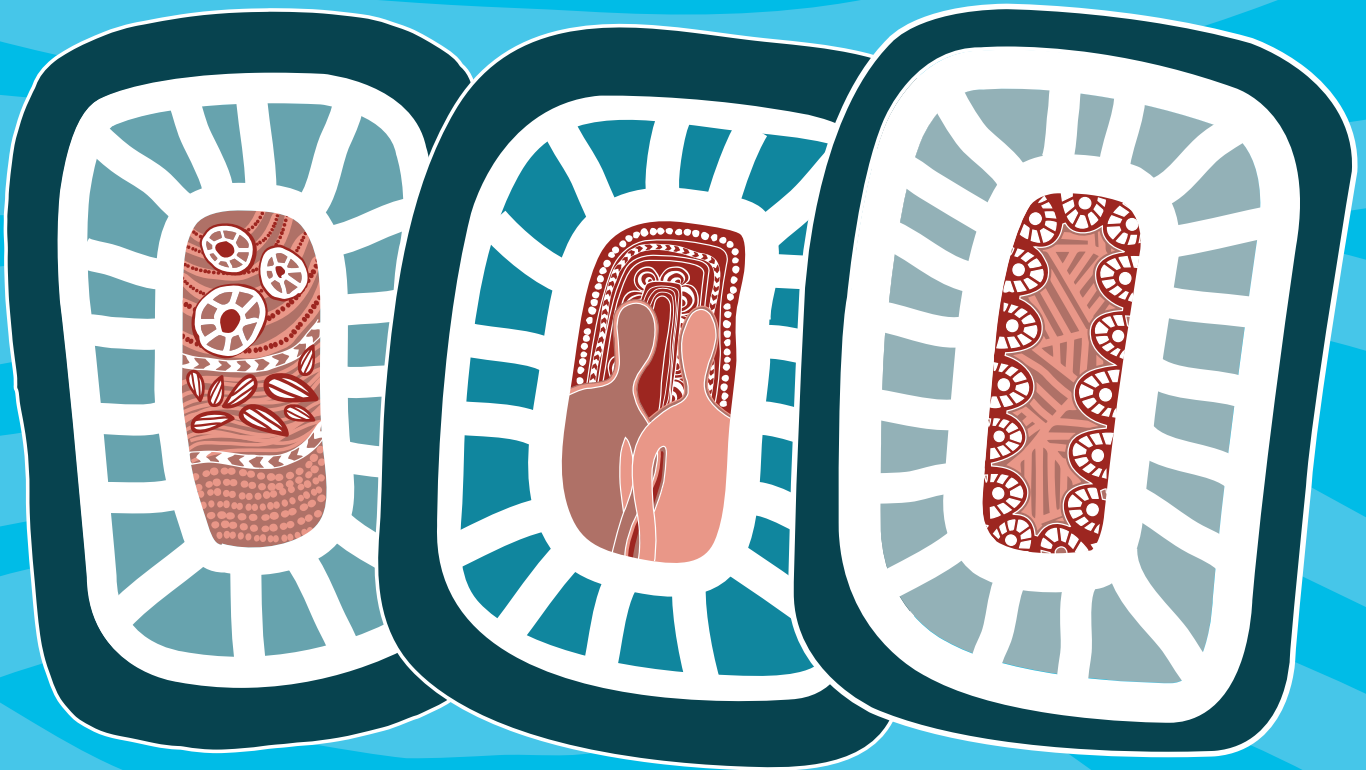
Built to deliver a better world



RECONCILIATION
ACTION PLAN

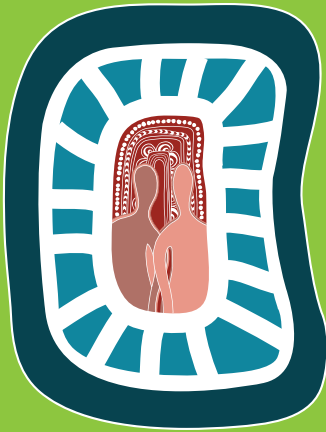
INNOVATE

AECOM Innovate Reconciliation Action Plan 2017-2019

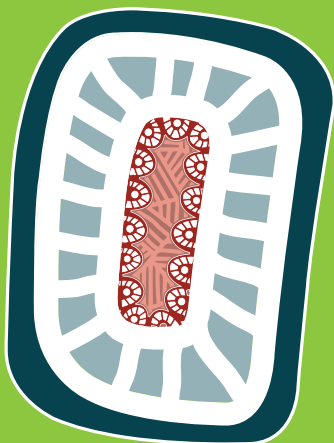




Respect



Relationships

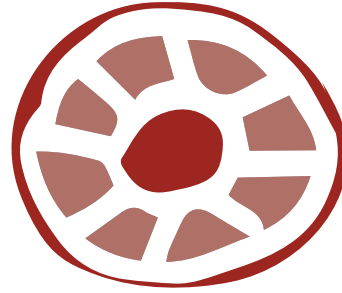


Opportunities

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Message from Lara Poloni Chief Executive, Australia New Zealand

I'm pleased to introduce our 2017-2019 Reconciliation Action Plan (RAP), continuing AECOM's commitment and contribution to reconciliation in Australia.

It's been over two years since the launch of our first Reconciliation Action Plan in Brisbane, when Songwoman Maroochy of the Turrbal People, traditional owners of the land upon which the city of Brisbane was founded, shared her tribal history and some of her own challenges and experiences as an indigenous woman.

The respect and emotion in the room as Songwoman Maroochy sang the songs of her people and performed a traditional blessing in accordance with Turrbal custom was palpable. That day, we formally commenced our journey to help close the gap between Aboriginal and Torres Strait Islander Peoples and other Australians in terms of health, life expectancy, employment and education.

Since then, our actions based around the three key tenants of Respect, Relationships and Opportunities for First Nation Peoples have set a strong platform which we'll build on through our 2017-2019 Reconciliation Action Plan.

We've developed the protocols for Acknowledgment of Country, introduced cultural awareness training for our senior leaders, and celebrated important Aboriginal and Torres Strait Islander events such as National Reconciliation Week and NAIDOC Week. We're actively building respectful relationships with, and creating more opportunities for, Aboriginal and Torres Strait Islander Peoples through the engagement of First Nation suppliers and a focus on workforce diversity. Our company culture is sensitive to Aboriginal and Torres Strait Islander communities, their beliefs and heritage.

I'm proud of our strong presence in Aboriginal and Torres Strait Islander communities throughout Australia, where we've provided design and construction support to deliver critical infrastructure. Examples include the ABA Stores in the Northern Territory, which have given communities access to nutritious food and supplies, and the Casino Aboriginal Medical Centre, which offers tailored healthcare treatment and solutions to the challenges faced by First Nation Peoples in isolated rural areas.

This year, for the first time, we can also report on the progress of our successful Career Trackers partnership. We currently have five interns with indigenous backgrounds working with us, and plan to grow this partnership to engage more talented undergraduates year-on-year, in anticipation that they will join our business as full time employees and contribute to our future success.



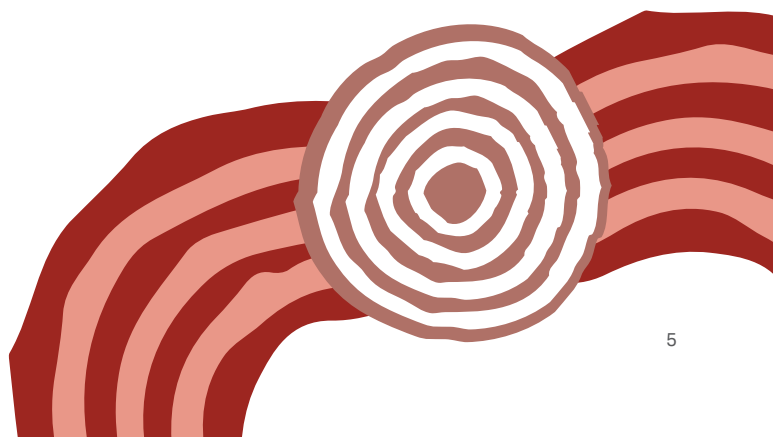
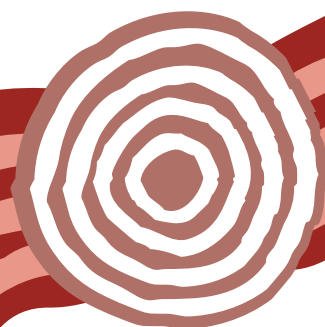
Songwoman Maroochy, 2014 RAP Launch Brisbane.

We will also embed new initiatives under our recent employment strategy, such as providing cadetship opportunities and increasing diversity within our graduate recruitment program.

Reconciliation is not a destination; it is a journey, and one that aligns with AECOM's purpose to deliver a better world. With our 2017-2019 Reconciliation Action Plan guiding us, we are continuing the journey to 'close the gap' and achieve deeper and more respectful relationships with Aboriginal & Torres Strait Islander Peoples.

Lara Poloni

Chief Executive
Australia New Zealand





**RECONCILIATION
ACTION PLAN**

INNOVATE

Message from Reconciliation Australia

Reconciliation Australia congratulates AECOM on developing its second Innovate Reconciliation Action Plan (RAP).

By adopting another Innovate RAP, AECOM is demonstrating its readiness to develop and test innovative approaches to reconciliation and champion reconciliation at every level of the organisation. AECOM's commitments in this RAP stand it in good stead to continue this progress across the key domains of reconciliation - relationships, respect and opportunities.

AECOM understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander Peoples and organisations in order to achieve mutually beneficial outcomes. It drives these relationships through its actionable goal to promote and celebrate community events such as National Reconciliation Week (NRW), both internally and externally.

Respect and understanding for Aboriginal and Torres Strait Islander Peoples, histories and cultures is key to AECOM's core values. It champions these values by committing to work with an Indigenous service provider to develop a culturally appropriate Welcome to Country plaque artwork.

AECOM is committed to driving reconciliation through developing employment and training opportunities for Aboriginal and Torres Strait Islander Peoples. It demonstrates this through its dedication to increase the number of Aboriginal and Torres Strait Islander graduate and undergraduate hires through a targeted program.

On behalf of Reconciliation Australia, I commend AECOM on its second Innovate RAP, and look forward to following its continued reconciliation journey.

Justin Mohamed

Chief Executive Officer
Reconciliation Australia

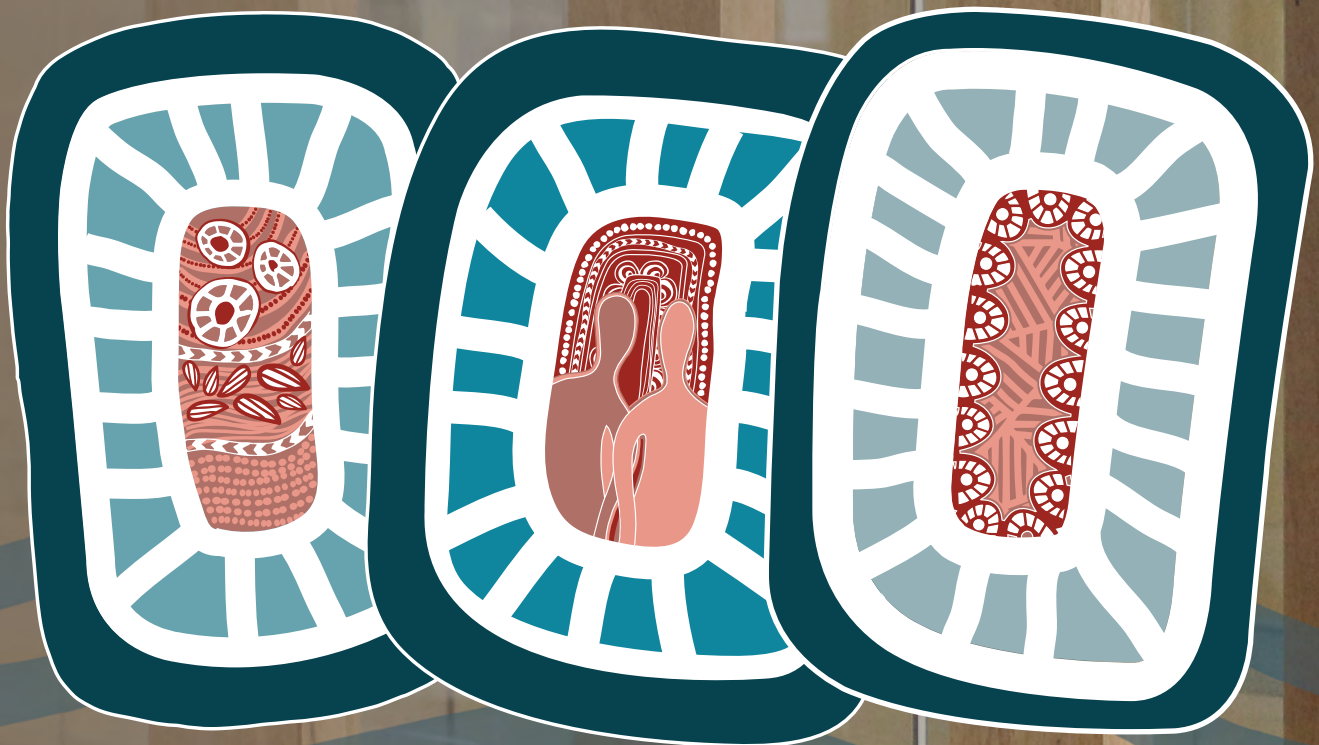
To encourage staff and families to get involved in NAIDOC Week, AECOM organised a children's colouring-in competition to celebrate indigenous art and culture. We were extremely fortunate to have images prepared for us by Stephen Green, a Paarkinji man from Brewarrina, NSW, who also held an art class with 30 children of AECOM staff members in the Sydney office. The feedback from the children and the families was fantastic and gave the RAP team inspiration for future events. Thanks to Stephen Green for bringing his warm personality, expertise, and stencils to the team for a wonderful experience.



OUR VISION FOR RECONCILIATION



We seek to create an Australia where the lives of our team members, clients and Aboriginal and Torres Strait Islander Peoples are enriched through the promotion of cultural diversity, opportunity and mutual respect. We walk alongside each other as equals on a journey towards a stronger and brighter future for all Australians.





Career Tracker
Miranda Mahoney
Bidjara

AECOM – Our Business



AECOM is built to deliver a better world. We design, build, finance and operate infrastructure assets for governments, businesses and organisations in more than 170 countries. We deliver clean water and energy, connect people and economies with roads, bridges, tunnels and transit systems, design iconic buildings that instil civic pride, and restore and protect our environment for the enjoyment of future generations. In Australia, our offices span across every capital city and regionally in Townsville, Mackay, Rockhampton, Darwin, Cairns, Maroochydore, Singleton, Tatura, Warabrook and Newcastle.

A shift towards greater workforce and supplier diversity has galvanised our commitment to becoming part of the solution to close the gaps between Aboriginal and Torres Strait Islander Peoples and other Australians in terms of life expectancy, health, education and employment. We recognise the valuable contribution First Nation Peoples make in the infrastructure industry and our inclusive attitude is reflected in the implementation of a recruitment strategy that will provide even greater employment opportunities in the future.

While the exact number of employees who identify as Aboriginal and Torres Strait Islander Peoples in our organisation has not been established precisely, we have five Career Trackers students, nine work experience students in Alice Springs and a Junior Administration Officer in Rockhampton who are First Nations Peoples working within our teams. We aspire to capture cultural heritage information more accurately in the future and have taken action to improve our systems, administrative and on-boarding processes to reflect this desire. Our Internship program in partnership with Career Trackers is gaining traction with five students currently part of the business. This number will grow as the program expands, further strengthening and diversifying our workforce.

By successfully developing and implementing our second RAP, AECOM not only shares our reconciliation journey with our people, clients and the broader community, but also deepens its commitment to reducing inequality, increasing cultural awareness and creating tangible opportunities for Aboriginal and Torres Strait Islander Peoples.



NAIDOC week art class, with Stephen Green, Frank Mohen, Lara Poloni and AECOM staff family members, Sydney Office.

Our RAP



After many years of working with Aboriginal and Torres Strait Islander Peoples in remote communities delivering critical infrastructure, we realised it was imperative that as a business, we prioritise reconciliation and through our behaviours and actions, show leadership in this vital aspect of cultural harmony.

Following the endorsement of a Statement of Commitment in 2012, it became clear that our people were eager to get involved in our reconciliation journey.

An overarching RAP committee was formed in 2013 with representatives from all Australian states and territories. The committee was charged with the development of our first Innovate RAP, and included executive sponsor, Lauren Allen, Director - Business Integration, who provided a direct link to AECOM's leadership team. Since the initial formation of the RAP

committee, the structure and representation has evolved to reflect the continued progress of our journey to date. Current members of the RAP committee are listed in this document.

We have also been fortunate to receive guidance from within the Aboriginal and Torres Strait Islander community through our external advisor Dennis Jose, a member of the Yidinji nation in North Queensland.

Since inception our accomplishments continue to grow, including a firm commitment from the business to the successful implementation of our programs and initiatives. These include:

- Our partnership with Career Trackers, which Lara Poloni, Chief Executive – Australia New Zealand, has been incredibly supportive of, and personally involved in.



AECOM staff family members enjoying NAIDOC week art class, Sydney Office.

- Facilitating the opportunity for Aboriginal and Torres Strait Islander school students to undertake work experience providing them with the opportunity to learn and understand the variety of career paths available. We have hosted three students from AFL House in Cairns to understand aspects of design and engineering, five Career Trackers students are based in Darwin, Brisbane and Melbourne and remain involved in environmental science and mechanical engineering disciplines, and nine students are situated in Alice Springs where they are gaining experience as trades assistants and food service assistants. These opportunities will assist Aboriginal and Torres Strait Islander students with the transition from education to the workforce.
 - Developing and now implementing a First Nations' employment strategy to ensure we continue to provide ongoing opportunity and careers to Aboriginal and Torres Strait Islander Peoples.
 - Maintaining and developing our informal relationships with Aboriginal and Torres Strait Islander leaders and influencers in communities throughout Cape York and the Torres Strait to deliver critical infrastructure projects.
 - Building on formal relationships with community councils and traditional owners groups throughout Australia to manage native title, cultural heritage, employment and training strategies.
 - Providing cultural awareness training for our executive committee, senior managers, Career Trackers Student supervisors and mentors, Human Resources and Talent Acquisition team members.
 - Hosting annual events in Perth, Melbourne, Sydney, Brisbane, Adelaide, Darwin, Townsville and Cairns to participate in and acknowledge significant Aboriginal and Torres Strait Islander days of celebration, such as National Reconciliation Week and NAIDOC Week. We invited First Nation guests to discuss their own life and business experiences with reconciliation, the challenges they have faced and their aspirations for a more united future.
 - Implementing changes to global systems to ensure we are able to record employee heritage at the point of on-boarding, and can capture data on our involvement with businesses owned by First Nation Peoples and projects.
 - Developing cultural protocols and educating the business on the use of Acknowledgment of Country at our key ceremonies. These protocols are conveyed to our teams in person by senior leaders, Human Resources and members of the RAP committee, and online through our internal communications platforms.
 - Seizing the opportunity to name 24 meeting rooms in our new Melbourne office after the Wurundjeri and Boon Wurrung translations of words relevant to end markets we operate in. Sourced from a Wurundjeri elder who assisted with correct translation and pronunciation, the titles acknowledge and raise awareness of the Traditional Custodians of the land.
 - Delivering projects within Aboriginal and Torres Strait Islander communities that enrich lives. This includes alleviating overcrowding through the provision of serviced allotments to enable housing construction, upgrading municipal infrastructure such as potable water, sewerage reticulation and treatment, and improving transport infrastructure to increase community access.
- At AECOM, the conversation around reconciliation and its importance to modern Australia is open and encouraged. The sheer size of our business does create challenges when implementing change, but our efforts are gaining momentum.
- There is a genuine desire to work collaboratively with Aboriginal and Torres Strait Islander Peoples and communities to promote First Australian cultures and traditions in support of educating the broader Australian community to work towards reconciliation.



Graham Just, Associate Director, Construction Services



I can remember clearly the first exposure I had working with Aboriginal and Torres Strait Islander communities. It was the early 80s and I was working for the Department of Housing and Construction to design a dam for Lankelly Creek to service the township of Coen in Far North Queensland. I joined an officer of the then Department of Aboriginal Affairs on the lengthy road trip to Coen and met with the local Aboriginal community. I sensed immediately that these people were grounded in their country. In spite of the hardships they faced - and there were many - they identified deeply with their surroundings.

After Coen, many other community projects followed. We trialled composting toilets in the islands in the Torres Strait, conducted water supply scheme investigations in Wujal Wujal, completed housing and building projects in central and southwest Queensland and central western New South Wales, and delivered food stores to service remote communities in the Northern Territory.

Working with community groups to complete these projects has given me immense satisfaction. I enjoyed the comradery of collaborating with other AECOM team members and valued their advice and perspectives. The strong associations and friendships I've formed along the way have enriched my journey, so much so, that when my sons were in their late teens and early 20s, I took them to the communities so they could also see Aboriginal Australia - an experience they recall fondly.

I may have brought some technical skills to these communities, but they also taught me much, especially about the importance of extended family. They also did not dance to the tick-tock of our time paradigm, with meetings starting "in Murri time" or "Koori time" depending on the community location. When you are remote, what does it matter if the meeting starts at 10am or 11am?

Working with the communities of Toomelah and Boggabilla near Goondiwindi on the Queensland-New South Wales border was a stand out for me. After initially being engaged for an 18 month project in 1998, we finished in 2009, having completed a number of rounds of projects over that period. The communities witnessed great changes in that time, and together we shared the highs of their mature age trainees graduating with Certificates in Building Construction, and the lows of experiencing loss through the death of their Elders, some well before their time.

In many ways I have grown older with the Aboriginal and Torres Strait Islander Peoples of Australia walking beside me, and I am richer for it. Their infectious and irreverent sense of humour and ability to lighten a serious mood was always appreciated. One recollection that continues to make me smile is an occasion at Toomelah. I thought we were in some strife after being accused of cutting down a "bingo tree". We'd gone to lengths to preserve the canoe trees - paperbark trees used to make canoes - so when we'd removed a bingo tree, I thought it was some mystical reference that had extreme importance to the community. It turned out it was simply a tree where they played bingo with the missionaries many years ago, it was no great loss, and provided many laughs for community members as the project team ran around like "headless chooks" for a couple of days.

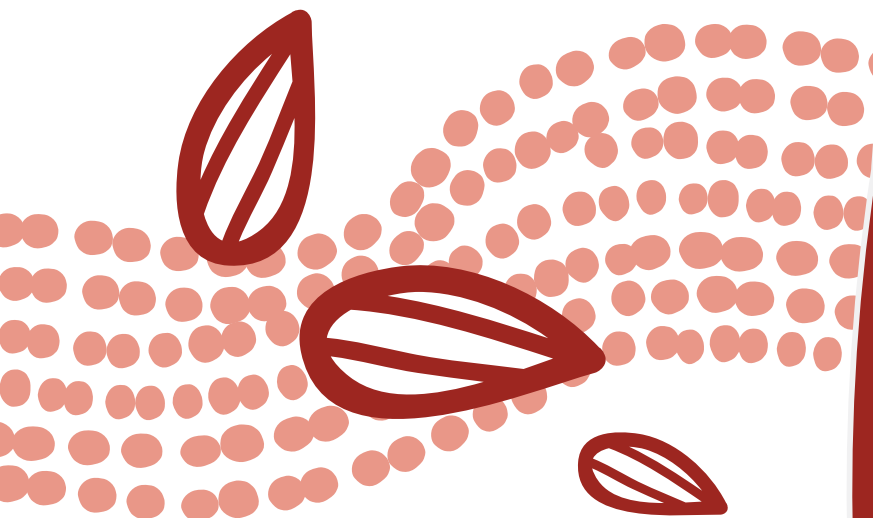
Working alongside First Nation people has given me a greater understanding and appreciation for cultural diversity. Our shelter, water and sewerage schemes made an enormous difference to community lives and our contribution was appreciated - I can still feel the hugs from the female Elders and the unique handshakes with the male Elders.



Wayne Coolwell, Valda Coolwell and Graham Just, Consultation group for proposed Meeanjin Centre.

***In many ways I have grown older
with the Aboriginal and Torres Strait
Islander Peoples of Australia walking
beside me, and I am richer for it.***

Graham Just, Associate Director,
Construction Services, AECOM.



Oasis Project Work Experience Program

In conjunction with the Australian Department of Defence and in support of the Joint Defence Program – Pine Gap (JDFPG) Indigenous Partnership Statement of Intent, AECOM has facilitated the opportunity for local Aboriginal secondary school students to undertake work experience on the JDFPG Site. In 2016, nine students have worked as Trades Assistants and also Food Services Assistants with the opportunity preparing them for the transition from education to work. The program has been successful and popular and led to past participants applying for employment opportunities with AECOM.



“The work experience program was a good tool to influence young people’s career choices and contribute to their future development and skills, while it helped us to get a better understanding of their education system.

Students showed a keen interest in the daily functioning of the kitchen and were quite amazed at the machinery and tools we have to support our daily operations.

Hands-on training that demonstrated the importance of food safety, health and hygiene was provided, while program participants were also taught customer service skills. The kitchen staff also benefited from the opportunity to mentor the students, which improved their own communication and supervisory skills for the future.”

Ashish Batra, Team Leader – Dining



Alice Springs

Melbourne Office Move

In 2016 our Melbourne team recognised an opportunity to engage with the local Traditional Owners with their office move to 727 Collins Street.

Uncle Colin Hunter Jnr, a Wurundjeri man, welcomed AECOM team members to the Kulin nation where the office building is situated. Uncle Colin conducted a Smoking Ceremony to cleanse the area, allow spirits to rest and show respect for people - past and present - and the passing over of Elders.

To continue to show our respect to Wurundjeri people an Acknowledgement of Country plaque was designed by Uncle Colin and digitised by a First Australian owned and staffed creative agency, Ingeous Studios. Our meeting room names reflect tribal language and are relevant to the four end markets our teams operate in. Each meeting room has an Acknowledgement of Country card to encourage staff to start their meetings with the words of acknowledgement.

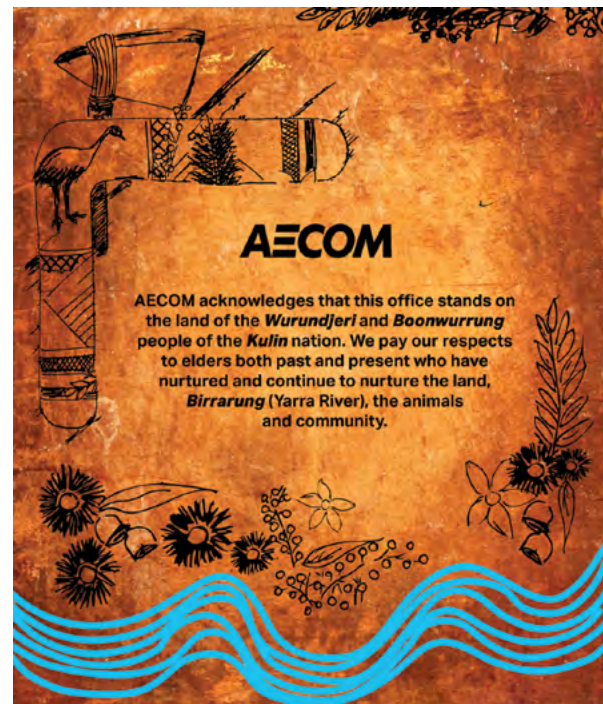
Melbourne Office Acknowledgement Plaque

Uncle Colin explains the cultural significance of the plaque design:

“It is thought that it may have been the Wurundjeri tribe that developed the returning boomerang. The red flowers and gumnuts come from the Manna gum tree, which is of significance to the Wurundjeri. Other plants on the design include the yam daisy (Murnong in Woiwurrung), which was a staple food source for Victorian Aboriginals, as well as the bottle brush which made a sweet drink.

Also the axe is made from greenstone. The Mount William site on Wurundjeri Country has been described as one of the best examples of hunter gatherer quarries in the world, with the greenstone from Mount William being highly prized for trade. Tribes came from hundreds of miles to trade for Mount William greenstone with a blank (needing shaping and sharpening) fetching as much as a dozen possum skin pelts.

The blue is a representation of the Birrarung or Yarra River – which makes the complete motif very representative of the Wurundjeri.”





Uncle Colin Hunter Jnr, a Wurundjeri man, welcomed AECOM team members to the Kulin Nation.

Career Trackers



At AECOM we can see the benefits of a diverse and inclusive workforce. Our Aboriginal and Torres Strait Islander employment strategy affirms our commitment to increase career opportunities.

We believe that collaborating and partnering with other committed organisations will collectively help to address the disparity between Aboriginal and Torres Strait Islander Peoples and other Australians.

In 2015, we initiated a partnership with Career Trackers - a non-profit organisation that links Indigenous university students with private sector companies to provide professional paid internships.

Now in its third year, this partnership has given five students the opportunity to apply knowledge learned at university, and to build valuable networks within our business and the wider industry.

We are incredibly proud of the students who have chosen to launch their career at AECOM and look forward to providing each of them rewarding and exciting career opportunities. We are committed to this program and will increase our student intake year-on-year.



*Lara Poloni, Jessica Puntoriero,
Jordan Bartlett and Mike Burke.*

Our Career Tracker Students



**Jessica Puntoriero
Jagera**

Bachelor of Environmental Science,
Charles Darwin University

What are your career aspirations?

I hope to continue to secure work placement with AECOM throughout the duration of my university studies to build a strong connection with colleagues and continue to grow my professional development within the workplace. Once I have successfully completed my degree my ultimate goal is to become a part of the team at AECOM as a university graduate.

How do you plan on using your skills to benefit your community?

I plan on using the skills I have acquired to benefit the wider community by preventing and controlling disruption to the environment caused by human activities. I believe this is a great way to give back to the community as we rely on the Earth's environment for natural resources for everyday life.

What does reconciliation mean for you?

Reconciliation is very important to me as it creates a dynamic, diverse and innovative workplace, the opportunity to provide for Aboriginal and Torres Strait Islander People and to close the gap between Indigenous and non-Indigenous Australians. It is a significant step towards ensuring future generations of Australians are afforded equal opportunities in life.



**Jordan Bartlett
Kanntju and Lamalama**

Bachelor of Engineering,
Queensland University of Technology

What are your career aspirations?

I want to become an Electrical Engineer and work on large scale projects both in Australia and potentially overseas.

How do you plan on using your skills to benefit your community?

I plan on using my skills to provide a different point of view and perspective in my work, especially towards our involvement with Indigenous communities. I would also like to be an example for others in the community, demonstrating that there are plenty of opportunities for Indigenous Australians in professions such as engineering.

What does reconciliation mean for you?

To me, reconciliation is about bringing people together, to have all people included in society and treated equally regardless of their race, gender or religion. It is especially important for Indigenous communities as they have been disadvantaged on their own land and need greater inclusion and representation in guiding the future of this country.



Jocelyn Claire Fisher Kairi Nation

Bachelor of Science (Extended),
University of Melbourne

What are your career aspirations?

To use my passion and knowledge of the scientific world in a unique way that is productive and beneficial to society. To extend this understanding further through my studies and my career, making not only Australia, but the world, a better place for all forms of life.

How do you plan on using your skills to benefit your community?

The relationship between the industrial world and the biological one is somewhat precarious, and not equally valued. With my background in science, I plan to make decisions and take opportunities which allow me to help society and the natural realm co-exist.

What does reconciliation mean for you?

Reconciliation is best represented to me by the following quote from the former Chairman of the Council for Aboriginal Reconciliation Patrick Dodson. "The river is the river and the sea is the sea. Salt water and fresh, two separate domains. Each has its own complex patterns, origins, stories. Even though they come together they will always exist in their own right. Our hope for Reconciliation is like that."



Miranda Mahoney Bidjara

Bachelor of Engineering (Hons)/ Science,
University of Queensland

What are your career aspirations?


I would like to work as a Civil and Environmental Engineer for AECOM. I am passionate about the environment and ensuring that we live sustainably. Through my work I hope to prolong the environment, build green buildings and ensure we sustainably manage waste.

How do you plan on using your skills to benefit your community?

I hope to benefit my community by being a role model and inspiring others like myself to continue pursuing education after school. Through connections I have kept with my school, I plan to continue to promote how lucky our community is to have so many opportunities.

What does reconciliation mean for you?

I see reconciliation as a way of Indigenous and non-Indigenous Australians coming together and gaining respect for one another. To me, it's all about recognising and focusing on our similarities, rather than our differences. It is about working together as one to understand our histories and see each other as equal.



Ryan Chui-Clark Bugul

Bachelor of Engineering (Honours),
Queensland University of Technology (QUT)

What are your career aspirations?

My career goal is to reach a point where I can not only support myself, but the ones closest to me. I'd especially like to repay those who have raised me.

How do you plan on using your skills to benefit your community?

I was born and spent most of my childhood in Darwin, so I would like to see it expand while still maintaining its cheerful and connected community. Darwin is one of the fastest growing cities in Australia and one day I would like to go back and use my skills to make a contribution.

What does reconciliation mean for you?

Reconciliation to me is aiming to rectify the conflict between Indigenous and non-Indigenous people. As Australia is exposed to different cultures every day, reconciliation and equality will become more important. Ultimately, we want to live in a world where someone's culture or background is not perceived negatively, and they are embraced for the values they share with all Australians as members of the broader community.



Our Project Reach



ABA Stores Infrastructure

Food security is a challenge faced by many remote Aboriginal and Torres Strait Islander communities. Existing community store infrastructure can suffer from structural problems, be inadequate in size and lack the capacity to hold stock. Seasonal disruption to the food supply chain, flood zone locations and the unavailability of store manager housing can also restrict community access to basic food items and other household necessities.

Working closely with the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), AECOM constructed and/or refurbished community stores enabling greater access to healthy food, more cost-effective stores operation and better store manager

accommodation in 18 remote communities in the Northern Territory, stretching from the Tiwi Islands in the north down to the central desert region south of Alice Springs.

Further benefits include improved fuel facilities and vital upgrades to the essential services of water, sewerage, telecommunications and power supplies.

The project was delivered from our Darwin office, and our team played a key role in the coordination of multiple key stakeholders from the community, including local Indigenous store committee members and representatives of Territory and Federal Government agencies.

"The ABA Stores project was vital in the design and delivery of much needed stores infrastructure across the Northern Territory, enabling operational efficiencies and opportunities for improved quality and quantity of stock available to each community. Also critical to the project's success was the opportunity it provided for the employment of local community members."

Amy Pinnell, Project Manager, ABA Stores.



Stores opening with the Federal Minister Nigel Scullion and the Ngarlan Store Indigenous Corporation Board of Directors - Laurance Cox, Debra Sebastian, Lenny O'Meara, Paula Augustine.



Yuendumu store, Northern Territory.

Casino Aboriginal Medical Centre, New South Wales

A gap in healthcare provision to Aboriginal and Torres Strait Islander Peoples in the Northern Rivers regions of New South Wales prompted the Bulgarr Ngaru Medical Aboriginal Corporation to engage AECOM, in collaboration with Kevin O'Brien Architects, to deliver a new Aboriginal Medical Centre in the township of Casino.

The resulting purpose-built medical facility not only provided general treatment and consultancy rooms, but open-plan office space to facilitate the needs of outreach workers and a dedicated administration hub to accommodate regional management staff.

Aboriginal community members can now access nutrition information, alcohol and drug counselling, dental services, preventative health programs, mental health services and sexual health programs.

With its cutting-edge design and engineering solutions that addressed formal and social requirements for patients, medical professionals and the wider Casino community, the innovative medical centre earned a Regional Commendation at the 2016 Gold Coast/Northern Rivers Regional Architecture Awards.

"I have worked with great AECOM teams since 2003 delivering projects into Indigenous communities. The Casino Aboriginal Medical Centre was a particularly special project because we were able to use Indigenous people in key roles for an Indigenous project – myself as Project Manager and Kevin O'Brien as Lead Architect."

Dennis Jose, Senior Project Manager, AECOM.



Casino Aboriginal Medical Centre, New South Wales.

Our RAP Committee

The RAP committee is led by James Jentz, Associate Director – Water and Urban Development, based in Cairns.

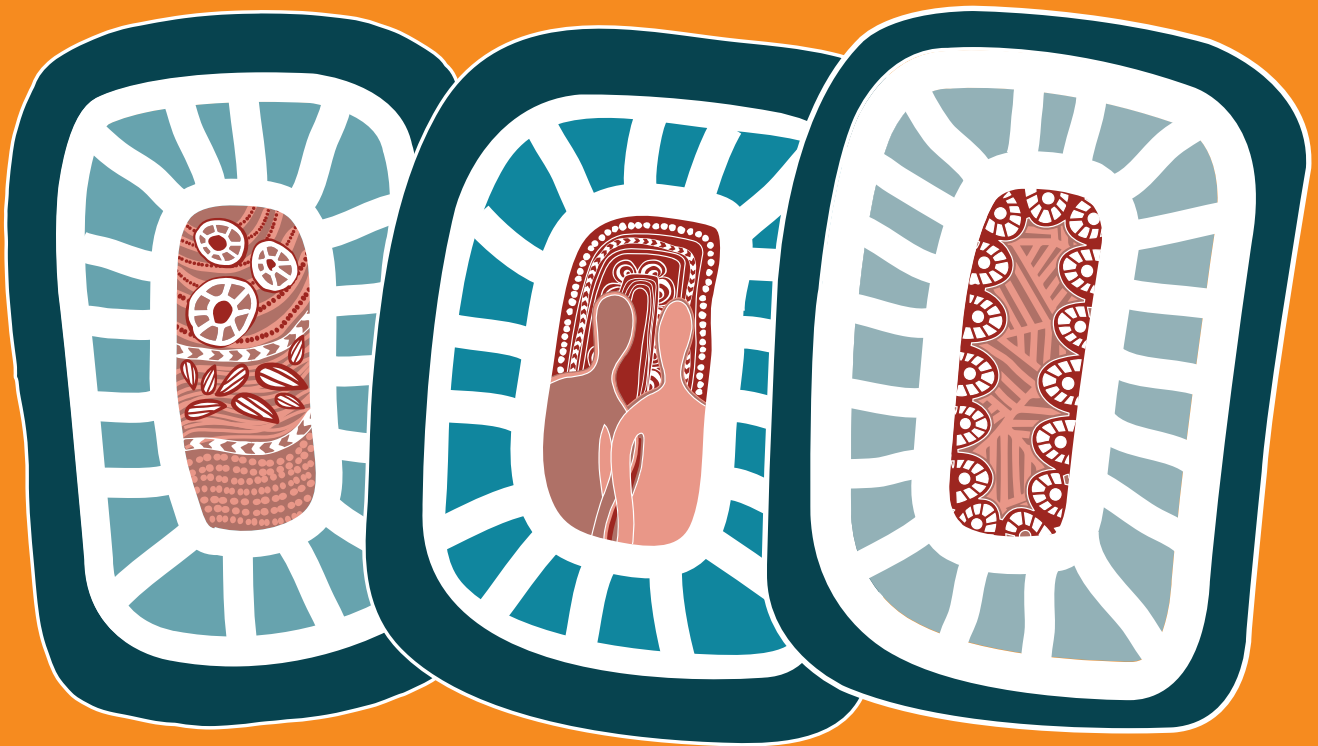
Core committee members are:

- Leeonie Cousins – Associate Director, Human Resources (North Queensland / Northern Territory)
- Sita Hitchcox – Corporate Social Responsibility Coordinator, Australia New Zealand
- Angela Rozali – Senior Engineer, Energy
- Emily Harris – Civil Engineer
- Graham Just – Associate Director, Construction Services
- John Shirley – Senior Communications Advisor, Australia New Zealand
- Lauren Allen – Executive Sponsor and Director - Business Integration, Australia New Zealand



2014 RAP Launch, Brisbane.

Action Plan



To me, reconciliation is about bringing people together, to have all people included in society and treated equally regardless of their race, gender or religion.

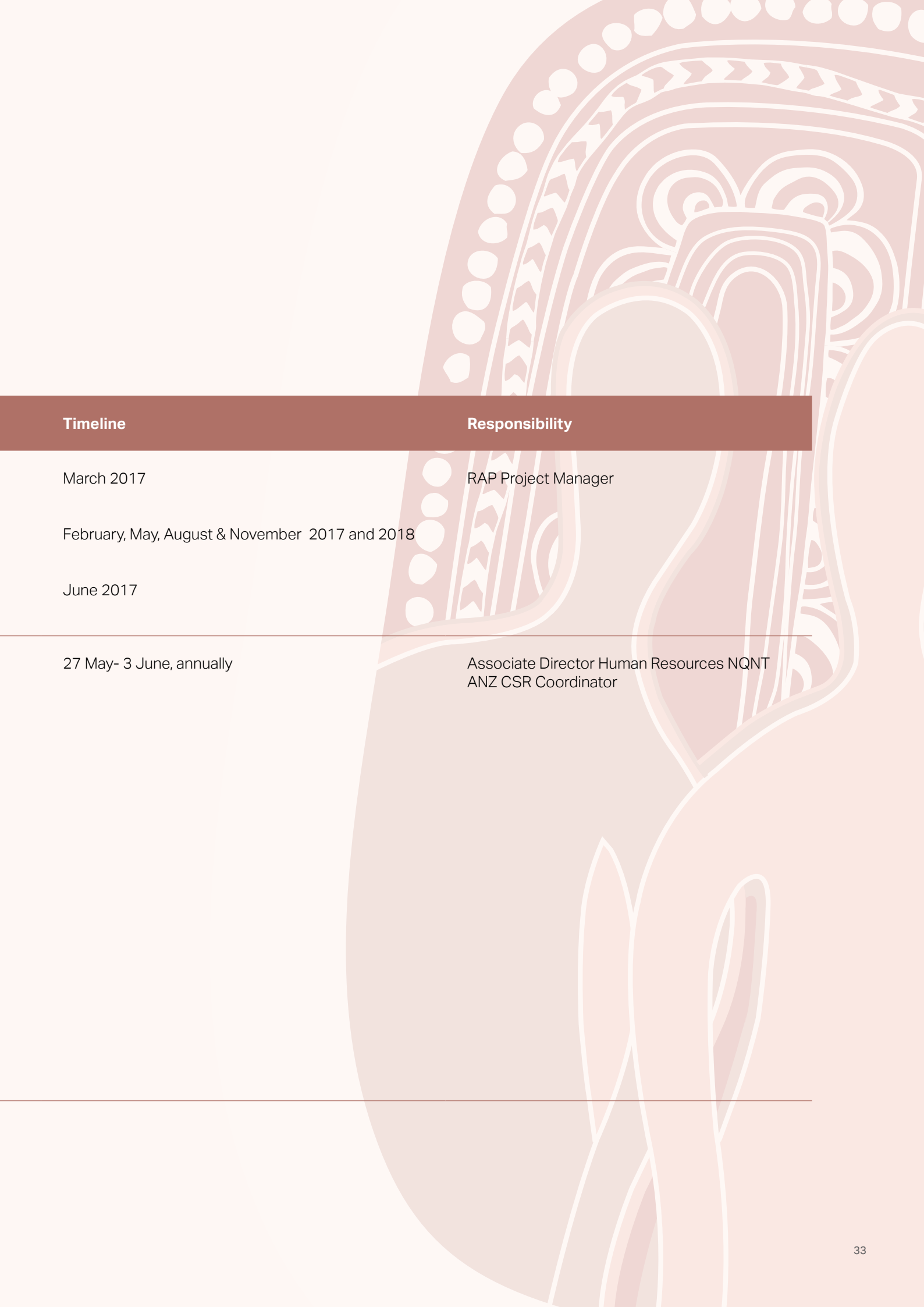
Career Tracker, Jordan Bartlett



Relationships

A culturally diverse and inclusive workforce delivers many benefits. Our organisation remains committed to nurturing our existing relationships with Aboriginal and Torres Strait Islander Peoples and establishing further authentic and mutually beneficial connections in the future. We extend our hand of friendship and offer our unwavering support to the communities we live and work within. We pledge to raise awareness of the importance of reconciliation in Australia through the actions and behaviours of our people.

Action	Deliverable
1.1. AECOM RAP Working Group actively monitors RAP implementation of actions, tracking progress and reporting	<ul style="list-style-type: none">• Oversee development, endorsement and launch of second Innovate RAP• Organise quarterly meetings with RAP working group to monitor and report on progress of RAP• Strengthen cultural guidance to RAP and AECOM RAP Working Group by inviting Aboriginal and Torres Strait Islander staff to join this group
1.2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build stronger relationships between Aboriginal and Torres Strait Islander peoples and other Australians	<ul style="list-style-type: none">• Coordinate annual morning tea events across each office and register events on Reconciliation Australia's NRW website• Invite external Aboriginal and Torres Strait Islander peoples to share their personal stories at NRW events• Organise and display NRW posters in staff viewing areas within each Australian AECOM office• Organise and display NRW email banners on all Australian AECOM staff email signature blocks• Promote key external NRW events to staff via internal communication channels including Chatter and the intranet and encourage participation• RAP Working Group and Senior Leaders to attend key external community NRW events• Share information with staff about the histories, events and cultures of Aboriginal and Torres Strait Islander peoples via internal communication tools such as Elevate and Chatter



Timeline

Responsibility

March 2017

RAP Project Manager

February, May, August & November 2017 and 2018

June 2017

27 May- 3 June, annually

Associate Director Human Resources NQNT
ANZ CSR Coordinator

Action	Deliverable
<p>1.3 Promote and raise awareness to AECOM staff on the second AECOM RAP to ensure ongoing understanding and commitment to reconciliation</p>	<ul style="list-style-type: none"> • Launch RAP to the business • Develop and implement a communication plan to keep staff abreast of RAP and progress and how they can contribute to the delivery of RAP activities • Ongoing education to the business through quarterly communication, regular updates on our RAP progress via the Ecosystem page and via Chatter messages
<p>1.4 Build and nurture mutually respectful relationships with Traditional Custodians, Aboriginal and Torres Strait Islander stakeholders, clients and industry partners</p>	<ul style="list-style-type: none"> • Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders • Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement • Seek opportunities to build meaningful and mutually respectful relationships with local traditional groups through project interaction and by encouraging staff to interact with traditional owner groups and through participation in activities associated with significant Aboriginal and Torres Strait Islander cultural events • Provide staff the opportunity to support Aboriginal and Torres Strait Islander non-profit organisations with one day of paid volunteer leave via the Give Back platform
<p>1.5 Promote significant Aboriginal and Torres Strait Islander events throughout the year</p>	<ul style="list-style-type: none"> • Develop a calendar of significant Aboriginal and Torres Strait Islander cultural events such as Mabo Day, National Sorry Day, NAIDOC week, NRW, National Close the Gap Day, the Coming of the Light Festival to staff • Implement a communication plan to ensure the significance of Aboriginal and Torres Strait Islander cultural events is highlighted to staff each year via our internal communication channels



Timeline	Responsibility
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March 2017
Quarterly, commencing March 2017

Chief Executive ANZ
RAP Project Manager
Senior Communications Advisor

December 2018

RAP Working Group
Business Leaders

December 2018

December 2018

March 2017, ongoing

March 2017 and 2018

Senior Communications Advisor

As events fall 2017 and 2018



Respect

We acknowledge and respect that Aboriginal and Torres Strait Islander Peoples are the Traditional Custodians of the land and waters.

We are committed to providing our team members with opportunities to gain greater understanding of the histories, achievements and cultural values of Aboriginal and Torres Strait Islander Peoples. We believe genuine understanding is fundamental to building respect and essential to the development, and nurturing, of trusted and lasting relationships.

Action	Deliverable
<p>2.1 Embed Cultural protocols and understanding of Acknowledgement of Country and Welcome to Country ceremonies including any local cultural protocols to ensure shared meaning</p>	<ul style="list-style-type: none"> • Review and update AECOM cultural protocols document and communicate to the broader business on the intent and use • Continue to identify significant events for all of AECOM Australia to include a Welcome to Country from a Traditional Custodian • Senior Management and employees to continue to provide an Acknowledgement of Country and where appropriate arrange a Welcome to Country before commencing important meetings/ workshops. Including (not limited to): <ul style="list-style-type: none"> o Annual ANZ Leaders Conference o Annual HR Conference o Internal morning tea events including, NRW, NAIDOC Week & International Women’s Day o NQNT Scholarship presentation o Any staff gathering where external or internal dignitaries and external guests are invited to attend • Work with Ingeous Studios to develop artwork and words for a culturally appropriate Acknowledgement of Country plaque • Display culturally appropriate Acknowledgement of Country plaques in all ANZ Australia offices



Timeline

Responsibility

April 2017

ANZ CSR Coordinator

March 2017, ongoing

Executive Committee
Regional Leadership teams
Business leads

February 2017, annually as events occur

Associate Director, Human Resources NQNT

April 2017

June 2017

Action	Deliverable
<p>2.2 Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</p>	<ul style="list-style-type: none"> • Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops, induction or cultural immersion) • Work with Aboriginal and Torres Strait Islander consultants to develop online cultural awareness training for employees • Ensure key internal stakeholders and staff undertake cultural training and track participation levels – Key staff to include Human Resources, Regional Leadership Teams, all staff who work within Indigenous Communities or on projects delivering critical infrastructure to these communities and Team Leaders/Supervisors
<p>2.3 Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week</p>	<ul style="list-style-type: none"> • Provide staff the opportunity to participate in community NAIDOC Week events with one day of paid volunteer leave via the Give Back platform • Display NAIDOC week posters in each AECOM office • Promote external NAIDOC Week events to staff and encourage participation • Identify NAIDOC Week events for RAP Working Group and Senior Leaders to attend • Promote significance of NAIDOC Week to all staff via internal communication channels



Timeline	Responsibility
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December 2017

Director Development and Careers – ANZ
Associate Director, Human Resources NQNT

March 2018

December 2018

First week in July 2017, annually.

ANZ CSR Coordinator
Associate Director, Human Resources NQNT

Senior Communications Advisor



Opportunities

We are committed to supporting sustainable opportunities for Aboriginal and Torres Strait Islander Peoples by providing access to employment and business opportunities. Each year, we strive to increase the number of Aboriginal and Torres Strait Islander employees we engage through proactive recruitment, continued investment in our partnership with the Career Trackers internship program and a sharper focus on increasing supplier diversity.

Action	Deliverable
<p>3.1 Increase Aboriginal and Torres Strait Islander employee numbers within AECOM by embedding our employment strategy</p>	<ul style="list-style-type: none"> • Embed the Aboriginal and Torres Strait Islander employment and retention strategy across AECOM Australia • Educate our talent acquisition & HR team on the importance of increasing the number for Aboriginal and Torres Strait Islander employees year on year and seek their support to drive and embed our employment strategy into business as usual practices • Continue our Career Tracker partnership and increase our student placements numbers from five currently to three new students each year as a minimum • Increase the number of Aboriginal and Torres Strait Islander Graduate and Undergraduate hires through a targeted program run via our Graduate Recruitment team. This will include: <ul style="list-style-type: none"> o Introducing a system change to enable candidates to identify as Aboriginal and/or Torres Strait Islander heritage at the onset of the application process o Ensure all candidates who have identified as Aboriginal and/or Torres Strait Islander to be automatically included in our Graduate Recruitment assessment centre process o Support one GenerationOne Indigenous Scholarship annually to the total value of \$9,700 • Strengthen the Joint Defence Program – Pine Gap (JDFPG) Indigenous Partnership Framework through increased work experience placements from nine to twelve under the Indigenous Youth Trade Work Experience program to provide pathways to employment and encourage youths in Alice Springs into the workforce



Timeline	Responsibility
December 2017	Talent Acquisition Manager
March 2017, ongoing	Talent Acquisition Manager Associate Director Human Resources NQNT
March 2017, ongoing	Associate Director Human Resources NQNT
April – October annually	Manager, Graduate Recruitment - Australia & New Zealand
March, May, June & September annually	Senior HR Business Partner - AECOM Government Services

Action	Deliverable
<p>3.2 Embed Aboriginal and Torres Strait Islander procurement initiatives to increase supplier diversity within AECOM</p>	<ul style="list-style-type: none"> • Review AECOM list of Aboriginal and/or Torres Strait Islander suppliers and communicate this to staff to be used when procuring goods and services • Review and update our internal procurement policy to ensure it is consistent with the Government Indigenous Procurement Policy • Implement a check box in Vender on-boarding for Salesforce to be used to identify Aboriginal and/or Torres Strait Islander enterprises • Collate information within our Supplier database on new and existing Aboriginal and/or Torres Strait Islander enterprise to enable quarterly reporting and measure ongoing improvement in the use of these businesses • Educate and ensure our Project Managers consider business critical nature of supplier diversity in State and Federal Government bids for Aboriginal and/or Torres Strait Islander business procurement • Monitor membership of Supply Nation and its relevance to our Constructions Services business line supplier catalogue • Investigate opportunities to engage with Indigenous Chamber of Commerce bodies and industry partners to develop commercial activities and economic growth opportunities in Indigenous communities • Educate the business on the importance of identifying Aboriginal and/or Torres Strait Islander businesses in ePM and how to utilise this information in their bids and opportunities
<p>3.3 Commit to Corporate Social Responsibility (CSR) activities that have a positive impact on Aboriginal and Torres Strait Islander people and their communities</p>	<ul style="list-style-type: none"> • Seek approval to make a \$10,000 investment in an ongoing partnership with AIME to support year 7 & 8 STEM program students • Explore, gain approval and then develop a plan to invest in options for a cross section of AECOM staff to undertake Certified III Indigenous Mentoring training • Invest in a partnership arrangement with the Smith Family and participate in the Learning for Life program to support disadvantaged children • Research and then establish opportunities to partner with Engineers without Borders to be involved in programs that deliver critical infrastructure pro bono projects to Aboriginal and Torres Strait Islander Peoples

Timeline	Responsibility
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March 2017

Senior Procurement Specialist

June 2017

June 2017

February, May, August & November annually

August 2017

RAP Project Manager

June 2017

June 2017, ongoing

October 2017

March 2017

ANZ CSR Coordinator

December 2018

March 2017

December 2018

Action	Deliverable
<p>3.4 Build and nurture mutually respectful relationships with Traditional Custodians, Aboriginal and Torres Strait Islander stakeholders, clients and industry partners.</p>	<ul style="list-style-type: none"> • Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders • Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement • Seek opportunities to build meaningful and mutually respectful relationships with local traditional groups through project interaction and by encouraging staff to interact with traditional owner groups and through participation in activities associated with significant Aboriginal and Torres Strait Islander cultural events • Provide staff the opportunity to support Aboriginal and Torres Strait Islander non-profit organisations with one day of paid volunteer leave via the Give Back platform
<p>3.5 Promote significant Aboriginal and Torres Strait Islander events throughout the year</p>	<ul style="list-style-type: none"> • Develop a calendar of significant Aboriginal and Torres Strait Islander cultural events such as Mabo Day, National Sorry Day, NAIDOC week, NRW, National Close the Gap Day, the Coming of the Light Festival to staff • Implement a communication plan to ensure the significance of Aboriginal and Torres Strait Islander cultural events is highlighted to staff each year via our internal communication channels

Timeline	Responsibility
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December 2018	RAP Working Group Business Leaders
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December 2018	
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December 2018	
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March 2017, ongoing	
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March 2017 and 2018	Senior Communications Advisor
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As events fall 2017 and 2018	
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Tracking progress and reporting

Action	Deliverable
4.1 Report achievements, challenges and learnings for inclusion in the annual RAP Impact Measurement Report to Reconciliation Australia	<ul style="list-style-type: none">• Monitor implementation of RAP actions through quarterly RAP committee meetings• Complete and submit the RAP Impact measurement Questionnaire to Reconciliation Australia annually• Distribute annual RAP Impact measurement questionnaire to key internal stakeholders• Investigate participating in the biennial RAP Barometer
4.2 Ensure RAP achievements, learnings and challenges, where appropriate, are reported internally and externally	<ul style="list-style-type: none">• Report progress of RAP actions to the Executive Committee on a quarterly basis• Publish RAP achievements in line with implementation plan and include challenges and learnings in an update to staff via internal communications on a quarterly basis
4.3 Ensure RAP is made available to all AECOM Staff	<ul style="list-style-type: none">• Create an electronic copy of our RAP and communicate via internal communication channels it's availability on Ecosystem to all staff• Develop a RAP Communication plan to ensure regular updates, key milestones, events, RAP progress is captured
4.4 Review, refresh and update RAP	<ul style="list-style-type: none">• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements• Send draft RAP to Reconciliation Australia for review and feedback• Submit draft RAP to Reconciliation Australia for formal endorsement

Timeline	Responsibility
September 2017, annually	RAP Project Manager
May 2018	
February, May, August & November 2017 and 2018, quarterly	RAP Project Manager
March 2017	Senior Communications Advisor
February, May, August & November 2017 and 2018, quarterly	RAP Project Manager Associate Director Human Resources, NQNT ANZ CSR Coordinator

Nurturing Journey of Understanding

The AECOM Innovate RAP 2017-2019 designed by Aboriginal designer Leigh Harris of ingeous studios is a contemporary design that represents the commitment to the journey of reconciliation by AECOM, its Executive Committee and staff.

Through the use of contemporary design elements inspired by the traditional *Coolamon, the artwork depicts the three key areas of Respect, Relationships and Opportunities which are nurtured at all levels throughout AECOM.

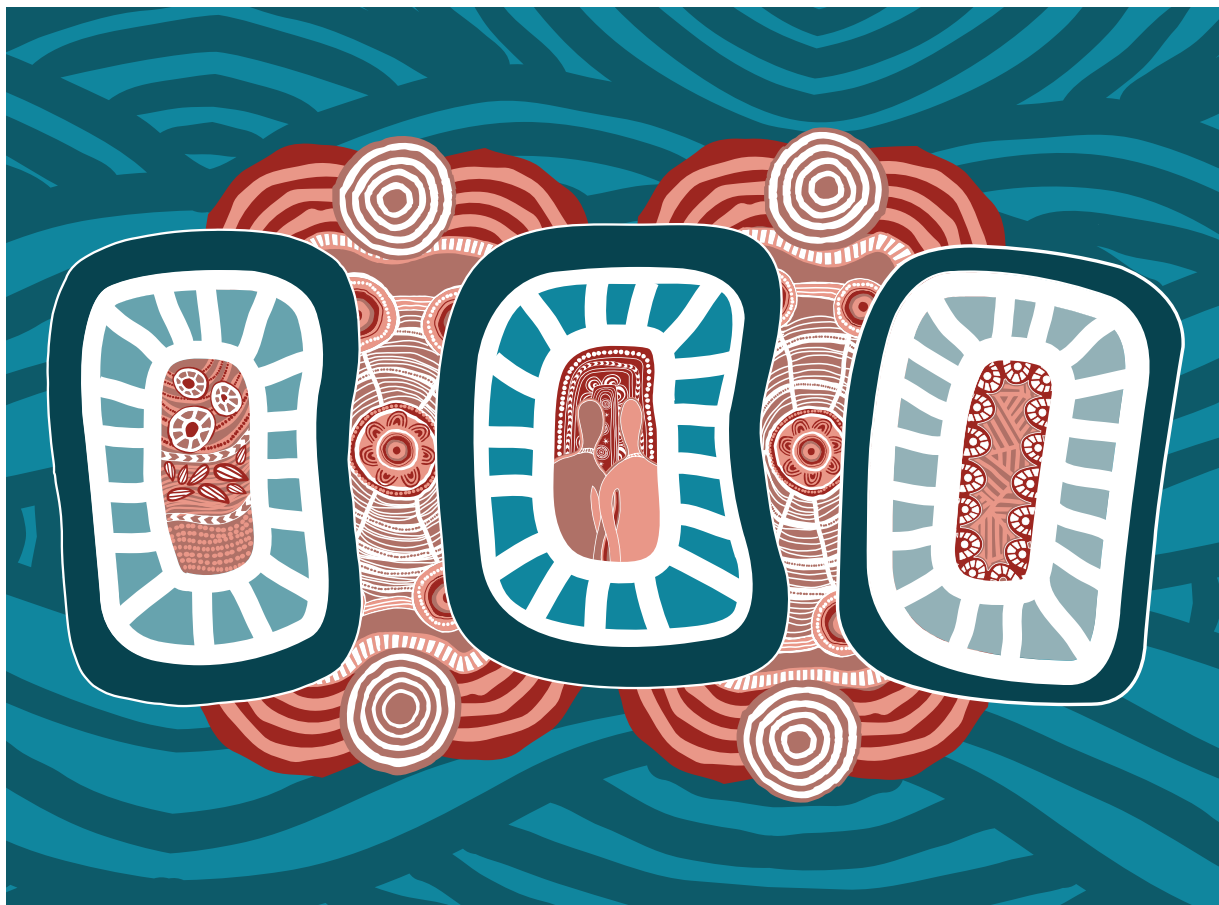
Each of these central elements has a unique design element.

The two background elements represent these primary principles of reconciliation which AECOM shares through its local engagement on activities

and projects, inspiring others to demonstrate their commitment to Aboriginal and Torres Strait Islander Peoples. These elements depict the consultation with Aboriginal and Torres Strait Islander communities and individuals and our inclusion in decision making within AECOM.

The background design is symbolic of water flow which represents the continued engagement by AECOM with Aboriginal and Torres Strait Islander Peoples and the continued flow in the development of the foundations of building prosperity, sustainability, knowledge and opportunities for Australia's First Peoples.

** Coolamon — a multi-purpose vessel used to carry water and gather bush tucker as well as to cradle babies.*





Leigh Harris is a Cairns-based Aboriginal business owner and serial entrepreneur with traditional connections to the Kanolu people of Central Queensland and Gungarri people of South East Queensland, and who is also proud of his Italian and Welsh heritage. Leigh has been active in the design and digital creatives space for over 20 years, and runs ingenious studios a multidisciplinary design studio. Trained as a Public Relation Officer with Aboriginal Hostels Limited in Canberra, he moved to Cairns in 1993. Leigh works with local, national and international organisations in the creative and digital creative innovation space.

For more information please contact

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