

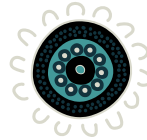


**AECOM**



# Innovate Reconciliation Action Plan

November 2022 – November 2024



# Our Cover Artwork



Shane Youngberry is a Dharawal man from La Perouse. A community man, carpenter by trade, and a director of the La Perouse board riders, Shane spends a lot of his time by the water diving and surfing. Shane's love for Aboriginal art was influenced by his father who was also an Aboriginal Artist.

The majority of his art represents many of the Dreamtime stories passed down and shared by Elders from ancestors in the community of the Dharawal people of the Botany Bay area where Shane and his family grew up.

While Shane's art is not of the traditional medium, he has transformed and evolved traditional art and the stories it tells and interpreted this through an innovative digital platform. His innovation of artwork allows him to diversely represent his stories more broadly by including them through urban design layout. His art combines culture, storytelling and a representation of significant modern-day stories.

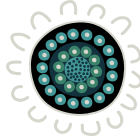
## ‘Connecting to Country’

Connecting to Country uses topographical patterns to illustrate the many Traditional Owner Countries in which AECOM operates.

The circular symbols are watering holes and campsites, which Traditional Owners would use to gather and share knowledge. The large centre circle represents AECOM and the pathways and waterways that connect from the centre circle to the six smaller circles represent the ways in which Traditional Owners would travel - their version of what we now call infrastructure.

The six smaller circles represent AECOM'S six core values - Safeguard, 'Innovate', Collaborate, Deliver, Sustain and Thrive. The pathways connect these values to AECOM and the U shapes surrounding them represent AECOM'S people and the communities they operate in, showing that everyone shares these core values in caring for and connecting to Country.





# Acknowledgement of Country

AECOM acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We recognise that Aboriginal and Torres Strait Islander peoples have occupied and cared for this country over countless generations and that much of the built environment today is located on places and pathways that still hold cultural significance for First Nations peoples.

We celebrate their continuing contribution to life in the region and we pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

## Our Vision for Reconciliation

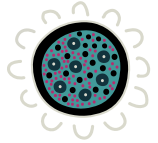
Our vision for reconciliation is that First Nations knowledge, histories and cultures occupy a rightful place in shaping the future of our country, a country that represents equality and equity, historical acceptance of our shared history and removal of negative race relations.

In the context of our organisation, this represents respectfully harnessing Traditional Knowledge and cultural expressions to deliver solutions through our projects that demonstrate a deep connection to Country. It means ensuring our project teams are representative of the clients and communities we serve.

This is felt through an abundance of trust that First Nations employees, communities and clients hold for our organisation as a genuine partner in caring for Country and sustaining our planet.







# AECOM CEO Message

## Richard Barrett Chief Executive Australia & New Zealand

I'm very proud to be sharing AECOM'S third 'Innovate' RAP, helping us stay the course with our reconciliation commitments and continue increasing First Nations participation, collaboration and inclusion in the work we do every day to deliver a better world.

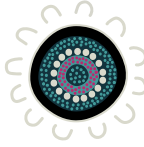
Our approach has seen us grow First Nations representation at AECOM. As a result of our partnership with CareerTrackers we now employ nine program Alumni who help bring fresh ideas, energy and diversity of thought to our project teams. In early 2022, I was also proud to see two of our team recognised by CareerTrackers as Business Coordinators of the Year, underlining the strength of our CareerTrackers partnership and our commitment to facilitating bright career pathways through this internship program.

We've harnessed the power of storytelling in our offices, with commissioned artworks across our Sydney, Melbourne, Brisbane and Perth offices, each time inviting the artists to explore their interpretation of how we visually represent AECOM'S purpose and values, our connection to First Nations communities and the broader community at large. We are incredibly grateful for the thoughtfulness each artist has put into their interpretations, which now proudly take prominence in our offices and inspire conversations around inclusion amongst our team members.

We continue to listen, learn and deliver for our clients when it comes to being part of their own reconciliation aspirations, and as our business continues to think and act globally, we look forward to exchanging ideas through our global Indigenous Engagement practice about working successfully with local First Nations communities. At AECOM, this starts with providing a process to reach mutually agreed upon goals that sustain First Nations people's connection to Country, and with listening and a goal to integrate technical expertise with cultural expertise that has developed over thousands of years.

Reconciliation is about strengthening relationships for the benefit of all; and we are committed to making a positive change, whether it is Acknowledgement of Country, continued cultural learning or engaging First Nations businesses. AECOM is proud to be on this journey of strengthening First Nations inclusion in our business, helping us all become more connected to Country, our histories, cultures and achievements, with a genuine excitement about how it helps us to bring to life our Environmental, Social and Governance aspirations.





# Reconciliation Australia CEO Message



## Karen Mundine Chief Executive Officer Reconciliation Australia



Reconciliation Australia commends AECOM Australia 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 three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. AECOM Australia continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

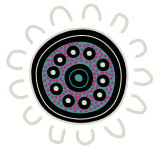
The four RAP types - Reflect, 'Innovate', Stretch and Elevate - allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways. An 'Innovate' RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time 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 AECOM Australia will continuously draw upon to create RAP commitments rooted in experience and maturity. These learnings extend to AECOM Australia 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 AECOM Australia 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, AECOM Australia will ensure shared and cooperative success in the long-term. Gaining experience and reflecting on pertinent learnings will ensure the sustainability of AECOM Australia's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations AECOM Australia on your third 'Innovate' RAP and I look forward to following your ongoing reconciliation journey.





# Our Business

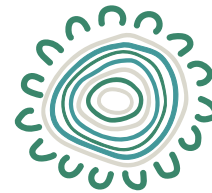
AECOM is the world's trusted infrastructure consulting firm, delivering professional services throughout the project lifecycle – from planning, design and engineering to program and construction management. On projects spanning transportation, buildings, water, new energy and the environment, our public and private sector clients trust us to solve their most complex challenges.

Our teams are driven by a common purpose to deliver a better world through our technical expertise and innovation, a culture of equity, diversity and inclusion, and a commitment to environmental, social and governance priorities. We believe infrastructure creates opportunity for everyone. At AECOM, we're delivering a better world. Whether it's improving people's daily commute, keeping the lights on, providing access to clean water or transforming skylines, we believe infrastructure has the power to uplift communities and improve people's lives.

As the world's premier infrastructure consulting firm, we bring together outstanding people, ideas, technical expertise and digital solutions. We're trusted advisors – planners, designers, engineers, consultants and program managers – delivering professional services that enhance today's world to deliver a better tomorrow.



+120



AECOM launched when a handful of employees from design and engineering companies shared a dream of creating an industry-leading firm dedicated to making the world a better place.

AECOM became an independent company formed by the merger of five entities. While our official founding was in 1990, many of our predecessor firms had distinguished histories dating back more than 120 years.

Since then, more than 50 companies have joined AECOM and, in 2007, we became a publicly traded company on the New York Stock Exchange.

Today, listed at #189 on the Fortune 500 as one of America's largest companies, AECOM is the world's trusted infrastructure consulting firm, delivering professional services throughout the project lifecycle - from planning, design and engineering to program and construction management.



AECOM is supported by 50,000 people globally and approximately 3,000 people within Australia, with 13 offices across the country in the following locations - Brisbane, Sydney, Melbourne, Perth, Adelaide, Townsville, Mackay, Maroochydore, Darwin, Cairns, Rockhampton, Newcastle, and Canberra.

There are currently 16 people employed permanently in our business who identify as having Aboriginal and/or Torres Strait Islander heritage.

As a leader in environmental, social, and corporate governance (ESG), AECOM is committed to delivering positive, impactful and sustainable legacies for our company, our country, our communities and our planet.

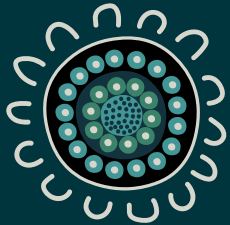
With ESG principles embedded into everything we do, the goal of our Sustainable Legacies strategy is striving to ensure the work that we do, in partnership with our clients, leaves a positive, lasting impact for communities and our planet.





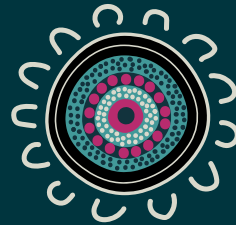
# Our Values

Our core values are central to the heart of AECOM'S reconciliation journey and act as our guiding principles. They are the essence of who we are, how we work and what we believe in. They support our vision and help shape our culture and reflect what we stand for.



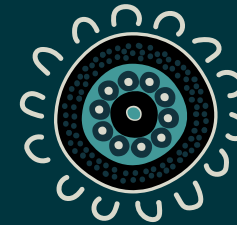
## Safeguard

We operate ethically and with integrity, while prioritising safety and security in all that we do.



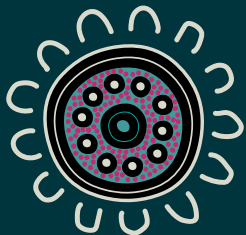
## Innovate

We think without limits and embrace new ideas, shaping digital solutions to help clients address current and future challenges.



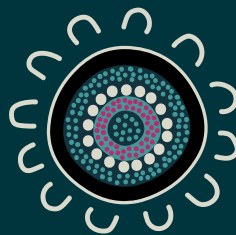
## Collaborate

We connect unrivalled expertise from around the world to anticipate our clients' most pressing challenges.



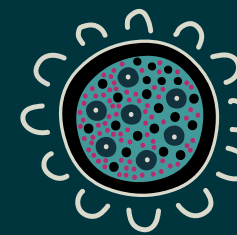
## Deliver

We grow our business through relentless client focus, operational excellence and exceptional project execution.



## Sustain

We take action to make a positive impact on the planet, enrich the communities we touch and build legacies for future generations.

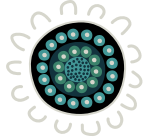


## Thrive

We build diverse teams, create an inclusive workplace and provide opportunities where each one of our people can reach their full potential.







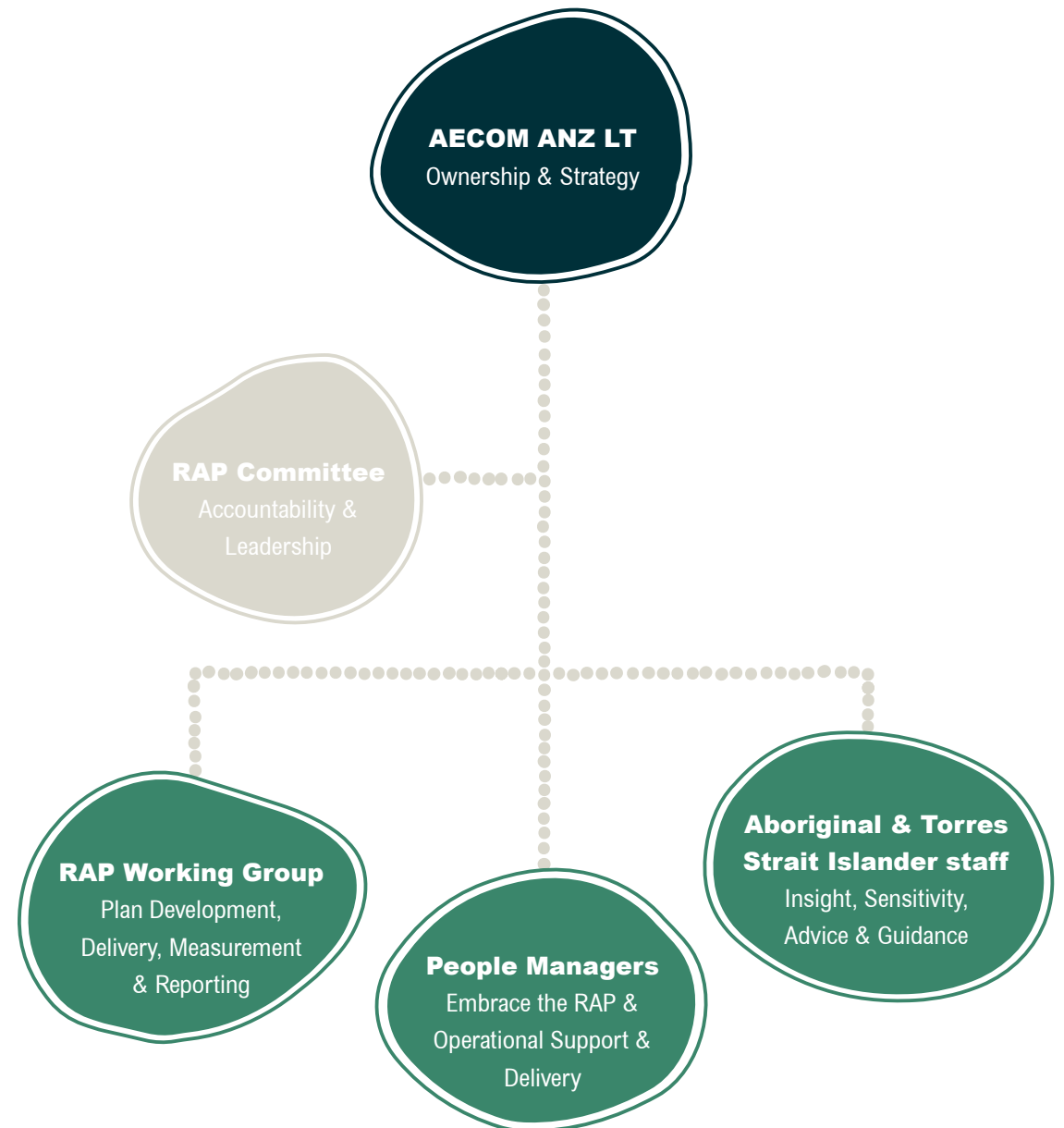
# Our RAP

AECOM has a long history of working with Aboriginal and Torres Strait Islander peoples in various community settings, whether it be delivering critical infrastructure in remote communities, to playgrounds incorporating First Nations elements in urban settings. For this reason, we are committed to continuing to embed cultural safety and understanding in our business. We want to be more attentive to the connection to Country that sits across our infrastructure projects, so that we can play a part in deliberately influencing how the built environment reflects Country back at us.

Our RAP helps us continue to be an inclusive place for Aboriginal and Torres Strait Islander peoples to work and makes sure we are representative of the broader community we serve. We also want to be a genuine partner to our clients in helping them drive their own reconciliation goals and initiatives as we know we can't do it alone.

Our RAP Committee membership consists of representatives from our ANZ Leadership Team (ANZLT), business line leads and two Aboriginal employees. By having representation from the ANZLT on our Committee, we are ensuring that our RAP is elevated to the highest level of our business, and driven by our leaders. Our RAP Committee is supported by our RAP Working Group, which also includes three Aboriginal employees that work with representatives from different business lines and support services.

Lastly, AECOM has always had an Executive Sponsor for the Reconciliation Action Plan, which is a member of the ANZLT that is an additional advocate and representative of the RAP within the broader ANZ Leadership Team.



# Our RAP Committee



**Richard Barrett**, CEO



**Kerry Van Donderen**, Chief Operating Officer, ANZ



**Shayne Hanran**, Regional Managing Director, Northern and Western Australia (and Executive Sponsor/  
RAP Champion)



**Kerrie Campbell**, Director, People and Culture, ANZ



**Mark McManamny**, Regional Managing Director, Victoria, South Australia, Tasmania



**David Hogarth**, Regional Business Line Director, Resources, Power & Industry, ANZ



**Ray Rawlings**, Regional Business Line Director, Transport, ANZ



**Kellie Reed**, Operational Services Director



**Melanie Grills**, First Nations Program and Participation Lead (Gomeroi)



**Luana Sanders**, First Nations Participation Advisor (Gooreng Gooreng, Munanjhalli, Ghungalu)



**Emma Charlton**, Defence Environmental Services Lead



**Michael Jones**, Director – Operations (Delivery Excellence), ANZ



**Mark Stewart**, ANZ Change Lead





# Our Journey

In July 2014, AECOM released its first 'Innovate' Reconciliation Action Plan and our vision as an organisation at that time was that, 'we are part of an equal Australia where we walk alongside Aboriginal and Torres Strait Islander Peoples to build a brighter future for our nation through stronger relationships built on trust, mutual respect and increased opportunity'. We started with a blank page and a lot of good intent and built a solid foundation for our business, which has gone from strength to strength since introducing the RAP framework all those years ago.

In 2017, we released our second 'Innovate' plan to help us continue to create a nation where the lives of our team members, clients and First Nations Peoples are enriched through the promotion of cultural diversity, opportunity, and equity. We have learned so much on our journey to this point and we still have much to learn and do – a challenge we continue to take up!

## Challenges and lessons learned

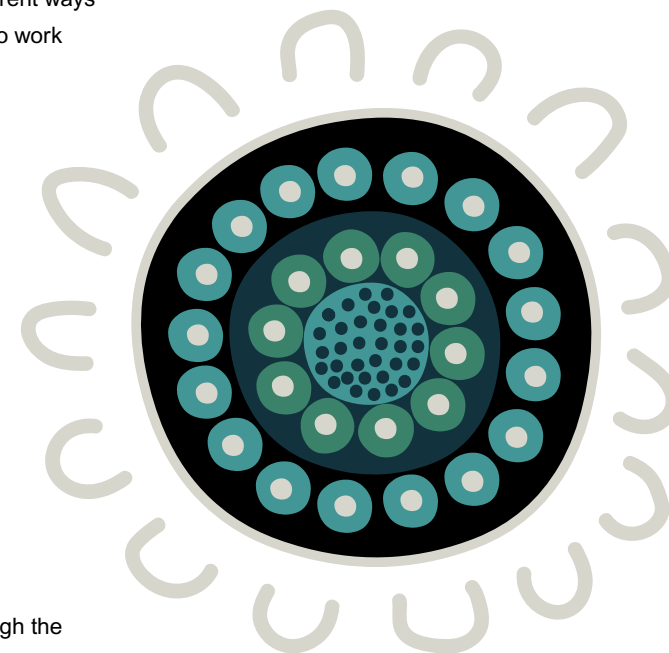
We have tried to deliver the last two RAPs by relying on the dedication and passion of a few individuals to promote reconciliation at both a strategic and operational level. Whilst this provided some momentum towards us delivering some of our actions and setting up the foundations for the delivery of others, given the size of our business and the diversity of projects we are involved in across Australia, a lack of dedicated resources was impacting the level of awareness of our RAP, leading to ambiguity around accountability in relation to the implementation of the RAP.

Since 2019, we have created two dedicated First Nations roles, a First Nations Program and Participation Lead and a First Nations Participation Advisor. This has helped shape First Nations led approaches to earlier engagement processes, promoting First Nations knowledge in design solutions, and embracing new and different ways of making us a more culturally safe business to work with and for.

Additionally, 2023 will see the commencement of two more roles, a First Nations Employee Experience Specialist, and a First Nations Supplier Relationships Specialist. All four roles are identified (open only to Aboriginal and Torres Strait Islander people).

There was also no formal implementation plan that sat alongside either of the last two Reconciliation Action Plans. In response to this, we now have a dedicated RAP Implementation Lead that is part of our Change Management team to assist with operationalising the implementation plan through the appropriate accountability lines.

Tracking and reporting against this implementation plan for the next RAP will assist us with visibility of whether we are achieving our deliverables within the planned timeframe, and the reporting dashboard associated with the implementation plan will be reviewed monthly at the ANZ Leadership Team meetings and quarterly at the RAP Committee meetings.



In a recent Equity, Diversity and Inclusion survey, 65% of survey participants said they 'agree' that they knew what they could do to help improve reconciliation. In the free text section of this question, the high level themes from our employees were around wanting to see more meaningful action, more education, stronger involvement with First Nations projects and communities and more visible leadership around reconciliation from our leadership team. We believe the implementation plan will again play a role in articulating more explicitly the actions and accountability to deliver an uplift across these dimensions.

## Achievements

Our vision for our third, 'Innovate' RAP has matured as has our organisation. We have paused at the expiration of our last RAP and reflected, making sure we leaned into the lessons we have learned about what we need to successfully deliver our 'Innovate' plans.

We have many things to be proud of as an organisation in our journey up to now, including the continued success of our CareerTrackers partnership, as we now have 9 CareerTrackers Alumni in our business. With the expansion of the First Nations Engagement team, and more rigour around the implementation of this 'Innovate' RAP, we know that we will see the following list of achievements continue to grow over the next two year period.

### ● Pre-2012

Strong history of working with Aboriginal and Torres Strait Islander communities to provide critical infrastructure

### ● 2012

Statement of Commitment – our first official step to taking leadership action to make positive differences by working and engaging in a more meaningful way with First Nations People.

### ● 2013

Our first RAP committee was formed, and we started to develop our first 'Innovate' RAP as an organisation



## ● 2014 – and beyond

We launched our first RAP and alongside this commenced our true journey toward building a better future for First Nations People. Highlights include:

- A 10-year partnership with CareerTrackers, which has included piloting their High School Program, Work Shadow Program, and placement software and sponsoring six Alumni to participate in the Accelerator Program
- Continued work in Aboriginal and Torres Strait Islander communities to deliver infrastructure such as sewerage reticulation and treatment, potable water, transport infrastructure, and support to manage native title and cultural heritage
- Training for our staff across online and face-to-face mediums
- Educating staff on culturally appropriate tools, installing plaques with an Acknowledgement of Country
- Celebrating culturally appropriate annual events and forums, ensuring the significance of these events were explained
- Promoted paid volunteer leave for staff to participate in community cultural events
- Organising family friendly events such as art classes to involve families on our journey of reconciliation
- Increasing our hire rate of Aboriginal and Torres Strait Islander graduates
- Online cultural awareness as well as face to face programs
- Promotion of public holiday swap arrangements for use on days with more cultural significance to First Nations and non First Nations staff

- Transferring all of our First Nations suppliers onto 14 day payment terms
- Commissioning artworks for our Sydney, Melbourne, Brisbane, Perth and Newcastle offices
- Establishing a 'You Can't Ask That' style forum to openly discuss issues impacting First Nations peoples
- Appointment of First Nations Program and Participation Lead and First Nations Participation Advisor (identified roles)

Under our third, 'Innovate' RAP, we want to ensure First Nations knowledge, histories and cultures occupy a rightful place in shaping the future of our country, a country that represents equality and equity, historical acceptance of our shared history and removal of negative race relations. For us, this means looking for ways to respectfully harness traditional knowledge and cultural expressions to deliver solutions through our projects that demonstrate a deep connection to Country. It means ensuring our project teams are representative of the clients and communities we serve. We will know we are getting this right when we see an abundance of trust that First Nations employees, communities and clients hold for our organisation as a genuine partner in caring for Country and sustaining our planet.

We recognise as an organisation we can't do this alone and must continue to partner with likeminded organisations to help make greater societal changes. We also recognise that change starts with us and whilst we will continue to be a united voice and partner for better outcomes for First Nations people, we are committed to working hard to continue to educate and create cultural awareness, continue to strengthen meaningful and trusted relationships, invest in authentic and sustainable opportunities, and continue to be truly inclusive and culturally safe in everything we do.





# Being Supported to Give Back

## Ryan Chui-Clark (Wadjigan) Project Manager, Project & Construction Management, Buildings & Places

Ryan's journey at AECOM started in 2016 as an Undergraduate Project Manager in the Brisbane office. Ryan was one of AECOM'S first 70. CareerTracker interns, and while he was studying for three years he also worked in our Construction Services, Transport Planning, Highways Design, and Civil Structures teams. After completing his Bachelor of Civil Engineering (Honours), he joined the Project and Construction Management team as a graduate in Melbourne.

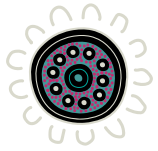
Family and connection to community is important to Ryan. 'I'm grateful that my job has enabled me to surround myself with so many intelligent and diverse people and learn from them. I have been able to take this knowledge home to help my family where I can. I will continue to do this as my career progresses to hopefully one day make a greater impact on my community.' Thanks to the flexibility that AECOM offers, Ryan was able to escape the first Stage 4 lockdown in Victoria during the pandemic and relocate to Darwin, allowing him to spend time with his family, as well as giving the Darwin team a hand.

Ryan featured in AECOM'S second 'Innovate' RAP at the beginning of his career and believes the third 'Innovate' RAP will support AECOM'S

continual growth and learning. "In the previous RAP I said '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.' The RAP will continue to help create a safe culture where people can be open about who they are, it will help diversify our company and our approach to everything we do."

The RAP pillar that resonates most strongly for Ryan is Relationships, as they play an important role in enabling people that don't come from an Aboriginal and/or Torres Strait Islander background to support reconciliation at AECOM. "We can show support towards First Nations people by giving them a voice, and taking time to learn their cultures and beliefs. A safer workplace is where people's minds are open to knowledge and cultures other than their own, which has definitely been my experience at AECOM so far."





# Cultural Safety Key to Reconciliation

## Aimee Baker (Dharug) Graduate Legal Counsel, AECOM Legal

Aimee currently has a graduate role in AECOM'S Legal team. She started with the same team in 2019 in Brisbane, as a CareerTrackers intern. Aimee worked part-time in the team whilst she was studying, and after she graduated in 2021, she joined AECOM'S graduate program.

Aimee is hopeful that her role will enable her to become more involved in some of the pro-bono work the Legal team already does. "Being able to expand that involvement to providing assistance to First Nations people in the future would be a great way to benefit the community, as the legal system is largely inaccessible and hard to navigate for so many First Nations people."

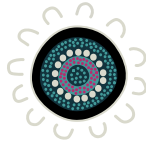
She sees one of her greatest strengths as the perspective she holds as a First Nations person – a 'lens' that allows her to identify particular issues and provide insights based on her own lived experiences, giving First Nations people representation and a voice in the work she does in her team.

Aimee sees RAPs as vital to any organisation that genuinely wants to support First Nations people. "Reconciliation cannot be achieved through ignorance. Meaningful action fundamentally requires an understanding of why action needs to be taken in the first place, and an honest understanding of the privilege you have as someone who is not First Nations. This goes hand-in-hand with education, people taking the initiative to seek out answers, and giving First Nations people a voice and power to do something with their voice."

She believes that providing opportunities, especially employment opportunities, lays the foundation for respect and relationships to occur within the organisation. She's also seen progress across AECOM since the last 'Innovate' RAP launched in 2017. "In my experience so far, I have noticed the most progress in the respect that is shown to not only my identity as a First Nations person but towards all First Nations people. I think in large this is attributable to an increase in education on First Nations issues."

A particular highlight for Aimee at AECOM has been the people she has met and worked with along the way. "I have found it hard to feel culturally safe and accepted in many settings in my life and to have been embraced and accepted so thoroughly here at AECOM and especially in my own team really has made such a positive impact on my journey here and as a young professional."





# Relationships

AECOM has long-standing relationships with Aboriginal and Torres Strait Islander communities where we have been delivering critical infrastructure for many years. We acknowledge that every day we are working, living and learning on First Nations land. We know that being able to draw on our relationships promotes a strong connection to Country from the outset of our projects, and plays an important role in shaping better solutions for our clients.

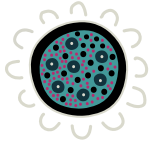
As we continue to increase First Nations representation within our AECOM teams, so too does our understanding of First Nations knowledge and perspectives, which helps us to work smarter and better across a broad range of spheres. These connections help us build genuine and authentic relationships not only with Aboriginal and Torres Strait Islander communities, but with other collaborators, partners and subconsultants.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2023	First Nations Program Lead
	Continue to develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2023	First Nations Program Lead, RAP Implementation Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	1st May 2023, 1st May 2024	First Nations Program Lead
	RAP Working Group members to participate in an external NRW event	27 May- 3 June, 2023 & 2024	RAP Implementation Lead
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023 & 2024	RAP Implementation Lead
	Organise at least one NRW event each year.	27 May- 3 June 2023 & 2024	First Nations Program Lead
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023 & 2024	RAP Implementation Lead



Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	April 2023	Head of Communications
	Communicate our commitment to reconciliation publicly.	April 2023	Head of Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2023	ANZ Leadership Team, Regional Business Line Leads
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	April 2024	First Nations Program Lead, Regional Business Line Leads
4. Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2023	Human Resource Manager, Australia
	Launch Respected and Safe @AECOM Policy to the business, outlining key changes following the review of this document.	September 2024	Human Resource Manager, Australia
	Educate senior leaders on the effects of racism.	May 2023	First Nations Program Lead
5. Elevate First Nations voices in policy and procedure reviews across the HR function	Engage with Aboriginal and Torres Strait Islander staff to help support the review of the following policies and procedures:	August 2023	Human Resource Manager, Australia
	<ul style="list-style-type: none"> <li>• Good Working Relationships (Respected and Safe @AECOM)</li> <li>• Leave Options Procedure</li> <li>• Managers Guide for onboarding new team members</li> <li>• Manager Buddy selection tips guide</li> <li>• Buddy Guide (getting started)</li> </ul>		
	Engage with our First Nations Lead and/or external advisors to consult on our Respected and Safe @AECOM Policy and associated intranet tools and materials.	September 2024	Human Resource Manager, Australia
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2024	Human Resource Manager, Australia





# A Partnership with Heart

## CareerTrackers Business Coordinators of the Year Award Recipients: Claire Gilmartin and Melanie Grills (Gomeroy)

Since 2015, AECOM has been a proud 10x10 partner of CareerTrackers, a national non-profit that helps to create career pathways for young Indigenous adults through internship opportunities. The CareerTrackers Gala Awards is held annually, and celebrates individuals, interns, Alumni, universities and organisations who have demonstrated leadership and excellence in the CareerTrackers community.

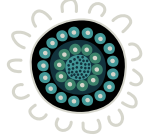
The award category 'Business Coordinator of the Year' is nominated by the CareerTrackers Program Team and is presented to Business Coordinators at an Employment Partner who have excelled in the end-to-end delivery of the program. These Business Coordinators have a profound presence in their local network and have helped shape the program by their example of excellence and coordination.

In 2022, AECOM were delighted to see our very own Claire Gilmartin and Melanie Grills receive this award at the Gala. Claire and Melanie's outstanding efforts have helped shaped the CareerTrackers program in our industry and set such an example of a great partnership relationship. Claire and Melanie are supported by many fantastic people at AECOM to make our internship experiences the best they can be. Check out our award nomination below:

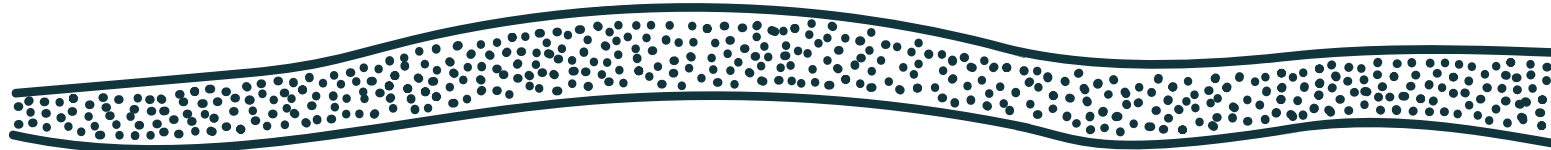
"Mel and Claire are the unstoppable, dynamic duo who have been instrumental in the success of the AECOM/CareerTrackers partnership and the creation of internships that are not only student-focused and career aligned but underpinned by outstanding pastoral and community care for several years.

Mel and Claire's passion for the student community is evident in the close relationships they have formed with interns and continue with as alumni, but also evident in the way in which they create a community of CareerTracker interns within AECOM. Additionally, their passion and commitment to the program are evident in the way they embrace and work with CareerTrackers to constantly learn together, 'Innovate' and support all aspects of the program. This year alone, they have not only supported interns during the Winter and Summer internship period but also volunteered to be involved in the employer portal pilot, High School and Work Shadow program, Graduate Accelerator program and hosted student events."





# Respect



We are stronger, smarter, and better because of our differences. We know that we have a workforce that wants to know more about Aboriginal and Torres Strait Islander cultures, histories and rights. This year we launched our first compulsory First Nations online learning module, that is part of our suite of Inclusion modules developed by SBS and Carbon Creative.

We also continue to engage cultural learning providers to provide interactive sessions at both a broad, national level as well as a regional-specific level. Over the next two years of our RAP, we will continue to learn the importance of protecting and valuing Aboriginal and Torres Strait Islander storytelling modes, peoples and knowledges, as more and more of our clients and projects are embedding First Nations co-design to ensure our projects represent the culture and knowledge of First Peoples.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within AECOM	March 2023	First Nations Program Lead, Human Resource Manager, Australia
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2023	First Nations Program Lead
	Continue to develop, implement, and communicate a cultural learning strategy document for our staff.	June 2024	First Nations Program Lead, Human Resource Manager, Australia
	Provide opportunities for RAP Committee, People Managers and other key staff to participate in formal and informal cultural learning programs.	April 2023 & April 2024	First Nations Program Lead, Human Resource Manager, Australia
	Achieve 100% completion of our online Aboriginal and Torres Strait Islander learning module across all Australian employees	February 2023	First Nations Program Lead, Human Resource Manager, Australia
	Promote self-education tools to staff at key culturally significant times of the year.	May 2022 & 2023 June 2022 & 2023	First Nations Program Lead, Human Resource Manager, Australia
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	May 2023 – 2024	First Nations Program Lead, Human Resource Manager, Australia

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2023	First Nations Program Lead
	Develop, implement and communicate cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2023	First Nations Program Lead
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including the ANZ Leadership Conference and regional Town Halls	August 2023 & 2024	Head of Communications
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2023	Head of Communications
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Committee to participate in an external NAIDOC Week event.	First week in July 2023 & 2024	RAP Implementation Lead
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2023	Human Resources Manager, Australia
	Communicate to and encourage staff to use a volunteer leave day to volunteer and support NAIDOC week events.	June 2023 & 2024	Head of Communications, RAP Implementation Lead
	Ensure 10 members of the ANZ LT attend a NAIDOC event during NAIDOC week each year.	July 2023 & 2024	RAP Implementation Lead
Promote and encourage participation in external NAIDOC events to all staff.	July 2023 & 2024	Head of Communications	





# Walking in Two Worlds with Confidence and Pride

## Jolleen Hicks (Ngarluma Yindjibarndi), Aboriginal Insights

Aboriginal Insights was created by Ngarluma Yindjibarndi Aboriginal woman Jolleen Hicks in 2016. Jolleen has a background that covers successful Aboriginal Engagement with over twenty separate Aboriginal cultural groups in Australia; leadership; and business. Jolleen believes that Reconciliation cannot be achieved without understanding; recognition; and respect between Aboriginal peoples and non-Aboriginal people.

“As a six year-old attending Roebourne Primary School, I wanted to be a Teacher. I became a Lawyer and I thought it was through the Law that I would make my greatest impact for Aboriginal people. I wanted to support, empower, and represent Aboriginal people. I was passionate about promoting and improving the rights and recognition of Aboriginal peoples in this country.

The more I learned about the Legal System, the more frustrated and disappointed I became. So I left that profession to start my own consultancy. It is through business that I now teach and through Aboriginal Insights that I am making my greatest impact. I am humbled by the opportunity to share in the cultural education journeys of Australians. I confidently and respectfully share my lessons and learnings of living and walking in two worlds to empower respect and relationships between Aboriginal and non-Aboriginal Australians.

I wanted to create understanding about the stories of our Aboriginal families, the diverse representation of Aboriginal cultures, the cultural differences to non-Aboriginal people, and share my lessons from successfully engaging with Aboriginal People in my Native Title experiences. Soon enough, I recognised that I had developed a model that could be shared with other service providers outside of my Aboriginal Community. I have been fine tuning and evolving this model to respond to the needs of workplaces in Australia since 2016 when I launched Aboriginal Insights.”





Jolleen's Cultural Foundations for Workplaces session has been delivered to more than 130 participants across 10 different teams nationally at AECOM. Kerry Richardson, Executive Assistant to the Commercial Director ANZ and the Group Director for Western Australia said, "In Jolleen's training, we gained a better understanding of the diversity of Aboriginal cultures, the ways in which we can learn from them and the differences between them.

This helped us remove assumptions so that we had a much better understanding of the truth of their history. Providing us with this knowledge will help us build a relationship and gain respect, which will facilitate our future engagements."

Melanie Grills, First Nations Program and Participation Lead, wanted to ensure AECOM employees were being exposed to learning that really busted the myths around Aboriginal and Torres Strait Islander peoples being a monoculture. "What I love about Jolleen's sessions is that she walks us through the layers and levels of cultural authority that exist among First Nations peoples, which is such a cornerstone to appropriate and robust engagement. We must do better at understanding the diversity of First Nations peoples and experiences".



# Opportunities

AECOM is committed to supporting a well-considered and supportive supplier diversity program that creates opportunities for Aboriginal and Torres Strait Islander Peoples. To create social value to the First Nations community from this program, AECOM will be seeking to achieve year on year growth in the number of First Nations subcontractors/subconsultants working in our project teams, and First Nations employees in the workplace. We are also committed to supporting and strengthening the pathways to STEAM careers for Aboriginal and Torres Strait Islander Peoples, through undergraduate and other pathways, and by developing relationships with universities, the pre-tertiary sector and high schools. To ensure we can attract, retain and develop First Nations people, we commit to ensuring a culturally safe workplace, a great work experience, and providing access to development opportunities.

We know that Aboriginal and Torres Strait Islander peoples make our business better, we feel very fortunate to have experienced the connections to community that are unique to First Nations employees, along with the adaptations to solution design that have been the result of harnessing the brilliance and ingenuity of First Nations employees and our partners in community. We are also grateful to the businesses and community organisations we have worked with that have taught us how to build trust across the First Nations business sector and within the communities we work in every day.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Jan/April/Oct 2023/Jan/April/Oct2024	Head of Talent Acquisition, People Managers
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2023	Human Resources Manager, Australia
	Continue to implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2023	Human Resources Manager, Australia
	In collaboration with the First Nations team, identify factors that impact on First Nations employees' attraction, retention and career progression	November 2023	Head of Talent Acquisition
	Investigate a partnership with organisations such as Engineering Aid Australia with the intent to be involved in Indigenous Australian Engineering Schools (IAES) programs	November 2023	Human Resource Manager, Australia

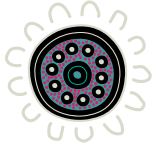


Action	Deliverable	Timeline	Responsibility
	Increase the percentage of Aboriginal and Torres Strait Islander staff hired into the business.	November 2023	Head of Talent Acquisition
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2023	Head of Talent Acquisition
	Develop culturally appropriate advertising tools to reach Aboriginal and Torres Strait Islander candidates and advertise employment vacancies in the media that will increase applications from Aboriginal and Torres Strait Islander peoples.	March 2023	Head of Talent Acquisition
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2024	Head of Talent Acquisition
	Promote and educate the business on our leave guidelines highlighting the ability for staff to swap public holidays and utilise for cultural leave days.	March 2023	Head of Communication, Head of Talent Acquisition
10. Establish career pathways and opportunities for Aboriginal and Torres Strait Islander staff	Understand the career aspirations of our current Aboriginal and Torres Strait Islander employees to inform further employment strategies.	March 2023	Head of Talent Acquisition, People Managers
	Undertake career planning with all Aboriginal and Torres Strait Islander employees and link opportunities to our internal Career Pathways, including Leadership roles	March 2023	Head of Talent Acquisition, People Managers
	Develop and implement an Aboriginal and Torres Strait Islander employment pathway for Cadets and Trainees utilising partnerships with tertiary educators and/or training authorities	November 2023	Head of Talent Acquisition
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2023	Regional Procurement Operations Manager, ANZ
	Review AECOM list of Aboriginal and Torres Strait Islander suppliers and communicate this to staff to be used when procuring goods and services.	October 2023	Regional Procurement Operations Manager, ANZ
	Review and update our internal procurement policy to ensure it is consistent with the Commonwealth Indigenous Procurement Policy.	October 2023	Regional Procurement Operations Manager, ANZ
	Continue to leverage our Supply Nation membership to promote Aboriginal and Torres Strait Islander suppliers to our project teams.	Jan/April/Oct2023 – Jan/ April/Oct 2024	Regional Procurement Operations Manager, ANZ

Action	Deliverable	Timeline	Responsibility
12. Embed Aboriginal and Torres Strait Islander procurement initiatives to increase supplier diversity within AECOM	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2023	Regional Procurement Operations Manager, ANZ
	Educate the business on the importance of identifying Aboriginal and Torres Strait Islander businesses at project inception.	October 2023	Regional Procurement Operations Manager, ANZ
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2023	Regional Procurement Operations Manager, ANZ
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2023	Regional Procurement Operations Manager, ANZ
	Investigate opportunities to engage with Indigenous Chamber of Commerce bodies and industry partners to develop commercial activities and economic growth opportunities in First Nations communities.	October 2023	Regional Procurement Operations Manager, ANZ







# NACPP and the Spirit of Baru

In 2020, AECOM was awarded a contract to provide Design Services Consultant services to Department of Defence on the Nulka Maintenance and Test Facilities project. The \$23.9 million project, constructed at the Defence Establishment in Orchard Hills (NSW), provides administration, assembly, testing, maintenance and storage facilities to support operations related to the Nulka decoy missile. The Nulka active missile decoy protects ships from missiles and as one of Australia's most successful exports, has been adopted by several nations.

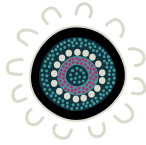
National Aboriginal Construction Partners Projects (NACPP) delivers commercial construction projects with a difference through First Nations management and leadership, striving to increase the involvement of First Nations peoples in the building industry, at a business and subcontractor level. In 2021, they were awarded the Head Contract for construction of the project by the Department of Defence, which saw AECOM working closely with NACPP, along with WSP, to achieve the project outcomes.

At completion of the project, NACPP gifted a storytelling piece to AECOM, WSP and the Department of Defence as a thank you for their hard work on the project. The artwork is a collaboration between Seth Dunn (Darug), Sean Kinchela (Kamilaroi) and Paul 'Showtime' Fleming (Wakka Wakka, Wanyurr Majay, Yuggera). The artwork piece draws on Darug language and Country to reflect the story of the project that the project partners delivered for Defence. David Lister, Industry Director (Electrical) for AECOM felt very impressed by the gesture, and said that it is a great honor for the project to be gifted such a wonderful art work which so well reflects the Nulka project and how it relates to protection of the nation.

## The artwork title is Baru, meaning 'quick' in Darug language.

*The Nulka Art Piece captures the story of Baru. Baru was the fastest of all the Darug Hunters. He hunted & defended along the Yandhai (Nepean River) & Durrubbin (Hawkesbury River). His Gunung (spear) was thrown at lightning speed. Baru could defend any missile that was thrown in his direction. He used his Djawarra (Shield) to deflect weapons when under attack. One of his tactics was to lure the enemy away from the vulnerable and to a location where he could gain the ascendancy. Baru used his speed & strength to provide security for the people of the land. The spirit of Baru continues to protect us today.*





# Yarrabilba – Place of Song

Yarrabilba is a Lendlease master-planned community situated approximately 40 kilometres south-east of Brisbane near Logan. The site has an overall area in excess of 2,000 hectares and, once completed, will house approximately 45,000 people in over 17,000 dwellings. The Aboriginal people of the Yugambah language group occupied this land before the arrival of Europeans; and Yarrabilba means “*place of song*” in their language. The area still contains many artefacts and evidence of their occupation.

AECOM were commissioned by Lendlease to design and develop an open space parkland, Neumann Park, at Wickham Rise which is part of the Yarrabilba community. AECOM'S design drew heavily from the area's relationship to Plunkett Conservation Park and importantly, the site's uses by Yugambah people.

Cultural heritage investigations in the Yarrabilba area commenced in 2011, and over time identified many common, as well as some very rare, Aboriginal cultural heritage sites including isolated finds, artefact scatters and a rock shelter with archaeological deposits. These findings are particularly important given the area has been subject to previous ground disturbance, in particular during its use as the Camp Cable Army Base during World War II. Over the course of the staged assessment, Jabree Ltd, the Registered Cultural Heritage Body for the area, located some 500 stone artefacts on the surface and 1,359 stone artefacts during subsurface investigations. These artefacts have been crafted from material including silcrete, chert, quartzite, chalcedony and basalt.



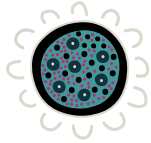


A system of sandstone rock shelters and platforms were also found in the Yarrabilba area. Given the significant number of surface and subsurface artefacts located near the two largest ground-level rock shelters, the Yugambah People consider these two rock shelters to be a unique example of their cultural heritage, representing a material link with their past. In its design response, AECOM was careful to utilise sensitive design for the area, through a 'light touch' approach for the northern-eastern section of the park where the shelters are located. This area allows for contemplation and acknowledgement of First Nations' uses of the Rock Shelters in a respectful way. By highlighting the historical importance of this area, the intent was that it would foster a sense of respect and pride of this space from both residents and visitors to the Park and adjacent Plunkett Conservation Park.

Archaeological evidence shows travel and trade routes criss-crossing the region, passing through Yarrabilba. Mostly following the ridge tops and creeks, regional gatherings were eagerly anticipated, often attracting hundreds. At these events, marriages were planned, the death of prominent figures mourned, in-season foods, enjoyed, disputes settled, goods exchanged, and religious ceremonies conducted. A special place to meet, reflect and explore.

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# Knowing Who You Are – Strength Through Identity

## Luana Sanders (Gooreng Gooreng, Munanjhalli, Ghungalu) First Nations Participation Advisor



Being relatively new to AECOM, over the last year Luana has enjoyed being part of a team where no two days are the same. “In one year, it has certainly been full speed ahead for me. A highlight so far would have to be having the opportunity to visit and engage with Aboriginal communities in remote Far North Queensland.”

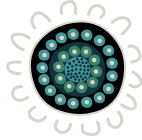
Luana’s role at AECOM is to support teams in seeking ways to ensure First Nations input and inclusion on projects across Australia, whether that be through employment, supplier engagement, increasing cultural understanding or facilitating respectful engagement with the right people to integrate Traditional Knowledge into our design solutions.

She credits her fantastic relationship-building skills to her identity. “Knowing my Aboriginal identity from the day I was born and having a strong, cultural connection to my people, family and extended families has enabled me to be the strong person I am today. I proudly stand on the shoulders of my Elders and honour them for empowering me with confidence and knowledge. I absolutely credit their strengths for allowing me to help others.”

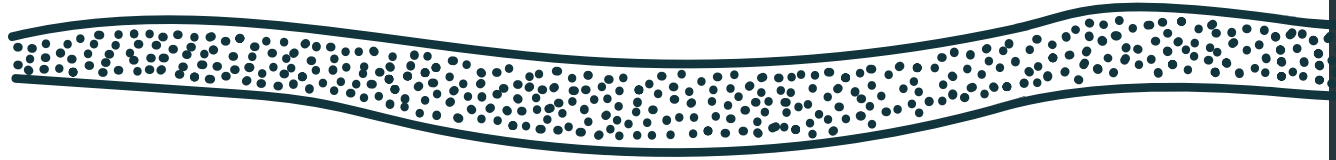
It is this connection to Luana’s identity that also sees the Respect pillar of our RAP resonating most strongly with her. “Without respect for Aboriginal and Torres Strait Islander ways of doing things, respectful relationships cannot be built. Without pride in Aboriginal and Torres Strait Islander cultures and heritage, we cannot foster a shared national identity. Without understanding the wrongs of the past, we cannot ensure these wrongs are never repeated. Showing respect is a key factor in any relationship whether it’s work or personal.”

Luana has worked in many different industries throughout her career in both Australia and the United States, but she says that the key to meaningful action when it comes to reconciliation universally is centered around truth telling, justice, forgiveness, healing and respect when working to overcome the division and inequality between First Nations and non-Indigenous people.

“Reflect on what you have learned about First Nations peoples and find out if it’s the truth or not – that’s what we call truth telling. Make sure you don’t judge anyone on appearances. Reach out and have a yarn with First Nations staff – if it means learning a bit about each other, I’m all for it.”



# Governance



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Feb, May, August, November 2023 & 2024	First Nations Program Lead
	Establish and apply a Terms of Reference for the RWG.	June 2023	First Nations Program Lead
	Meet at least four times per year to drive and monitor RAP implementation.	Feb, May, August, November 2023 & 2024	RAP Implementation Lead
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2023	First Nations Program Lead, RAP Implementation Lead
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Jan/Apr/Oct 2023/2024	Head of Communications
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2022	Chief Operating Officer, ANZ
	Appoint and maintain an internal RAP Champion from senior management.	November 2022	Chief Executive, ANZ



Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RAP Implementation Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August annually	RAP Implementation Lead
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023/2024	RAP Implementation Lead
	Report RAP progress to all staff and senior leaders quarterly.	Feb, May, August, November 2023 & 2024	RAP Implementation Lead
	Publicly report our RAP achievements, challenges and learnings, annually.	November 2023 and 2024	RAP Implementation Lead
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Implementation Lead
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2024	First Nations Program Lead
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2024	RAP Implementation Lead





## Contact details

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