



AECOM Australia
**Stretch Reconciliation
Action Plan**

MARCH 2026 – MARCH 2029



AECOM

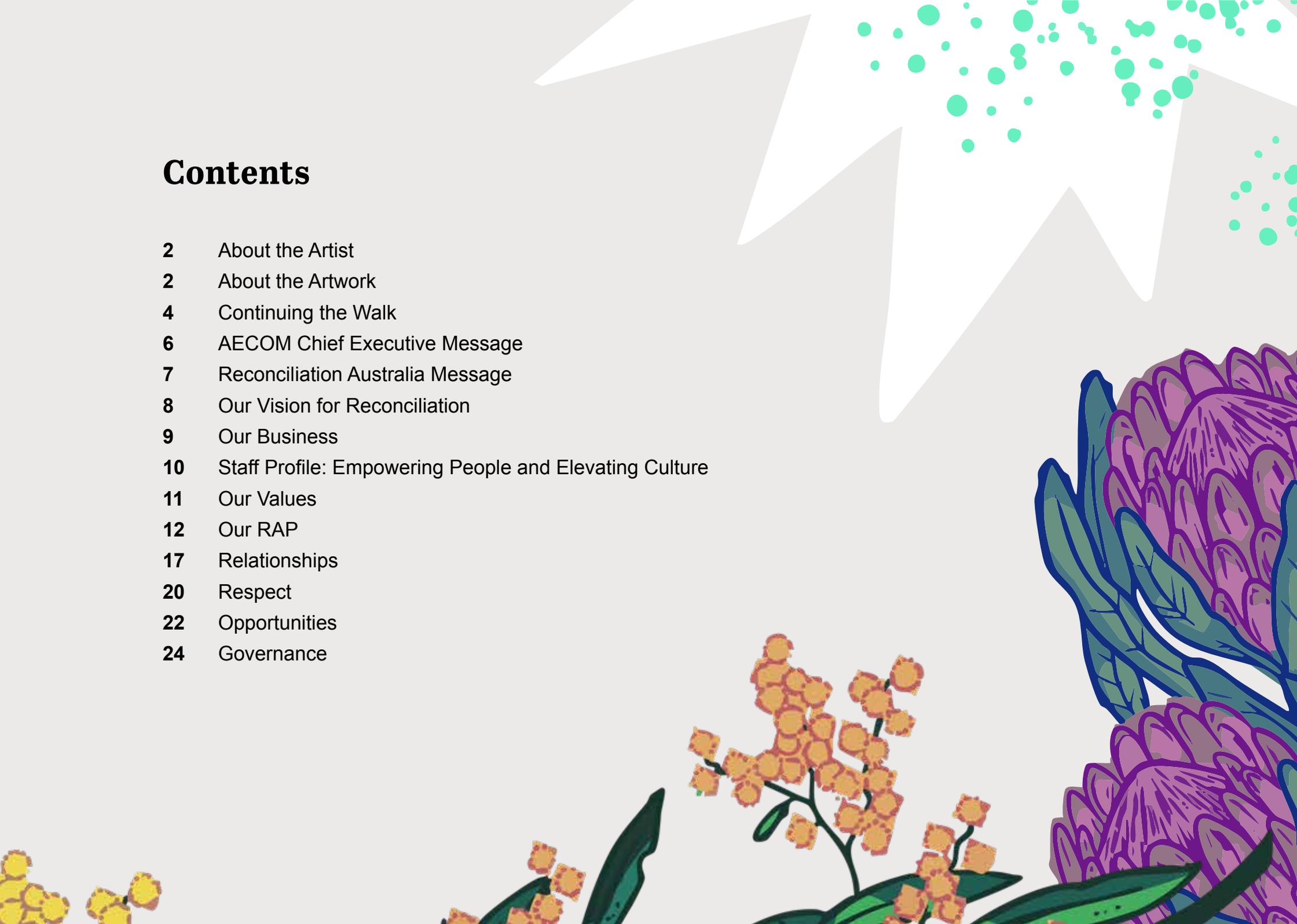


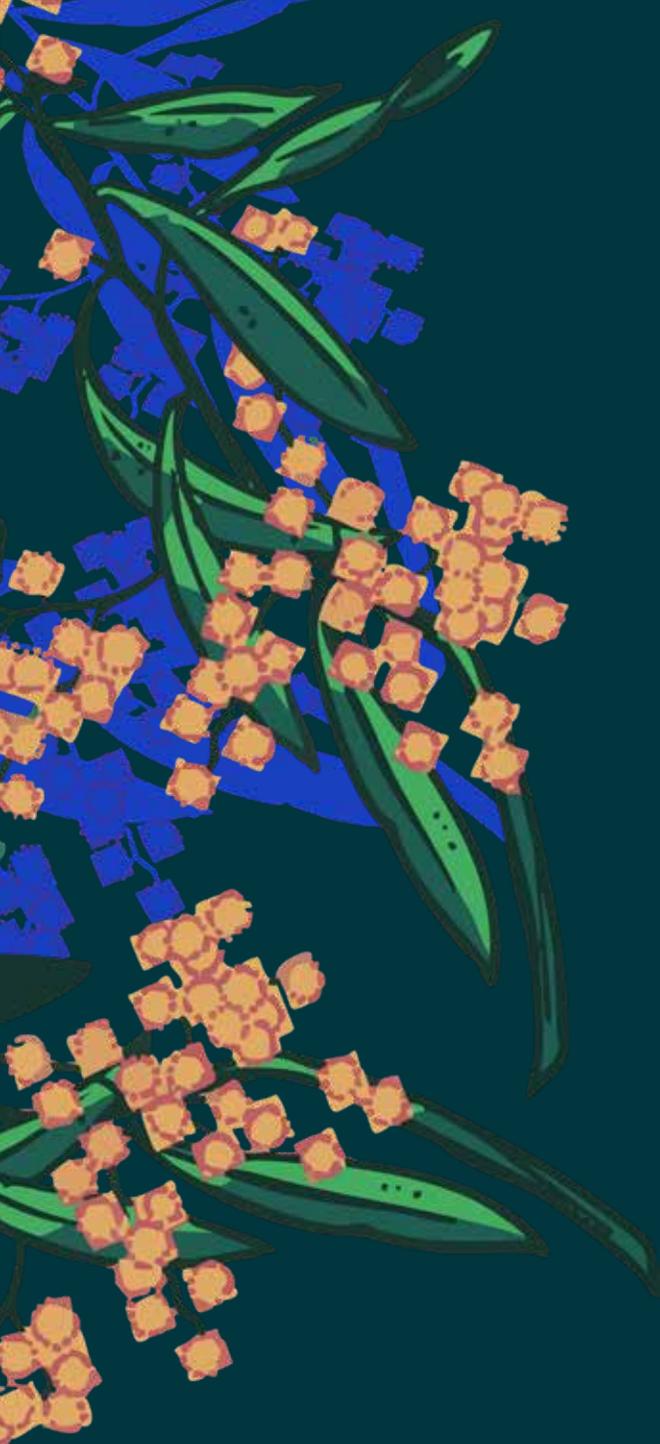
Acknowledgement

AECOM acknowledges the Traditional Custodians of country throughout Australia. We pay respects to Elders both past and present and to emerging community leaders. We recognise and celebrate the diversity of Aboriginal and Torres Strait Islander people and their ongoing cultures and connections to the lands and waters.

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About the Artist

JESWRI (Jesse Wright) is a Gadigal artist taking Australia by storm. He is best known for his large-scale public art and commercial brand collaborations. Jess is a veteran graffiti writer, art director, designer and illustrator; originally from Sydney/Gadi (Eora Nation) – with his unique style of painting and illustrating he has very quickly established himself a household name in the National Street Art scene.

He currently serves as Creative Director of Honey Bones Gallery and KWIC, the bestselling non-fungible token (NFT) art project in Australian history as well as collaborating with the world's biggest brands such as Converse, Aston Martin and Bethesda, Jess is a full-time dad and full-time artist.

About the Artwork

FLIGHT OF THE WIRAMBI

Across Australia's ecosystems, fruit bats play a vital role in maintaining environmental health. By dispersing seed and pollen across vast distances, they support forest regeneration, biodiversity, and the long-term resilience of natural systems.

This quiet but essential work mirrors AECOM's commitment to delivering sustainable, future-focused solutions across Australia and New Zealand, where technical expertise is applied to achieve infrastructure and environmental outcomes that protect ecosystems while supporting communities.

The inclusion of wattle, an important native species recognised for its regenerative and healing qualities, reflects principles central to this work: caring for Country, respecting cultural knowledge, and contributing to healthy, resilient landscapes. The Protea, a non-native species, also thriving on Country, represents the diversity of AECOM's people and perspectives. This diversity is further reflected in the bat, represented in different colours, symbolising the varied roles and responsibilities within a colony or team, and how collective effort is essential to environmental stewardship, resilience, and long-term success.



Continuing the Walk

Following the completion of our previous Innovate Reconciliation Action Plan (RAP) in 2024, we are proud to progress to our first Stretch RAP – a reflection of the deeper, long-term commitments we are ready to make as our reconciliation journey continues to evolve.

Between these two RAP stages, Australia experienced an important national moment. On October 14, 2023, Australian's were asked to vote in a constitutional referendum proposing the establishment of a First Nations Voice to Parliament – a representative body that would enable First Nations Australians to make representations to the Federal Government.

For many, the proposal was seen as a significant step forward in Australia's reconciliation journey – a genuine opportunity to formally recognise First Nations peoples in the Constitution and to strengthen the relationship between First Nations and non-First Nations Australians. However, in the lead-up to the referendum, the public discourse that unfolded became highly polarised, with much of the media dialogue shaped by a rigorous 'no' campaign.

As a RAP partner organisation during this time, we were committed to supporting our people to engage with the national conversation and make their own informed decision by providing all employees in Australia with access to accurate and balanced information.

To do this, we hosted an online forum with an independent facilitator to unpack the proposed constitutional change and encourage open, respectful dialogue across our teams. We also provided access to educational resources, including the micro-credential 'An Indigenous Voice to Parliament' by Macquarie University.

While the referendum did not pass, we acknowledge 6.2 million of the total 15.7 million voters supported the proposal – reflecting a significant proportion of Australians who endorsed the establishment of a First Nations Voice to Parliament and the recognition, voice and justice it represented. The outcome has not changed our commitment. If anything, it has strengthened our resolve to continue walking alongside First Nations peoples. We recognise that the social and structural challenges the Voice sought to address remain, and we are committed to playing our part in creating meaningful change – within our organisation and beyond.

Reconciliation is a journey, not a destination – and the important work we have done through our previous Innovate RAPs has led us to where we are today. Through this Stretch RAP, we are deepening our efforts to listen, learn, and act in partnership with First Nations peoples and communities.





AECOM Chief Executive Message



Mark McManamny
Regional Chief Executive,
Australia and New Zealand

I'm very proud to share AECOM's first Stretch Reconciliation Action Plan (RAP) – a pivotal milestone that reflects our deepening commitment to reconciliation and meaningful change. This RAP highlights our dedication to creating an inclusive workplace where First Nations peoples can thrive while building an organisation that authentically reflects our clients and communities.

AECOM is enriched by our diverse workforce, including our First Nations employees who bring enduring connections to Country and cultures from Western Australia to Queensland and the Northern Territory to Victoria. Our Stretch RAP is how we formally acknowledge, honour and actively support these invaluable connections.

Since our inaugural RAP in 2014, we've made meaningful progress in our reconciliation journey. Our First Nations representation has grown substantially across AECOM, strengthened by our enduring partnership with CareerTrackers. We're proud of all our program alumni who are bringing fresh ideas, energy, and diversity of thought to our teams.

In 2024, we expanded our commitment through a strategic partnership with Engineering Aid Australia, creating pathways that inspire secondary First Nations students to pursue STEM careers. We also launched the Warra Sponsorship program, pairing high-achieving First Nations employees with senior leaders in a sponsoring relationship that fosters mutual learning and deepens understanding of business excellence and cultural practices.

We've evolved our People and Culture policies to better reflect the needs of our diverse workforce. Our volunteer leave policy now extends to community engagement and cultural events that our people view as significant to their social and cultural environments. We've also revised our bereavement leave policy to expand the definition of family, recognising how First Nations peoples and other communities experience these important aspects of our lives.

Procurement practices that better support First Nations businesses remain central to this RAP. We continue to embed First Nations suppliers into our project and organisational supply chains, driving tangible economic and social outcomes while committing to achieving year-on-year growth and spend with First Nations businesses.

This Stretch RAP also marks the renewal of our RAP artwork, created in collaboration with the First Nation team at Little Rocket. This collaboration brings powerful visual storytelling to our RAP while demonstrating our commitment to supporting First Nations businesses and self-determination.

For the first time, our RAP Committee will include an external, community-based member who will guide our commitments, challenge our perspectives, and strengthen our capacity for meaningful action.

AECOM is proud to be on this journey, and we are committed to positive impact beyond our workplace. We will continue to walk alongside our clients, sharing what we have learned, and supporting them in advancing their own reconciliation goals. Looking ahead, we are committed to positive impact beyond our workplace. Our work is driven by our purpose – to deliver a better world – and as leaders in the development and delivery of infrastructure, we have the privileged opportunity to shape the communities where people live, work, and connect every day. We honour that commitment by delivering outcomes that respect Country and support thriving First Nations communities.

Together, we can create infrastructure that meets the highest standards of quality and innovation and reflects our shared commitment to justice, respect, and a stronger future for all Australians.

Reconciliation Australia Message



Karen Mundine
Chief Executive Officer
Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate AECOM Australia on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its fourth overall.

Formed around the pillars of *relationships, respect* and *opportunities*, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As a leading infrastructure consulting firm with a presence in every Australian state and territory and a business spanning design and management of infrastructure across transportation, water, energy, buildings, environment and industrial sectors, AECOM is uniquely positioned to drive reconciliation efforts nationwide.

Throughout its RAP journey, AECOM has grown both its understanding of the role it can play and its ambition for impact. After identifying challenges with consistently meeting procurement targets with Aboriginal and Torres Strait Islander businesses, AECOM implemented a procurement strategy with embedded spend targets and initiatives to increase exposure, engagement, and opportunities for First Nations owned businesses. AECOM also launched the Warra Sponsorship program, pairing high-achieving First Nations employees with senior leaders, fostering mutual learning of business excellence and cultural practices. With these initiatives and partnerships with Career Trackers and Engineering Aid Australia, AECOM ensures Aboriginal and Torres Strait Islander peoples are equipped to drive their career growth through business and skills resourcing strategies.

With these learnings, AECOM has built solid foundations upon which to expand and embed its commitments in this Stretch RAP. Understanding that supporting First Nations business and employment success contributes to self-determination and helps build two-way relationships, AECOM remains focused on commitments of this nature. AECOM will also increase engagement with key First Nations dates such as Indigenous Literacy Day by delivering collaborative events with tenants in AECOM's major office buildings. By underpinning visibility efforts like this with strong relationship-building strategies, AECOM is ensuring its reconciliation efforts are sustained and impactful beyond its RAPs.

With these new commitments and its past successes, it is clear AECOM has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend AECOM on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Our Vision for Reconciliation

Our vision for reconciliation is that First Nations knowledge, histories and cultures remain central to the dialogue shaping the future of our country – and that through our work, we enable this to continue in ways that benefit everyone.

We are committed to preserving, embedding and elevating culture in all our approaches when working with First Nations communities while creating tangible economic opportunities that promote self-determination.

We will safeguard cultural knowledge and practices by ensuring our projects and interactions with First Nations communities do not erode them.

Instead, we will actively seek, develop and then maintain strong relationships with the Aboriginal and Torres Strait Islander communities we work alongside, identifying opportunities to incorporate their unique cultural knowledge and expectations in our work.

Engaging with First Nations employees, communities and individuals throughout all stages of project delivery will allow us to embed their ideas and requirements, providing them with multiple touch points for meaningful input.

Our Buildings and Places business offers a unique opportunity for us to collaborate with First Nations communities to create distinctly Australian spaces that integrate cultural elements that elevate our work.

Supported by our Sustainable Legacies and Equity, Diversity and Inclusion strategies, we aspire to be a workplace of choice for First Nations people – where their cultural identities and backgrounds are valued and their professional growth is supported through exposure to rich and challenging projects.

By embracing quality, respect, and inclusion as central to our client experience, AECOM Australia is committed to leading by example – publicly and transparently – on our reconciliation journey. We know that our leadership and actions today will help shape a more equitable and unified Australia for generations to come.



Our Business

AECOM is a leading infrastructure consulting firm, trusted by clients across Australia and around the world to deliver projects that deliver a better world. Our core business spans planning, design, engineering, and management of infrastructure across transportation, water, energy and power, buildings and places, environment, cities, urban development and industrial sectors. With a presence in every Australian state and territory – operating from 17 offices in capital cities and key regional centres such as Cairns, Townsville, Rockhampton, Mackay, Maroochydore, and Newcastle – AECOM is uniquely positioned to support communities nationwide.

Our Australian workforce is dynamic and responsive to market needs, currently employing over 2,400 people. As part of our commitment to reconciliation, we have set a Stretch target to achieve 1% First Nations representation within our Australian employee base by 2029. This goal is supported by our First Nations Employment Strategy and the ANZ Equity, Diversity and Inclusion Committee, reflecting our belief that greater representation enriches our business and the communities we serve. At the time of writing, AECOM employs 18 First Nations people, representing 0.8% of our Australian workforce.

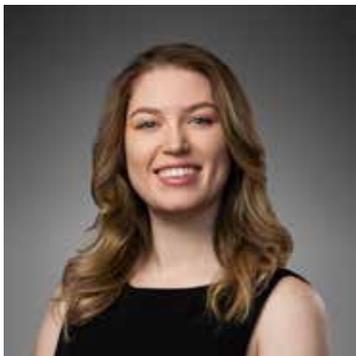
AECOM's influence extends well beyond our immediate workforce. As a global company, we collaborate with private and government clients, industry partners, and local communities to deliver projects of national significance and local impact. Through this work, we model best practice in cultural engagement, sustainability, and social responsibility – guided by the expertise of First Nations professionals within our business to ensure our approach is culturally appropriate and respectful.

Our sphere of influence continues to evolve as we take on new projects and partnerships. We recognise that our impact is measured not only by the scale of our projects but also by the everyday actions of our people – whether that's acknowledging Country in our offices, fostering inclusive workplaces, or building relationships with First Nations communities. Our Senior Leadership Team and employees at all levels are committed to advancing reconciliation through their actions and advocacy.

By embedding reconciliation into our business strategy and operations, AECOM is working to create lasting, positive change for Aboriginal and Torres Strait Islander peoples, our clients, and the broader Australian community.

STAFF PROFILE

Empowering People and Elevating Culture



Matika Little

First Nations Employee
Experience Specialist

Matika joined AECOM in September 2023 as AECOM's First Nations Employee Experience Specialist, bringing her passion for diversity and inclusion into a role that supports and uplifts Aboriginal and Torres Strait Islander employees across the business.

A proud Wiradjuri and Kamilaroi woman, Matika led the launch of the First Nations Affinity Group – a dedicated employee network for First Nations employees to connect, grow, and shape the employee experience from within. She also developed AECOM's First Nations Employment Strategy to support the achievement of First Nation's employment targets and contributes to a growing sense of cultural safety and connection for Mob within AECOM.

"This role is about making sure Mob at AECOM are supported, connected, and have opportunities to thrive. It's also about working with the business on its reconciliation journey, helping to build a workplace where First Nations people feel seen, valued and celebrated."

Day to day, Matika works across teams to strengthen recruitment practices and employee experiences while also coordinating the CareerTrackers Internship Program – a national initiative that supports Aboriginal and Torres Strait Islander university students through paid internships, career development and pathways to long-term employment.

"AECOM is a workplace that invests in you. I've felt deeply supported, heard, and valued here – not just for the work I do, but for who I am. The flexibility and support I have in this role has been life-changing – it's helped me show up fully for my work, my family and myself."

"I've always been passionate about my people and culture," she says. "I feel lucky to have a career so closely aligned with my values in life."

AECOM's ongoing support has allowed Matika to complete further study through the Masters of Indigenous Business Leadership at Monash University. This degree is a global, first-of-its-kind master's program that merges Aboriginal and Torres Strait Islander knowledges with contemporary business strategy.

As a Queer, Aboriginal woman, Matika says AECOM's genuine commitment to equity, diversity and inclusion sets it apart. "I truly believe AECOM is authentic in our Equity, Diversity and Inclusion efforts. It's more than just words on a page – it's in our actions, our culture, and the way people treat each other."

For Matika, the RAP pillar that resonates most is Relationships. "It's all about walking alongside each other – building a brighter future together through action, respect and a shared commitment to keep learning."

Our Values



Safety, Ethics & Quality first

We operate ethically and with integrity, committing to safety, security and quality in all that we do.

Deliver excellence

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

Collaborate to win

We connect unrivaled expertise from around the world to anticipate and solve our clients' most pressing challenges to achieve shared success.

Sustain our world

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

Innovate with impact

We embrace new ideas and develop forward-thinking solutions that generate great value for our clients, our communities and our people.

Thrive together

We create a welcoming workplace, foster engaged and supportive teams, and provide opportunities where all our people can reach their full potential.

Our RAP

AECOM Australia's Stretch RAP represents our public commitment to advancing reconciliation through meaningful action, accountability, and partnership. It is designed to embed reconciliation into every aspect of our business – ensuring our approach is strategic, authentic, and delivers measurable outcomes for Aboriginal and Torres Strait Islander peoples, our employees, and the communities we serve.

The development of this RAP has been a collaborative process, shaped by input from our employees, including Aboriginal and Torres Strait Islander employees, and external advisors. We prioritised diverse representation and cultural perspectives throughout drafting and reviewing, supported by oversight from our RAP Committee and a dedicated budget for ongoing consultation. This inclusive approach ensures our RAP reflects a broad range of voices and responds to the needs and aspirations of First Nations peoples.

A key strength of our approach is the leadership of our Affinity Group of First Nations employees, who are empowered to make significant decisions that shape our RAP and its implementation. For example, this group led the bold selection of our RAP artist, ensuring that our visual identity authentically reflects First Nations perspectives and creativity. The Affinity Group operates under its own Terms of Reference, allowing members to set agendas, manage activities, and support professional development through financial assistance or networking opportunities. The group also advises on how best to acknowledge and celebrate significant events such as NAIDOC Week and National Reconciliation Week and hosts quarterly sessions with external presenters chosen by consensus.

Our RAP is championed internally by an Executive Sponsor, who elevates reconciliation in all relevant forums and among our client base. The RAP Committee brings together leaders from across the business to drive implementation and governance, including:

- First Nations Engagement Lead (Aboriginal and Torres Strait Islander)
- Operations Director – Delivery Excellence
- Environmental, Sustainability and Governance Lead, ANZ
- Equity, Diversity and Inclusion Lead, ANZ
- Sector Director – Program Management
- Operational Services Director
- Client Director – Defence
- Director, People and Culture, ANZ
- Principal Civil Engineer (Aboriginal and Torres Strait Islander)
- Community-based member (Aboriginal and Torres Strait Islander)
- Chief Operating Officer, ANZ

We are committed to increasing Aboriginal and Torres Strait Islander representation within the RAP Committee and across our business, recognising that leadership and decision-making must be informed by lived experience.

To strengthen cultural and professional input, we engaged an Aboriginal community-based individual whose lived experience and extensive professional background – spanning private consulting, remote community organisations, and a senior role in a peak Aboriginal and Torres Strait Islander body – adds valuable insight and challenges our thinking. Through formal consultation with our staff and collaboration with other RAP partners, we have identified key opportunities to bring our vision for reconciliation to life, including:

- Increasing the cultural capability of AECOM Australia employees
- Creating pathways for First Nations employment and professional growth
- Building enduring partnerships with Aboriginal and Torres Strait Islander businesses and communities.

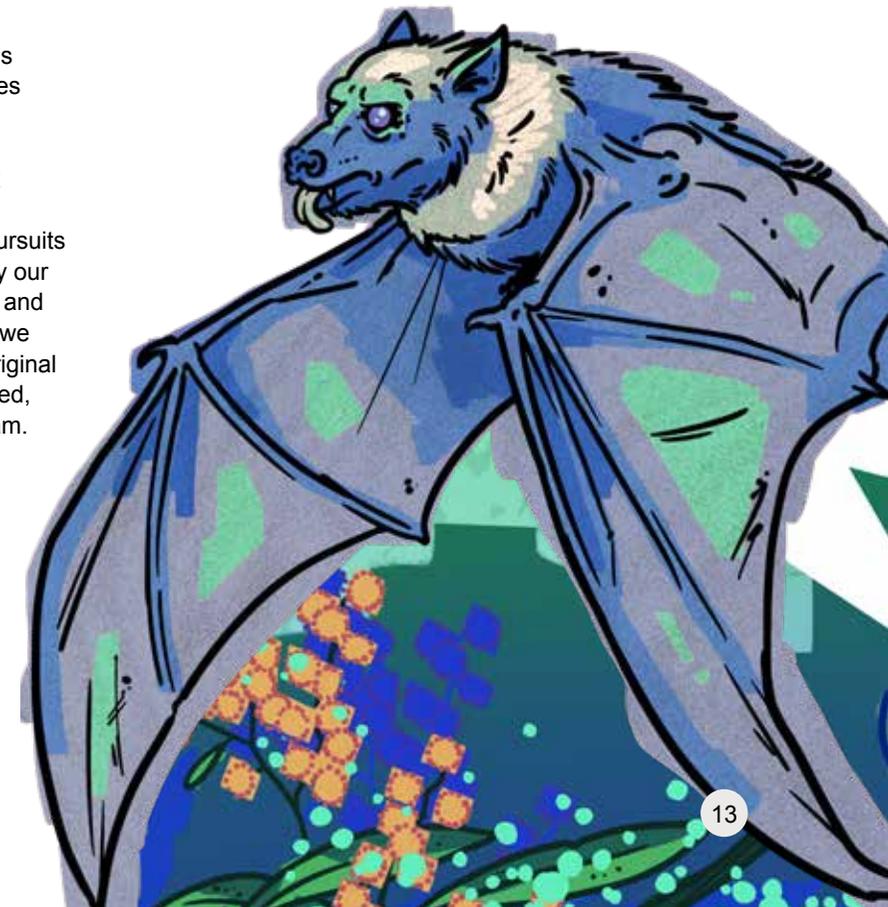
Our RAP aligns with and is supported by our Sustainable Legacies and Equity, Diversity and Inclusion strategies, embedding reconciliation within our broader business strategy and operations.

Our reconciliation journey began in 2014 with the launch of our first Innovate RAP. Since then, we have grown in our understanding and ambition, developing senior roles for First Nations employees and building a culture of respect and inclusion. We have learned that genuine progress requires ongoing reflection, transparency, and a willingness to address challenges as they arise.

Historically, we faced challenges in consistently procuring goods and services from Aboriginal and Torres Strait Islander businesses. In response, we have implemented a comprehensive procurement strategy with embedded spend targets and initiatives to increase exposure, engagement, and opportunities for Aboriginal and Torres Strait Islander businesses.

Our Stretch RAP also supports the work of our First Nations Engagement Lead, First Nations Employee Experience Specialist and First Nations Strategic Pursuits specialist, whose expertise is increasingly sought by our clients. With this RAP, a Cultural Learning Strategy, and a strengthened Stakeholder Engagement Strategy, we are well positioned to ensure our responses to Aboriginal and Torres Strait Islander considerations are informed, appropriate, and supported by our First Nations Team. Our achievements to date – including successful partnerships with Career Trackers and Engineering Aid Australia – demonstrate the positive impact of sustained commitment and collaboration.

Looking ahead, this Stretch RAP sets out clear actions and deliverables, with defined responsibilities and timelines to ensure accountability and continuous improvement. We will monitor and report on our progress, share learnings, and seek feedback from stakeholders to refine our approach. By embedding reconciliation into our business, we aim to inspire others in our industry and contribute to a more equitable and unified Australia.





CASE STUDY

AECOM and Engineering Aid Australia – Creating Pathways and Legacy

In 2023, AECOM established a formal partnership with Engineering Aid Australia (EAA) to connect First Nations students from across Australia with the opportunity to participate in EAA's week-long Indigenous Australian Engineering Schools (IAES).

Each year, IAES brings together First Nations high school students for an immersive experience hosted by leading universities and industry partners. Students visit major project sites, engage with practising engineers, and build friendships that often last a lifetime. Beyond exposure to engineering and STEM, the program fosters belonging, confidence and cultural pride – showing young people that they not only have a place in engineering, but that the profession needs their voices and perspectives.

The decision to partner with EAA was deeply influenced by the lived experience of a former AECOM employee who attended an IAES as a student. Although she has since moved on from AECOM, her story leaves a lasting legacy and inspired AECOM's partnership with EAA.

Her journey came full circle: beginning as a high school participant, completing an engineering degree, joining AECOM as a professional engineer, and later returning to the EAA community as a host parent. This powerful story demonstrated the long-term impact of EAA's programs – not only in developing engineering capability but in fostering cultural pride, resilience, and leadership among Aboriginal and Torres Strait Islander young people. While serving on AECOM's RAP Committee, she

shared her story and helped deepen the committee's understanding of IAES and its life-changing impact. This conversation planted the seed for AECOM's formal collaboration with EAA. Through her advocacy, senior leaders recognised how the partnership could create practical pathways for First Nations students and bring AECOM's RAP commitments to life.

As part of its RAP, AECOM sought meaningful and lasting ways to support reconciliation within the community. EAA's schools offered the perfect opportunity – bringing together culture, education and engineering in a way that resonates strongly with AECOM's purpose of delivering a better world.

Through this partnership, AECOM provides financial support, volunteering opportunities, and access to its people, sites and technical expertise. Staff from across the business mentor students, share professional experiences and help create culturally safe learning spaces. These engagements also enrich AECOM's own people, building understanding, connection and respect across teams.

This partnership reflects what's possible when people are given equal access to opportunity. First Nations students remain under-represented in STEM, and AECOM is proud to play a role in addressing this gap – supporting young people to see themselves as the engineers, innovators and leaders of the future. The legacy of one former IEAS student now lives on

through AECOM's ongoing commitment to reconciliation and education. Her story continues to inspire both organisations – a reminder that a single opportunity, when nurtured, can transform lives, shape partnerships, and create change that lasts well beyond one generation.

Through its partnerships with Career Trackers and Engineering Aid Australia, AECOM aims to empower future generations of First Nations people. AECOM does this not from a position of privilege, but with the intent to create opportunities that may otherwise be out of reach – knowing that these relationships enrich everyone.

AECOM's success in reconciliation will be driven by the strength of its relationships, both externally and internally. AECOM must continue to nurture the relationships with its own people, the many First Nations communities its work touches, its clients, and the broader community.

Strong relationships with First Nations people and communities enable AECOM to add significant value to the projects it delivers across Australia – ensuring its work is culturally rich and truly representative of Country.



CASE STUDY

Noongar cultural heritage drives innovative urban design

METRONET's Gnarla Bidji (Our Pathways) Strategy takes a structured approach to identifying cultural features intrinsic to the place values of its many projects in Western Australia. The significance of the Nicholson Road waterhole relates to its Aboriginal Dreamtime association with the path travelled by the Rainbow Serpent, or Waugal, when the Earth's land and waters were created.

Noongar Aboriginal culture has been acknowledged and preserved by enhancing an existing waterhole at the Nicholson Road Station, one of two stations being built as part of METRONET's Thornlie-Cockburn Link Project in Perth, Western Australia.

Noongar people believe that the waterhole is an expression of a place where the Waugul, rose from beneath the ground and formed a water body (along with all the other surrounding water bodies, including the Bannister Creek Wetlands and the Swan and Canning rivers). The Waugul left behind some 'whiskers' in the form of bullrushes and sedges that now surround the waterhole.

Under the Land Access and Sites Management engagement stream of the Gnarla Bidji Strategy, the waterhole's cultural significance was identified early in the project and it influenced plans to avoid impacts and to make it a feature of the area. AECOM, working with the METRONET Team and its NWest Alliance, liaised with METRONET's Noongar Reference Group to understand the waterhole's significance and preserve and enhance its cultural and natural features.

As a result, the existing waterhole will be enhanced, but without changes to its boundaries and overall water levels. Through consultation with the Noongar Reference Group, the existing bullrushes and reeds, or 'Waugal whiskers', will be transplanted to the areas surrounding the waterhole. The car park drainage design was also adapted to protect the qualities of this special place and incorporate it into the urban design of the station precinct.

Read more about the project [here](#).



Relationships



FOCUS AREA

“The goal of our Sustainable Legacies strategy is straightforward: to establish that the way we run our business, and the work we do in partnership with our clients, leaves a positive, lasting impact for communities and our planet.”

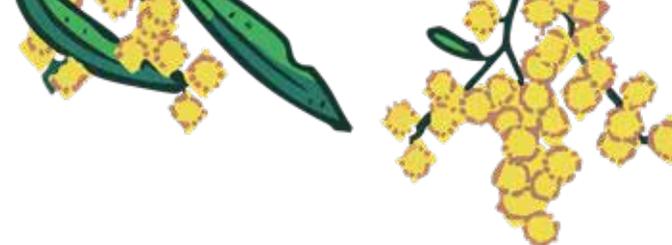
Our commitments to improve social outcomes across our work include:

- To deliver social value through our business, empowering employees and delivering projects that proactively improve social outcomes to individuals, communities and society in general, and
- To promote social value through strategic partnerships and proactive engagement with suppliers and partners.

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 continuously improve guiding principles for engagement.	June 2026, 2027, 2028	First Nations Engagement Lead
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	December 2026, 2027, 2028	First Nations Engagement Lead
	Establish and maintain three formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. Including: Career Trackers Indigenous Internship Program and Engineering Aid Australia.	September 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Program Management Office (PMO)
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP PMO
	RAP Committee members to participate in one external NRW events.	27 May - 3 June 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Committee Co-chairs
	Encourage and support staff and senior leaders to participate in one external event to recognise and celebrate NRW.	27 May - 3 June 2026, 2027, 2028	Lead: Senior Communications Advisor Support: First Nations Engagement Lead
	Organise six internal NRW events, including at least one organisation-wide NRW event, each year.	27 May - 3 June 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: First Nations Team, Equity Diversity and Inclusion Committees (ED&I Committee)
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: ED&I Committee and Communications Team
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: Communications Team, People and Culture Team: Talent Management
	Communicate our commitment to reconciliation publicly.	July 2026, 2027, 2028	Head of Communications ANZ
	Implement strategies to positively influence our external stakeholders, including clients, to drive reconciliation outcomes.	December 2026, 2027, 2028	Lead: Client Account Manager (CAM) Support: First Nations Engagement Lead
	Collaborate with two RAP and other like-minded organisations to implement innovative approaches to advance reconciliation, including: Consult Australia RAP Group and AG Coombs Building Services.	December 2026, 2027, 2028	First Nations Engagement Lead
	Partner with Reconciliation Australia to support the establishment of a Reconciliation Impact Network Group (RING), addressing the current absence of an infrastructure-focused RING, which will enable peer learning and collaboration.	December 2026, 2027, 2028	First Nations Engagement Lead

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Build a collaborative relationship with Reconciliation Queensland. Subscribe to Reconciliation Queensland – corporate membership (2025/26) Develop quarterly meetings with Reconciliation Queensland Provide Reconciliation Queensland with regular updates on RAP status Begin discussions with Reconciliation Queensland around opportunities for collaboration Invite Reconciliation Queensland to RAP launch and other key events throughout the year. 	December 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP PMO
	Attend a minimum of two RAP Leadership Gatherings hosted by Reconciliation Australia per year.	December 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: Senior Leadership Team
4. Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination.	December 2026, 2027, 2028	Senior People and Culture, Business Partner
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	June 2026, 2027, 2028	Lead: Senior People and Culture, Business Partner Support: First Nations Employee Experience Specialist
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	August 1, 2026, 2027, 2028	Lead: Senior People and Culture, Business Partner Support: First Nations Engagement Lead
	Provide ongoing education to senior leaders and managers on the effects of racism.	December 2026, 2027, 2028	Lead: Senior People and Culture, Business Partner Support: First Nations Engagement Lead
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	December 2026, 2027, 2028	Lead: Head of Communications, ANZ Support: First Nations Engagement Lead
5. Collaborate with other tenants in AECOM's major office buildings to deliver collaborative events with First Nations focus, eg: Indigenous Literacy Day	AECOM to initiate and join a working party to develop and deliver First Nations events in collaboration with other building tenants, starting with an Indigenous Literacy Foundation event in the Brisbane office before modelling the same approach within each of AECOM's major offices – Sydney, Melbourne, Perth.	September 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: Facilities Management, Local Working Partys
	Invite all tenants in each major office building to events and partner with building management to advertise to tenants within each building.	September 2026, 2027, 2028	Lead: Facilities Manager Support: First Nations Engagement Lead, Local Working Partys
	Explore the booking of First Nations talent (such as music/performance) at events where possible.	September 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: Facilities Management, Local Working Partys

Respect



We know our differences make us better. Our diverse backgrounds and experiences enable us to better understand our clients and each other, unlocking innovation across our company. To truly leverage the value of our collective diversity, we need a culture of inclusion – where people feel they belong. We are committed to ensuring that every voice is included, heard and respected, and that AECOM is a safe and inclusive workplace where diverse talent thrives.

Our business recognises that reconciliation is an essential part of our shared history and future. We embrace this responsibility and commit to advancing reconciliation through meaningful action.

Our projects are enriched when we include First Nations perspectives, creating opportunities for our people and the wider community to deepen their understanding and appreciation of the many cultures across Australia.

FOCUS AREA

Many of the deliverables within the Respect Pillar align with the work of our People and Culture Team, particularly the RAP Lead and other senior team members. Our Equity, Diversity and Inclusion Strategy underpins how we create social value – setting strategic goals to increase representation across the business and build diverse teams. Through diversity, we foster respect for each other’s unique personal journey. The strategy also focuses on creating a culture of inclusion, where people feel they truly belong. The work of the ED&I Committee reaches all parts of the business, delivering tangible actions and resources to help our people deepen their understanding of the diverse communities we serve.

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 our organisation.	December 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: People and Culture Team, Talent Management
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	May 2026, 2027, 2028	First Nations Engagement Lead
	Implement and communicate a cultural learning strategy for our staff.	June 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: People and Culture Team, Talent Management
	Commit all RAP Committee members, senior People and Culture roles, Senior Leadership Team and all new staff to undertake formal and structured cultural learning.	July 2026, 2027, 2028	Lead: Senior People and Culture, Business Partner Support: First Nations Engagement Lead
	95% all staff undertake formal and structured online cultural learning.	December 2026, 2027, 2028	Lead: People and Culture Team, Talent Management Support: First Nations Engagement Lead

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.	December 2026, 2027, 2028	First Nations Engagement Lead
	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	December 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: Communications Team
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at four significant events each year, including: RAP Launch, National Reconciliation Week, NAIDOC Week and AECOM Leadership Conference.	August 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: First Nations Affinity Group
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2026, 2027, 2028	First Nations Employee Experience Specialist
	Employees and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	December 2026, 2027, 2028	First Nations Engagement Lead
8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Display eight Acknowledgment of Country plaques in our office/s or on our buildings.	March 2026, 2027, 2028	First Nations Engagement Lead
	RAP Committee to participate in an external NAIDOC Week event.	First week in July, 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Committee
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week, including by informing staff of available leave to attend such events.	May 2026, 2027, 2028	Senior People and Culture, Business Partner
	Support all staff to participate in two NAIDOC Week events in our local area and share local NAIDOC Week events with staff.	July 2026, 2027, 2028	Senior People and Culture, Business Partner
9. Increase knowledge of First Nations communities amongst Senior Leadership.	In consultation with Aboriginal and Torres Strait Islander stakeholders, support one external NAIDOC Week event each year. — Support may include financial, organisational, advertising, logistical or other, as identified.	July 2026, 2027, 2028	First Nations Engagement Lead
	Identify appropriate on-Country experiences based on cultural learning priorities of Senior Leadership Team.	October 2026, 2027, 2028	First Nations Engagement Lead
	Nominate Appropriate members of Senior Leadership Team and ED&I Committee to participate in on-Country visits, accompanied by First Nations Engagement Lead.	October 2026, 2027, 2028	First Nations Engagement Lead
	Identify community based organisations to engage with during the on-Country visits.	October 2026, 2027, 2028	First Nations Engagement Lead
Learning from on-Country visit to be shared at Senior Leadership and Equity, Diversity and Inclusion Committee meetings.	December 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: Senior Leadership Team	



Opportunities



We know that full time employment creates stability – enabling people to secure adequate housing, education, healthcare, and successfully manage the key aspects of a healthy lifestyle. By building new relationships with First Nations companies, we aim to contribute to the self-determination of First Nations communities by supporting both established and emerging businesses.

Within AECOM, we are committed to enabling First Nations employees to access professional development and career opportunities. This not only strengthens their capacity but also facilitates two-way learning experiences, allowing all AECOM employees to benefit from unique insights. First Nations perspectives often carry the collective knowledge and experiences of community and Elders, providing a depth of understanding that enriches our work and helps us deliver truly unique outcomes for our clients.

We support First Nations employees to engage in professional development and strive to create a workplace where they can thrive and maintain a healthy work-life balance. Our systems, policies and strategies are designed to value, understand and respect First Nations culture in its many forms.

FOCUS AREA

AECOM recognises that our operational teams and people are best placed to drive this area of growth for our RAP journey. By working closely with these teams, we will harness their expertise to create new and meaningful opportunities for First Nations businesses. Further supported by our Sustainable Legacies strategy, we commit to: making strategic community investments that deliver positive impacts for clients and society, including through employee-driven initiatives that strengthen community investment opportunities.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	December 2026, 2027, 2028	Lead: First Nations Employee Experience Specialist Support: People and Culture Team, Talent Acquisition
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	June 2027, 2028	First Nations Employee Experience Specialist
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2026, 2027, 2028	Lead: First Nations Employee Experience Specialist Support: People and Culture Team, Talent Acquisition
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2026, 2027, 2028	Lead: First Nations Employee Experience Specialist Support: People and Culture Team, Talent Acquisition

Action	Deliverable	Timeline	Responsibility
	Support Aboriginal and Torres Strait Islander staff to take on management and senior level positions by ensuring career development plans are designed and executed with a mentor/ sponsor/manager.	December 2026, 2027, 2028	Lead: First Nations Employee Experience Specialist Support: People and Culture Team, Talent Acquisition
	Work towards a target of 1% of total Australian staff base to be First Nations people.	December 2026, 2027, 2028	Lead: First Nations Employee Experience Specialist Support: People and Culture Team, Talent Acquisition Operations Support Lead
	Report on First Nations employment numbers in the Equity, Diversity and Inclusion monthly report (target percentage is an ED&I target).	December 2026, 2027, 2028	First Nations Employee Experience Specialist
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement Aboriginal and Torres Strait Islander procurement strategy.	December 2026, 2027, 2028	Lead: Regional Procurement Operations Lead, ANZ Support: First Nations Engagement Lead
	Investigate Supply Nation membership.	October 2026, 2027, 2028	Regional Procurement Operations Lead, ANZ
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2026, 2027, 2028	Regional Procurement Operations Lead, ANZ
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2026, 2027, 2028	Regional Procurement Operations Lead, ANZ
	Maintain commercial relationships with 40 Aboriginal and/or Torres Strait Islander businesses.	September 2026, 2027, 2028	Regional Procurement Operations Lead, ANZ
	Allocate at least 2% of AECOM Australia spend to be with First Nations businesses (in line with our Procurement Strategy).	September 2026, 2027, 2028	Regional Procurement Operations Lead, ANZ
	Train all relevant staff in contracting First Nations businesses through Supply Nation or an equivalent organisation.	December 2026, 2027, 2028	Lead: Regional Procurement Operations Lead, ANZ Support: First Nations Engagement Lead
12. Increase exposure of Aboriginal and Torres Strait Islander businesses to procurement opportunities via direct engagement between AECOM and Aboriginal and Torres Strait Islander businesses.	Develop and deliver a minimum of one Meet the Owner business introduction nights to facilitate relationships and exposure of opportunities between AECOM and First Nations businesses.	November 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: CAM
	Explore hosting across major office locations, Sydney, Melbourne and Brisbane to hold events.	November 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: CAM

Governance



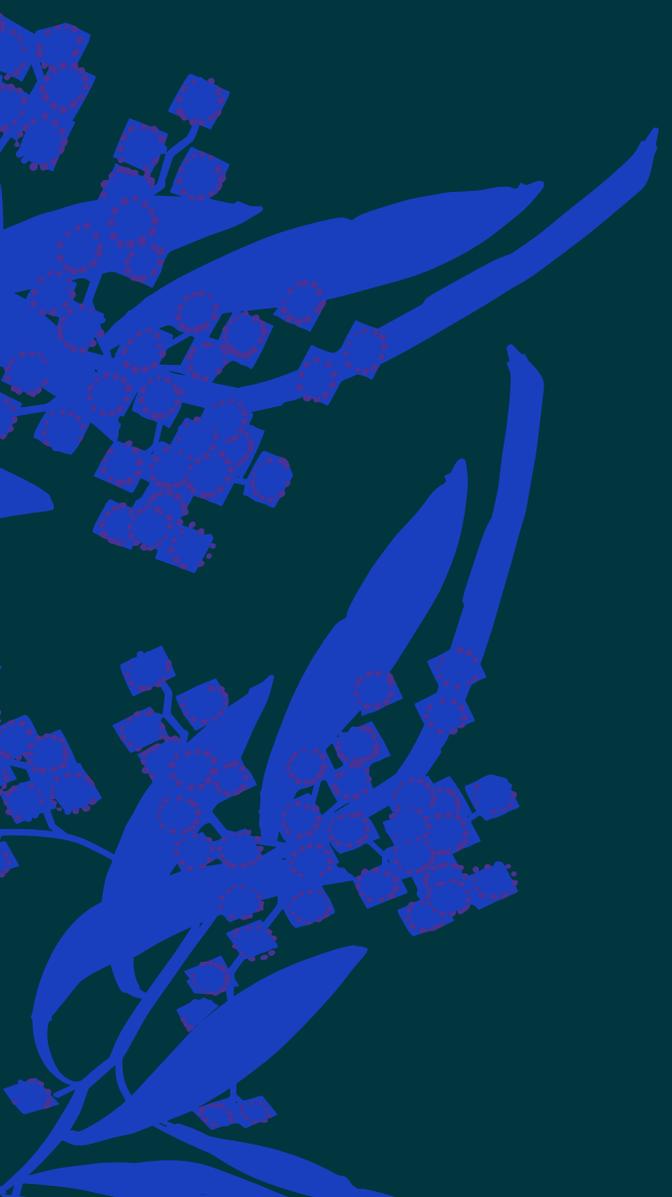
Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Committee to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	October 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Executive Sponsor
	Review and update the Terms of Reference for our RAP Committee.	December 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Executive Sponsor
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Executive Sponsor
14. Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	September 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Executive Sponsor
	Embed key RAP actions in performance expectations of senior management and all staff.	July and September 2026, 2027, 2028	Senior People and Culture, Business Partner
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	October 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Executive Sponsor
	Maintain an internal RAP Executive Sponsor from senior management.	December 2026, 2027, 2028	First Nations Engagement Lead
	Include our RAP as a standing agenda item at senior management meetings.	March, June, September, December 2026, 2027, 2028	RAP Executive Sponsor
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 2026, 2027, 2028	First Nations Engagement Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2026, 2027, 2028	First Nations Engagement Lead
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026, 2027, 2028	First Nations Engagement Lead
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December, 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Executive Sponsor
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	October 2026, 2027, 2028	First Nations Engagement Lead
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	First Nations Engagement Lead
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	February 2029	First Nations Engagement Lead

Action	Deliverable	Timeline	Responsibility
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2028	First Nations Engagement Lead
17. Support First Nations employees to access learning from the Australian Indigenous Governance Institute in order to develop their C-Suite skill-set and create a pipeline of internal governance.	Identify First Nations staff as future RAP Committee members.	October 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Executive Sponsor
	Conduct Gap analysis done on skill set required for RAP Committee membership.	October 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Executive Sponsor
	Source appropriate learning from Australian Indigenous Governance Institute.	October 2026, 2027, 2028	Lead: First Nations Engagement Lead Support: RAP Executive Sponsor

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