

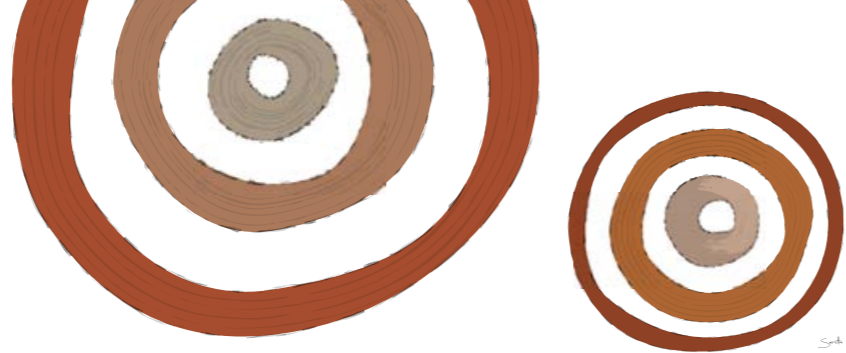


# Laing O'Rourke Australia Innovate Reconciliation Action Plan

October 2019 – October 2021



LAING O'ROURKE



## Acknowledgement

*'Laing O'Rourke acknowledges Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians and First Nations Peoples of Australia. We pay our respects to their ancestors and Elders, both past, present and emerging and thank them for enriching our nation with their cultural practices, traditions, lore and connection to Country. We also acknowledge Reconciliation Australia and the important work it does to promote respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples.'*

### Burbuga Mura – 'Rising Path'

This tells the story of Laing O'Rourke Australia's 40-year journey and celebrates the unique culture of our Nation's First Peoples, paying respect to Aboriginal and Torres Strait Islander Peoples Past, Present and Future.

The mural uses traditional symbolism set against a backdrop of country to tell our collective story:

- The pathway throughout represents our journey
- Symbols along the path represent Elders, families and children and the strong connection to family Laing O'Rourke Australia and Aboriginal and Torres Strait Islander people share

- 40 matching charcoal building blocks depict each year since O'Rourke and Sons began operation, interweaving blocks reflecting excellence in engineering and innovation
- The gathering circle with interweaving people in red charcoal and yellow visually represents our people. We are one team at the heart of the business
- Blue water imagery represents Laing O'Rourke's journey across the seas to Sydney Harbour and the connection between our Australian and European hubs.

The original piece at our North Sydney office also features a traditional welcome to all in an irregular form reflective of the lakes, rivers and mountains that form the natural boundaries of each tribal groups' country.

The mural reflects Laing O'Rourke Australia's commitment to advancing Aboriginal and Torres Strait Islander peoples, businesses and communities through the three values of reconciliation – relationships, respect and opportunities.



**Artist: Saretta Fielding**  
(Wonaruah)

## Message from Laing O'Rourke

**At Laing O'Rourke Australia we accept the challenges and opportunities of Reconciliation and work required. Our Reconciliation Action Plan is evidence of that.**

Innovation and excellence are central to everything we do. It is this commitment that sets us apart, making Laing O'Rourke an industry leader. Our Reconciliation Action Plan reflects this commitment.

We want to employ and train more Aboriginal and Torres Strait Islander people in our workforce. We want more Aboriginal and Torres Strait Islander businesses in our supply chain. This Reconciliation Action Plan will help us do that.

I am proud that we came together as one team to develop this Plan. Ideas came from across the business – generating

practical, achievable actions that will integrate with the way we work.

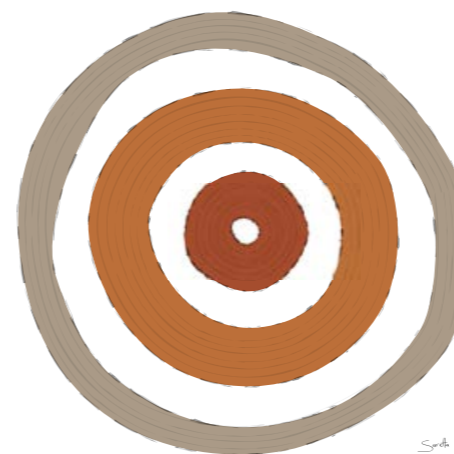
Our people told us that they want to do more but they needed better direction. The RAP provides this direction. It will help build the confidence of our people in working with Aboriginal and Torres Strait Islander Peoples, businesses and communities.

I want to thank Maree for her leadership and all involved in developing this Plan.

We have already done a lot and together we can do more to deliver our Reconciliation Action Plan.



**Cathal O'Rourke**  
Managing Director,  
Laing O'Rourke Australia



**Maree Ansey**  
Indigenous Affairs Lead,  
Laing O'Rourke Australia

**As a proud Yawuru, Karajarri and Torres Strait Islander woman, I am passionate about positively representing my culture and community in everything that I do.**

As Indigenous Affairs Lead at Laing O'Rourke, I want to ensure Aboriginal and Torres Strait Islander voices are elevated and respected throughout our business to better influence and inform the responsible decisions we make.

With strong support and a genuine commitment from our Leaders this RAP is an opportunity for Laing O'Rourke to apply our innovation and excellence to the advancement

of the Aboriginal and Torres Strait Islander communities with whom we work – through employment, through our supply chain and through meaningful strategic partnerships.

I'm proud of the work we've done to date and excited about continuing to raise the standard of Reconciliation across our industry for all Australians.

## CREATING LEADERS

### HENRY MULLETT

– Night Shift Supervisor on the Darlington Upgrade Project



Henry is a proud Gunaikurnai man from East Gippsland Victoria

*"My first job out of school was concreting. The construction industry has been a great way to develop a career. I want to further diversify my experience and grow as a supervisor."*

*"From what I have experienced here at Laing O'Rourke there are few limits to what you can achieve with hard work and experience and I'm excited about where I can go within the organisation."*

*"We have great people in the business. I want to keep learning from their experiences."*

## Message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see Laing O'Rourke continue its reconciliation journey with the launch of its third RAP.

Through the development of an Innovate RAP, Laing O'Rourke continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006.

This Innovate RAP provides Laing O'Rourke with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Laing O'Rourke will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We encourage Laing O'Rourke to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes.

I look forward to following its ongoing reconciliation journey.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Our vision for reconciliation

To value, include and respect Aboriginal and Torres Strait Islander voices so they are heard and better inform the decisions made across our business.

To bring our commitment to innovation and excellence to building genuine relationships with Aboriginal and Torres Strait Islander Peoples which further support economic development, sustainability and independence for all communities.

## Our Commitment

Our commitment to working for the advancement of Aboriginal and Torres Strait Islander Peoples is embedded into our business processes and that our teams are held accountable.

The Reconciliation Action Plan was developed by people from across our business in alignment with our Company Mission and Guiding Principles. Ensuring each business unit has been involved in its design.

It has been endorsed by our Board and Executive Directors. The Australian Hub Executive Diversity Council will govern and oversee the implementation of the plan.

The Reconciliation Action Plan works with the suite of company policies to guide the way Laing O'Rourke connects and works with Aboriginal and Torres Strait Islander businesses and communities including the:

- Laing O'Rourke Indigenous Participation Policy
- Laing O'Rourke Indigenous Participation Statement
- Laing O'Rourke Indigenous Procurement Policy.

# Our Business

Laing O'Rourke is a global engineering enterprise with 50 years of involvement in Australian construction and infrastructure including more than a decade under the Laing O'Rourke banner.

The business is currently delivering some of Australia's most exciting projects across the transport, building construction, defence, airports, mining, civil and social infrastructure sectors.

Laing O'Rourke operates through two major geographical hubs;

- Europe Hub which covers the United Kingdom and United Arab Emirates
- Australia Hub which covers Australia, New Zealand and Hong Kong

Across Australia Laing O'Rourke has offices located in Sydney, Melbourne, Brisbane, Perth and the Hunter Valley as well as projects based in regional and remote Australia including the Northern Territory, the Pilbara Region and Central Queensland. Laing O'Rourke is also an advocate for working flexibly and therefore support its staff in a range of flexible work patterns which are tailored to an individual's needs and aligned to their current work environment.

Laing O'Rourke – which has been recognised three times on the AFR's Most Innovative Australian Companies index - is committed to becoming the recognised leader for innovation and excellence in the construction industry.

We employ 1600 people to deliver our projects, thirty-two people or two per cent of whom identify as Aboriginal and Torres Strait Islander Peoples.

## Our Guiding Principles

### OUR 2025 MISSION

To become the recognised leader for innovation and excellence in the construction industry

### OUR GUIDING PRINCIPLES

#### Absolute alignment

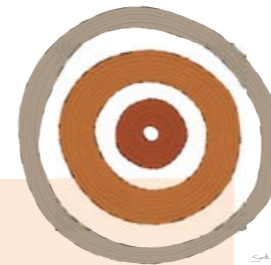
We work as one team by knowing and understanding our people and their talents to deliver for our customers

#### Complete thinking

We look at projects in their entirety to ensure we bring together all the parts at the right time and in the right way for the customer and the business

#### Sophisticated simplicity

We aim to make our complex world feel simple, useable and inspiring



## SUPPORTING OUR YOUNG PEOPLE

### LUCAS GRIMA

– First recipient of the Laing O'Rourke Indigenous Scholarship



Lucas is a proud Barkinji man originally from Campbelltown and the first recipient of the Laing O'Rourke Indigenous Scholarship at the University of Sydney. He is an intern working on the North Shore Corridor Works, Portion 7 and is currently completing a Bachelor of Engineering (Honours) (Mechanical).

His commitment to innovation and excellence has been recognised by the Caltex Best All-Rounder award, 2017 NAIDOC Leadership award, the University of Sydney Indigenous Progress Award and as a finalist in the CSIRO STEM student of the year.

Lucas' first independent project was the removal of a two-tonne noise wall panel in a railway corridor and he was responsible for creating a Navisworks animation for a bridge demolition that was successfully presented to Sydney trains.

His dream is to design and manufacture car engines and one day take up a managerial role.

*"Laing O'Rourke stood out to me as an innovative company, backed by an outstanding reputation and 40 years of experience. These qualities served as the perfect combination for a first look into the engineering industry. I figured if I could start with the best, it would be the benchmark for my future employment. I was also attracted to Laing O'Rourke's past works, working on some of the world's most prestigious projects such as 'Atlantis, The Palm' in Dubai."*



# Our Reconciliation Journey



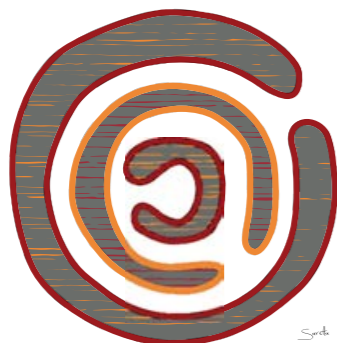
2004

Laing O'Rourke established in Australia.



2010

Laing O'Rourke is a key partner in the Territory Alliance achieving local Aboriginal workforce of 30% and on the Tiwi Islands, 37%.



2011, 2012, 2013



LOR launch first RAP - first construction company in Australia to have a Reconciliation Australia endorsed RAP.



Laing O'Rourke supports the first Australian Aboriginal person to be appointed as the 2011 Australian Youth Representative to the United Nations.



Preservation and relocation of a giant 750 year old boab tree, from Warmun, in the East Kimberley and presented to the Nyoongar people, and planted in a prominent position in Kings Park & Botanic Garden.



2014, 2015

Laing O'Rourke established its first Reconciliation Action Plan Working Group.  
LOR sponsor the 2012 and 2013 Indigenous Women In Mining WA (IWIMWA) Conference.  
Appointment of LOR's first Indigenous Affairs Manager.



2015, 2016

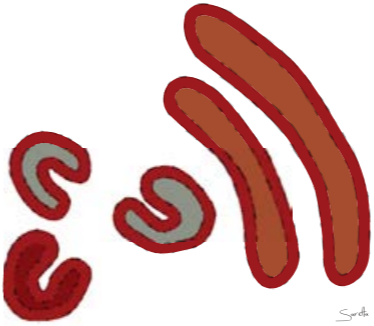
More than 450 employees nationwide have successfully completed the Cultural Awareness Training program which is delivered both online and face-to-face.  
Laing O'Rourke nominated to be a major sponsor for the Inaugural Indigenous Australians in the Resource Sector Conference held in Perth.  
EPIC Sustainability program champions to allocate Indigenous and Non-Indigenous employees to work on the renovations of the Aboriginal Medical Service building in the local town



2017, 2018



2nd RAP launched – RAP Innovate 2017 - 2019  
LOR launch its first Indigenous Procurement Policy  
Laing O'Rourke published a Statement of Commitment – Indigenous Participation Policy  
LOR named a finalist for Corporate Member of the Year Award at the Supplier Diversity Awards 2018  
Established partnership with CareerTrackers Indigenous Internship Program



## Innovate Reconciliation Action Plan 2019-21

## RAP Governance

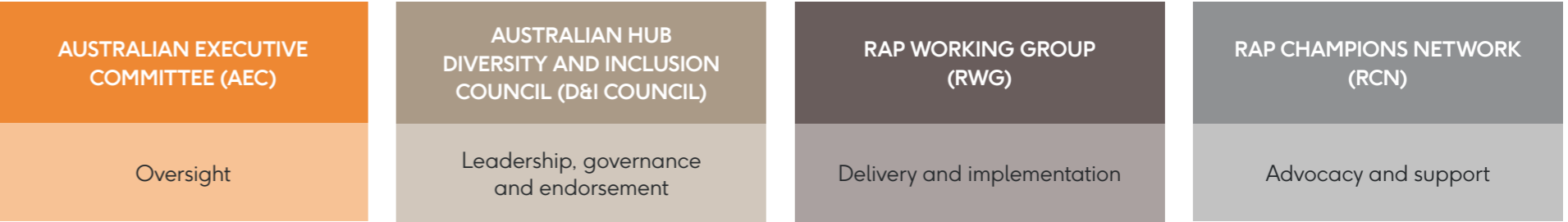
Laing O'Rourke was the first construction company in Australia to launch a Reconciliation Action Plan in 2011.

We know diversity and inclusion brings strength and aligns with our culture of innovation and excellence.  
Relationships and genuine connection are at the centre of how we work. That is why we held a Reconciliation Action Plan Ideation Workshop to ensure our people's views were heard, and to reflect on, reset and re-focus our Indigenous Affairs strategic direction.  
The result was our Innovate Reconciliation Action Plan 2019-21 created by our people centred around the principles of:

- Relationships
- Respect
- Opportunities
- Governance.

Our Reconciliation Action Plan, is championed by Laing O'Rourke's Indigenous Affairs Lead, Maree Ansey who will also Chair the RAP Working Group.

The formal structure below demonstrates how we will ensure governance and accountability of our RAP. It also allows us to effectively communicate the details of our RAP throughout all levels of our business.



# CREATING LEADERS

## BASILIA MCGAW

– Aboriginal Participation Manager on Central Sydney

Basilia is a proud member of the Malak Malak Tribe & Daly River Clan Darwin NT.

She has worked with Aboriginal and Torres Strait Islander communities on economic development. Basilia wanted to bring these skills to help connect corporate Australia to community.

She joined Laing O'Rourke Australia after seeing the passion of our leaders for leaving lasting legacies in community.



*"I believed my experience could help achieve these goals. I am inspired by the change I see within the CSM team, I am a proud member of and how they have embraced and celebrate my Culture. I am inspired to see the community engaged and the lasting impression we will leave when the project is complete. My goal was to make Laing O'Rourke Australia an employer of choice for Aboriginal people. I aspire to have a long-term career in our business and want to forever be an influencer of change and connection."*

# ENGAGING COMMUNITIES

## WOOLGOOLGA TO BALLINA PACIFIC HIGHWAY UPGRADE (W2B)

The W2B project involves the duplication of approximately 155 kilometres of road to a four-lane divided road on the Pacific Highway. It runs through local Aboriginal Nations of Gumbaynggir, Yaegl and Bundjalung.

Laing O'Rourke committed to a 1.5% target of the total project spend, and is proud to have exceeded this by investing more than \$67 million on Aboriginal participation on the highway upgrade.

The project wanted to ensure that it was creating opportunities in the local community for skilled workers and business owners. Surpassing the targets set under the NSW Government's Aboriginal Participation in Construction program, at the peak of the project 9% of the workforce identified as Aboriginal or Torres Strait Island people. Of these, more than a third identified with one or two of the local Aboriginal Nations.



*"Personally, for me and the business, this is a massive achievement - to show our own people that you don't have to be anyone exciting or someone with a lot of money, you can get out and have a go."*

– James Fonmosa, Bundjalung man and local business owner



## Relationships

*‘We want to create a positive legacy in the communities in which we work’ – RAP Working Group*

The nature of our industry sees us constantly working ‘On Country’ as we have projects in various regional, remote and urbanised areas across Australia, whether it be roads, rail or building infrastructure we must always acknowledge and respect that we are on Aboriginal land.

Our relationship and partnerships with Traditional Land Owners are integral to our successful project delivery and will be built on mutual respect and integrity.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 <b>RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.</b>	Ensure that minimum 30% of the RAP Working Group are Aboriginal and Torres Strait Islander Peoples and is a balance of senior leaders and operational representatives	Oct 2019, 2020	Indigenous Affairs Lead
	RAP Working Group oversees the delivery and implementation of the RAP and meets at least four times per year to monitor and report on RAP implementation	Nov 2019, Mar 2020, Jun 2020, Sep 2020, Dec 2020, Mar 2021, Jun 2021, Sep 2021	RWG Chair
	Establish terms of reference for the RAP Working Group	Dec 2019	RWG Chair
2 <b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Develop and implement a community engagement plan including guiding principles for future engagement	Feb 2020	RWG, Indigenous Affairs Lead
	Develop a directory of key Aboriginal and Torres Strait Islander community contacts and networks local to our Projects	Mar 2020, Mar 2021	Indigenous Affairs Lead
	Develop company brochures and flyers to better inform community organisations, and local Aboriginal and Torres Strait Islander stakeholders about Laing O’Rourke	May 2020	Head of Communications
	Encourage staff to utilize their EPIC Day to volunteer at Aboriginal and Torres Strait Islander programs and initiatives throughout their local community	May 2020, 2021	Indigenous Affairs Lead
	Establish 10x10 partnership with CareerTrackers Indigenous Internship Program to source Aboriginal and Torres Strait Islander university students	Jan 2020	General Manager Human Capital

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3 <b>Build relationships through celebrating National Reconciliation Week (NRW)</b>	Circulate Reconciliation Australia’s NRW resources and materials to our staff	27 May-3 Jun 2020, 2021	Head of Communications
	RAP Working Group members to support Projects and Offices to organise at least one event during NRW	27 May-3 Jun 2020, 2021	RWG Chair
	RAP Working Group members to participate in an external NRW event	27 May-3 Jun 2020, 2021	RWG Chair
	Register all our NRW events on Reconciliation Australia’s NRW website.	27 May-3 Jun 2020, 2021	Indigenous Affairs Lead
4 <b>Promote our RAP internally and externally supporting reconciliation across our business and industry.</b>	Develop and implement a strategy to communicate and raise awareness of our RAP to all internal staff and external stakeholders including regular RAP updates	Nov 2019, May 2020, Nov 2020, May 2021	Head of Communications, Indigenous Affairs Lead
	Demonstrate our commitment to reconciliation publicly via our website, posters, job adverts and supporting external reconciliation events	May 2020, 2021	Head of Communications
	Leverage our position within our industry to positively influence our external stakeholders and partners to further reconciliation outcomes	Jul 2020	General Manager Human Capital
	Create an annual calendar of events including initiatives which celebrate Aboriginal and Torres Strait Islander Peoples and cultures	Jan 2020, 2021	Head of Communications
	Foster collaboration amongst other like-minded organisations by partnering with Reconciliation Australia to establish the first Reconciliation in Construction Network (RICN)	May 2020, 2021	Indigenous Affairs Lead, Head of Diversity and Inclusion
	Establish a mechanism to engage and support internal RAP Champions Network (RCN) as advocates across each Project and Office location	Mar 2020	RWG Chair
5 <b>Promote positive race relations through anti-discrimination strategies.</b>	Develop an internal reward and recognition program for staff who are actively advocating and advancing reconciliation across our business	May 2020, 2021	RWG Chair
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	Jun 2020	General Manager Human Capital
	Engage with Aboriginal and Torres Strait Islander staff and/or advisors to consult on our anti-discrimination policy	Jun 2020	Indigenous Affairs Lead
	Develop, implement and communicate an anti-discrimination policy for our organisation	Jul 2020	General Manager Human Capital
	Ensure senior leaders and managers are aware and equipped to manage race relation issues	Jul 2020	Indigenous Affairs Lead





Respect

*‘We need to focus more on education before action’ – RAP Working Group*

By learning more about the unique histories, cultural practices and perspectives of Aboriginal and Torres Strait Islander Peoples, we can ensure our People are better informed to make decisions and act responsibly to consider all community needs.

Through our innovation and excellence we are seeking ways to reduce the effect of our operations on the environment and communities we operate in, through modernization of traditional construction methods and practices and by valuing the diversity Aboriginal and Torres Strait Islander Peoples bring to our business.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6  Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander staff on the development and implementation of a Cultural Competency Framework which will include; <ul style="list-style-type: none"><li>• online cultural learning</li><li>• cultural awareness activities</li><li>• face-to-face cultural workshops</li><li>• cultural immersion activities</li></ul>	Jul 2020, 2021	Head of Learning and Development, Indigenous Affairs Lead
	80% of all Laing O'Rourke staff to participate in one form of Cultural Competency Framework	Jul 2021	Head of Learning and Development
	Implement targeted Cultural Competency Training for Executive Directors, Senior Leaders and line managers	May 2020	Indigenous Affairs Lead,
	Develop and implement targeted cultural heritage training for relevant project personnel	Sep 2020	Environmental Leader
7  Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country and a list of key contacts relevant to our operations	Mar 2020	Head of Communications
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant internal and external events each year.	Mar 2020	RWG, Indigenous Affairs Lead
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings or visible on key media platforms (i.e. website)	Oct 2019	Indigenous Affairs Lead
	Review cultural heritage management strategies to ensure they include site controls and cultural protocols for engaging Aboriginal and Torres Strait Islander groups in heritage monitoring and consultation	Jan 2020	Environmental Leader, Indigenous Affairs Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8  Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	All Project sites and Offices to organise at least one event during NAIDOC Week or attend external NAIDOC Week celebrations external	First week in Jul 2020, 2021	RWG Chair, Project Leader
	RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2020, 2021	RWG Chair
	Review and update HR recruitment procedures to ensure there are no barriers to employees participating in NAIDOC Week	Jun 2020, 2021	General Manager Human Capital
9  Explore ways to demonstrate our respect for Aboriginal and Torres Strait Islander cultures through design opportunities	Consult local Elders, Traditional Owners and/or Aboriginal and Torres Strait Islander artists and story tellers to assist with urban design and landscape opportunities	Oct 2019, 2020, 2021	Indigenous Affairs Lead
	Encourage Projects to replicate our 'Welcome Wall' initiative which demonstrates LOR history and connection with Aboriginal and Torres Strait Islander Peoples. The original is based in our North Sydney HQ.	Oct 2019, 2020, 2021	Project Leader





## Opportunities

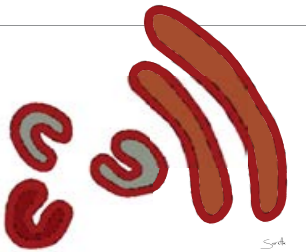
*‘We want to be part of creating positive economic change for future generations’ – RAP Working Group*

Laing O’Rourke will focus on providing opportunities in areas where we can make the greatest impact such as focusing on our direct hire opportunities to employ, train and develop Aboriginal and Torres Strait Islander People within our workforce. We are committed to investing in our staff to develop the next generation of industry leaders.

We will leverage our strategic partnerships to enhance our supplier diversity initiatives and ensure Aboriginal and Torres Strait Islander subcontractors and suppliers have access to our contracting opportunities allowing them to become trusted partners within our supply chain.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10  Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Implement a target of 3% employment of Aboriginal and Torres Strait Islander Peoples across the workforce	Oct 2020, 2021	General Manager Human Capital
	Develop and implement Aboriginal recruitment, retention and professional development Policy	Mar 2020	Indigenous Affairs Lead
	Audit workforce to better understand current Aboriginal and Torres Strait Islander staffing opportunities and to inform future employment and professional development opportunities	Jan 2020	Human Capital Business Partner
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Mar 2020	General Manager Human Capital
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander Peoples and communities.	Mar 2020	Head of Diversity, Inclusion and Resourcing
	Support and promote Aboriginal and Torres Strait Islander employees to transition into management and senior level positions.	Nov 2020	Head of Diversity, Inclusion and Resourcing
	Develop and implement Indigenous support and mentoring initiatives including formal and informal mentoring, buddy programs and networking events	Nov 2020	RWG Chair

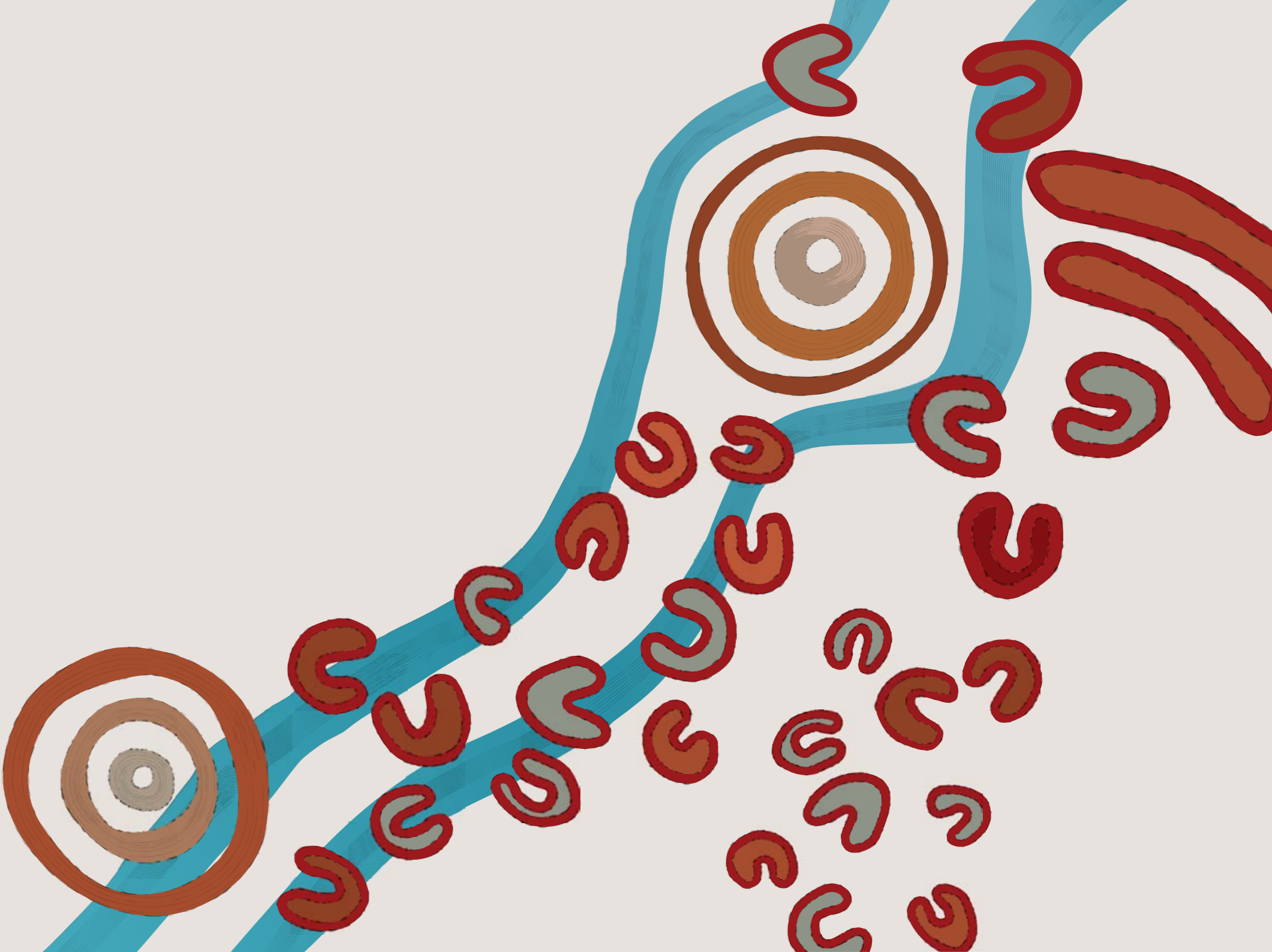
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11  Investigate opportunities to support Aboriginal and Torres Strait Islander students	Implement LOR STEM Plus Program to attract young Aboriginal and Torres Strait Islander students to our industry	July 2020	Project Leader
	Engage a minimum 10 new and existing CareerTrackers Aboriginal and Torres Strait Islander Interns per year	Oct 2020, 2021	Indigenous Affairs Lead
	Attend Aboriginal and Torres Strait Islander employment fair and expos to promote LOR opportunities	Oct 2020, 2021	Indigenous Affairs Lead
	Invite Aboriginal and Torres Strait Islander students to attend site visits and office tours to better expose them to our Projects and industry	Oct 2020, 2021	Project Leader
12  Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Commit to achieving a minimum 4% spend with Aboriginal and Torres Strait Islander businesses	Oct 2019, 2020, 2021	Procurement Leader
	Review and update LOR Indigenous Procurement Strategy including a dollar value targets for annual spend with Aboriginal and Torres Strait Islander businesses	Mar 2020	Indigenous Affairs Lead, Social Procurement Lead
	Establish a central internal database to understand the current Aboriginal and Torres Strait Islander businesses engaged through our supply chain and to inform future contracting opportunities.	Feb 2020	Social Procurement Lead
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Mar 2020	Procurement Leader
	Develop Second Tiering Framework to assist our Supply Chain to better engage with Aboriginal and Torres Strait Islander Peoples and businesses	May 2020	Social Procurement Lead
13  Identify innovative initiatives to increase capacity and support the growth of the Aboriginal and Torres Strait Islander business sector	Continue Supply Nation membership including sponsorship and participation of Connect Forum, Trade Show and Awards Dinner each year	May 2020, Oct 2020, May 2021, Oct 2021	Indigenous Affairs Lead, Social Procurement Lead
	Develop and pilot Aboriginal business development initiative which supports Aboriginal and Torres Strait Islander business enter the market	Oct 2020	Indigenous Affairs Lead, Social Procurement Lead
	Host targeted LOR Project Forums which provide an opportunity for Aboriginal and Torres Strait Islander businesses to pitch their services and capabilities to our Project and Commercial teams	Jul 2020	Social Procurement Lead





# Governance and Reporting

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14 Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	Sep 2020, 2021	Indigenous Affairs Lead
	Develop and implement systems to track, measure and report on RAP outcomes	Dec 2019	Indigenous Affairs Lead
	Investigate participating in Reconciliation Australia's Workplace RAP Barometer	May 2020	Indigenous Affairs Lead
15 Report RAP achievements, challenges and learnings internally and eternally	Report RAP progress quarterly to the Australia Hub Executive Diversity Council and RWG	Mar 2020, Jun 2020, Sep 2020, Nov 2020, Mar 2021, Jun 2021, Sep 2021	Indigenous Affairs Lead
	Publically report our RAP achievements, challenges and learnings, annually	Nov 2020, 2021	Head of Communications
	Provide internal update of RAP progress to all staff during staff update events	May 2020, Nov 2020, May 2021	General Manager Human Capital
16 Review, refresh and update RAP	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP	Apr 2021	Indigenous Affairs Lead
	Explore opportunity to establish an external Aboriginal and Torres Strait Islander Advisory Group to support next RAP	Apr 2021	Indigenous Affairs Lead



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