

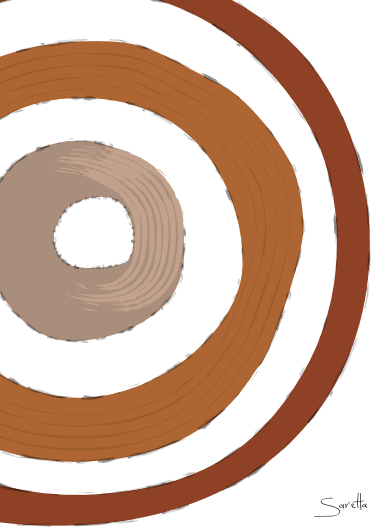


Burbuga Mura – 'Rising Path'

Laing O'Rourke Australia Stretch Reconciliation Action Plan

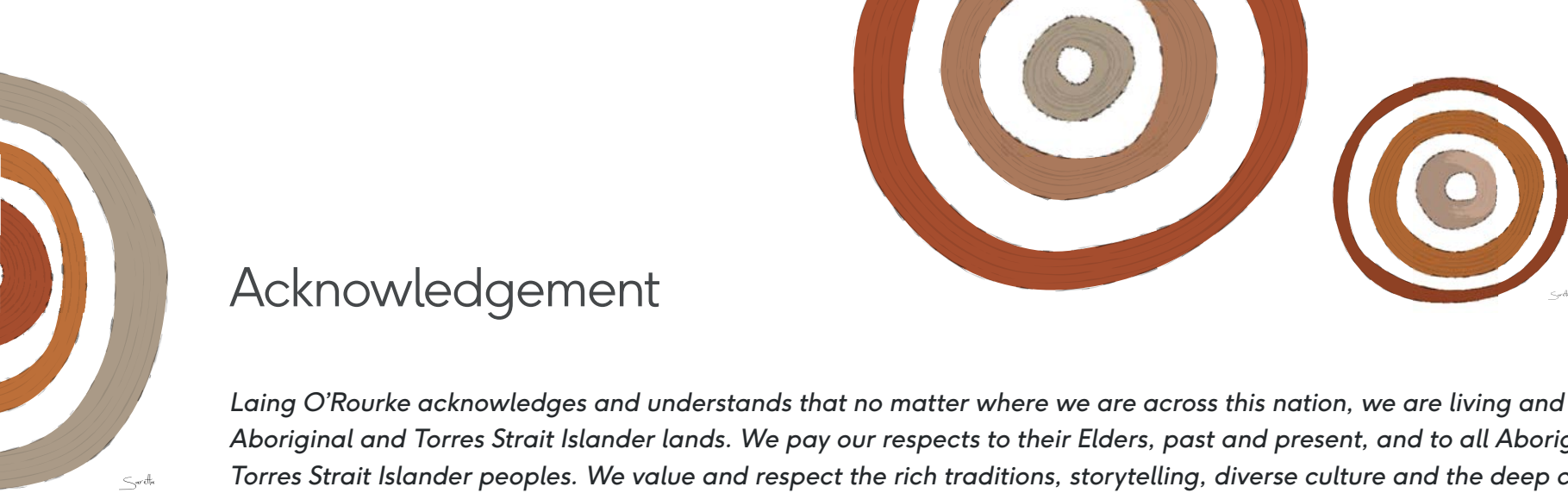
June 2023 – July 2026





Celebrating the diversity of Laing O'Rourke's Aboriginal and Torres Strait Islander employees

This map celebrates our Aboriginal and Torres Strait Islander employees. It highlights the cultural diversity among our team, with language groups and communities represented across the nation.



Acknowledgement

Laing O'Rourke acknowledges and understands that no matter where we are across this nation, we are living and working on Aboriginal and Torres Strait Islander lands. We pay our respects to their Elders, past and present, and to all Aboriginal and Torres Strait Islander peoples. We value and respect the rich traditions, storytelling, diverse culture and the deep connections they have to Country. The local knowledge held by Aboriginal and Torres Strait Islander peoples is critical to the sustainability and health of the land, and we are committed to building a brighter future together.

Burbuga Mura – 'Rising Path'

The artwork on our front cover tells the story of Laing O'Rourke's journey in Australia and celebrates the unique culture of our First Nations 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 that Laing O'Rourke Australia and

Aboriginal and Torres Strait Islander peoples share.

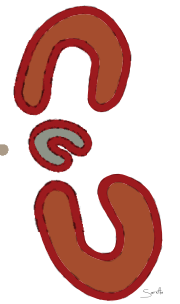
- Charcoal building blocks depict the years since R. O'Rourke and Son began operation, with interweaving blocks reflecting excellence in engineering and innovation.
- The gathering circle with interweaving people in red charcoal and yellow visually represents our people. We are one team at the heart 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 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.

Saretta Fielding is an award-winning Aboriginal artist of the Wonaruah Nation of the Hunter Region.



Artist: Saretta Fielding
(Wonaruah)



A Message from Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Laing O'Rourke on its first Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP programme provides organisations with a framework to contribute to the reconciliation movement. This framework allows for continuous development, pushing organisations to constantly embed and expand on their commitments, while adapting to obstacles and circumstances as they arise.

A leader in Australia's construction industry, Laing O'Rourke has taken the time to understand its own place in and the unique contributions it can make to the reconciliation movement.

Through its previous RAPs, it has recognised that it can be of best benefit through place-based reconciliation activities and by supporting the integration of Aboriginal and Torres Strait Islander peoples' perspectives into our built environment.

It has done this by investing in relationships and bringing Aboriginal and Torres Strait Islander knowledge into its work. This has included engaging local Elders to oversee the management of cultural heritage on its projects, as well as forming over 90 localised strategic partnerships with First Nations people and organisations over the course of its previous Innovate RAP.

These relationships will be crucial as the organisation commences its first Stretch RAP, where it will push itself to do more and be braver for reconciliation. Laing O'Rourke has started this process by being upfront about the obstacles it has faced so far, and by acting on the learnings it has gained in its previous RAPs.

One of the challenges it has faced is in external engagement. Consequently, Laing O'Rourke intends to leverage its industry position to promote reconciliation among its peers through a Reconciliation in Construction & Infrastructure Network.

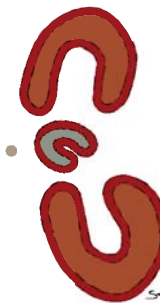


Karen Mundine
Chief Executive Officer
Reconciliation Australia

By fostering collaboration and harnessing collective will, it aims to create impact further than within its own four walls.

This new initiative, among many others, shows Laing O'Rourke building on the achievements it garnered in its previous RAPs, but more importantly, extending itself and looking for innovative ways to build reconciliation into its every day.

On behalf of Reconciliation Australia, I commend Laing O'Rourke on this Stretch RAP and look forward to following its ongoing reconciliation journey.



A Message from Mark Dimmock

At Laing O'Rourke, we are guided by a commitment not only to deliver exceptional infrastructure, but to shape a more inclusive and equitable future.

As Australia's first construction company to have a Reconciliation Action Plan formally endorsed by Reconciliation Australia, we recognise both the responsibility and opportunity this presents. This moment is not just a milestone for our business; it is a platform to lead meaningful change across our industry.

Reconciliation must move beyond intent to impact. It calls on us to rethink how we partner, how we invest, and how we create enduring value with Aboriginal and Torres Strait Islander Peoples and communities. Our ambition is to contribute to lasting economic participation, strengthen cultural understanding, and support the self-determination of First Nations peoples wherever we operate.

We are proud of the foundations we have built, working alongside Indigenous businesses, creating pathways for employment, and embedding respect and cultural capability within our projects.

But we also know leadership in this space demands continual progress and a willingness to challenge conventional approaches across our sector.

Through this Stretch Reconciliation Action Plan, we are setting a clearer expectation for ourselves and for the industry: that major projects can and should deliver broader social outcomes, that partnerships must be genuine and enduring, and that infrastructure can be a vehicle for shared prosperity.

Our values of care, integrity and courage guide us in deepening relationships, fostering an inclusive culture, and driving innovation in how we deliver with and for communities.

There is much more to do. But by working together, with our people, our partners, and First Nations communities, we can accelerate progress towards reconciliation and help create a legacy that extends well beyond the projects we build.



Mark Dimmock
Managing Director – Australia
Laing O'Rourke

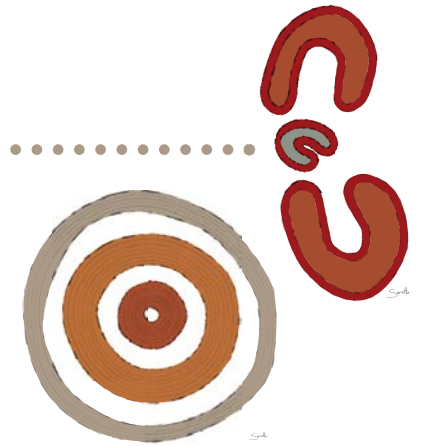
Laing O'Rourke's Vision for Reconciliation

We recognise our industry has a responsibility to drive change.

As the architects of change, we push the boundaries of what's possible. We acknowledge the past and those who walked before us to create not only a better industry, but a better community for those who will come after us.

Our vision for reconciliation is to see an industry based on shared knowledge, where Aboriginal and Torres Strait Islander peoples, cultures and voices are represented and embraced across Australia.

Our commitment to reconciliation will continue through collaborating with Aboriginal and Torres Strait Islander peoples within our organisation and the community to ensure there are equitable opportunities in employment, training and procurement and the sharing of culture through education, urban design, placemaking and storytelling.



Walking on Country with Elders allows our employees to learn, feel and understand the rich cultural history of the past, present and future.



Our Business



Laing O'Rourke is a A\$6 billion global engineering enterprise with 70 years of involvement in Australian construction and infrastructure, including two decades under the Laing O'Rourke banner.

Founded in the United Kingdom, Laing O'Rourke has a presence in the United Kingdom, United Arab Emirates and Australia.

In Australia, Laing O'Rourke currently delivers some of Australia's most exciting infrastructure projects across rail, defence, roads, and resources and energy sectors, as well as landmark buildings at the transport interface.

In Australia, Laing O'Rourke owns two vertically integrated business units: Australia's fourth-largest plant and equipment hire company, Select Plant Australia; and Laing O'Rourke's Rail Operations business which supports the delivery of major projects and undertakes rail maintenance contracts nationwide.

Our people are at the heart of everything we do. We employ more than 2,500 people. Within our business, 64 employees identify as Aboriginal and/or Torres Strait Islander peoples – or roughly 2.4 percent.

We support a culture of flex. At Laing O'Rourke, flex means three things: flex in the time you work; flex in the place you work; and flex in how you take leave.

Laing O'Rourke was awarded the prestigious Workplace Gender Equality Agency's Employer of Choice for Gender Equality citation in 2020 and 2022. It was an incredibly proud moment for the business and another step towards our mission to become the recognised leader for innovation and excellence in the construction sector.

Within Australia, Laing O'Rourke has offices in Sydney, Melbourne, Perth, Brisbane, Adelaide and Canberra, in addition to offices for Rail Operations, Select and our 37 live projects, which are in metropolitan and regional areas in the Northern Territory, Queensland, New South Wales, Victoria and Western Australia.

Our sphere of influence is strong, encompassing our design partners, supply chain and our clients, which are predominantly in the public sector.





Our RAP

Our industry has a responsibility to drive greater diversity and inclusion while we build infrastructure that improves and shapes our communities. At Laing O'Rourke we are dedicated to playing our part in driving positive outcomes through opportunities with Aboriginal and Torres Strait Islander peoples, businesses and communities. We do this through our Reconciliation Action Plan and through the ways our people show up in our daily interactions.

We are committed to creating meaningful employment and procurement opportunities across all our projects to contribute to an industry with foundations built on shared knowledge between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples.

During our RAP journey, we have evolved through strong leadership and a commitment to building long-lasting relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities. Key focus areas for the next three years will be: cultural education; employment, retention and development; continued growth in Aboriginal and Torres Strait Islander procurement opportunities; formalisation of more Aboriginal and Torres Strait Islander partnerships; and measurement of social outcomes that leave a legacy in the communities we work in.

Relationships and genuine connection are at the centre of how we work. That is why our RAP was developed in collaboration with our RAP Working Group and external

consultant, Jaynaya Winmar from Blakbone Sisterhood. Jaynaya guided us through a reflection workshop focused on reviewing our Innovate RAP 2019 - 2021, highlighting our successes and challenges. We identified these by pillar and deliverable, inspiring our vision for our next RAP. We reconvened as a group in person to use these findings in developing this RAP. It was important that the team spent time together in person to solidify our approach to the next stage of our reconciliation journey.

Our RAP Working Group consists of Aboriginal and Torres Strait Islander peoples and Senior Leaders across our business. Our RAP is championed and chaired by our Head of Indigenous Affairs.

Our RAP Working Group

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Mark Beetson
Head of Indigenous Affairs
Kabi Kabi



Nicholas Arcaro
Human Performance &
Wellbeing Leader



Ashleigh Botha
Sustainability Manager



Te Rina MacGregor
People Lead



Donna Reddin
Commercial Manager



Greg Cook
Alliance Manager - EBTA



Sinead Huckstadt
People Services Leader



Amanda Inman
Senior Indigenous Affairs and
Social Inclusion Advisor



Aleisha Young
Head of Communications



Lucas Grima
Strategy & Transformation
Analyst



Lauren Wilson
Marketing and Business
Development Lead



Terika Horwood
Senior Aboriginal
Participation Advisor



Therese Dalakian-Favorolo
Senior Social Inclusion &
Aboriginal Engagement Advisor

Our Reconciliation Journey



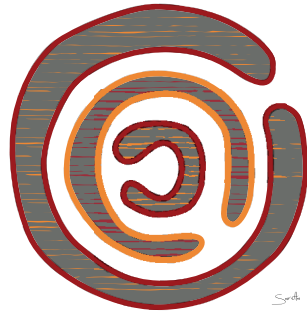
2004

Laing O'Rourke is established in Australia.



2010

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



2011, 2012, 2013



Laing O'Rourke launches its first RAP and is the 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.



As part of Laing O'Rourke's work on the Great Northern Highway Upgrade Project, a giant 750-year-old boab tree, from Warmun in the East Kimberley is preserved, relocated, and presented to the Nyooongar people. It is replanted in a prominent position in Kings Park & Botanic Garden.



2014, 2015

Laing O'Rourke establishes its first Reconciliation Action Plan Working Group.

Laing O'Rourke sponsors the 2012 and 2013 Indigenous Women In Mining WA (IWIMWA) Conference.

Laing O'Rourke's first Indigenous Affairs Manager is appointed.



2015, 2016

More than 450 employees nationwide successfully complete the Cultural Awareness Training programme, which is delivered both online and in person.

Laing O'Rourke is a major sponsor of the Inaugural Indigenous Australians in the Resource Sector Conference held in Perth.

EPIC Sustainability programme champions allocate Indigenous and non-Indigenous employees to work on the renovations of the Aboriginal Medical Service building in the local town.



2017, 2018



Second RAP is launched – RAP Innovate 2017 - 2019.

Laing O'Rourke's first Indigenous Procurement Policy is launched.

Laing O'Rourke publishes a Statement of Commitment – Indigenous Participation Policy.

Laing O'Rourke is named a finalist for Corporate Member of the Year Award at the Supplier Diversity Awards 2018.

Establishes partnership with CareerTrackers Indigenous Internship Program.

2019

2019 Innovate RAP is launched.

Indigenous Affairs strategy is launched.

Laing O'Rourke welcome wall is unveiled.

Laing O'Rourke's Indigenous employment is at 1.5%.

Laing O'Rourke's investment in Indigenous business is \$27,900,691 spent with 38 businesses.



2020

Laing O'Rourke's Indigenous employment is at 2.0%.

Laing O'Rourke's investment in Indigenous business is \$86,344,255 spent with 65 businesses.

2021

2019 Innovate RAP completed.

Select Plant Australia displays Indigenous artwork on vehicles.

Laing O'Rourke's Indigenous employment is 3.6%.

Laing O'Rourke's investment in Indigenous business is \$54,849,092 spent with 122 businesses.

Annual Supply Chain forum includes first Indigenous Affairs panel.

2022



Laing O'Rourke's Indigenous employment is 2.6%

Laing O'Rourke's investment in Indigenous business is \$67,178,311 at 141 businesses.

Laing O'Rourke sponsors the Indigenous Emerging Business Forum in Western Australia.

Laing O'Rourke is a finalist in the Corporate Member of the Year category at the 2022 Supply Nation business awards.

Senior Procurement Manager Donna Reddin is a finalist in the Procurement Professional of the Year Category at the 2022 Supply Nation awards.

Head of Indigenous Affairs Belinda Murdoch wins the 2022 Supply Nation Supplier Diversity Advocate of the Year Award.

2023

Stretch RAP 2023–2026 is developed and launched.

Monthly 'yarns' - meetings held specifically to connect and broaden networks are established with Indigenous employees.

A tool to track engagement against RAP deliverables is developed.

Laing O'Rourke's Indigenous employment is 2.4%

Laing O'Rourke's investment in Indigenous business, January to April 2023, is \$29,036,998 at 130 businesses.



Challenges and Learnings

Cultural Education

We have built a strong model for cultural education, which we implemented on our projects across the country. These sessions were developed in partnership with local Aboriginal and Torres Strait Islander organisations and/or Elders and Traditional Owners. The training sessions were delivered over the life of the projects, ensuring new employees also participated. This also included non-project employees. We will continue our learning journey by developing further content and opportunities through a Cultural Education Programme over the delivery of our Stretch RAP.

Workforce

Our workforce retention numbers fluctuated throughout the implementation of our previous RAP. When some of our remote and regional projects were completed, our Aboriginal and Torres Strait Islander staff wanted to continue living in their community and so sought employment with other local organisations after our demobilisation.

Due to a booming industry, the overall talent pool is limited, and this is particularly so for Aboriginal and Torres Strait Islander peoples working in the construction and infrastructure sector.



When it came to the recruitment and retention of Aboriginal and Torres Strait Islander peoples, we were faced with challenges from our competitors and other players in the industry. We learnt the importance of creating a culturally safe workplace and providing flexible work arrangements, inspiring the development of a public holiday exchange policy.

External Engagement

A common challenge we faced was our external engagement and participation in events due to COVID-19, which limited how we could engage with our Aboriginal and Torres Strait Islander communities. However, we were able to strengthen our technology-based communications and engage through remote online events and meetings.

We learnt from our previous RAP that accountability and embedment is key in delivering successful outcomes. For this RAP we have allocated working group members as owners to our deliverables to ensure outcomes are driven and members feel a sense of ownership.

Held smoking and Welcome to Country ceremonies with local Elders

Procured local Aboriginal artwork on key projects

Held over 30 National Reconciliation Week events annually



Established over 90 local strategic partnerships with Aboriginal and Torres Strait Islander peoples and organisations

Relationships

*Our Innovate RAP achievements
October 2019 - October 2021*

Engaged Elders for cultural heritage management on our projects

Developed relationships with local Elders to provide cultural input in placemaking and public art

Australia-Singapore Military Training Initiative

Relationships



Australia-Singapore Military Training Initiative Team

Laing O'Rourke is delivering a large-scale programme of works for new and upgraded facilities at the Australian Defence Force's Shoalwater Bay Training Area, located within a World Heritage site 80 kilometres north of Rockhampton in Queensland.

In accordance with the Indigenous Land Use Agreement in place on the project, we supported the development of a local Darumbal business, Tunuba Pty Ltd. This business is a joint venture between the Darumbal People and CQG Consulting. They have culturally cleared land across the project's three precincts, securing work worth over \$5,641,890.

As a number of trees had to be cut down for the project, we returned 100 trees to the Darumbal People to make artefacts.



Darumbul Elders with Laing O'Rourke CEO Ray O'Rourke

'Since the very beginning, Laing O'Rourke has provided me with unwavering support throughout the commencement of my career development. My crew here on ASMTI Precinct C made me feel very welcome since my arrival to the project and been so accommodating. My peers always offer a helping hand to teach me something new, and for that I am grateful.'

Rhys Yasso, proud Kuunghari man



46 Aboriginal and Torres Strait Islander people employed



Five Aboriginal and Torres Strait Islander businesses engaged



\$28m spent on Aboriginal and Torres Strait Islander businesses

Conducted cultural awareness training across all projects

Sponsored and attended local NAIDOC award dinners

Hosted over 50 annual NAIDOC Week events

Installed welcome walls across our projects



Respect

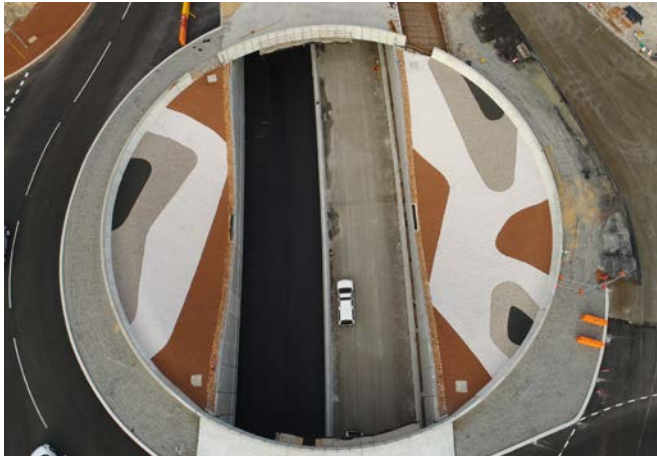
*Our Innovate RAP achievements
October 2019 - October 2021*

Featured our RAP artwork on Select Plant Australia's plant and equipment

Implemented RAP onboarding sessions for all new starters

Armadale Road to North Lake Road Bridge

Respect

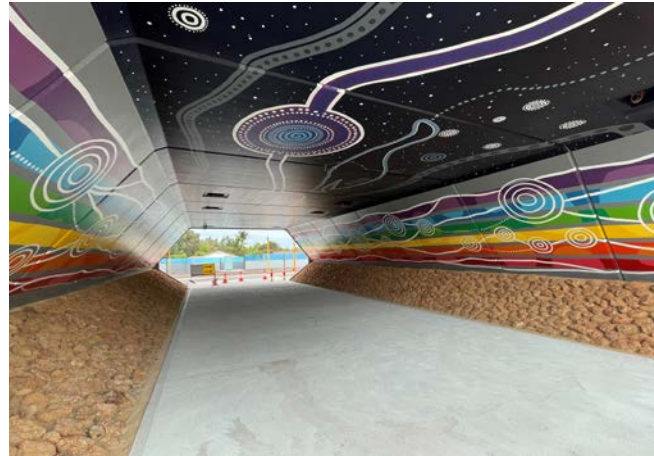


Abstract-style artwork with epoxy bonded aggregate representing the Nyungar region

The Armadale Access Alliance – a consortium comprising Laing O’Rourke and BG&E in partnership with Main Roads Western Australia - delivered the contract for the Armadale Road to North Lake Road Bridge project.

The team recognised the opportunity to showcase the history of the local area through public art on two underpasses, a screen wall and two roundabouts.

The alliance targeted emerging Noongar artists and designed the procurement process to be supportive. Each proponent had one-on-one meetings to discuss their portfolio, the procurement process and the project requirements.



Constellation artwork based on the night sky, representing the Milky Way and our past, present and future, features on an underpass

Artist concepts were developed in consultation with their own research and networks. The alliance helped them to engage local Aboriginal stakeholders by facilitating an information session, allowing them a safe platform to share their ideas and gain a deeper understanding of the cultural significance of the area.

The digital artwork for all scopes was successfully delivered by two emerging Noongar artists. One of the work scopes was expanded to include the painting of the artwork. This enabled the business owner to partner with a mainstream painting subcontractor and expand her capability to work in a large construction setting to safely deliver an amazing result.



115 Aboriginal and Torres Strait Islander peoples employed



23 Aboriginal and Torres Strait Islander businesses engaged



\$7.4m spent on Aboriginal and Torres Strait Islander businesses

Became 10 x 10
Partner with
CareerTrackers

Spent over \$128m
with Aboriginal and
Torres Strait Islander
businesses

Employed
Aboriginal and
Torres Strait Islander
peoples across 90% of
business functions

Supported
the growth of
193 Aboriginal and
Torres Strait Islander
businesses through
direct engagement



Opportunities

*Our Innovate RAP achievements
October 2019 - October 2021*

Appointed 1 in
9 Aboriginal
and Torres Strait
Islander employees to
leadership roles

Awarded over
500 contracts
to Aboriginal and
Torres Strait Islander
businesses

More Trains, More Services

Opportunities



Tegan McGrath, Shaney Jarrett and Ayse Mateo

As the Transport for Tomorrow Alliance, Laing O'Rourke, KBR and Transport for NSW are delivering a programme of works to simplify and modernise the rail network, creating high-capacity turn-up-and-go services for many customers.

Our team has directly engaged Aboriginal and Torres Strait Islander employees throughout delivery, retaining 90% for more than 24 months.

We have offered opportunities for Aboriginal and Torres Strait Islander peoples across a range of delivery roles including engineering, safety, communications and workforce.



Luke Meech - Graduate Engineer

Luke Meech started his career with the More Trains, More Services team through an undergraduate position. The project's strong relationship with Wollongong University paved the way for Luke to gain industry experience as he completed his degree. He is now on our Graduate Development Programme completing a rotation in Melbourne.



136 Aboriginal and Torres Strait Islander peoples employed



35 Aboriginal and Torres Strait Islander businesses engaged



\$6.1m spent on Aboriginal and Torres Strait Islander businesses

Select Plant Australia

Select Plant Australia is a plant hire and service provider and is a wholly owned subsidiary of Laing O'Rourke.

Just like its parent company, Select is committed to supporting Aboriginal and Torres Strait Islander peoples, businesses and communities. It engages and supports various Indigenous suppliers and is looking at opportunities to increase employment for Aboriginal and Torres Strait Islander peoples.

For Indigenous Business Month 2022, Select hosted its Indigenous Supply Chain Partners for a yarn and barbecue. The event had multiple benefits, including enhancing the team's understanding of the suppliers, fostering collaboration among Indigenous businesses to exchange knowledge, and creating new work opportunities.

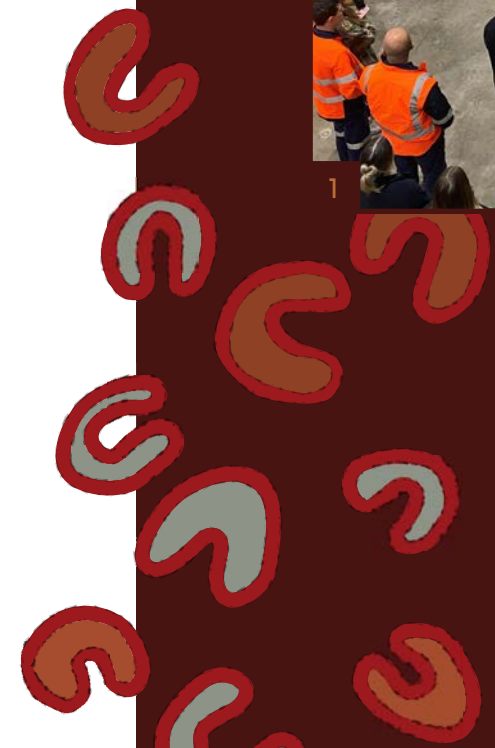
Select endeavours to preserve the traditions and customs of Indigenous culture through ceremonies, cultural awareness training and Indigenous artwork.

Select has Indigenous artwork - derived from the mural painted by Saretta Fielding featured in this RAP – placed on some of its fleet.

Select and Laing O'Rourke's collective commitment to our purpose and values lies at the core of our organisation, and this artwork serves as a powerful reminder of our shared vision for reconciliation.

Nathan Mitschuinig is Select's Business Unit Leader and a proud Wiradjuri man with family ties back to the Central West and Central Coast regions of New South Wales.

"I am grateful to be working with a business that respects and supports the Indigenous community. Select is continuously looking to invest in the Indigenous Supply Chain. This year we are focused on increasing our early learning talent with Aboriginal and Torres Strait Islander peoples," said Nathan.



1 Select and Laing O'Rourke Rail Operations hosted Neville Collard, a highly respected Nyungar Elder, to perform a smoking ceremony for the opening of the Malaga, WA, depot.



2

2
 Indigenous Business Month 2022. Michelle Jakeway - Select Project Support Manager WA/NT, and Jinna-Murra (Lyall Winmar), who works for Access Indigenous, Jinna-Murra hand-painted the piece of art as a gift for Select.



3

3
 Belinda Murdoch, Head of Indigenous Affairs, Nathan Mitschuinig, Select Business Unit Leader, and Madison Page, Senior Indigenous Affairs Advisor, in front of the Sydney depot's welcome wall. The welcome walls are displayed proudly at the entrance of each depot around the country to show respect for Traditional Owners of the land.



4

4
 The Indigenous symbols are on most of Select's fleet to reflect its commitment to supporting Aboriginal and Torres Strait Islander peoples, businesses and communities.



40 Aboriginal and Torres Strait Islander businesses engaged



\$32.1m spent on Aboriginal and Torres Strait Islander businesses



Spotlight on Our People



Cameron Smith

Senior Project Engineer

Cameron Smith is a Wongi man with family connections to the Eastern Goldfields and Central Desert region. Cameron is a Senior Project Engineer who commenced his career with Laing O'Rourke 12 years ago as an engineering cadet.

During his time at Laing O'Rourke, Cameron completed his Mechanical Engineering degree and worked on many major infrastructure, defence and remote mining projects.

"At Laing O'Rourke I have always had the opportunity to work on challenging projects and grow my career. The project I am most proud of was the Air 5428 project in Pearce. The project was challenging but the team was fantastic. I loved being part of the team, building something important for the nation, which was a learning facility for the Department of Defence."

Cameron recently led the completion of a fixed flashbutt weld facility in Port Hedland for BHP. He is now looking forward to working closer to home and spending more time with his partner and four young children.



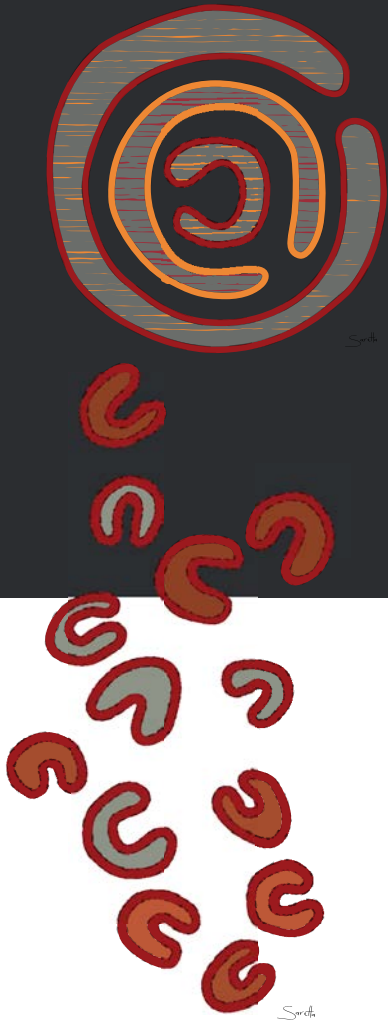
Calan Wilson

Health, Safety and Environment Administrator

Calan is a Kamilaroi and Mardigan man born and raised in Toowoomba, Queensland. He joined Laing O'Rourke in 2021 as a Trainee Administrator on our Novo Rail Redfern Station Upgrade Project. After completing his Certificate III in Business Administration, he was inspired by the work the safety team was doing. With the support of the team, he made a career move into Safety on the Central Station Main Works project, where he worked as a Health, Safety and Environment Administrator.

Calan's proudest achievement to date at Laing O'Rourke was completing his Certificate III and making the move into further education of his Certificate IV in Work Health and Safety.

"The thing I like the most about working for Laing O'Rourke is the atmosphere and culture that it has. It's just rewarding working for such a great company."





Laurie Risk

Trainee Administrator

Laurie is a Saltwater Larrakia woman from the Northern Territory. She is a Trainee Administrator on the Larrakeyah Defence Precinct, and in 2023 is moving into her second year with Laing O'Rourke and full-time work, having graduated from high school in 2021.

She heard about an administration opportunity at Laing O'Rourke through the Stars Foundation Program she was participating in at school. A bit hesitant about what was next after school, Laurie jumped at the opportunity. She has been an asset to the team and her work ethic and drive has been praised by her Project Director.

'It was the best opportunity I could have ever taken as Laing O'Rourke is such a great company with many opportunities and a great diversity of culture. Everyone in my team is so down to earth and great to work with; there are so many great people throughout this company that I genuinely enjoy and have enjoyed having conversations with.'



Taryn Cameron

Administration Lead

Taryn grew up a proud Dainggatti/Biripi woman in the northern NSW region near Glen Innes. She is currently a Government Requirements Compliance lead for the Suburban Rail Loop (SRL) project, looking after the reporting of the social procurement and workforce outcomes both internally and externally.

Taryn has been with Laing O'Rourke since July 2022 and was brought on by a colleague who knew from working together previously that Taryn had an interest in Social Procurement.

Taryn is interested in making the jump over to Indigenous Affairs so she can help develop relationships - not just with current companies but with emerging up-and-coming businesses as well.

"I love the way culture is always in the forefront, with countless opportunities for learning and growth available. The flexibility with work locations is a bonus and the emphasis on a work-life balance was a key factor in my acceptance of the role. Laing O'Rourke really cares about their people and will work with the employee to ensure quality of life is maintained.

My proudest moment so far whilst working with Laing O'Rourke is spreading my passion and enthusiasm for social procurement to the wider project team and encouraging not just SRL but others to think outside of the box when it comes to procurement. It is really rewarding when the enthusiasm catches and they come to me with ideas for potential opportunities."



Relationships

'We want to create positive legacies in the communities in which we work'

We must always acknowledge and respect that we are living and working on Aboriginal land. Our relationships and partnerships with Traditional Owners are integral to the successful delivery of our projects. Relationships will be built on mutual respect and integrity. This includes Traditional Owners who are community stakeholders, Indigenous businesses in our supply chain, and current or prospective employees of Laing O'Rourke.

This section outlines how we will make connections with communities and individuals to support reconciliation.

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.	Review July, October 2023 January, April, July, October 2024 January, April, July, October 2025 January, April 2026	Senior Indigenous Affairs Advisor
	Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	Review July, October 2023 January, April, July, October 2024 January, April, July, October 2025 January, April 2026	Head of Indigenous Affairs
	Establish and maintain four formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	December 2023	Head of Indigenous Affairs Head of Diversity
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff, projects and offices by the end of February every year.	February 2024, 2025, 2026	Hub Communications Leader
	RAP Working Group members to participate in six external NRW events.	27 May–3 June 2023, 2024, 2025	RAP Working Group
	Encourage and support staff, senior leaders and project leaders to participate in six external events to recognise and celebrate NRW.	27 May–3 June 2023, 2024, 2025	Head of Diversity
	Organise 20 internal NRW events, including at least one organisation-wide NRW event, each year.	27 May–3 June 2023, 2024, 2025	Senior Indigenous Affairs Advisor
	Support or attend six local NRW events.	27 May–3 June 2023, 2024, 2025	Project Leader
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May–3 June 2023, 2024, 2025	Head of Indigenous Affairs
3 Promote reconciliation through our sphere of influence.	Encourage staff to make a personal commitment to drive reconciliation outcomes in alignment with career development goals in SuccessFactors.	July 2023	Senior Indigenous Affairs Advisor
	Communicate our commitment to reconciliation publicly.	June 2023	Hub Communications Leader



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2023	Head of Diversity Head of Indigenous Affairs
	Attend at least two quarterly RAP leadership gatherings per year.	Review June 2024, 2025, 2026	Head of Indigenous Affairs
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes such as: <ul style="list-style-type: none"> • Invite supply chain partners to attend Laing O'Rourke events specifically related to Aboriginal and Torres Strait Islander initiatives • Facilitate engagement opportunities for supply chain partners to meet Aboriginal and Torres Strait Islander businesses • Present at external industry forums to share learnings that model best practice. 	Review June 2024, 2025, 2026	Head of Diversity Head of Indigenous Affairs
	Collaborate with six RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	March 2026	Head of Indigenous Affairs
	Collaboratively establish and maintain a Reconciliation in Construction & Infrastructure Network (RCIN).	October 2023	Head of Indigenous Affairs Senior Indigenous Affairs Advisor
	Build capability through hosting four forums for our supply chain members to connect with Aboriginal and Torres Strait Islander businesses, organisations, and employment agencies to increase participation across projects.	Review October 2023, 2024, 2025	Senior Indigenous Affairs Advisor
	Implement an internal reward and recognition programme for staff who are actively advocating and advancing reconciliation across our business.	January 2024	Head of Diversity
4 Promote positive race relations through anti-discrimination strategies.	Continuously improve policies and procedures concerned with anti-discrimination.	Review August 2023, 2024, 2025	Director – People
	Reinforce our commitment to pay parity by ensuring staff who have identified as Aboriginal and Torres Strait Islander have been placed in the correct job family and job code within our People systems.	Review August 2023, 2024, 2025	Director – People
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our Harmonious Workplace Policy.	Review August 2023, 2024, 2025	Head of Indigenous Affairs
	Review and communicate our Harmonious Workplace Policy, which encompasses our anti-discrimination policy for our organisation.	Review August 2023, 2024, 2025	Director – People
	Provide ongoing education to senior leaders and managers on the effects of racism.	Review June 2023, 2024, 2025	Head of Diversity
	Senior leaders to publicly support anti-discrimination campaigns, initiatives and stances against racism.	Review July 2023, 2024, 2025	Head of Diversity
	5 Provide educational materials to all staff on the Uluru Statement from the Heart and the referendum concerning the Voice to Parliament.	Host an educational session broadcast to the whole business on the Uluru Statement and the Voice to Parliament referendum, with a special guest from a tertiary organisation.	June 2023





Respect

Expecting people to act without education fails to produce positive outcomes. We want our people to understand the importance of reconciliation and the part they play in creating a culturally safe workplace for Aboriginal and Torres Strait Islander employees.

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.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>6</p> <p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<p>Conduct a review of cultural learning needs within our organisation.</p>	<p>June 2023</p>	<p>Head of Indigenous Affairs</p>
	<p>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.</p>	<p>October 2023</p>	<p>Head of Indigenous Affairs</p>
	<p>Develop cultural foundations e-learning module to be included in new starter onboarding.</p>	<p>January 2024</p>	<p>Senior Indigenous Affairs Advisor</p>
	<p>Implement and communicate a cultural learning strategy and cultural competency framework for our staff, which includes:</p> <ul style="list-style-type: none"> • Online cultural e-learning • Cultural awareness workshops • Face-to-face cultural learning activities • Cultural immersion activities. 	<p>June 2023</p>	<p>Head of Indigenous Affairs</p>
	<p>Commit all RAP Working Group members, People managers, Australian Executive Committee and all new staff to undertake formal and structured cultural learning.</p>	<p>May 2026</p>	<p>Director – Commercial</p>
<p>7</p> <p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<p>Ensure staff undertake formal and structured online and face-to-face cultural learning and meet the following targets.</p> <ul style="list-style-type: none"> • Virtual RAP onboarding induction - 100% of new employees • E-learning - 100% all employees • Face-to-face - 85% all employees • Cultural immersion - 20% of project staff and 5% of leaders. 	<p>Review January 2024, 2025, 2026</p>	<p>Head of Indigenous Affairs</p>
	<p>Increase our people's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, by doing targeted learning activities such as personalised Acknowledgement of Country workshops.</p>	<p>July, October 2023 January, April, July, October 2024 January, April, July, October 2025 January, April 2026</p>	<p>Head of Indigenous Affairs</p>



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	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.	July 2023	Hub Communications Leader
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: <ul style="list-style-type: none"> • Project milestones • Breaking ground • Executive site visits • Project handover. 	June 2023, January, June 2024, 2025	Head of Resourcing
	Include a meaningful Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2023, January, June 2024, 2025	Head of Diversity
	Ensure staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	June 2023, January, June 2024, 2025	Head of Resourcing
	Display Acknowledgment of Country plaques in all new and existing offices and sites.	Review September 2023, 2024, 2025	Head of Resourcing
	Continue to implement a Laing O'Rourke welcome wall, or variation of, showcasing our RAP artwork on all project sites.	Review September 2023, 2024, 2025	Head of Indigenous Affairs
8 Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023, 2024, 2025	Head of Indigenous Affairs
	Circulate a list of external and internal NAIDOC week events to all staff by end of June every year.	First week in June 2023, 2024, 2025	Hub Communications Leader
	Review People policies and procedures to remove barriers to staff participating in NAIDOC Week.	Review May 2023, 2024, 2025	Director - People
	Support all staff to participate in six NAIDOC Week events in their local areas.	First week in July 2023, 2024, 2025	Head of Indigenous Affairs
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support six external NAIDOC Week events each year.	First week in July 2023, 2024, 2025	Senior Indigenous Affairs Advisor
	Explore the use of EPIC days to support Aboriginal and Torres Strait Islander community events during NAIDOC Week.	First week in July 2023, 2024, 2025	Senior Indigenous Affairs Advisor
9 Deliver built environment outcomes that are guided by Aboriginal and Torres Strait Islander peoples and which recognise the importance of Country and culture.	Review project lifecycle processes to include consideration of cultural values and perspectives at key stages of project delivery.	December 2023	General Manager - Sustainability and Environment
	Develop a framework for all new projects that cares for Country and supports Laing O'Rourke's sustainability strategy. The framework will include: <ul style="list-style-type: none"> • Understanding connection to Country • Listening to community for Country • Shaping and designing with community for Country • Caring for Country. 	January 2024	General Manager - Sustainability and Environment
	Engage with our clients to incorporate our Caring for Country framework to embrace Aboriginal and Torres Strait Islander art and cultures within the design of our projects.	June 2024	General Manager - Sustainability and Environment
	Engage and collaborate with Aboriginal and Torres Strait Islander stakeholders to create project-specific action plans with our delivery teams to remediate or rehabilitate the local Country on which we work.	October 2023, 2024, 2025	General Manager - Sustainability and Environment





Opportunities

At Laing O'Rourke we act with courage, and it is with these actions that we have a demonstrated history of creating meaningful employment, training, and procurement opportunities for Aboriginal and Torres Strait Islander peoples and businesses. We challenge the status quo and are prepared to have difficult conversations to create these positive outcomes. We understand direct hire and direct contract opportunities have the greatest impact. We have a range of strategic partnerships that allow us to harness our purchasing power to support Aboriginal and Torres Strait Islander businesses to become trusted partners in our supply chain.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, professional development and promotion.	Consult with Aboriginal and Torres Strait Islander staff on the effectiveness of our recruitment, retention, professional development and promotion strategy.	August 2023	Head of Resourcing Business Unit Leader - Select
	Review and update an Aboriginal and Torres Strait Islander recruitment retention, professional development and promotion strategy.	October 2023	Head of Resourcing Business Unit Leader - Select
	Identify and pilot relevant professional development initiatives to support completion of qualifications aligned to Aboriginal and Torres Strait Islander employee roles.	August 2024	Head of Resourcing Business Unit Leader - Select
	Review people and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Review August 2023, 2024, 2025	Head of Resourcing Business Unit Leader - Select
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review August 2023, 2024, 2025	Head of Resourcing Business Unit Leader - Select
	Support Aboriginal and Torres Strait Islander employees to take on management and senior level positions, with at least 25% receiving mentoring or attending development programmes.	Review August 2023, 2024, 2025	Head of Resourcing Business Unit Leader - Select
11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Increase Aboriginal and Torres Strait Islander: <ul style="list-style-type: none"> • Staff (white collar) employment from 1.9% to 3% • Workforce (blue collar) employment from 5.9% to 6.5%. 	January 2026	Head of Resourcing Head of Indigenous Affairs
	Revise and update our Aboriginal and Torres Strait Islander procurement strategy for continuous improvement.	Review June 2023, 2024, 2025	Director – Commercial Procurement Lead
	Maintain Supply Nation membership.	Review April 2024, 2025, 2026	Procurement Lead Head of Indigenous Affairs
Develop and communicate opportunities for procurement of goods and services to all staff to ensure Aboriginal and Torres Strait Islander businesses are a part of our business-as-usual procurement process.	Review June 2023, 2024, 2025	Senior Procurement Manager	





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Review and update procurement practices to continuously improve processes and address potential barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Review June 2023, 2024, 2025	Procurement Leader
	Maintain commercial strategic relationships with six Aboriginal and/or Torres Strait Islander businesses nationwide per year.	Review June 2023, 2024, 2025	Procurement Leader
	Increase annual procurement spend with Aboriginal and Torres Strait Islander businesses.	Increase by \$8m in 2023, \$12m in 2024, \$16m in 2025	Director – Commercial Procurement Leader
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through business procurement training using Supply Nation or a relevant organisation.	October 2023, 2024, 2025	Senior Procurement Manager
12 Increase Aboriginal and Torres Strait Islander business growth to support improved economic and social outcomes.	Design and develop an Aboriginal and Torres Strait Islander business incubation hub that supports business development.	August 2024	Senior Procurement Manager Head of Indigenous Affairs
	Pilot the Aboriginal and Torres Strait incubation hub programme with three Aboriginal and Torres Strait Islander businesses.	June 2026	Senior Procurement Manager Head of Indigenous Affairs
	Develop a framework to assist Aboriginal and Torres Strait Islander businesses prior to tendering for work.	August 2024	Senior Procurement Manager Head of Indigenous Affairs
	Develop a framework to assist Aboriginal and Torres Strait Islander businesses throughout the delivery of contracts.	August 2024	Senior Procurement Manager Head of Indigenous Affairs





Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13 Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	July, October 2023 January, April, July, October 2024 January, April, July, October 2025 January, April, June 2026	Head of Diversity Head of Indigenous Affairs
	Review and update the terms of reference for the RAP Working Group.	June 2023	Head of Diversity Head of Indigenous Affairs
	Meet at least four times per year to drive and monitor RAP implementation.	July, October 2023 January, April, July, October 2024 January, April, July, October 2025	Head of Diversity Head of Indigenous Affairs
14 Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	June 2023	Head of Indigenous Affairs
	Embed key RAP actions in performance expectations of Functional Leads, Project Leads and all staff.	July 2023	Head of Indigenous Affairs
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	October 2023	Head of Indigenous Affairs
	Maintain an internal RAP Champion from senior management.	May 2023, 2024, 2025	Head of Diversity Head of Indigenous Affairs
	Include our RAP as a standing agenda item at senior management meetings.	August 2023, 2024, 2025	Head of Diversity Head of Indigenous Affairs
Review project lifecycle processes to include relevant actions from the RAP at key stages of project delivery.	August 2023, 2024, 2025	Head of Diversity Head of Indigenous Affairs	





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>15</p> <p>Build accountability and transparency by reporting RAP achievements, challenges and learnings both internally and externally.</p>	<p>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.</p>	<p>June 2023, 2024, 2025</p>	<p>Head of Indigenous Affairs</p>
	<p>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</p>	<p>1 August annually</p>	<p>Head of Indigenous Affairs</p>
	<p>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</p>	<p>30 September annually</p>	<p>Head of Indigenous Affairs</p>
	<p>Report RAP progress to the Australian Executive Committee and communicate to all staff quarterly.</p>	<p>July, October 2023 January, April, July, October 2024 January, April, July, October 2025</p>	<p>Head of Indigenous Affairs</p>
	<p>Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.</p>	<p>20 December annually</p>	<p>Head of Indigenous Affairs</p>
	<p>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</p>	<p>May 2024</p>	<p>Head of Indigenous Affairs</p>
	<p>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</p>	<p>May 2026</p>	<p>Head of Indigenous Affairs</p>
<p>16</p> <p>Continue our reconciliation journey by developing our next RAP.</p>	<p>Register via Reconciliation Australia's website to begin developing our next RAP.</p>	<p>November 2025</p>	<p>Head of Indigenous Affairs</p>

Contact details

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Head of Indigenous Affairs

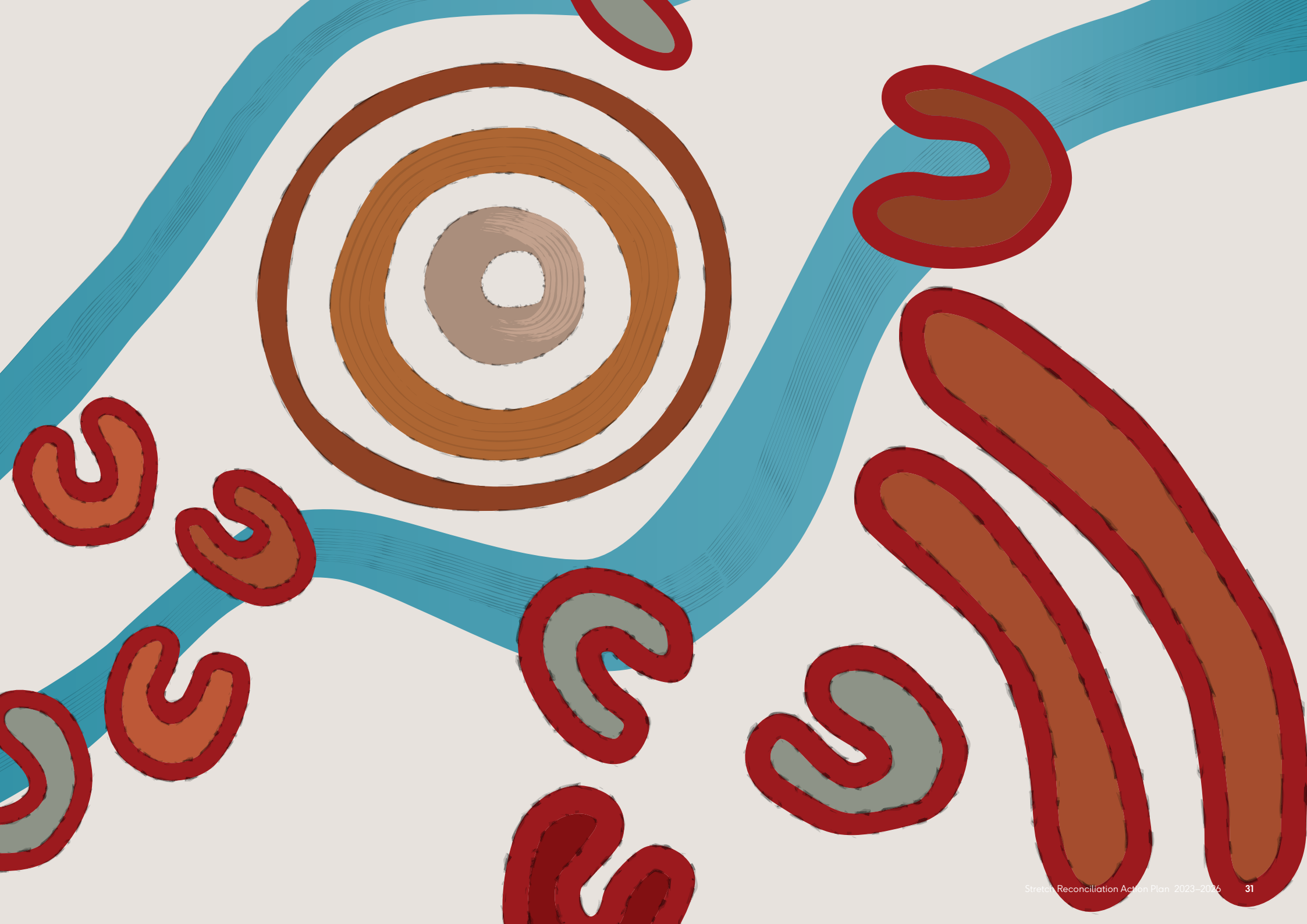
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LAING O'ROURKE



RECONCILIATION
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