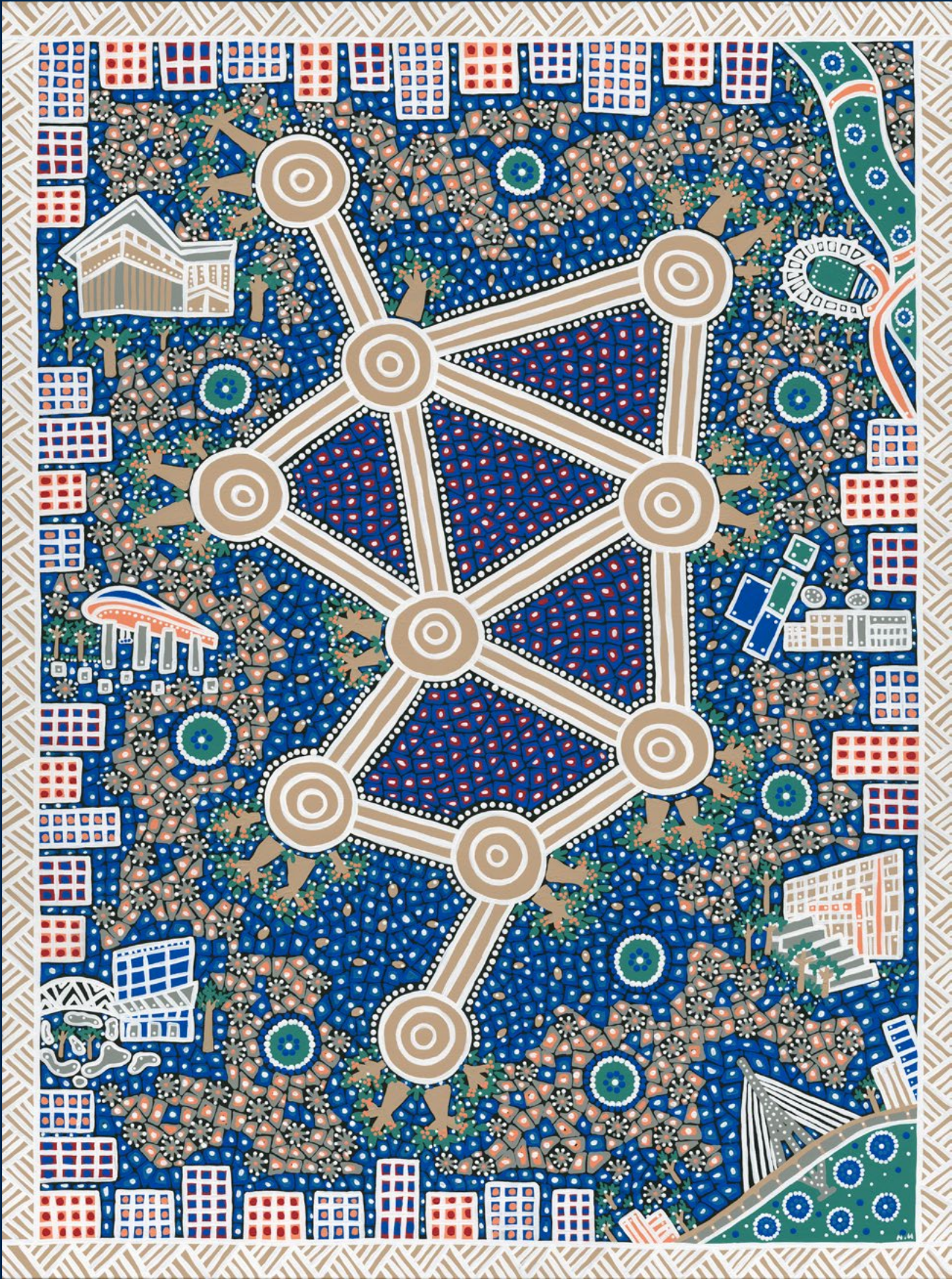


# Innovate Reconciliation Action Plan



May 2022 - May 2024



# Acknowledgement of Country

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BESIX Watpac respectfully acknowledges the Traditional Custodians of the land and pay our respects to Elders past, present and emerging.


With offices and projects located across Australia, we have a responsibility to play our part in building cultural awareness, deepening relationships built on respect and creating economic opportunities to support reconciliation.



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**“Reconciliation is not just a word at BESIX Watpac, it is an affirmative action demonstrated every day through our intentions, interactions and our deeds.”**

Mark Baker, CEO, BESIX Watpac

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# CEO Forward

I am proud to present our Innovate RAP on behalf of the employees of BESIX Watpac.

Through our journey of reconciliation, we acknowledge and celebrate Australia's First Nations people. As a major Australian multi-disciplinary contractor, we are committed to embracing this legacy through our purpose of creating sustainable solutions for a better world.

Living our values of Respect, Unity, Passion, Co-creation, and Excellence we are committed on incorporating reconciliation into our core business to support a diverse workplace and sustainable business model.

We are focused on advising and collaborating with our clients to ensure cultural and heritage considerations are meaningfully integrated into project delivery. We are proudly developing and strengthening our relationships with Aboriginal and Torres Strait Islander stakeholders by actively seeking opportunities to economically and socially empower communities, both in the construction industry and within the community.

**Specifically, our Innovate RAP will include developing educational partnerships and opportunities to develop pathways for Aboriginal and Torres Strait Islander peoples into the construction sector.**

Our current approach includes embedding cultural awareness training across our sites, facilitating steering committees and business forums for our projects and implementing our Indigenous engagement policies. Our goal is to contribute to building a more inclusive and sustainable society. Additionally, we will explore tertiary and training provider partnerships, continue to support not-for-profit organisations such as the Australian Indigenous Education Foundation.

Reconciliation is not just a word at BESIX Watpac, it is an affirmative action demonstrated every day through our intentions, interactions, and our deeds.

Through our Innovate RAP we are ensuring that our vision of a sustainable future for Aboriginal and Torres Strait Islander Peoples, will soon become part of our story and legacy.

**Mark Baker**  
CEO BESIX Watpac

# Statement from Karen Mundine

Reconciliation Australia commends BESIX Watpac on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for BESIX Watpac to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, BESIX Watpac will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. BESIX Watpac is part of a strong network of more



than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals BESIX Watpac's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations BESIX Watpac on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



BESIX Watpac employees with Wulgurukaba Traditional Owner of Gurambilbarra (Townsville) and Yunbenun (Magnetic Island) and Wulgurukaba Walkabout Dancers at the Queensland Country Bank Stadium Contractor Forum in Townsville.



# Our Business

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BESIX Watpac is a multi-disciplinary contractor specialising in complex construction and de-risking projects.

Crafted from nearly four decades of Australian building history under the Watpac banner and more than a century of mega project experience from global parent company BESIX and we are a proud combination of financial strength, international expertise and use a highly personalised, local approach to project delivery.

With three international hubs in Australia, Europe, and the Middle East we are united by one common purpose - to excel in creating sustainable solutions for a better world. Headquartered in Brisbane and with offices in Sydney, Melbourne, Adelaide, Townsville, Cairns, Port Macquarie, and Christchurch, we employ approximately 600 people directly and about 13,000 across 25 countries.

Our proven capability across a range of key sectors and contracting models provides our clients with flexibility and certainty to ensure every project is delivered with excellence.

We specialise in stadiums, hospitals, bridges and Defence projects, along with marine, industrial and food processing; anywhere there is a requirement for complex construction. The tallest building in the world, the iconic Burj Khalifa, showcases our innovation and engineering distinction.

From metro centres to regional Australia, we actively support local jobs and Aboriginal and Torres Strait Islander participation to build and develop better communities.

Within Australia, BESIX Watpac currently employs 10 permanent Aboriginal and/or Torres Strait Islander employees and partners with a range of Indigenous suppliers such as Yarpa NSW Indigenous Business and Employment Hub and Kinaway Chamber of Commerce, alongside peak Indigenous government bodies.

We are focused on growing our sphere of influence internally through the establishment of a National Aboriginal and Torres Strait Islander Network to support policy development and raise employee awareness. Externally, we have launched initiatives such as our National Aboriginal and Torres Strait Islander Supplier Register and Project Steering Committees which continue to genuinely deepen our scope of influence within government and across our client and subcontractor footprint.

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**Disclaimer:** The language 'Indigenous' has been utilised throughout this RAP to refer to Aboriginal and Torres Strait Islander peoples of Australia. This has been a considered decision in consultation with our Aboriginal and Torres Strait Islander stakeholders and employees.



**“The BESIX Watpac cultural journey has evolved substantially with our processes now focused strongly on driving Indigenous engagement and participation, both on our worksites and through business opportunities. Upskilling the next generation of Indigenous workers is more than our responsibility, it’s the right thing to do.”**

**James Alley –**  
NATIONAL INDIGENOUS AFFAIRS MANAGER



Bindal Elder Alfred Smallwood, conducting a Smoking Ceremony on the James Cook University, Bebegu Yumba Campus, Technology Innovation Complex project.

We are excited to embrace this next stage in our journey together.



# Our RAP

Our Innovate Reconciliation Action Plan is the next evolution in our cultural journey which began with our Reflect RAP in 2020.

Importantly, our Reflect RAP established the foundation for our National Indigenous Participation Policy. This formalised BESIX Watpac’s Indigenous employment targets on projects - aimed at increasing economic independence for Aboriginal and Torres Strait Islander peoples in construction.

On some projects we have successfully doubled our Indigenous participation targets. In other areas of the business, we are still focused on increasing employee understanding of reconciliation and why our RAP is important. Internal feedback has also helped us understand the benefits of tailoring our Indigenous Participation Policy further to support project size and location consistently across our business.

Our RAP, which is championed by our CEO is governed through a committee of employees who, under the chairmanship of our National Indigenous Affairs Manager, ensure our RAP’s impact stretches across every part of our business.

We now proudly feature our Reflect RAP artwork on our public facing materials – the vibrant colours and patterns appearing on our website, submissions, email signatures and business cards.

This small but significant display shows awareness of, and respect for, the Traditional Custodians of the land and demonstrates our commitment to reconciliation between Indigenous and non-Indigenous peoples. It symbolises to our employees, stakeholders, and community that reconciliation matters as it is woven into our visual identity.

Special events are also held in our offices and on our sites to recognise and celebrate both National Reconciliation Week and NAIDOC Week. Specifically tailored Acknowledgement cards are available in all BESIX Watpac meeting rooms to assist us in undertaking an appropriate Acknowledgement of Country.

In early 2022 we established our ‘inaugural’ National Aboriginal and Torres Strait Islander Staff Network. Comprised of ten employees who identify as Aboriginal and Torres Strait Islander people, the members will be responsible for contributing to policy development, our Reconciliation Action Plan, and driving conversation and awareness across our organisation.

As a business, and as individuals, we are proudly moving our understanding forward and strengthening our commitment to reconciliation by taking positive actions through our Innovate RAP.

We are excited to embrace this next stage in our journey together.

## BESIX Watpac RAP Committee Members

- James Alley: (Chair)  
National Indigenous Affairs Manager
- Breanne Saltner: (North Queensland RAP Champion)  
Project Assistant
- Will Isaac: (South East Queensland RAP Champion)  
Contract Administrator
- John Mattock: (NSW RAP Champion)  
Project Manager
- Lucy Hombergen: (NSW RAP Champion)  
Executive Assistant
- Katie O'Malley: (National RAP Champion)  
Group Corporate Affairs Manager

Of our six committee members, two employees identify as Aboriginal peoples.

# Creating Genuine Legacy



**11.9%**

Aboriginal and Torres Strait Islander participation, achieving almost double the target of 6.6% and comprising 141 Indigenous people.

Almost five years in the making, Queensland Country Bank Stadium was a transformative, once-in-a-generation opportunity for North Queensland.

Part of the historic Townsville City Deal and home of the North Queensland Cowboys, the high-profile project involved significant local community engagement and five funding partners including Local, State and Federal Government.

Our responsibility was to ensure that the world-class, multi-purpose regional stadium was delivered with maximum local economic and social benefits.

With 141 Aboriginal and Torres Strait Islander workers on site, BESIX Watpac almost doubled the established participation target, reaching 11.9 percent total Aboriginal and Torres Strait Islander workforce hours for the project.

# Reflect RAP Highlights & Achievements

## Relationships

- ◉ Establishment and promotion of the BESIX Watpac RAP committee.
- ◉ Launch of our National Indigenous Supply Chain Register.
- ◉ Nurturing of ongoing partnerships with government agencies and organisations.
- ◉ National events series developed National Reconciliation Week.
- ◉ Internal and external promotion of the Reflect RAP.
- ◉ Ministerial site visits and associated media organised to raise awareness of Indigenous targets and employment achievements.

## Respect

- ◉ Incorporating cultural awareness training into Induction processes.
- ◉ Acknowledgement of Country cue cards in all national meeting rooms.
- ◉ National internal awareness and promotion of NAIDOC week.

## Opportunities

- ◉ Formal implementation of the National Indigenous Participation Policy across the business and ongoing improvement reviews underway.
- ◉ Development of business case for development of a National Aboriginal and Torres Strait Islander Framework which will incorporate:
  - Cultural Awareness Training Policy
  - Indigenous Engagement Policy
  - National Indigenous (Employment) Participation Policy (Revised)
  - National Indigenous Procurement Policy.

- ◉ Site tours organised for students e.g. TAFE students visited the Barangaroo site in Sydney which has a strong cultural awareness program embedded in the project

## Governance and tracking progress

- ◉ Establishment of an internal National Indigenous Staff Network (2022)
- ◉ Bi-annual development and internal distribution of BESIX Watpac's 'Deadly Mob Report' which provides Indigenous employment and business procurement reporting across our projects.

## Other Achievements

- ◉ Formal acknowledgement from government departments for meeting its Indigenous participation targets on projects.
- ◉ Appointment and long-term commitment of three Indigenous school-based Trainees on our QLD projects.

# Overarching Innovate RAP Framework

Our Innovate RAP is focused on embedding our Reconciliation Vision within our values, people, partners, projects and across our operations. We will do this by developing initiatives and processes to increase cultural awareness and build stronger relationships with our Aboriginal and Torres Strait Islander employees, partners, suppliers and communities in which we operate. Our long-term aim is to create meaningful and sustainable opportunities and employment for Indigenous peoples and businesses – beyond the lifespan of our projects.

## Our vision

Our vision for reconciliation is to engage and learn from Aboriginal and Torres Strait Islander peoples as the first engineers of this country so we align their knowledge within BESIX Watpac building practices to protect our cultural history. We are focused on advising and collaborating with our clients to ensure cultural and heritage considerations are meaningfully integrated into project delivery.

We are committed to addressing the inequality that Aboriginal and Torres Strait Islander peoples often experience. We will do this by partnering with Aboriginal and Torres Strait Islander businesses and organisations to increase economic opportunities and educational pathways.

We will strive to realise our vision by increasing cultural awareness and understanding within our employees and subcontractors, so they can develop genuine relationships with Aboriginal and Torres Strait Islander peoples and communities.



### Build cultural awareness

- Cultural awareness training
- Observe cultural protocols
- Acknowledge and participate in significant cultural events
- Employee network
- Cultural handbook



### Deepen relationships

- Genuine engagement
- Formal partnerships
- Secondments
- Volunteering

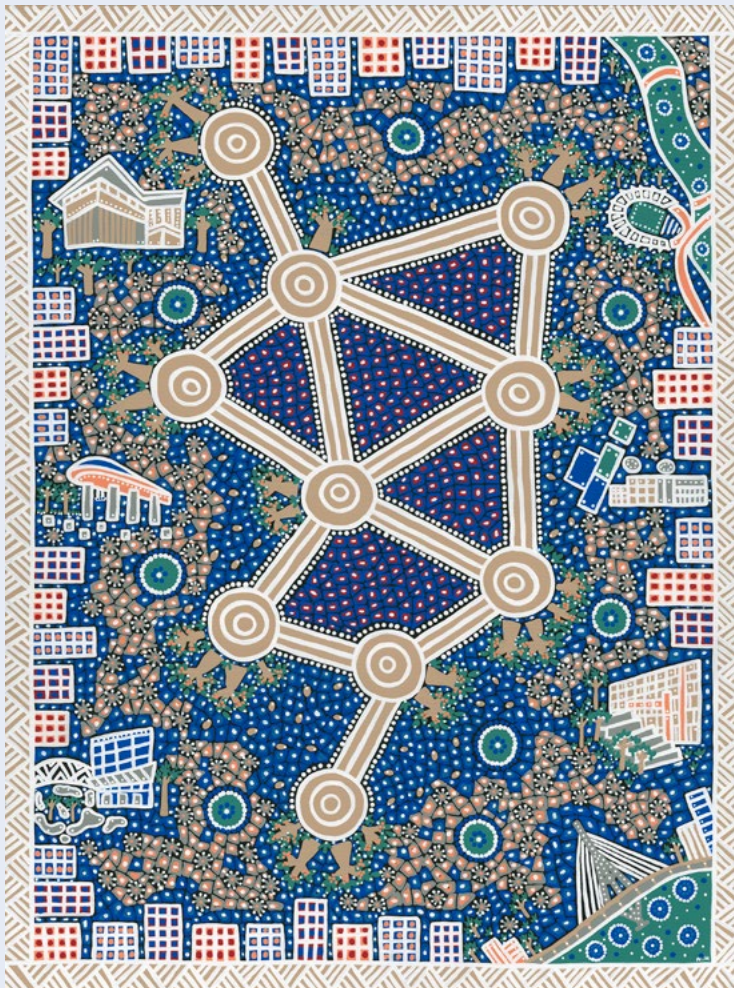


### Create economic opportunities

- Employment pathways
- Procurement of Indigenous businesses
- Education partnerships
- Collaboration with supply chain partners
- Capacity building

Measure and disclose performance against commitments

# RAP Innovate Artwork and Meaning



## Narelle Urquhart

Artist, mentor and cultural advocate, Narelle Urquhart is the daughter of legendary Indigenous activist Iris Clayton and is the First Nations Cultural Engagement manager at Bond University on the Gold Coast.

A Wiradjuri woman from central southern NSW, Narelle is an established artist whose work has been featured in children's books, a short film for ABC Open and with illustrations launched in Parliament House Canberra. Whether they are focused on traditional stories, modern day justice or her love of the Gospel, her artworks reflect the wisdom and knowledge Narelle has gained as a highly respected member of the Indigenous community.

## 'New Ground' - Narelle Urquhart

Our RAP Innovate Artwork represents BESIX Watpac's growth and expansion across the land on First Nations country. The middle of the art illustrates BESIX Watpac's travelling tracks, symbolizing the relationships, unity and reconciliation through our shared journey, past, present and future.

Through this relationship BESIX Watpac recognises the innovation of First Nations people, their care and knowledge of

country for thousands of years. This is shown through the patterns of tessellations (engineering). This patterning has been in place since the beginning of time and is also represented through the star constellation (Milky Way). Throughout the art there are also seeds and fruit trees, this speaks of generational change through social responsibility, bearing much good fruit, in our Aboriginal and Torres Strait Islander communities.



# RAP Innovate Actions - Relationships

We believe establishing stronger relationships between Aboriginal and Torres Strait Islander peoples and other Australians is the most authentic way to build cultural understanding and awareness. Connecting people and sharing experiences will help our employees understand our ‘why’ and inform our organisations journey and initiatives as we strive to make a meaningful difference in the communities which we operate.

Action	Deliverable	Timeline	Responsibility
<p><b>1</b></p> <p>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. These will include Traditional owner groups, employment and training providers, Indigenous businesses, Aboriginal Land Councils and local Indigenous community groups.</li> </ul>	Reviewed May 2023, May 2024	National Indigenous Affairs Manager with Project Managers
	<ul style="list-style-type: none"> <li>Review and update BESIX Watpac’s Indigenous Engagement Plan and Policy for existing and new Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	June 2022, 2023	National Indigenous Affairs Manager with RAP Committee
	<ul style="list-style-type: none"> <li>Build and sustain relationships among our Aboriginal and Torres Strait Islander employees by providing opportunities to connect via our National Indigenous Staff Network.</li> </ul>	March, June, Sept, Dec 2022, 2023, 2024	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Actively seek and identify ongoing opportunities for BESIX Watpac’s Group Leadership Team (GLT) to engage and connect with local Aboriginal and Torres Strait Islander peoples and communities.</li> </ul>	March, June, Sept, Dec 2022, 2023, 2024	Group Corporate Affairs Manager
<p><b>2</b></p> <p>Build relationships through celebrating National Reconciliation Week (NRW).</p>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.</li> </ul>	May 2022 & 2023	Group Corporate Affairs Manager
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2022 & 2023	RAP Committee Chairman
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June 2022 & 2023	Group Corporate Affairs Manager & National People Manager
	<ul style="list-style-type: none"> <li>Commit to organising a national NRW internal event each year supported by state-based activities.</li> </ul>	27 May - 3 June 2022 & 2023	Group Corporate Affairs Manager & National People Manager
	<ul style="list-style-type: none"> <li>BESIX Watpac will register all our NRW events on Reconciliation Australia’s <a href="#">NRW website</a> in early May.</li> </ul>	May 2022 & 2023	Group Corporate Affairs Manager & National People Manager

Action	Deliverable	Timeline	Responsibility
<p><b>3</b></p> <p>Promote reconciliation through our sphere of influence.</p>	<ul style="list-style-type: none"> <li>Implement strategies to engage our staff in reconciliation e.g. profile Indigenous Staff Network and employee participation on projects and guest speakers</li> </ul>	August 2023, 2024	Group Corporate Affairs Manager & National People Manager
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly via inclusion in key messaging, events and external media updates.</li> </ul>	May 2022 - then reviewed in May 2023	National Indigenous Affairs Manager and Group Corporate Affairs Manager
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes including supporting clients with their RAP journey by providing guidance and organising project-based activities such as a smoking ceremony and invitations to Aboriginal and Torres Strait Islander business forums.</li> </ul>	Feb 2023, 2024	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation including engaging with peak bodies to assist with the attraction, recruitment and retention of Aboriginal and Torres Strait Islander peoples within our industry.</li> </ul>	Feb 2023, 2024	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Organise the national launch of our Innovate RAP internally with our CEO and external guest speakers</li> </ul>	May 2022	National Indigenous Affairs Manager and Group Corporate Affairs Manager
<p><b>4</b></p> <p>Promote positive race relations through anti-discrimination strategies.</p>	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	July 2023	National People Manager
	<ul style="list-style-type: none"> <li>Promote and communicate our organisational anti-discrimination policy as part of Bullying and Harassment refresher training modules.</li> </ul>	June 2022 - then reviewed in June 2023	National People Manager
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to review and update our anti-discrimination policy.</li> </ul>	September 2022	National People Manager and National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism through management training programs.</li> </ul>	June 2022 - then reviewed in June 2023	National People Manager





## RAP Innovate Actions – Respect

Respect is one of BESIX Watpac’s core values and an integral part of our organisational culture and way of working with stakeholders and the environment. By increasing our employees understanding and respect of the land we work on and building an appreciation for the uniqueness and diversity of Aboriginal and Torres Strait Islander peoples, histories, cultures and perspectives we will create a positive and productive work environment for all staff. This will additionally support the retention of First Nations employees and support fostering a sense of pride of identity across our business.

Action	Deliverable	Timeline	Responsibility
<p><b>5</b></p> <p>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</p>	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	August 2022	National People Manager
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</li> </ul>	August 2022	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural learning strategy for our staff.</li> </ul>	October 2022	National People Manager
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	October 2022, 2023	National People Manager
<p><b>6</b></p> <p>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> <li>Continue to increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	Ongoing	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Continue to implement and communicate cultural protocol documents, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	September 2021	Communications Team
	<ul style="list-style-type: none"> <li>Continue to invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	September 2021	Communications Team
	<ul style="list-style-type: none"> <li>Ensure Acknowledgement of Country or other appropriate protocols are being utilised at the commencement of important meetings.</li> </ul>	September 2021	Communications Team

Action	Deliverable	Timeline	Responsibility
<p><b>7</b></p> <p>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> <li>Require RAP Working Group and GLT to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2022 & 2023	RAP Chairman
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	June 2022	National People Manager
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	First week in July 2022 and 2023	Group Corporate Affairs Manager
<p><b>8</b></p> <p>Respectfully incorporate Aboriginal and Torres Strait Islander perspectives across BESIX Watpac projects</p>	<ul style="list-style-type: none"> <li>Consult with our Indigenous network to discuss integrating Aboriginal and Torres Strait Islander perspectives across our projects.</li> </ul>	Feb 2023 & 2024	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Explore and identify best-practice approaches to managing Cultural Heritage on building sites.</li> </ul>	March 2023 & 2024	National Indigenous Affairs Manager
<p><b>9</b></p> <p>Continue to build respect for Aboriginal and Torres Strait Islander cultures and intellectual property within our business.</p>	<ul style="list-style-type: none"> <li>Develop and maintain an appropriate use of Aboriginal and Torres Strait Islander artwork protocols document in line with best practice.</li> </ul>	May 2022, 2023	Group Corporate Affairs Manager
	<ul style="list-style-type: none"> <li>Continue to communicate to staff where they can access and read about the appropriate use of cultural and intellectual property of Aboriginal and Torres Strait Islander peoples.</li> </ul>	May 2022, 2023	Group Corporate Affairs Manager



## RAP Innovate Actions - Opportunities

We recognise the value of applying Aboriginal and Torres Strait Islander perspectives and knowledge into the work we do. We are focused on continuing to provide employment, training and procurement and partnership opportunities so that BESIX can continue to benefit from a diversity of perspectives and the ingenuity of Aboriginal and Torres Strait Islander peoples. We will maintain existing relationships and use our position to seek new opportunities to grow the contribution of Aboriginal and Torres Strait Islander business in our industry.

Action	Deliverable	Timeline	Responsibility
<p><b>10</b></p> <p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<ul style="list-style-type: none"> <li>Build understanding of our current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.</li> </ul>	February 2023	National People Manager
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	March 2023	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	June 2023	National People Manager
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	July 2023	National People Manager
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	June 2023	National People Manager
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</li> </ul>	July 2023	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Ensure Aboriginal and Torres Strait Islander engagement and employment targets are considered across all project opportunities via development of our Sales Force business development software and in consultation with our National Indigenous Affairs Manager.</li> </ul>	June 2022 - then reviewed in June 2023	National Indigenous Affairs Manager

Action	Deliverable	Timeline	Responsibility
 <p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> <li>Continue development and implementation of an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	July 2022	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Investigate continuation of Supply Nation membership.</li> </ul>	March 2022	Group Corporate Affairs Manager
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses on projects.</li> </ul>	July 2022, 2023	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	July 2022, 2023	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	May 2022	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Develop and maintain our own internal registry of Aboriginal and Torres Strait Islander suppliers and partners via Kinaway, Yarpa Hub and The Circle (SA)</li> </ul>	July 2022	National Indigenous Affairs Manager
 <p>Build and develop career pathways for Aboriginal and Torres Strait Islander students</p>	<ul style="list-style-type: none"> <li>Continue to develop partnerships with TAFES, universities and other higher education institutions to develop and strengthen pre-employment programs and pathways for Aboriginal and Torres Strait Islander students.</li> </ul>	March 2023 & 2024	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Seek feedback from our interns/ apprentices/ work experience participants on the value of their experience so that we may continue to improve our pre-employment programs</li> </ul>	Nov 2022 & 2023	Workforce Development and Training Manager



## RAP Innovate Actions - Governance

Action	Deliverable	Timeline	Responsibility
<p><b>13</b></p> <p>Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</p>	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	<p>May 2022 - then reviewed annually in May 2023, 2024</p>	<p>RAP Chairman</p>
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>	<p>May 2022 - then reviewed annually in May 2023, 2024</p>	<p>National Indigenous Affairs Manager</p>
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	<p>Quarterly: March, June, Sept, Dec 2022, 2023, 2024</p>	<p>RAP Chairman</p>
<p><b>14</b></p> <p>Provide appropriate support for effective implementation of RAP commitments.</p>	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	<p>May 2022 - then twice annually May &amp; September 2023, 2024</p>	<p>National Indigenous Affairs Manager</p>
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	<p>Quarterly: March, June, Sept, Dec 2022, 2023, 2024</p>	<p>National Indigenous Affairs Manager</p>
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	<p>May 2022</p>	<p>RAP Chairman</p>
	<ul style="list-style-type: none"> <li>Maintain an internal RAP Champion from senior management to ensure the RAP is gaining momentum and understanding internally.</li> </ul>	<p>Quarterly: March, June, Sept, Dec 2022, 2023, 2024</p>	<p>National Indigenous Affairs Manager</p>

Action	Deliverable	Timeline	Responsibility
<h1>15</h1> <p>Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.</li> </ul>	June 2022 & 2023	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.</li> </ul>	1 August 2022 & 2023	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September 2022 & 2023	RAP Chairman
	<ul style="list-style-type: none"> <li>Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.</li> </ul>	Jan 2024	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	June, Sept, Dec 2022, March, June, Sept, Dec 2023, March 2024	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually as part of the Deadly Mob Report.</li> </ul>	Dec 2022, 2023	National Indigenous Affairs Manager
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	April 2024	National Indigenous Affairs Manager
<h1>16</h1> <p>Continue our reconciliation journey by developing our next RAP.</p>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	August 2023	National Indigenous Affairs Manager

# Partners

We would like to thank the numerous people and organisations working hand-in-hand with us to guide and support our RAP journey. We are also proud of our partnerships with Australian Education Indigenous Foundation, Kinaway and The Circle in South Australia.



For all enquiries regarding our Innovate RAP, please contact:

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# BESIX Watpac Innovate Reconciliation Action Plan

