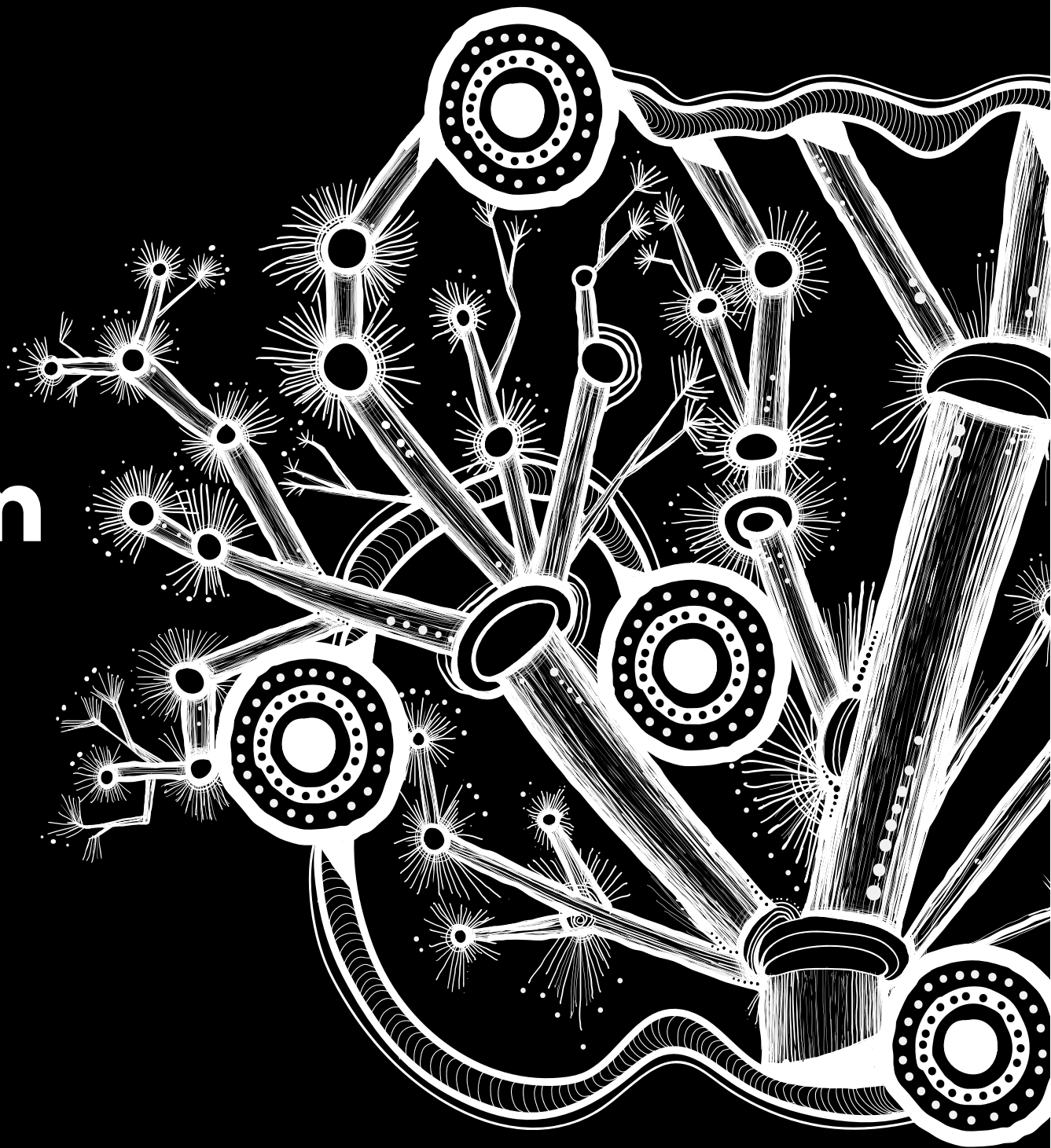




# Reconciliation Action Plan

» Innovate

October 2021 to October 2023



# Acknowledgement of Country

GHD acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land, water and sky throughout Australia on which we do business. We recognise their strength, diversity, resilience and deep connections to Country. We pay our respects to Elders of the past, present and future, as they hold the memories, knowledges and spirit of Australia. GHD is committed to learning from Aboriginal and Torres Strait Islander peoples in the work we do.



## Terminology

Throughout this document we have predominantly used "Aboriginal and Torres Strait Islander peoples" when referring to Australia's First Peoples. For ease of reference, some strategies, related publications or research, programs and positions use the term Indigenous.

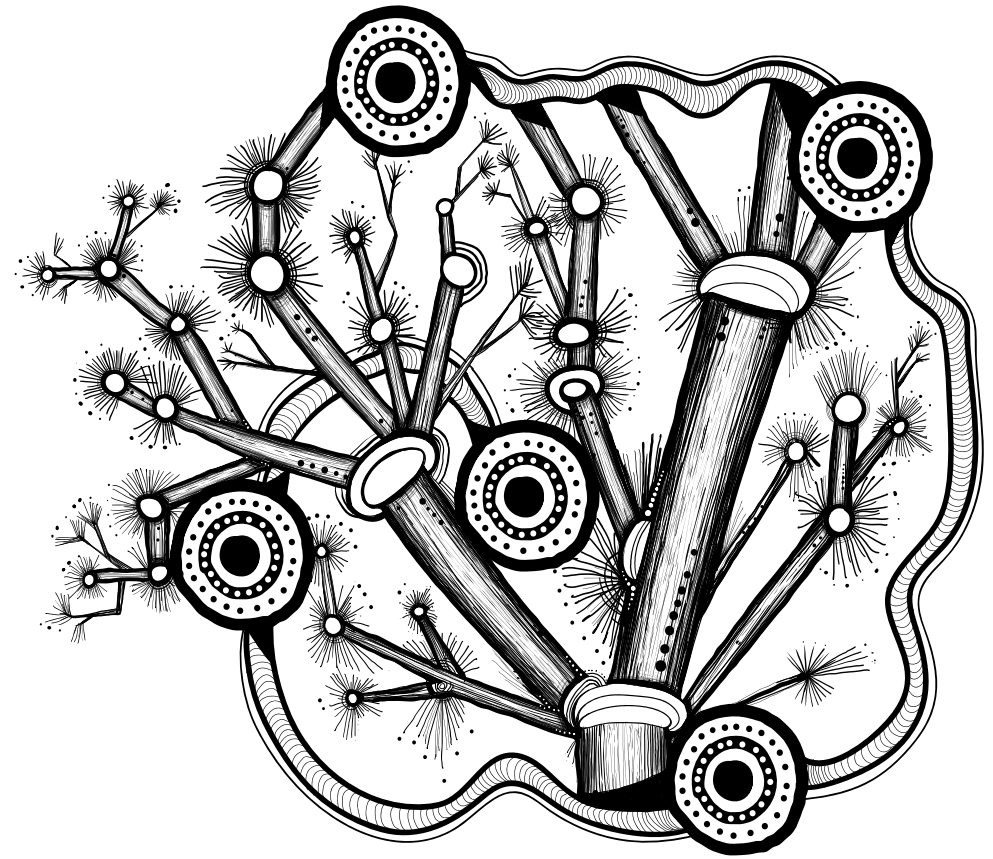
Aboriginal and Torres Strait Islander peoples are warned that this document may contain images of or names and reference to people who may have passed away.

# Artist and artwork

## Tyrown Waigana

Tyrown Waigana is a young Noongar man from South West Western Australia and is connected to the Torres Strait Islands. He joined GHD in 2016 as part of our CareerTrackers intern program and since then has gone on to establish his own design business, Crawl in Crocodile. As an artist he specialises in painting, illustration, sculpture, animation and graphic design. Tyrown was the winner of the 2020 prestigious NAIDOC poster competition.

Tyrown designed the artwork for our first Reflect RAP, and our previous Innovate RAP. We are fortunate to have such a talented and unique artist assist us in the graphical representation of our reconciliation journey since 2017.



## The artwork

Tyrown's artwork throughout this RAP represents the growth of our network of Aboriginal and Torres Islander peoples and culture within GHD.

It is a contemporary styled Australian Indigenous artwork which references traditional themes of growth and connection through the symbolic use of a stylised tree. Using line work, Tyrown has created a high impact piece which uses negative space and an etching technique to produce a gradient on the trunk of the tree.

The symbols for GHD's five market sectors are integrated through the tree design to represent the company and seal the artwork. The left side is open to heighten the pieces visual engagement by making use of asymmetry and show that the network has impacts in the wider community.

The supplementary graphics throughout symbolise connection, coming together and meeting. They also reinforce the theme of growth.

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# Leadership endorsement messages



**Dean McIntyre**  
Executive General Manager (EGM)  
– Australia

At GHD, we want to create the best employee experience for all our people, an experience that will provide unique opportunities and progression.

It is in this spirit that we continue to focus on building on our understanding and deep respect for Aboriginal and Torres Strait Islander peoples. As a large company with a broad geographic footprint, providing a wide range of services for thousands of client projects across the country, we also recognise the potential scale of our influence.

This scale was illustrated earlier this year when for the first time we surpassed the milestone of AUD1 million spend in Indigenous procurement in a financial year.

Our impact grows when it's underpinned by broad awareness and collaboration among our employees. As such, our enhanced Indigenous Cultural Awareness Training Program, our Acknowledgement of Country in many group meetings, and our celebration of and active participation in regular Indigenous events throughout the year, all serve to deepen our understanding and encourage active engagement and support.

Industry partnerships are another important means of driving change. For example, GHD has been involved with CareerTrackers since its inception more than a decade ago, hosting over 100 Indigenous internships. Likewise, through our partnership with the GO Foundation we mentor and provide scholarships for many Aboriginal and Torres Strait Islander students.

As EGM – Australia I am honoured to accept responsibility to be an ambassador for this RAP. I would like to extend sincere thanks to our Indigenous Services team, our RAP Champions, our RAP Advisory Committee, our colleagues at Reconciliation Australia and everyone at GHD for their ongoing support and contribution to our reconciliation commitment.



**Jill Hannaford**  
Executive RAP sponsor

As executive sponsor for Reconciliation and Indigenous Services I'm proud and honoured to have had a strong connection with GHD's reconciliation journey.

I am most proud of how our people have sought to learn about Aboriginal and Torres Strait Islander peoples, culture and connection to country. As an organisation that is often involved in the provision of infrastructure, the opportunity to include cultural values into planning and design of places and spaces is significant. We are continually evolving our mindset and practices to ensure this happens.

It can be tempting to seek the 'big wow' activities and events as a measure of success, but for me, incremental and sustained change is a more effective measure. For example, I am frequently delighted as I observe many of my colleagues deliver thoughtful, well researched and heartfelt Acknowledgements of Country in meetings.

While we've made significant progress, there is still much more we can do.

As a leading Australian employer, we can influence the knowledge, skills and understanding of many Australians to contribute to, and benefit from, reconciliation. Our broad geographic coverage and thousands of client projects places us in a unique position to learn from and work with Aboriginal and Torres Strait Islander peoples.

It's now up to all of us at GHD to take the next step together. I'm confident this Innovate RAP will drive and guide us to do more in ways that make a difference.

I thank everyone that has contributed to this RAP and commend and encourage all who will now bring it to life.



**Karen Mundine**  
Chief Executive Officer,  
Reconciliation Australia

Reconciliation Australia commends GHD on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With over 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. GHD continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that GHD will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to GHD using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for GHD to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, GHD will ensure shared and cooperative success in the long-term.

Congratulations on your second Innovate RAP. I look forward to following your ongoing reconciliation journey.



# Our vision for reconciliation

Our vision for reconciliation is an Australia where the cultures, histories and rights of Aboriginal and Torres Strait Islander peoples are understood, recognised and respected. A nation where we all celebrate that this land and its First Peoples are the oldest continuing cultures on the planet. We believe raising awareness and promoting a shared sense of responsibility is key to our vision, and this aligns very closely with GHD's purpose: **Together with our clients, we create lasting community benefit.**

As an employer of more than 4000 people in Australia we are committed to taking a leadership role in Australia's reconciliation journey. Our broad geographic coverage, with more than 40 offices across the country, means we are uniquely placed to learn from and work with Aboriginal and Torres Strait Islander peoples. This broad geographic spread, together with our deep technical expertise in infrastructure provision means we can work closely with our clients and communities to achieve our vision.

Our RAP commitments are a core part of both the way we operate and how we deliver our clients' projects. Our aim is for reconciliation to be fully embedded into our business to foster a culturally safe environment for all Aboriginal and Torres Strait Islander people.



**Together with our clients, we create lasting community benefit.**

© Felicity Harrison, on project site which is turning a Quarry into a public park



# About GHD



**GHD recognises and understands the world is constantly changing. We are committed to solving the world's biggest challenges in the areas of water, energy and urbanisation.**

We are a global professional services company that leads through engineering, construction and architectural expertise.

Founded in Australia in 1928, GHD has been creating lasting benefit for communities around the world for more than 90 years.

Our forward-looking, innovative approaches connect and sustain communities around the world. Delivering extraordinary social and economic outcomes, we are focused on building lasting relationships with our partners and clients.

Renowned for our core values of Safety, Teamwork, Respect and Integrity, we have grown into one of the world's top employee-owned professional services companies.

We are 10,000+ diverse and skilled individuals connected by over 200 offices, across five continents – Asia, Australia, Europe, North and South America, and the Pacific region. We have more than 40 offices in Australia, with approximately 4000 employees, more than 50 of who identify as Aboriginal and/or Torres Strait Islander.

## Our RAP

Our RAP is a public commitment to reconciliation. As part of this we aim to ensure the concepts of cultural awareness and cultural safety are well understood by our people, and that we meet the expectations of the communities and clients we work with.

We also aim to enrich our workplace through increased understanding of and respect for Aboriginal and Torres Strait Islander cultures, and create opportunities for Aboriginal and Torres Strait Islander peoples and communities.

Our commitment to building positive relationships and sustainable outcomes with Aboriginal and Torres Strait Islander peoples was first formalised in 2011 with our Australian Indigenous Services Action Plan. With a vision to support 'Closing the Gap' through a program of practical and defined targets, this plan introduced our focus on Engagement and Relationships, Respect and Opportunities.

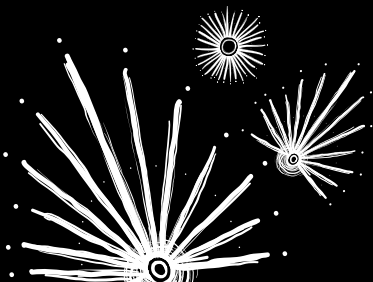
The next phase of our reconciliation journey began with an acknowledgement of our potential to make a much greater contribution to reconciliation, both internally and in the communities in which we operate, through formalising our commitment publicly through Reconciliation Australia. In 2017, we embedded our foundational commitments in our Reflect RAP, with a focus on learning and working in partnership.

In 2018, we launched our Innovate RAP. Here we identified further strategies to work with our people and external partners and more strongly connect Aboriginal and Torres Strait Islander peoples to our organisation. We identified specific opportunities in our business for employment and STEM career pathways, and partnerships that bring Indigenous businesses into our supply chain.

Recognising we have further to go in implementing the strategies initiated in our 2018 Innovate RAP, we decided to refresh our Innovate RAP in 2021.

This RAP is a natural evolution of our previous Innovate RAP, as we build on our successes and adapt our approach to tackle fresh challenges. We have placed stronger emphasis on facilitating employment and career development opportunities, and improving procurement practices and engagement with the communities impacted by our work. Our latest RAP also sets new challenges in truth telling and advancing cultural inclusion within our business.

The implementation of our RAP will continue to be supported by our internal RAP Champions across Australia. This network meets on a monthly basis to coordinate the delivery of our RAP commitments at a local level. Each champion acts as a local contact for our employees to help encourage broad engagement with our RAP initiatives and programs. Importantly, they also provide a trusted connection point for Aboriginal and Torres Strait Islander communities.



# RAP framework

Reconciliation Australia's RAP Framework provides a structured approach to develop RAPs and advance reconciliation. There are four types of RAPs in this framework: Reflect, Innovate, Stretch and Elevate. Each type of RAP is designed to suit an organisation at different stages of their reconciliation journey. For more information about Reconciliation Australia's RAP Framework visit [reconciliation.org.au](https://reconciliation.org.au).

**Reflect**

**Innovate**

**Stretch**

**Elevate**

## Launch of a Cultural Awareness Training Program

We launched a new national Cultural Awareness Training Program with Corporate Culcha in early 2021. The self-paced interactive eLearning course focuses on raising awareness, knowledge and understanding of the rich culture of Aboriginal and Torres Strait Islander peoples. It also focuses on how our people can get involved in GHD's reconciliation journey and complements the ongoing external face-to-face cultural competency sessions on offer.

© Phil Walley-Stack performing at our Perth NRW event in 2019

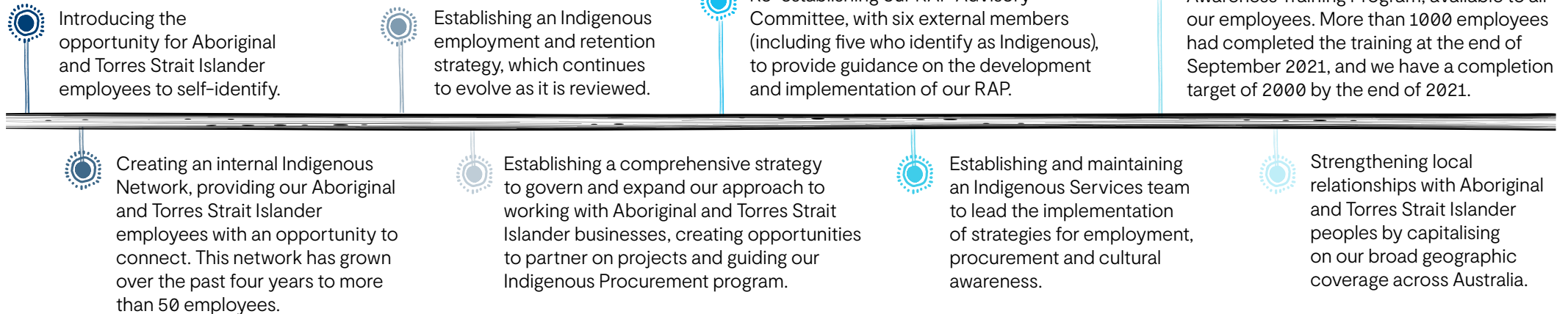




# Our journey

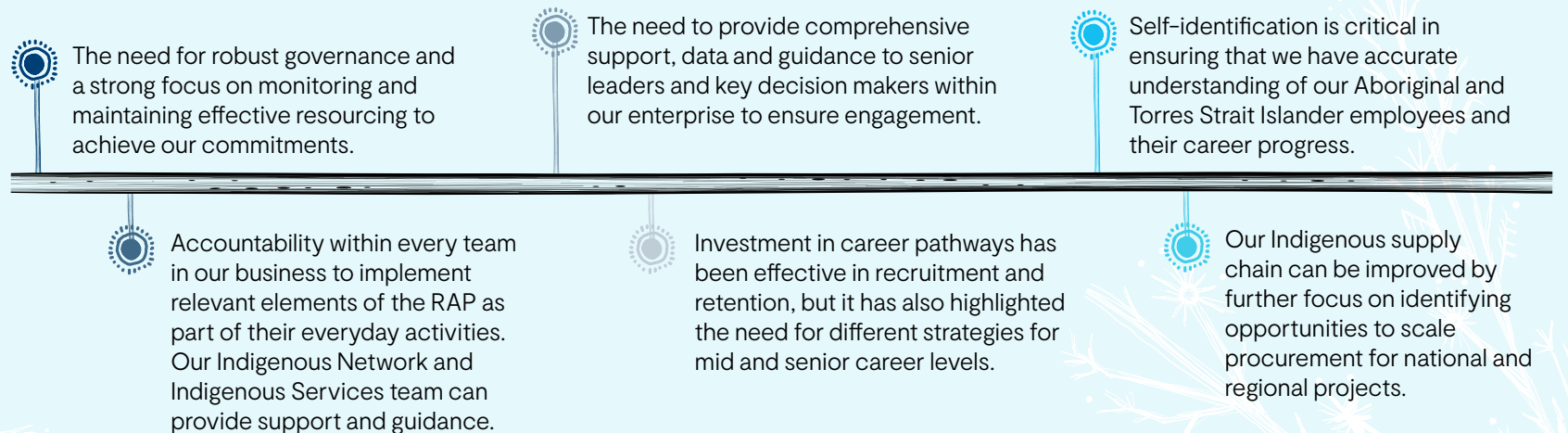
A large proportion of our clients' projects are implemented on the Traditional Lands of Aboriginal and Torres Strait Islander peoples across Australia. And with more than 4000 employees and 44 offices across the nation, this provides a very broad platform to influence reconciliation and connection between our people, our clients and the many communities in which we operate. We value the opportunity to work in partnership with Aboriginal and Torres Strait Islander peoples as part of that contribution.

Since the beginning of our reconciliation journey we have continued to look across our business to understand the breadth of our influence and embed a consistent, national approach, with emphasis in several key focus areas. While we acknowledge there is still much more we can do, we celebrate the many achievements to date, including:



As we move forward on this journey, we continue to develop our understanding of what is required to make a difference.

For example, we need to avoid standardised approaches and instead tailor communication and action to suit the unique circumstances and needs of Aboriginal and Torres Strait Islander individuals and communities. To maximise our influence we've identified a number of important lessons including:





# Reflections from our Co-chairs

As Co-chairs of our RAP Advisory Committee, we would like to start by acknowledging the work of the whole RAP Advisory Committee in bringing this document together. Thank you to each member for their personal contribution in helping shape the direction of GHD's Innovate RAP for 2021 – 2023.

To all of the Aboriginal and Torres Strait Islander employees at GHD, we hope the RAP is something you can be proud of. Your contribution has been extremely valuable, and your input has shaped the commitments. We are excited to be part of GHD's quest to be an employer of choice for Aboriginal and Torres Strait Islander peoples.

To GHD's RAP partners, we look forward to strengthening relationships now and beyond this current RAP. We are excited by what the future holds for GHD's partnerships.

Lastly, we would also like to acknowledge the past GHD RAP Advisory Committees for the Reflect RAP 2016 – 2017 and the Innovate RAP 2018 – 2020. Your expertise and guidance has helped steer GHD on its reconciliation journey.

— Andrew Olsen and Erin Woolford, Co-chairs – RAP Advisory Committee

# NAIDOC Week: Connect to Country and Heal Country

Many of our people took part in Clothing the Gaps' Virtual Walk/Run Events during NAIDOC week in 2020 and 2021 in line with the respective themes Connect to Country and Heal Country. People completed their chosen distance and got moving in any way they liked. For many, this was a chance to actively learn about the Country they were on.



© GHD people on Wurundjeri Woi Wurrung land during NAIDOC Week 2020



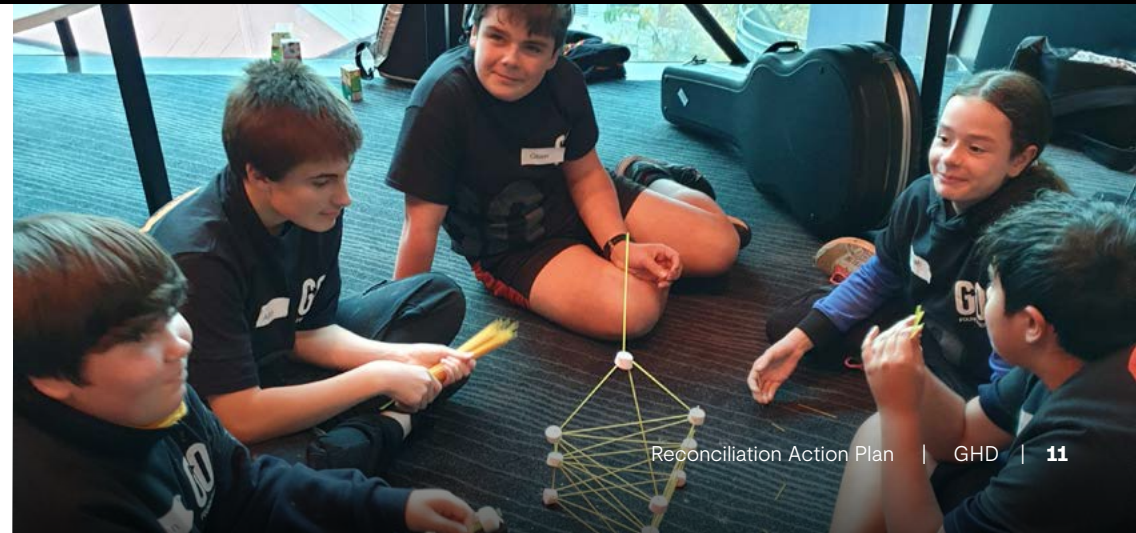
© Uluru Statement in our Perth office reception

## Uluru Statement from the Heart

As part of our NAIDOC Week celebration in June 2020, we hosted a national virtual session with guest speaker Dean Parkin, Director of From the Heart. Dean spoke about his involvement with the Uluru Statement from the Heart, what the Statement means and how people can get involved.

## GO Foundation relationship

In 2017, GHD entered into a partnership with the GO Foundation – established by former AFL players, Adam Goodes and Michael O’Loughlin, to empower Indigenous Australian youth to change their own lives and create opportunities through the power of education. We have developed a bespoke partnership to raise awareness of STEM. In May 2021, we were part of GO Foundation’s Mentoring Day in Adelaide (pictured right). The day was a chance for the GO Scholars (primary school students) to engage in cultural activities, learn more about career paths and broaden their perspectives.



# Our RAP Advisory Committee

This plan has been shaped under the leadership of our two RAP Advisory Committee Chairs – Andrew Olsen (internal) and Erin Woolford (external), together with five external members and eight internal GHD people on this committee.

To ensure our RAP captures the voices of Aboriginal and Torres Strait Islander peoples, our current committee includes eight Aboriginal and Torres Strait Islander members.

Recognising that the best advice comes from the experiences of our people when it comes to improving our workplace culture, our committee includes eight GHD people, three of whom are part of our internal Indigenous Network. Having this representation means we can better capture the perspectives of Aboriginal and Torres Strait Islander employees and potential recruits.

We also recognise the importance of geographical and professional diversity in our RAP Advisory Committee, especially as we move forward to local implementation.



Co-chair  
**Andrew Olsen**  
*Indigenous Engagement Leader, GHD*




**Michele Beattie**  
*Australian Finance Leader, GHD*



**Scott McCartney**  
*Kinaway Chamber of Commerce – VIC*





Co-chair  
**Erin Woolford**  
*Ninti Kata Consultancy, SA*




**Courtney Webb**  
*Graduate Engagement Consultant, GHD*





**Oral McGuire**  
*Gundi Consulting, WA*


**Jill Hannaford**  
*Executive RAP sponsor & General Manager, Technical Services, APAC, GHD*



**Michael Martineer**  
*Engineering Intern, GHD*




**Elle Davidson**  
*Zion Engagement and Planning – Northern NSW*

**Dean McIntyre**  
*Executive General Manager – Australia, GHD*




**Patrick Maiden**  
*Indigenous Services Operations Manager, GHD*



**Rachelle Towart**  
*Pipeline Talent – ACT*




**Cara Kuramoto**  
*Australian People Leader, GHD*



**Peter Morris**  
*Reconciliation Australia, NSW*

 External to GHD  
 Identifies as Aboriginal and/or Torres Strait Islander



## Appointment of Aboriginal Engagement Lead in VIC

In June 2021 we welcomed Kaylee Anderson as our Victorian Aboriginal Engagement Lead. Kaylee is a proud Wiradjuri, Yorta Yorta/Bangarang woman who brings expertise in best practice Aboriginal community engagement, strategic leadership with advice on delivering culturally appropriate services and advocacy. The Victorian Engagement Lead role aims to strengthen projects by providing feasible, culturally appropriate project enrichment to meet the needs of the Victorian Aboriginal communities.

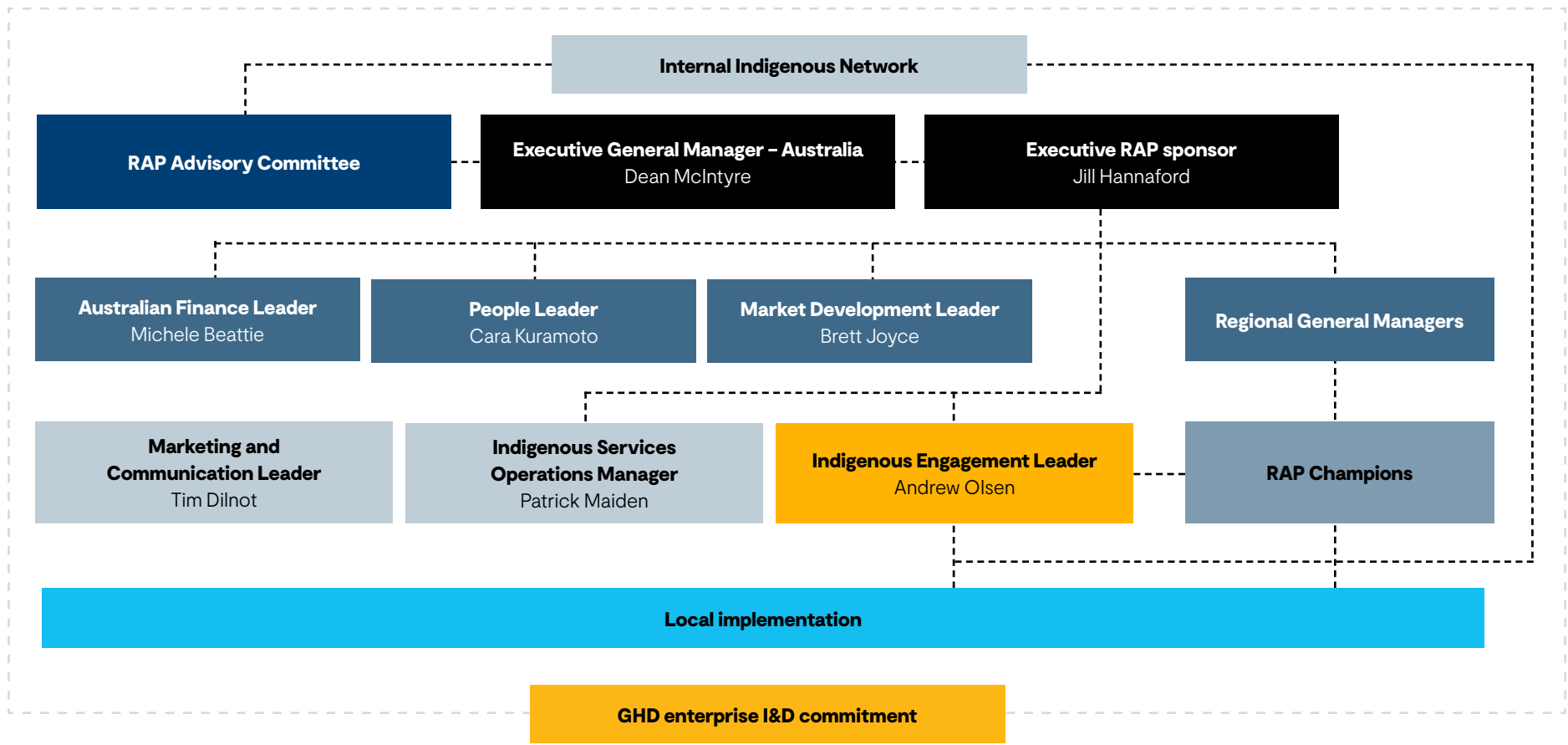
“The creation of the Victorian Aboriginal Engagement Lead role demonstrates GHD’s ongoing commitment to working effectively with Victorian Aboriginal communities. The role is a step in the right direction to create meaningful long-lasting relationships which strive to promote self-determination and improve the economic and social outcomes for the Victorian Aboriginal communities.”

— Kaylee Anderson

# Organisation structure and governance

Our commitment to reconciliation is founded on the vision and values of our leaders and the perspective of our Aboriginal and Torres Strait Islander employees and partners. We recognise that implementing our RAP across our Australian business requires instilling this vision throughout the organisation. The responsibility for delivering on our RAP

commitments lie with key operational roles in our Australian business. This responsibility is shared with our dedicated RAP implementation team, and local champions in our regions. Our approach is to embed our RAP through all our teams to become part of how we operate.





© Team members working on the GLaWAC project



© Ozwater attendees engaging in the 'Walk in Two Worlds' session



© GHD's David Horn and KTLA CEO catching up in Gourdon Bay, West Kimberley, WA

# Making a difference

## **Monitoring impact of bushfires on Gunaikurnai Country, VIC**

Following the bushfires in the summer of 2019/20, the Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) sought to better understand the impacts of bushfires on Gunaikurnai Country in Victoria. While GLaWAC has a history of managing landscapes and working on Country, and has strong connections with Elders and traditional cultural knowledge holders, the team is relatively new to monitoring and managing biodiversity for cultural values.

The GLaWAC Bushfire Recovery Crew worked with our ecologists to learn scientific techniques to track changes in flora and fauna across the landscape after the fire. Our ecologists modified their approach to align with the interests and knowledge of the people that would be using and interpreting the data. This resulted in a monitoring program that was both effective and culturally relevant. Further, working together and sharing knowledge fostered new stories and memories from visiting different parts of the burnt landscape.

## **Sustainable procurement in the water sector white paper**

Aboriginal and Torres Strait Islander peoples were our nation's first water managers, engineers and traders and their wealth of traditional knowledge remains valuable today. Procurement with Aboriginal and Torres Strait Islander businesses in the water industry represents a great opportunity to facilitate traditional knowledge sharing, take steps towards reconciliation and close the gap by improving the economic prosperity of Aboriginal and Torres Strait Islander peoples. As such, our whitepaper explores how the water industry can successfully scale up Indigenous procurement.

Building on this whitepaper, at the 2021 **Ozwater Conference**, GHD hosted a panel which discussed how Aboriginal and Torres Strait Islander people can be supported at work to 'Walk In Two Worlds' authentically. The panel, comprising speakers Rachelle Towart, Nareen Young, Brad Moggridge, and Andrew Olsen, contributed generous personal reflections and deep insights from research and industry.

## **'Our Voice Our Place': Aboriginal Cultural Values Interpretation Strategy, NSW**

We were engaged by Campbelltown City Council to develop an Aboriginal Cultural Values Interpretation Strategy to guide how local Indigenous community values, stories and histories can be incorporated into the future built form of Campbelltown, NSW. Our team facilitated a five-day intensive community engagement program with more than 150 people, to gather feedback and real stories about what is important to them, which shaped the strategy.

Council employees were involved with most engagement activities as an important part in helping build long-term relationships between our team and community. This has helped create a strategy with sustainable outcomes for both community and Council.

## Newcastle, NSW office meeting room renaming

In early 2021 our Newcastle office sought and received permission from the local Awabakal people to rename its five meeting rooms using words from the traditional Awabakal language. Each meeting room now has a plaque that provides information about the Awabakal word and its relevance to GHD. The meeting room names and meanings are:

- Kawumaliba (Kaa-woo-ma-li-ba) means place of assembly
  - This Boardroom is where groups come together to discuss business, welcome and farewell colleagues, and make plans. We also meet here to discuss how best to provide value to clients, and how to shape our business.
- Nubaliba (Noo-ba-li-ba) means a place of teaching or learning
  - This training room hosts groups to meet and learn about our business, about innovation and about adding value to our clients. Here we focus on teaching and learning.
- Baadu (Ba-doo) means water
  - This room represents our focus on water sustainability, and helping our clients bring water to communities, conserve and store water, and understand and manage stormwater and wastewater. A considerable proportion of our people are engaged in helping clients serve their communities through the provision of water services.
- Barayi (Ba-rie-yi) means land or earth
  - Our people are engaged in various land-related projects. For example, our ecologists research the species that inhabit the land, our planners look at the history and sustainable use of the land and our architects and engineers look to build upon it and understand the geology. We work with traditional and current custodians of the land to help our clients support communities.
- Awarliku-karing (A-wa-li-koo ka-ring) means to move throughout
  - While some people farmed the land, the rivers and the oceans, others moved around to gather resources from different areas at different times of year. Today, travel and transportation are undertaken for the same reasons. We often work with clients to enable the transportation of people and goods.

## Bidyadanga Aboriginal Community – Land Activation Project , WA

We are working with the Karajarri Traditional Lands Association (KTLA) to deliver economic and social benefits to the Bidyadanga Aboriginal Community (Bidyadanga) and surrounding areas in the West Kimberley Region of Western Australia. Bidyadanga is located 95 km south-west of Broome on the southern section of the La Grange Bay coastline, on Karajarri country. It has an estimated population of 850 people which is expected to grow to 1200 people over the next 10 years. KTLA represents the Karajarri native title holders and leads projects to improve the lives of Karajarri people.

With support from the State Government, we are helping KTLA and the Bidyadanga community to resolve some land tenure issues and create opportunities for economic and social development. Our project team has facilitated workshops in Bidyadanga to identify and prioritise the shared aspirations of KTLA and the community. These agreed principles are now being used to inform detailed land tenure, governance, and community infrastructure and services planning. This project provides an excellent example of how our Indigenous engagement, planning and project management capabilities can be integrated to serve our clients.

## Murray River Adventure Trail, VIC

The Murray River Adventure Trail (MRAT) is a proposed multi-day walking, cycling and paddling trail situated along the length of the Murray River on the border of NSW and Victoria.

We provided a business case and concept design on the integration of three modes (walking, cycling, and paddling) into one adventure trail. The trail will stimulate employment opportunities for local Aboriginal communities, nearby towns, and regional centres. Our team engaged with Traditional Custodians to build our understanding of Country, areas of significance, issues and concerns relating to tourism growth, and economic development opportunities to facilitate cultural tourism. Other stakeholders were also engaged to provide insight into tourism and economic development opportunities.



Meeting room plaque

# CareerTrackers Indigenous Internship Program

In 2015, we were one of the first organisations to become a 10x10 partner with CareerTrackers, with a commitment to an intake of a minimum of 10 Aboriginal and Torres Strait Islander interns annually for 10 years. The program facilitates internship positions for Aboriginal and Torres Strait Islander students with the goal of ongoing employment in our graduate program. Our partnership aims to help 'close the gap' by creating opportunities for Aboriginal and Torres Strait Islander peoples that enhance economic development and participation.

While 2015 marks a formal agreement, our relationship started well before then, with Jill Hannaford, GHD's executive RAP sponsor, serving as a member on CareerTrackers Advisory Board in 2021. Since 2015 we have hosted 118 internships and in 2020 we celebrated 10 years of partnership.



**118**

internships hosted since 2015

**10+**

years of partnership





## **Michael Martineer**

***Undergraduate Civil Engineer and CareerTrackers intern***

Michael is a Wiradjuri man born and raised in Sydney, with strong family roots in Condobolin, central New South Wales. Currently in his final year of university, Michael is studying Civil Engineering at the University of New South Wales. Michael joined CareerTrackers in 2018 and started interning at GHD within the structures team. He has since moved to the Project Management and Delivery team and will be entering his final rotation as an intern in December 2021. Michael plans to continue his career at GHD as a graduate in 2022.

**“Both GHD and CareerTrackers have provided huge professional development opportunities. I have been fortunate to gain industry knowledge, business writing and engineering experience. Working on projects that included the design of secondary schools has given me great exposure to the engineering industry and the methods needed to effectively manage a project.”**

**- Michael Martineer**



**“I’ve gained a network of people across the country, a support system, mentors, a greater understanding of the business, engagement skills and technical knowledge during my internships. It has been a constant learning journey and I love that I’ve been able to develop my skills and be a part of a team committed to improving outcomes for Aboriginal communities.”**

**- Courtney Webb**



## **Courtney Webb**

***Graduate Engagement Consultant and CareerTrackers alumni***

As a proud Worimi woman from Tea Gardens Hawks Nest, Courtney feels strongly connected to Worimi Country – where she grew up, where her family lives and have lived since time immemorial. Courtney joined CareerTrackers in 2018 and has since completed internships in our Business Development and Marketing team, People team, and the Engagement, Communication and Communities (ECC) teams in multiple states. In 2021 Courtney was awarded the CareerTrackers Community Spirit Award. Now in her current role in the ECC team in Sydney, Courtney engages with Aboriginal communities in Western Sydney around the implementation of infrastructure and urban development projects. She feels privileged to be able to listen to and absorb wisdom from the oldest living culture in the world, and call it ‘work’.



# Our commitments



## Relationships

RAPs focus our approach to building and maintaining relationships with Aboriginal and Torres Strait Islander people. The growth in representation of Aboriginal and Torres Strait Islander people in our workforce has improved how we engage appropriately with Aboriginal and Torres Strait Islander people and stakeholders.

### Focus area

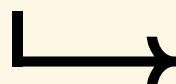
GHD seeks meaningful relationships with Aboriginal and Torres Strait Islander people and organisations in the communities in which we work. Achieving our commitments will require deeper and deliberate relationships that guide our leaders, impact our projects, steer our industry, strengthen our commitment to reconciliation, and support community prosperity.

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future project engagement.	Ongoing, reviewed annually in April 2022, 2023	Regional General Managers and RAP Champions with Indigenous Engagement Leader
	Develop national guidelines for local engagement to be implemented in our regions to guide how we work with local Aboriginal and Torres Strait Islander communities.	December 2022	Regional General Managers and RAP Champions with Indigenous Engagement Leader
	Understand the commitments of our key clients to Aboriginal and Torres Strait Islander people and seek to support these commitments in our project delivery by including these in our Key Client Growth Action Plans.	Ongoing, reviewed annually in April 2022, 2023	Australian Market Development Leader with executive RAP sponsor
	Sustain and build relationships among our Aboriginal and Torres Strait Islander employees by providing opportunities to connect via our Indigenous Network.	Monthly, reviewed annually in October 2022, 2023	Indigenous Engagement Leader
	Evaluate and grow the partnerships with our existing national partners CareerTrackers, GO Foundation and Supply Nation. Work with the GHD Foundation to identify opportunities for national partnerships.	Ongoing, reviewed annually in May 2022, 2023	Indigenous Services Operations Manager and executive RAP sponsor
	Develop a dedicated relationship management approach for current and future Indigenous businesses within our supply chain.	Ongoing, reviewed annually in May 2022, 2023	Indigenous Services Operations Manager with RAP Champions
	Actively seek and identify ongoing opportunities for GHD's Australian Leadership Team (ALT) to engage and connect with local Aboriginal and Torres Strait Islander people and communities.	Quarterly, reviewed annually in December 2021, 2022	Executive RAP sponsor and Indigenous Engagement Leader

<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	To increase participation in our NRW events, GHD will circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	27 May - 3 June 2022, 2023	Marketing and Communication Leader, Australia and Indigenous Engagement Leader
	Require our internal RAP Advisory Committee members and ALT to participate in an external event to recognise and celebrate NRW. We will record participation.	27 May - 3 June 2022, 2023	Executive General Manager (EGM) Australia and Indigenous Engagement Leader
	Encourage and support all employees to participate in at least one internal event to recognise and celebrate NRW.	27 May - 3 June 2022, 2023	EGM Australia and Indigenous Engagement Leader
	Commit to hosting NRW events in each of the nine regions in which we operate in Australia. We will register these on the Reconciliation Australia NRW website.	27 May - 3 June 2022, 2023	Indigenous Engagement Leader and RAP Champions
<b>3. Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage our employees in reconciliation via our annual Indigenous Services Communication Plan.	December 2022	Marketing and Communication Leader, Australia and Indigenous Engagement Leader
	Communicate our commitment to reconciliation through the GHD website and annually in our Inclusion and Diversity Report.	December 2022, 2023	Marketing and Communication Leader, Australia and Indigenous Engagement Leader
	Encourage our clients to focus on reconciliation outcomes through external communication and events which promote and demonstrate our actions and how they might be adopted by our clients.	Ongoing, reviewed annually in March 2022, 2023	Australian Market Development Leader and Indigenous Engagement Leader
	Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation. Develop and implement a strategy to engage with the peak bodies, Consult Australia and Engineers Australia to assist with the attraction, recruitment and retention of Aboriginal and Torres Strait Islander peoples within our industry.	October 2022	Indigenous Engagement Leader and Australian People Leader
	Encourage and support representatives from each of our local offices to participate in local reconciliation groups such as local government advisory committees or local industry committees.	Ongoing, reviewed annually in November 2022, 2023	Indigenous Engagement Leader, Office Managers and RAP Champions



## Living our vision



**“ Challenging our current practices and finding new avenues to support procurement of local Indigenous owned businesses is important in creating effectual change in the way we deliver our projects. It is also important to consider the impacts that infrastructure projects have on traditional lands and cultural heritage sites. Being in contact with Indigenous communities throughout the process can help determine the best outcome for Country and the community.”**

— Monica Raju, Design Manager, Sydney

<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Ongoing, reviewed annually in February 2022, 2023	Australian People Leader and Indigenous Engagement Leader
	Communicate GHD Global EEO and Discrimination Operational Policy.	February 2022, 2023	Australian People Leader and Indigenous Engagement Leader
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy and Code of Conduct.	Ongoing, reviewed annually in February, 2022, 2023	Australian People Leader and Indigenous Engagement Leader
	Provide access to cultural awareness and relevant anti-discrimination training and encourage GHD Principals and Associates in Australia to complete.	February 2022, 2023	Australian People Leader and Indigenous Engagement Leader
	Build knowledge and understanding in our ALT of issues affecting Aboriginal and Torres Strait Islander peoples including racism and the importance of truth telling.	Quarterly, reviewed annually in May 2022, 2023	Executive RAP sponsor and Indigenous Engagement Leader
<b>5. Incorporate Aboriginal and Torres Strait Islander leaderships and perspectives within GHD.</b>	Engage with other organisations that have an Elders-in-Residence program to assist with the development of a GHD Council of Elders-in-Residence.	May 2022	Executive RAP sponsor and Indigenous Engagement Leader
	Establish a Council of Elders-in-Residence to support Aboriginal and Torres Strait Islander employees, provide cultural advice and support cultural protocols.	October 2022	Executive RAP sponsor and Indigenous Engagement Leader



© GHD's Sheldon Krahe with Phil Walley-Stack at our Perth NRW event in 2019



Indigenous painting experience in our Sydney region during NAIDOC Week 2019

## Respect

We recognise Aboriginal and Torres Strait Islander peoples as the First Australians and the world's oldest living and continuing cultures. GHD's global commitment to inclusion and diversity recognises and respects the unique cultures and perspectives that Aboriginal and Torres Strait Islander people contribute to our community. We acknowledge the deep connections with the land and waters, and celebrate the unique perspective this brings to our thinking and practices. We respect Traditional Owners' knowledge and rights as a source of strength and pride.

### Focus areas

We seek opportunities to celebrate Aboriginal and Torres Strait Islander cultures in line with our global commitment to inclusion and diversity. We aspire to create a culturally safe workplace and continue to increase cultural awareness and understanding of Aboriginal and Torres Strait Islander cultures. We will respect the Traditional Owners of the lands on which our people work and will engage and listen to their voices when delivering services for our clients' projects.

Action	Deliverable	Timeline	Responsibility
<b>6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Implement and report on Cultural Learning Needs Framework for GHD employees.	Ongoing, reviewed annually in January 2022, 2023	Business School Leader and Indigenous Services Operations Manager
	Conduct an annual review of our Cultural Learning Needs Framework.	January 2022, 2023	Business School Leader and Indigenous Services Operations Manager
	Ensure that truth telling is included as a learning outcome in the Cultural Learning Needs Framework.	Ongoing, reviewed annually in January 2022, 2023	Business School Leader and Indigenous Services Operations Manager
	Consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of our Cultural Learning Needs Framework.	Ongoing, reviewed annually in January 2022, 2023	Business School Leader and Indigenous Services Operations Manager
	Provide opportunities for RAP Advisory Committee members, People Managers and other key leaders at GHD to participate in formal and structured cultural learning.	Ongoing, reviewed annually in January 2022, 2023	Australian People Leader and Indigenous Engagement Leader
	Achieve our target that at least 70% of our Australian employees complete our online Cultural Awareness Training.	December 2022	Australian People Leader
	Develop a guideline for the use of local Indigenous languages to encourage greater understanding of Aboriginal and Torres Strait Islander cultures.	July 2022	Indigenous Engagement Leader, RAP Champions and internal Indigenous Network

<b>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Raise awareness and improve employee understanding of our cultural protocols, including Welcome to Country and Acknowledgement of Country and the appropriate use of these protocols in meetings, project deliverables and other correspondence.	Ongoing, reviewed annually in November 2022, 2023	Marketing and Communication Leader, Australia, Indigenous Engagement Leader and RAP Champions
	Review, update and implement cultural protocol guidelines including Welcome to Country and Acknowledgement of Country.	November 2022, 2023	Indigenous Engagement Leader and RAP Champions
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural acknowledgement at significant events in each region each year, and keep a record of such events.	Ongoing, reviewed annually in November 2022, 2023	Regional General Managers and RAP Champions
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of ALT, regional leadership meetings and all Australian employee town hall meetings.	Ongoing, reviewed annually in November 2022, 2023	Executive RAP sponsor, Regional General Managers and Marketing and Communication Leader, Australia
<b>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Require internal RAP Advisory Committee members and ALT to participate in at least one external NAIDOC Week event and keep a record of participation.	First week in July 2022, 2023	Executive RAP sponsor and Indigenous Engagement Leader
	Review our Australian business people policies and procedures to remove any barriers to employees participating in NAIDOC Week.	May 2022, 2023	Australian People Leader
	Promote and encourage participation in external NAIDOC events to all employees.	First week in July 2022, 2023	Indigenous Engagement Leader
	Collaborate with our internal Indigenous Network during NAIDOC Week to hold an event which celebrates First Nations peoples' history and cultures within the workplace and produce a Thought Leadership piece for ALT consideration as a visible demonstration of our commitment to reconciliation.	July 2022, 2023	Indigenous Engagement Leader and Marketing and Communications Leader, Australia



## Living our vision



**“ Throughout my career, I have learnt the importance of cultural values through working with Aboriginal and Torres Strait Islander people across various projects in the Northern Territory, Western Australia and North Queensland. Delivering meaningful work that includes the cultural values of Aboriginal and Torres Strait Islander peoples leading to better project outcomes, is something that I see as purposeful and important.”**

— Jenny Culgan, Business Group Leader - Property, Buildings, and Project Management, Northern Territory

# Opportunities

We are committed to providing meaningful employment for Aboriginal and Torres Strait Islander people and recognise the importance of their professional development for successful careers. In recent years we have partnered with organisations dedicated to growing and nurturing Aboriginal and Torres Strait Islander talent. We aspire to offer a robust, authentic Aboriginal and Torres Strait Islander employee value proposition, with supporting policies designed to provide a culturally safe workplace. As part of this we have established an internal Indigenous Network which provides a platform for our Aboriginal and Torres Strait Islander employees to connect, share knowledge and experiences. We also understand the significant influence we have through procurement from Aboriginal businesses, creating a positive cycle of opportunities for organisations and communities.

## Focus areas

We will continue to provide employment, training and procurement and partnership opportunities. We will maintain existing relationships and seek new opportunities to grow the contribution of Aboriginal and Torres Strait Islander business in our industry. We will continue our longstanding partnerships with organisations such as CareerTrackers and the GO Foundation to build a dynamic ecosystem that fosters Aboriginal and Torres Strait Islander employment and helps sustain Aboriginal and Torres Strait Islander people and communities. We aim to deepen our understanding of Aboriginal and Torres Strait Islander perspectives in an effort to better incorporate Aboriginal and Torres Strait Islander knowledge into our technical service offerings. We will do this through engagement with Aboriginal and Torres Strait Islander communities on our projects and encouraging technical leadership by members of our internal Indigenous Network.

Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Review the uptake of the GHD <i>myPerformance</i> performance management and career development program by Aboriginal and Torres Strait Islander employees. Look to engage our internal Indigenous Network on ways we can make this program more effective.	May 2022, 2023	Australian People Leader and Indigenous Engagement Leader
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2022, 2023	Australian People Leader and Indigenous Engagement Leader
	Engage with Aboriginal and Torres Strait Islander employees to consult on our Recruitment, Retention and Professional Development Strategy.	Reviewed annually in September 2022, 2023	APAC Talent Acquisition Leader, Indigenous Engagement Leader and executive RAP sponsor
	Where appropriate, advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Monthly, reviewed annually in June 2022, 2023	APAC Talent Acquisition Leader
	Develop best practice principles for project managers working with or engaging with Aboriginal and Torres Strait Islander employees and businesses.	January 2022	Indigenous Engagement Leader and Indigenous Services Operations Manager
	Develop and implement a Cultural Leave Policy in Australia and report quarterly to ALT on its impact.	October 2021	Australian People Leader and Indigenous Engagement Leader
	Conduct a review of our people and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2022, 2023	Australian People Leader and Indigenous Engagement Leader

	Increase our Aboriginal and Torres Strait Islander employees employment to: - 1.8 % by 2022 - 2.5 % by 2023	December 2023	Executive RAP sponsor and Australian People Leader
	Report on the distribution across classification and retention of Aboriginal and Torres Strait Islander employees compared with the wider business to identify gaps and opportunities with professional development including leadership positions.	June and November 2022, 2023	Australian People Leader and APAC Talent Acquisition Leader
	Explore and develop an approach to support our internal Indigenous Network regarding mental health and wellbeing which includes accessibility to existing services such as our Employee Assistance Program.	October 2022	Australian People Leader
	Review and update our Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development strategy.	May 2022, 2023	Australian People Leader, APAC Talent Acquisition Leader and Indigenous Services Operations Manager
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Reviewed annually in June 2022, 2023. Reporting March, June and November 2022, 2023	Australian Finance Leader, Indigenous Services Operations Manager and RAP Champions
	Identify key procurement categories with significant opportunity for Aboriginal and Torres Strait Islander businesses. Work with Supply Nation and local Indigenous Chambers of Commerce partnerships to identify suitable vendors, develop commercial relationships, set targets and track progress for procurement of goods and services from these categories.	Reviewed annually in June 2022, 2023. Reporting March, June and November 2022, 2023	Australia Finance Leader, Indigenous Services Operations Manager and RAP Champions
	Commit to increasing our total annual spend with Aboriginal and Torres Strait Islander businesses by 25% each financial year.	June 2022, 2023	Executive RAP sponsor and Australian Finance Leader
	Maintain our Supply Nation membership.	January, 2022	Indigenous Services Operations Manager
	Report to Supply Nation on our spend through Indigenous businesses.	January, April, July and October 2022, 2023	Australian Finance Leader and Indigenous Services Operations Manager
	Attend Supply Nation Connect each year.	May 2022, 2023	Indigenous Services Operations Manager
	Become a member of Regional Indigenous Chambers of Commerce across Australia which include but not limited to NSW Indigenous Chamber of Commerce, Kinaway, South East Queensland Indigenous Chamber of Commerce and Noongar Chamber of Commerce and Industry.	January 2022	Regional General Managers and RAP Champions
	Work with Supply Nation, First Australians Chamber of Commerce and Industry to outline and identify opportunities to assist Indigenous business with business incubation assistance on major projects.	Ongoing, reviewed annually in May 2022, 2023	Australian Finance Leader and Indigenous Engagement Leader
	Work with Supply Nation, First Australians Chambers of Commerce and Industry, Indigenous Business Australia and the various Indigenous Chambers of Commerce to develop a guideline to mitigate against 'Black Cladding' within our suppliers.	January 2022	Australian Finance Leader and Indigenous Services Operations Manager with RAP Advisory Committee





We aim to increase our Aboriginal and Torres Strait Islander employee numbers to **2.5% by 2023**

© GHD people and interns during CareerTrackers Gala in 2017



## Living our vision



“As a strong advocate for Aboriginal and Torres Strait Islander engagement, it is important to provide opportunities for Indigenous businesses and communities. I have been able to build and maintain meaningful connections with Indigenous businesses in the work I do at GHD.”

— Mark Kimball, Defence Infrastructure Manager, Queensland

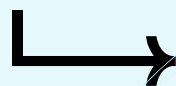


# Governance

Action	Deliverable	Timeline	Responsibility
<b>11. Establish and maintain an effective RAP Advisory Committee to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RAP Advisory Committee.	Reviewed May and December 2022, 2023	Indigenous Engagement Leader
	Review Terms of Reference for the RAP Advisory Committee.	January 2022, 2023	Indigenous Engagement Leader
	Convene our RAP Advisory Committee a minimum of four times a year.	February, July, October and December 2022, 2023	Executive RAP sponsor and Indigenous Engagement Leader
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	Ensure senior leaders and other employees are engaged with the delivery of RAP commitments via our Indigenous Services Communication Plan.	Reviewed annually in June 2022, 2023	Executive RAP sponsor, Indigenous Engagement Leader and RAP Champions
	Define resource needs for RAP implementation.	Reviewed twice each year in June and December 2022, 2023	Executive RAP sponsor and Indigenous Engagement Leader
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	October 2021 and reviewed twice each year in June and December 2022, 2023	Indigenous Engagement Leader
	Maintain the network of RAP Champions by hosting monthly meetings.	Monthly, reviewed annually in November 2022, 2023	Indigenous Engagement Leader and Indigenous Services Operations Manager
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, 2023	Indigenous Engagement Leader
	Report RAP progress to the GHD Global Inclusion and Diversity committee.	September 2022, 2023	Indigenous Engagement Leader
	Track and report on the progress of our RAP commitments to ALT, GHD Australia Inclusion and Diversity Council and RAP Advisory Committee.	February, May, August and November 2022, 2023	Indigenous Engagement Leader and Indigenous Services Operations Manager
	Publicly report our RAP achievements, challenges and learnings, through our Inclusion and Diversity Report.	December 2022, 2023	Marketing and Communication Leader, Australia and Indigenous Engagement Leader
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022	Indigenous Engagement Leader
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2023	Indigenous Engagement Leader
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	October 2023	Indigenous Engagement Leader



## Living our vision



“ I have been fortunate enough to volunteer as a mentor for Melbourne Indigenous Transition School (MITS). Since developing this relationship, I have been able to create a work experience opportunity for students at MITS and have them come experience the work we do at GHD.”

— Samuel Lindsay, Engagement, Communication and Communities Consultant, Victoria

# Talk to us

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