

# Innovate Reconciliation Action Plan

March 2021 – March 2023



**Arcadis acknowledges the Traditional Owners of the land on which we work and live throughout Australia and recognise their continuing connection to Lands, Waters and Communities. We pay our respects to Aboriginal and Torres Strait Islander Cultures and to Elders past, present and emerging**

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## About the artist and the artwork

Saretta Fielding is an award-winning Aboriginal artist of the Wanaruah Nation. Represented nationally and internationally, she has enjoyed success in her art business, winning many prestigious art awards, including as designer of the Ray-Ban Global Indigenous Wayfarers Award. She has worked for many prominent national organisations across the government and corporate sectors and has numerous public art installations across the nation.

### ‘NGEYRAN PARAI’ SALTWATER COUNTRY

The closing linking circles within this artwork are representative of individuals and groups from differing backgrounds connecting over shared vision. Valuing people across diverse cultural groups this series of works is reflective of reconciliation, working together in mutually benefiting partnerships and sharing of culture.

 Saretta



**Malcolm McDowall**  
CEO Arcadis Australia

## Welcome from Malcolm McDowall CEO Arcadis Australia

**Arcadis Australia Pacific's second Innovate Reconciliation Action Plan (RAP) is our commitment to continue to improve and grow towards creating an open, diverse, and inclusive workplace.**

This commitment is not only embedded in Arcadis' Diversity and Inclusion Framework but is also at the core of our Arcadis identity. We recognise that through the work we do we have the opportunity to shape our world and we believe that through focusing on the communities where we live, and working together, we can make our collective future better and brighter.

As Australians, we acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land in which we live and work. As a business, we are proud to be actively pursuing initiatives designed to make a positive contribution towards building respect, supporting education, and creating employment opportunities for Aboriginal and Torres Strait Islander peoples.

Our inaugural Innovate RAP allowed us to better understand our scope of influence, helping us to recognise opportunities for further growth. Our second RAP builds on this awareness and progress, setting out detailed and transparent strategies to make a further positive impact on Aboriginal and Torres Strait Islander employment, education, and broader cultural change.

As the CEO and Overall Champion for our Reconciliation Action Plan, I am responsible for leading our reconciliation efforts at Arcadis, but also for setting the example for achieving the deliverables we have set for ourselves. Our second RAP outlines a number of deliverables for which I have direct responsibility. One such example is the building of stronger relationships with Aboriginal and Torres Strait Islander communities, which through our reconciliation journey, we have identified as an area we need to strengthen. It is through these deliverables that I will continue to drive the reconciliation message and actions within Arcadis and the wider industry.

The development of Arcadis Australia Pacific's second RAP has been an ongoing and collaborative effort, working with stakeholders across the business, as well as external partners and community stakeholders, to create a meaningful framework that will continue to positively impact both Arcadis and Aboriginal and Torres Strait Islander peoples. I am proud to lead a business that is committed to building towards equality and inclusion.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## A message from Reconciliation Australia CEO

### Reconciliation Australia commends Arcadis 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 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Arcadis 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.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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 Arcadis will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Arcadis 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 Arcadis 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, Arcadis will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Arcadis' future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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

## Our vision for reconciliation

Our vision for reconciliation in Australia is one where all Australians work with Aboriginal and Torres Strait Islander peoples towards building our diverse identity, where we can share and celebrate a common history and culture and understanding of our country. We believe that Arcadis can contribute positively towards reconciliation, creating a sustainable, respectful, and prosperous future for everyone.

### Our Work

As an organisation, reconciliation is an ongoing journey, that provides continuous opportunities to learn and grow as a community. Arcadis' first RAP aimed to build upon our work with Engineering Aid Australia, creating a transparent and actionable framework to make a positive contribution towards building respect, supporting education, and creating employment opportunities for Aboriginal and Torres Strait Islander peoples. As engineers, project managers, and advisors on infrastructure and property projects across Australia, our RAP recognizes the role we play in advising and shaping future projects. Arcadis is committed to continue our journey of creating positive impact, through positioning our people to influence the outcomes of projects, ensuring a positive contribution to the communities where we operate

Through implementing mindful approaches towards our projects, such as engaging community stakeholders within the early stages of our projects, we are better positioned to embed Aboriginal and Torres Strait Islander heritage and cultures within our Australian identity.

### Our Culture

At Arcadis we are proud to have an inclusive and diverse workplace that is built on dignity and respect, supporting education, and creating employment opportunities for all peoples. We are committed to creating a more culturally diverse community of employees, partners, customers, and suppliers to strengthen our business and deliver greater economic independence for Aboriginal and Torres Strait Islander peoples.

### Our Values

Our values and behaviors build a unique One Arcadis culture that is at the center of all we do for reconciliation in contributing to building respect, supporting education, and creating employment opportunities for Aboriginal and Torres Strait Islander peoples within our business. We seek to create a more culturally diverse community of employees, partners, customers, and suppliers to strengthen our business and deliver greater economic independence for Aboriginal and Torres Strait Islander peoples.

At Arcadis we are proud to have an inclusive and diverse workplace that is built on dignity and respect, supporting education, and creating employment opportunities for all peoples.



## Our business

For over 75 years Arcadis Australia Pacific has been a leader in built and natural asset design and management. With collective design, consultancy, engineering, project, and management services we strive to create smart, sustainable solutions for our valued clients. Working in partnership with government, industry, and the community we are helping shape the future cities and communities of Australia.

We are 28,000 people, active in over 70 countries, contributing to City Shaping projects across the world. Our teams comprise of engineers, scientists, cost managers, project and program managers, and advisers who help our clients achieve success through all stages of a project lifecycle, from pre-planning of projects and environmental approvals, through to design, delivery and asset management. Some of our global projects include Paris Metro, the

Across Australia we have over 1,000 people, including four Aboriginal and Torres Strait Islander employees, with offices located in Sydney, Melbourne, Brisbane, Gold Coast and Perth.

world's tallest building the Burj Khalifa, high-speed rail projects in Malaysia and California, as well as providing advice to protect against floods in Lower Manhattan in New York. Across Australia we have over 1,000 people, including four Aboriginal and Torres Strait Islander employees, with offices located in Sydney, Melbourne, Brisbane, Gold Coast and Perth.

Our passion is improving quality of life. It is through this passion, our people, and the work we do, that we are driven to shape the future of our world, every day. A commitment to diversity, inclusion and sustainability is fundamental to our culture and is reflected in everything we do.

Across the world, we are driving a culture of improving the quality of life. In focusing on our people, our communities and working as one team to deliver on these promises, we continually deliver innovation, excellence, and client success.

## Our Reconciliation Action Plan

Arcadis exists to Improve the Quality of Life of our communities, our clients and our people. Improving Quality of Life is more than our passion, it is what drives us to find long lasting, sustainable solutions to the world's biggest challenges, while making a difference to the quality of life of everyone, now and in the future.

Our drive to Improve the Quality of Life creates our desire to make a positive difference to the lives of Aboriginal and Torres Strait Islander Australians. Our RAP contains a detailed and transparent range of strategies and measurable actions that we are committed to undertake to help close the gap in employment outcomes between Indigenous and non-Indigenous Australians, through supporting education and creating employment opportunities, with Australia's Aboriginal and Torres Strait Islander people and communities.

The Reconciliation Action Plan (RAP) builds upon years of work Arcadis has performed with Engineering Aid Australia – a charitable organisation whose principal aim is to encourage Aboriginal and Torres Strait Islander secondary school students to consider a career as a professional engineer. There was a strong desire for the organisation to build on this experience and do more to make a positive impact with Aboriginal and Torres Strait Islander peoples, to ensure greater representation within our workforce and through educating our people. In addition, we seek to educate staff and provide cultural awareness information in relation to Aboriginal and Torres Strait Islander cultures. This includes looking at supplier relationships to determine if we can purchase more goods and services from Aboriginal and Torres Strait Islander-owned enterprises.

In September 2017, Arcadis Australia Pacific formed a RAP Working Group (RWG), comprised of representatives from across the organisation with a strong interest in driving Arcadis Australia Pacific's reconciliation commitment. Malcolm McDowell, Arcadis AusPac CEO, champions our RAP and is ultimately responsible for ensuring that the organisation commits people to implementing the plan, and that if working group members leave, they are replaced. Saretta Fielding is formally engaged as an adviser to the RWG and general adviser to Arcadis on a range of Aboriginal and Torres Strait Islander matters. She is an award-winning Aboriginal artist of the Wanarua Nation who has worked for many prominent national organisations across the government and corporate sectors and has numerous public art installations.



Through our reconciliation journey, we have formed new relationships (Supply Nation), developed existing partnerships and relationships (Engineering Aid, Career Trackers) and have engaged with our industry partners on projects. We have developed a deeper understanding of the need to build awareness and the time it takes to do so. Within our organisation we have developed programs that provide opportunities for Arcadians to be immersed in Aboriginal and Torres Strait Islander cultures, most notably our Accelerator program which included an immersion experience with the Murrumbidgee Aboriginal Health Services and the Aurora Education Foundation. We have hosted organisation wide celebrations of NAIDOC and National Reconciliation Week, fostering an understanding of the art, food, history, and cultures of our local Aboriginal and Torres Strait Islander communities. We have taken action to close the gap and bring opportunities to First Nation Peoples, developing a scholarship program for University Students and successfully engaging Year 10 and 11 students for work experience.

In 2021, we are embarking on our second Innovate RAP. Acknowledging our reconciliation journey and building on our learnings, our second RAP seeks to continue to contribute to building respect, supporting education, and creating employment opportunities with Aboriginal and Torres Strait Islander peoples within our business.



### **RAP Champion**

Malcolm McDowall  
CEO Arcadis AusPac



### **RAP Regional Executive Team Sponsor**

Belinda Ritchie  
Legal Counsel Arcadis AusPac



### **RAP Advisor and RAP Working Group Adviser**

Saretta Fielding



### **RAP Working Group Chair**

Syd Gamble  
Chair RAP Working Group

## **RAP Working Group**

### **Amy Kirkpatrick**

Senior Environmental Planner - Queensland

### **Clara Owen**

Infrastructure Advisory Lead - Queensland

### **Anjel Wheeler**

Project Manager, Energy and Resources - Queensland

### **Poppy Lusk**

Talent Acquisition Partner - Queensland

### **Ryan MacManus**

Environmental Consultant - Queensland

### **Amy Cotterell**

Senior HR Business Partner - Victoria

### **Liz Mathews**

Major Pursuits Manager - NSW

### **Amy Chimes**

Marketing and Communications Manager - NSW

### **Dov Ben-Avraham**

Principal Engineer Transport - WA

## Our Journey

Arcadis' first Innovate Reconciliation Action Plan (RAP), which was delivered throughout 2018-2020, provided our organisation with a greater understanding of the meaning of reconciliation and our current and potential sphere of influence within this space. As a consequence, we have taken the deliberate decision to maintain our second Reconciliation Action Plan as an Innovate RAP and continue to build on what we have learnt to date and broaden the understanding of reconciliation throughout Arcadis.

### **Employment and Retention Plan**

Arcadis recognises the importance of creating authentic and sustainable employment opportunities for Aboriginal and Torres Strait Islander people and the importance of ensuring the practices and environment support cultural obligations. An Employment and Retention Plan has been developed and executed and the focus is now on embedding this within the business to increase employment opportunities and retention of Aboriginal and Torres Strait Islander people.

### **Stakeholder Management Plan**

A core deliverable of Arcadis's first Innovate RAP was to establish a Stakeholder Engagement Plan to capture the approach and principles for developing and maintaining mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. Further,

the Stakeholder Engagement Plan consolidated and documented existing relationships between Arcadis and Aboriginal and Torres Strait Islander stakeholders, identified opportunities to continue and nurture those relationships as well as identifying future opportunities for engagement with stakeholders or organisations to support the successful implementation of the RAP.

In delivering Arcadis' second Innovate RAP we will continue to utilise the Stakeholder Engagement Plan as one of the tools towards building stronger relationships within our existing and newly established networks. The Stakeholder Engagement Plan is intended as a dynamic document which is periodically revisited as we build new relationships and learn about beneficial, respectful and collaborative engagement measures through our reconciliation journey.



## Partnership with Engineering Aid Australia

Prior to the establishment of Engineering Aid Australia (EAA) in 1996, Australia had an estimated 14 Aboriginal and Torres Strait Islander engineers. Each year EAA holds two Indigenous Australian Engineering Schools (IAES): one in Sydney currently hosted by the University of Sydney and the other in Perth, currently hosted by Curtin University. The IAES provide opportunities for high school students to visit the universities to learn more about engineering.

Since its inception, over 600 Aboriginal and Torres Strait Islander students have attended an IAES and more than 95% of these students have completed Year 12 with the help of EAA Continuing School Scholarships. Of the 40 students who participate each year in the IAES program, 25% (on average) go on to an Engineering degree. This pipeline of students has substantially increased the total number of Aboriginal and Torres Strait Islander engineers in Australia over the last 20 years.

Over the last seven years, Arcadis has partnered with EAA to support the organisation in contributing to increasing the number of Aboriginal and Torres Strait Islander people who study engineering.

## Objectives of the Partnership

The objectives of the partnership with EAA and Arcadis Australia Pacific's wider Corporate Social Responsibility program are to:

- Contribute towards delivering a meaningful, positive and long-term impact on Aboriginal and Torres Strait Islander peoples
- Engage the workforce and to drive further cultural awareness, understanding, appreciation and respect
- Support organisations and partners directly linked to the work we do within the built environment
- Support initiatives that encourage Aboriginal and Torres Strait Islander people to consider engineering as a vocation
- Support education and create employment opportunities for Aboriginal and Torres Strait Islander people within our business

## Program and Support

Arcadis has supported EAA through a combination of financial and volunteer support for the last seven years.

- Greg Steele, Arcadis Australia Pacific's Group Executive, has been providing his time and expertise as Chair of EAA since November 2015
- Jonathan Taylor, Arcadis Australia Pacific's CFO, is a Director of EAA, and its Treasurer
- Extra support and assistance provided by Samara El-Kazzi, Senior Accounts Administrator
- Hosting of boardroom meetings in our offices
- Volunteers from Arcadis organising site visits to projects in January 2018, 2019 and 2020 and providing presentations to the students
- Volunteers from Arcadis attend the student workshops and alumni networking nights
- In 2018 and 2019, Arcadis provided work experience for students who attended the 2017, 2018 and 2019 IAES in Sydney.

# Testimonial from Engineering Aid Australia Directors John McKillop and Anne Vans-Colina

*“The ongoing support and assistance Arcadis gives Engineering Aid Australia is substantial. Led by CEO, Malcolm McDowall, and Group Executive, Greg Steele, who chairs Engineering Aid Australia, Arcadis has made important contributions to the financial management and administration of Engineering Aid Australia and our Indigenous Australian Engineering School (IAES) Program.*

*Over the past two decades, the transformational IAES program has guided the education of many of Australia’s first Indigenous engineers. The future plans to liaise with high schools and handle the distribution of scholarships to Indigenous students will see Arcadis continue to make a magnificent contribution to building a cohort of Indigenous engineers who in turn will inspire others to enter this profession. Engineering Aid Australia is deeply appreciative of this considerable and very generous gift of time and expertise”*

## Career Trackers

Arcadis recognises the importance of collaborating and partnering with organisations to provide employment opportunities for Aboriginal and Torres Strait Islander people. In 2018, we established a relationship with Career Trackers – a non-profit organisation who support pre-professional Indigenous university students and links them with corporate organisations to participate in paid, multi-year internships.

Now in its third year, through this Partnership Arcadis has provided six Aboriginal and Torres Strait Islander students the opportunity to gain professional practice that relates to their field of study, build industry relationships and genuinely contribute to projects that improve quality of life.

We are proud of our relationship with Career Trackers and of the students who have chosen to start their careers with Arcadis. We look forward to developing this relationship further, welcoming more students into all areas of our business and providing long term career opportunities for those who will be finishing their university degrees in the coming years.

## Cultural Awareness

Creating an awareness and building understanding of Australia’s rich Aboriginal and Torres Strait Islander

cultures and history, a history that belongs to all Australians, is an important element of Arcadis’ Innovate RAP. We believe that educating Arcadians through celebrating Aboriginal and Torres Strait Islander dates of significance is a first step to achieving this. Arcadis recognises and celebrates National Reconciliation and NAIDOC Weeks with events tailored to the theme which have included Elders providing a Welcome to Country, Aboriginal Art Classes and the introduction of Indigenous Moments.

At the beginning of meetings, it is an Arcadis custom to include a ‘moment’ that brings awareness to an important Safety, Quality or Health and Well Being issue. In 2020 we have introduced an Indigenous Moment that brings awareness to Arcadians of a significant Indigenous place near them, a historical event or cultural consideration. Suggestions have been provided and individuals are encouraged to share their own Indigenous Moment. Introduced during NAIDOC Week 2020, these moments are now an ongoing part of the Arcadis custom.

The continued development of Arcadians in Aboriginal and Torres Strait Islander cultural awareness will be encouraged through the actions and deliverables presented under the four pillars of “Relationships’, ‘Respect’, ‘Opportunities’ and ‘Governance’ which form our Reconciliation Action Plan.



## Relationships

In delivering the commitments in this plan we recognise the importance of continuing to nurture the relationships that we have established with Aboriginal and Torres Strait Islander peoples, as well as in building new ones. The actions nominated are clear in their commitment to engage directly with Aboriginal and Torres Strait Islander stakeholders and to participate in reconciliation efforts both at an organisational level and as individuals. These actions have been nominated because of the emphasis that they will place on the role of internal and external collaboration around reconciliation, as well as for the opportunities that they present for Arcadis to expand our network of stakeholders with similar aspirations for reconciliation.

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to review the Arcadis RAP Stakeholder Engagement Plan and develop guiding principles for future engagement. Embrace stakeholders and organisations relevant to each office location to incorporate locally respective principles of engagement.</li> </ul>	December 2021	RWG Chair
	<ul style="list-style-type: none"> <li>Establish tools to encourage and assist personnel to implement the principles within the Arcadis RAP Stakeholder Engagement Plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	December 2021	RWG Chair
	<ul style="list-style-type: none"> <li>Regularly revisit and update the Arcadis RAP Stakeholder Engagement Plan.</li> </ul>	June, December 2021, 2022	RWG Chair
	<ul style="list-style-type: none"> <li>Investigate partnerships with organisations to undertake pro-bono engineering/advisory work in Aboriginal communities. Utilise our existing partnerships with Engineering Aid Australia, CareerTrackers and Engineers without Borders to identify projects and opportunities with beneficial outcomes for Aboriginal and Torres Strait Islander communities.</li> </ul>	December 2021	RWG Chair
	<ul style="list-style-type: none"> <li>Establish an external Aboriginal and Torres Strait Islander Advisory Group for consulting on organisational advice and guidance on advancing reconciliation.</li> </ul>	December 2021	RWG Chair
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to Arcadians using direct email and the intranet site with sufficient lead in time before the event to build excitement and raise the profile and awareness of reconciliation activities. Place printed materials and resources around the offices to promote NRW and use business website and social media platforms.</li> </ul>	April 2021, 2022	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>Arcadis shall participate in an external NRW week event by means of organisational sponsorship, attendance by senior management, speaking, or promoting through Arcadis's professional networks.</li> </ul>	27 May- 3 June 2021, 2022	RWG Chair
	<ul style="list-style-type: none"> <li>RAP Working Group members shall commit to participating in at least one external NRW event to build and or nurture relationships with Aboriginal and Torres Strait Islander peoples and likeminded organisations and to gain an appreciation of the benefit of those relationships as individuals.</li> </ul>	27 May- 3 June 2021, 2022	RWG Chair

	<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. Promote Arcadis' participation and the importance of the event via business social media platforms and publications. Research NRW events in the online events calendar in advance to identify where we can get involved and contact event organisers to make commitments in advance.</li> </ul>	27 May- 3 June 2021, 2022	RAP Champion
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year to increase awareness of reconciliation.</li> </ul>	27 May- 3 June 2021, 2022	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>Each NRW event to include Aboriginal and Torres Strait Islander representatives of the local offices to share their reconciliation experiences, stories, awareness and education, and deliver a Welcome to Country, or Acknowledgment of Country</li> </ul>	27 May- 3 June 2021, 2022	RWG Chair
	<ul style="list-style-type: none"> <li>Encourage the Regional Executive Team and business leaders to attend NRW events and/or host events to drive the importance of NRW, help increase participation and add value to the event.</li> </ul>	27 May- 3 June 2021, 2022	RAP Champion
	<ul style="list-style-type: none"> <li>Structure NRW events to include interaction, participation and shared activities or stories to increase interest and involvement.</li> </ul>	27 May- 3 June 2021, 2022	RWG Chair
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a></li> </ul>	27 May- 3 June 2021, 2022	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>Capture stories, record experiences and share resources from NRW activities throughout the organisation as a history of the Arcadis RAP journey and a learning tool into the future. These shared experiences will aim to encourage employees to participate in further reconciliation activities and show that reconciliation is about walking together.</li> </ul>	27 May- 3 June 2021, 2022	Head of Marketing & Communications
<h3>3. Promote reconciliation through our sphere of influence.</h3>	<ul style="list-style-type: none"> <li>As a strategy to engage our staff in reconciliation, the Regional Executive Team (RET) and other senior leaders within Arcadis are to participate in a 'Walk on Country' event, communicate outcomes to the greater organisation and engage with their respective teams about learnings.</li> </ul>	June 2021	RAP Champion
	<ul style="list-style-type: none"> <li>Implement greater public communication of our commitment towards reconciliation on our external website and social media platforms.</li> </ul>	December 2021	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	December 2021	RWG Chair
	<ul style="list-style-type: none"> <li>Improve access to reconciliation resources and tools for employees so they have the knowledge to positively influence our external stakeholders when opportunities arise.</li> </ul>	December 2021	RWG Chair

	<ul style="list-style-type: none"> <li>Strive to incorporate Aboriginal and Torres Strait Islander knowledge, sense of environment and acknowledgement of history into the design solutions for projects where Arcadis are delivering professional services. These may be projects in master planning, design, impact assessment (environmental and social) and so on.</li> </ul>	December 2021	RWG Chair
	<ul style="list-style-type: none"> <li>Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. Utilise our existing partnerships with organisations like Consult Australia and Diversity Council of Australia to investigate participation in an industry led RAP community group/ council, facilitating collaboration for the advancement of reconciliation in the industries that Arcadis represents.</li> </ul>	December 2021	RWG Chair
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	<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>	December 2021	HR Director
	<ul style="list-style-type: none"> <li>Review the currency, implementation and communication of our anti-discrimination policy- “Respect at Work Policy” (May 2018).</li> </ul>	December 2021	HR Director
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy- “Respect at Work Policy” (May 2018).</li> </ul>	December 2021	HR Director
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	December 2021	HR Director



**Respect**

Arcadis respects the Traditional Custodians of the land in which we work and the deep rooted Indigenous cultures that dates back thousands of generations. We believe it is important to demonstrate this respect by further expanding our knowledge of Aboriginal and Torres Strait Islander achievements, history and cultural protocols. To do this we will embed our multi-faceted cultural learning program into the business and provide further opportunities for all Arcadians to learn through events, talks, excursions and a formal cultural protocols document.

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Communicate and embed the cultural awareness training strategy and provide ongoing training to all Arcadians</li> </ul>	February 2022	HR Director
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors on the implementation, review and updating of the cultural training strategy</li> </ul>	December 2021	HR Director
	<ul style="list-style-type: none"> <li>Continue to provide opportunities for RWG members, the HR team and other key leadership staff to participate in formal and structured cultural learning, cultural experiences and immersion activities.</li> </ul>	June and December, 2021,2022	HR Director
	<ul style="list-style-type: none"> <li>Provide links to Reconciliation Australia’s Share Our Pride online tool on the Arcadis intranet and include in induction</li> </ul>	December 2021	HR Director
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	October 2021	HR Director
	<ul style="list-style-type: none"> <li>Provide further learning opportunities for Arcadians through corporate membership of the Diversity Council Australia.</li> </ul>	December 2021 and 2022	RAP Champion

<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<ul style="list-style-type: none"> <li>Continue to invite a Traditional Owner to provide a Welcome to Country at significant events, including office opening events, Regional Executive Team dinners and client events.</li> </ul>	June and December 2021,2022	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of all important internal and external meetings</li> </ul>	June and December 2021 2022	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>Continue to increase understanding of new and existing employees of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols</li> </ul>	June and December 2021, 2022	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>Continue providing tent cards in meeting rooms explaining how to deliver an Acknowledgement of Country and Welcome to Country and appropriate wording. For those working from home or in project offices, provide this information in a virtual setting.</li> </ul>	June and December 2021, 2022	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>RWG members and key leadership staff to Walk on Country with a local Traditional Owner Guide or Custodian</li> </ul>	Dec 2021	RAP Champion
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>Continue to provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week</li> </ul>	June 2021,2022	HR Director
	<ul style="list-style-type: none"> <li>Continue to promote and encourage participation in external NAIDOC events to all Arcadians.</li> </ul>	June 2021, 2022	HR Director
	<ul style="list-style-type: none"> <li>Ensure any new or amended HR policies and procedures are reviewed to remove barriers to staff participating in NAIDOC Week.</li> </ul>	June 2021, 2022	HR Director
	<ul style="list-style-type: none"> <li>Publish a calendar at the beginning of each year of significant events and dates in the year for staff such as NAIDOC Week.</li> </ul>	March 2022 March 2023	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>RWG members to participate in an external NAIDOC Week event.</li> </ul>	July 2021 July 2022	RWG Chair
	<ul style="list-style-type: none"> <li>Ensure Aboriginal and Torres Strait Islander staff are consulted with when organizing internal or external NAIDOC Week events.</li> </ul>	June 2021 June 2022	HR Director
<b>8. Increase awareness of project impacts on Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights.</b>	<ul style="list-style-type: none"> <li>Display Aboriginal artwork in all our offices with details about the art and the Artist</li> </ul>	December 2021 and 2022	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>Continue to highlight internally and externally any projects that have taken into consideration changes or impacts on Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights.</li> </ul>	June and December 2021, 2022	Client Director
	<ul style="list-style-type: none"> <li>Develop a policy to ensure Traditional Owners are consulted in the design, planning and development phases of new projects.</li> </ul>	December 2022	Client Director

<ul style="list-style-type: none"> <li>Investigate opportunities to incorporate and highlight historical information about the significance of the country into new developments.</li> </ul>	December 2022	Client Director
<ul style="list-style-type: none"> <li>In consultation with Aboriginal and Torres Strait Islander stakeholders develop a Significance of Country module for new staff</li> </ul>	Dec 2022	HR Director
<ul style="list-style-type: none"> <li>Produce a document overview of project learnings about Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights to share and inform future projects</li> </ul>	July 2022	Client Director
<ul style="list-style-type: none"> <li>Provide a commitment to Reconciliation and Acknowledgement of Aboriginal and Torres Strait Islander peoples and cultures in Arcadis corporate documents.</li> </ul>	December 2021	Head of Marketing and Communications
<ul style="list-style-type: none"> <li>Implement an awareness point during bid or pursuits about partnership commitment to RAP</li> </ul>	December 2021	Client Director



## Opportunities

Over the next two years, Arcadis will focus on increasing Aboriginal and Torres Strait Islander representation across our workforce and supply chain. Looking for opportunities to involve First Nations Businesses not only within our corporate supply chain but on our projects delivering in partnership for our clients. Harnessing the skills and enthusiasm of our people we will work together to develop and deliver programmes supporting youth and business development including Jump Start and Engineering Aid Australia.

Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	June and December 2021,2022	HR Director
	<ul style="list-style-type: none"> <li>Develop and implement an internal campaign to encourage Aboriginal and Torres Strait Islander staff to identify, explain why this information is captured and what it means from a business perspective to identify</li> </ul>	June 2021	HR Director
	<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>	June and December 2021, 2022	HR Director
	<ul style="list-style-type: none"> <li>Implement, review and update the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	June and December 2021, 2022	HR Director
	<ul style="list-style-type: none"> <li>Implement a campaign to communicate the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy to senior business leaders</li> </ul>	June 21	HR Director
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	June and December 2021,2022	HR Director
	<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 and December 2021, 2022	HR Director

<ul style="list-style-type: none"> <li>Implement findings from HR and recruitment procedures and policies review to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.</li> </ul>	June 2021, 2022	HR Director
<ul style="list-style-type: none"> <li>Continue to collect data on Aboriginal and Torres Strait Islander applicants and include in monthly recruitment reporting and share with the RAP Working Group</li> </ul>	April and October 2021, 2022	HR Director
<ul style="list-style-type: none"> <li>Run annual Aboriginal and Torres Strait Islander cultural competency training as it pertains to recruitment and selection in our recruitment training to all new staff involved in recruitment</li> </ul>	Annual Basis December 2021, December 2022	HR Director
<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</li> </ul>	June and December 2021, 2022	HR Director
<ul style="list-style-type: none"> <li>Commit to four work placements yearly through our existing relationship with Career Trackers and seek to promote our experience both internally and externally.</li> </ul>	August 2021 and August 2022	HR Director
<ul style="list-style-type: none"> <li>Develop a Career Trackers retention and engagement strategy</li> </ul>	June 2021	HR Director
<ul style="list-style-type: none"> <li>Fill a university scholarship for an Engineering Aid Australia graduate or other Aboriginal and Torres Strait Islander student</li> </ul>	Dec 2021	HR Director
<ul style="list-style-type: none"> <li>Support a 2nd scholarship for further or tertiary education</li> </ul>	Dec 2022	HR Director
<ul style="list-style-type: none"> <li>Investigate and develop a strategy for how we can expand our entry-level employment pathways (traineeships, apprenticeships, internships, graduate program) for Aboriginal and Torres Strait Islander peoples to professional development and senior positions in Arcadis' next RAP.</li> </ul>	June 2022	HR Director
<ul style="list-style-type: none"> <li>Implement the strategy for how we can incorporate Aboriginal and Torres Strait Islander people into our entry-level employment pathways (traineeships, apprenticeships, internships, graduate program). Target for 2 trainees to be engaged over the RAP period.</li> </ul>	June and December 2021, 2022	HR Director
<ul style="list-style-type: none"> <li>Establish a relationship and tie in with University placement program and engage at least 1 student over the RAP period</li> </ul>	Dec 2022	HR Director
<ul style="list-style-type: none"> <li>Develop key metrics for the business dashboard to help monitor progress in our vision to increase workforce representation of Aboriginal and Torres Strait Islander people and issue to the RWG on a quarterly basis.</li> </ul>	Dec 2021	HR Director
<ul style="list-style-type: none"> <li>Maintain major partnership status with Engineering Aid Australia, including pro-bono support by Arcadians and proactively supporting and contributing to the annual Indigenous Engineering Australia Schools (IAES) at Sydney University and Curtin University</li> </ul>	June and December 2021 and 2022	HR Director
<ul style="list-style-type: none"> <li>Host at least two Indigenous Engineering Aid Australia Summer School students for work experience in relevant offices each year.</li> </ul>	December 2021, December 2022	RAP Champion

	<ul style="list-style-type: none"> <li>• Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply.'</li> </ul>	June and December 2021, 2022	HR Director
	<ul style="list-style-type: none"> <li>• Recognise the impact of Australia Day by offering Arcadians the opportunity to treat it as a normal workday and take the public holiday at an alternate time</li> </ul>	December 2021	HR Director
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	July 2021	Quality Assurance Manager
	<ul style="list-style-type: none"> <li>• Continue Supply Nation membership.</li> </ul>	Oct 2021, Oct 2022	RWG Chair
	<ul style="list-style-type: none"> <li>• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	June and December 2021, 2022	RWG Chair
	<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>	June 2021	Quality Assurance Manager
	<ul style="list-style-type: none"> <li>• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	June and December 2021, 2022	RWG Chair
	<ul style="list-style-type: none"> <li>• Utilise Supply Nation's MOB to advertise opportunities to work with Arcadis on selected projects or for internal procurement valued over \$10k.</li> </ul>	December 2022	RWG Chair
	<ul style="list-style-type: none"> <li>• Develop key metrics for the business dashboard to help monitor progress in our vision to increase representation of Aboriginal and Torres Strait Islander businesses and issue to the RWG on a quarterly basis</li> </ul>	December 2021	RWG Chair
	<ul style="list-style-type: none"> <li>• Establish Supply Nation's Jump Start Program as a preferred volunteering organisation to support development of Aboriginal business and report on a quarterly basis to the RAP Working Group</li> </ul>	July 2021	HR Director
	<ul style="list-style-type: none"> <li>• Encourage Arcadians to participate in Supply Nations Jump Start Indigenous business development and mentoring program</li> </ul>	December 2021, 2022	RWG Chair
	<ul style="list-style-type: none"> <li>• Develop an Aboriginal and Torres Strait Islander business partnership on at least one large project (project value ~&gt;\$5m)</li> </ul>	December 2021	RWG Chair
	<ul style="list-style-type: none"> <li>• Increase number/value of Aboriginal and Torres Strait Islander suppliers in corporate procurement.</li> </ul>	December 2021 and review December 2022	RWG Chair
	<ul style="list-style-type: none"> <li>• Set spend targets that align with "Raising the Bar" for internal procurement</li> </ul>	December 2021 and review December 2022	RWG Chair



Governance

Action	Deliverable	Timeline	Responsibility
<b>11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	December 2021, 2022	RWG Chair
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>	30 June 2021	RWG Chair
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	March, June, September, December 2021,2022. March 2023	RWG Chair
	<ul style="list-style-type: none"> <li>Formalise the appointment of a Regional Executive Team Member as Sponsor for the RAP and the RWG</li> </ul>	March2021	RAP Champion
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	June, December, 2021,2022	RWG Chair
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	June, September, December, 2021,2022. March 2022, 2023	RWG Chair
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	April 2021	RWG Chair
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	December 2021	RAP Champion

<b>13. Provide advice and support on alignment of projects with our RAP Commitments</b>	<ul style="list-style-type: none"> <li>Provide advice to senior management on project pursuits and alignment with our RAP commitments</li> </ul>	March, June, September, December, 2021,2022. March 2023	RWG Chair
	<ul style="list-style-type: none"> <li>Provide advice to senior management on alignment of client values and actions with our RAP commitments</li> </ul>	March, June, September, December, 2021,2022. March 2023	RWG Chair
	<ul style="list-style-type: none"> <li>Engage with senior management to work with aligning our suppliers with our RAP commitments</li> </ul>	June, September, December 2021,2022	RWG Chair
	<ul style="list-style-type: none"> <li>Establish an "issue raising" mechanism whereby all staff have a forum which is accessible to them to raise any concerns around preservation of cultural heritage impact or other aspects of the Reconciliation Action Plan, and via which the RAP Working Group will act, consider and support as appropriate.</li> </ul>	June 2021	RWG Chair
<b>14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September 2021, 2022	RWG Chair
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	March, June, September, December, 2021,2022	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	September 2021, 2022	Head of Marketing & Communications
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2022	RWG Chair
<b>15. Continue our reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	June 2022	RWG Chair



## About Arcadis

Arcadis is the leading global Design & Consultancy firm for natural and built assets. Applying our deep market sector insights and collective design, consultancy, engineering, project and management services we work in partnership with our clients to deliver exceptional and sustainable outcomes throughout the lifecycle of their natural and built assets. We are 27,000 people, active in over 70 countries that generate €3.3 billion in revenues. We support UN-Habitat with knowledge and expertise to improve the quality of life in rapidly growing cities around the world.

## For more information, please contact



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