

Reconciliation Action Plan

March 2024 – March 2026



Continuing to shift to shape an even better world

Acknowledgement of Country

Arup acknowledges the Traditional Owners across all lands, waters, and skies our firm may reach; we acknowledge their wisdom, resilience, and rich cultural heritage. We pay our respects to the Elders, past and present, and to all Aboriginal and Torres Strait Islander peoples.

We recognise the ongoing journey of healing and reconciliation, and Arup commits to walking alongside First Nations peoples, to acknowledge their teachings and foster a future of unity and respect.

The artwork

'Continuing to shift to shape an even better world' original artwork by Tarni O'Shea of Gilimbaa and updated by David Williams of Gilimbaa.

The artwork, 'Continuing to shift to shape an even better world', illustrates the richness that emerges from the bringing together of two cultures – in this case, Arup's culture (the purple) and Aboriginal and Torres Strait Islander cultures (the blue). The original motif was developed by Tarni O'Shea from Gilimbaa. Tarni is a proud Aboriginal and South Sea Islander woman who is strongly inspired by the celebration of culture and bringing it to the forefront of the creative process.

The motif was updated in 2023 by David Williams of Gilimbaa to reflect new ways of thinking and the incorporation of culture in the place-making process, including a strengthened representation of community and Country.





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Uncle John Ross
yarning on Country
with Monash
University students,
Olkola, Queensland.
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At Arup, sustainability, inclusivity and humanity have been foundational values since inception – values that remain central to everything we do in Australia and beyond.

In 1973, our founder, Ove Arup, stated that the essence of moral principles is that they should be 'lived'. Throughout our history, this is something we have held true to in our dealings with our colleagues, clients, and communities.

Through our third Innovate Reconciliation Action Plan, we seek to expand our commitment to shaping a better world for all by embracing First Nations culture, knowledge, and practices. We will work to establish ourselves as trusted partners to First Nations communities, respecting each other and working together to create a more equal society for the benefit of all.

Throughout the drafting of this RAP, First Nations peoples were faced with Australia's decision to say 'no' to a First Nations Voice to Parliament. In the wake of this decision, it is more important than ever that we recognise the ongoing journey of healing and reconciliation and commit to standing with and walking alongside First Nations peoples, to acknowledge their teachings and foster a future of unity and respect.

This is aligned with both the UN Sustainable Development Goals (SDGs) and Arup's own strategy. In November 2023, and in affirmation of our desire to show support through action, we launched our first Indigenous Procurement Strategy – a commitment to using our purchasing power to deliver social and economic benefit to First Nations communities – while also enabling us to be the beneficiaries of the knowledge shared with us by First Nations peoples.



Our partnerships – including the Indigenous Defence Infrastructure Consortium, Kinaway, Supply Nation, CareerTrackers and Engineering Aid Australia – provide co-created opportunities for Aboriginal and Torres Strait Islander advocacy, education, employment and participation in our business and sector. The diversity of knowledge and voice these partnerships bring delivers better and more equitable outcomes to our clients and on our projects.

We have visible examples of the benefit of bringing First Nations culture to life on our projects, for example for the restoration for two ferry wharves at La Perouse and Kurnell under the Transport for NSW Kamay Ferry Wharves project. We undertook significant consultation with the local Aboriginal and Torres Strait Islander community which informed our multidisciplinary engineering design.

We also seek out project opportunities which can deliver economic and social value to First Nations communities, particularly in remote areas. For example, the advisory work we do in establishing more resilient food supply chains to remote communities.

Our recent appointment of Arup Australia's first appointed First Nations Programs and Projects Lead has furthered the progress we have made in showing ourselves to be an organisation that lives its commitments, and we look forward to leveraging and growing this experience and expertise.

It is our strong hope that this Innovate Reconciliation Action Plan will enable us to play a role in supporting meaningful change for First Nations communities we work in as we continue our purpose to shape a more sustainable future for all.

Kerryn Coker and Kate West
Arup Australasia Co-Chairs

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



Karen Mundine
Chief Executive Officer
Reconciliation Australia

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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Arup Australia Services continues to be part of a strong network of more than 2,200 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 Arup Australia Services will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

Congratulations Arup Australia Services on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

Our Vision for Reconciliation

In 1973, our founder, Ove Arup, idealised the values of acting as a humane organisation and contributing to social good in his Key Speech. These values remain foundational to Arup today.

Our vision for reconciliation is to embrace the unique place Aboriginal and Torres Strait Islander peoples have in Australia, allowing their perspectives to guide us in pursuit of a more sustainable and equitable world for all.

Through our projects, operations, and actions, we will:

- Demonstrate support for self-determination,
- Create more equitable and inclusive processes, and
- Demonstrate our commitment through our Board-led approach to anti-racism that ensures Aboriginal and Torres Strait Islander cultures and peoples are treated with dignity and respect at Arup.

We value our partnerships with Aboriginal and Torres Strait Islander communities and businesses and seek to enable and elevate their voices in all that we do via a continued focus on understanding and respecting the continuous connection to Country Aboriginal and Torres Strait Islander peoples have with the land we live and work on.

We seek to enable and inspire our members to embrace this focus as a critical part of our projects by prioritising time and space to listen and learn from Aboriginal and Torres Strait Islander cultures and identifying opportunities to work with Aboriginal and Torres Strait Islander businesses.

Message from Australasia Region Board Sponsor



Robert Saidman
Principal

As articulated by Kate and Kerryn, Arup remains steadfast in our commitment to foundational values of sustainability, diversity and humanity, which serve as guiding principles in our ongoing mission to shape a better world. The active championing of reconciliation aligns seamlessly with our overarching purpose.

In addition to these values, we recognise the paramount importance of social usefulness, respect, and inclusivity—particularly in the context of First Nations people following the outcomes of the Voice to Parliament referendum.

Contemplating questions such as, “How can we be more respectful? How can we be more inclusive? How can we contribute to the self-determination of First Nations peoples?” is essential. The aftermath of the referendum underscores the critical role each organisation and individual must play. Allies of First Nations people, impassioned by the referendum’s outcomes, must channel their emotions into continued advocacy, centered on truth telling. Above all, we must listen to and amplify the voices of First Nations people, acting as true allies and supporters of the Uluru Statement from the Heart.

In my capacity as the Reconciliation Action Plan sponsor for Arup Australasia’s Region Board, I view this as an affirmation of the need to persist in our plans and efforts toward reconciliation. Far from diluting our commitment to removing barriers to self-determination, the referendum outcome strengthens it.

This RAP represents an evolution of those commitments, marked by more substantial progress than ever before. We have created space for roles actively championing Arup’s engagement with local First Nations peoples, launched our inaugural Australia Indigenous Procurement Policy, and committed to driving more equitable financial participation and outcomes for First Nations peoples.

Our commitment extends to enhancing cultural learning, empowering our non-Indigenous allies, supporting our First Nations members, and increasing their participation.

Our RAP represents how we intend to sensitively engage with Aboriginal and Torres Strait Islander organisations and communities, as well as how we will recognise and elevate the value that First Nations businesses bring through our Indigenous Procurement Strategy.

Despite the inevitable challenges ahead, the launch of our new RAP invigorates our commitment and reminds us of our purpose. We are determined to effect change and be a proactive force in reconciliation, grounded in Arup’s enduring culture of respect and inclusivity.

Our heartfelt gratitude goes to Reconciliation Australia, local Aboriginal and Torres Strait Islander communities, our RAP working group members, collaborators, partners, and our people who have contributed to our learning journey to date. We look forward to standing side by side as we continue to strive for reconciliation into the future.

Australasia Region Board Sponsor

Our Business

We are a global built environment leader of more than 16,000 specialists, consultants, engineers, planners, and designers, working across 90+ disciplines, with projects in over 140 countries. Currently, out of the 2190 employees in Australia, we have seven members who have self-identified as Aboriginal and/or Torres Strait Islander people.

We are united by a shared purpose – to shape a better world.

Founded by philosopher and engineer, Sir Ove Arup, our early commitment to the non-negotiable values of acting as a humane organisation, maintaining straight and honourable dealings, and serving true social usefulness continue to guide us today.

Our purpose to shape a better world through sustainable development is at the heart of everything we do and extends far beyond the bricks and mortar of our projects (as diverse in nature as we ourselves are in make-up), infiltrating into the lives of the communities we serve by enhancing prosperity and quality of life.

With a strong commitment to inclusion across our nation, Arup has offices in:

Warrane Sydney

Ngunawal Ngambri/Ngunnawal Canberra

Naarm Melbourne

Boorloo Perth

Tarndanya Adelaide

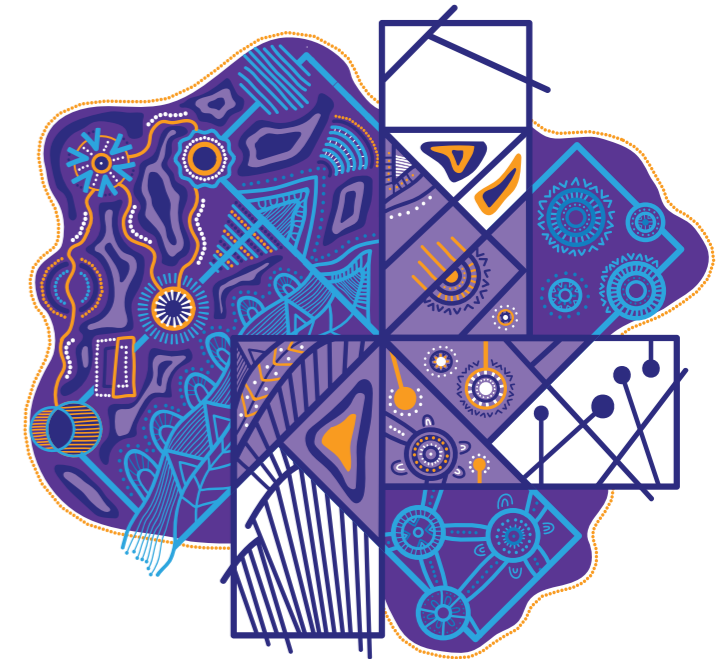
Meanjin Brisbane

Thul Garrie Waja/Gurrumbilbarra Townsville

Gimuy Cairns

Murukutchi/Maroochy Sunshine Coast

Yugambah & Kombumerri Gold Coast



With over 75 years of lived experience in seeing the business imperatives of purpose and social and environmental impact and owned in trust by our members, we are uniquely positioned to determine our own destiny...and to work together to achieve it.

Our passion to collaborate and work beyond our projects to meaningfully contribute to the United Nation’s Sustainable Development Goals means we have developed a strong ecosystem with like-minded organisations across the public, private and community sector.

As good social citizens with the unique skills and experience to drive real change, we feel a weight of responsibility – and are thrilled by the opportunity – to positively influence others, and to generously share our knowledge to lift everyone and together to accelerate change.

Our primary goal is not to simply build environments; it’s to build and safeguard more equitable futures.

This is how we will shape a more sustainable and equitable world for all.

In Australia, this is not possible without a strong commitment to reconciliation.

The nature of our work provides us with the opportunity and privilege of shaping built environments that connect with and are respectful of Aboriginal and Torres Strait Islander lands.

Having built many meaningful and lasting relationships with Aboriginal and Torres Strait Islander stakeholders both prior to and since the launch of our first Reconciliation Action Plan in 2018, we will continue to equitably partner with Aboriginal and Torres Strait Islander peoples, paying respect to their ownership and innate knowledge of these lands and planning and creating new ventures that are in harmony with Aboriginal and Torres Strait Islander ideals, beliefs and protocols, as well as with the natural environment.

Our third Innovate RAP seeks to build upon our journey to reconciliation by promoting greater Aboriginal and Torres Strait Islander economic and professional participation through our operating and recruitment practices and processes; enhancing understanding of the culture, traditions and lived experiences of Aboriginal and Torres Strait Islander peoples, and the acceptance of past wrongs

against them, through a member engagement strategy, and shaping a better future for all by perpetuating a culture of respect.

We seek to reinforce our support of Aboriginal and Torres Strait Islander voices in a post-referendum Australia by listening and learning and ensuring that we deliver on the commitments we have made in this RAP.

Championed by Australasia Board representative, Robert Saidman, as well as by our Region's Commercial and Operations Executive Committee and the RAP Working Group, we look forward to effecting real change and ensuring that – in the words of our founder “‘we’ include as many as possible as often as possible,” Sir Ove Arup.

Our RAP Working Group includes a variety of roles of different skills and seniority, enabling reach across the organisation and diversity of thought and voice.



“‘we’ include as many as possible as often as possible.” Sir Ove Arup

Current membership includes:

- RAP Working Group Leader – Associate
- First Nations Programs and Projects Leader – Associate Principal
- Equity, Diversity & Inclusion Leader – Associate
- Geography Leaders Representative – Associate Principal
- RAP Working Group Project Manager – Senior Project Manager
- RAP Working Group Marketing & Communications Manager – Communications Consultant
- Indigenous Procurement Strategy Project Manager – Senior Engineer
- Senior Talent Acquisition Specialist
- RAP Working Group members: Engineer, Graduate Project Manager, Assistant Technical, Senior Architect

A representative from Indigenous Defence Infrastructure Consortium (iDiC) is currently a member of our RAP Working Group, providing advice from an external perspective.

The Working Group includes three of our Aboriginal and/or Torres Strait Islander members, including our First Nations Programs and Projects Leader.

For this RAP we include an action to develop a business case to increase external representation through establishment of an Aboriginal and Torres Strait Islander advisory group.

Key Challenges and Lessons Learnt

We have highlighted key achievements and progress in the following sections, but we also acknowledge the challenges encountered and lessons learnt some of which are similar to those of our 2018-2020 RAP.

These include:

Understanding the importance of having senior First Nations voices within our business to bring their knowledge, relationships and experience to overcome barriers to achieving our commitments.

Determining when external assistance is required from specialists to assist develop key deliverables (such as the Indigenous Procurement Strategy).

Taking the time required to undertake each step to achieve a key deliverable and recognising that fluctuating availability of resources will impact timeframes. All Working Group members have responsibilities, projects, and initiatives in addition to their RAP role.

Developing initiatives locally within a Regional and Global governance structure. Some systems are more adaptable than others.

The impact of organisation-wide business and governance changes and other key initiatives that limit the capacity of key stakeholders to make their decisions.

Maintaining relationships and momentum during the pandemic, while we adapted to online and events and meetings, the challenge is now to get people back to meeting and engaging in person with partners and stakeholders and also to go out into the community.

We have prioritised the development of our Indigenous Procurement Strategy (IPS) as a business change that we consider a key platform for achieving reconciliation outcomes through the work we do for our clients and our internal corporate services.



This unintentionally came at the expense of other actions such as the overarching Engagement Plan, with the available resources and stakeholders focused on the IPS.

The following initiatives have progressed without an overarching plan:

- An Engagement Library on our intranet has been created to track our projects and relationships.
- Some guidelines have been developed by teams who work with Aboriginal and Torres Strait Islander people, organisations and communities, and
- Project-specific engagement approaches continue to be implemented.

The Engagement Plan will be a priority for this RAP and will be led by our First Nations Programs and Projects Leader.



Indigenous Procurement Strategy launch

© Arup

Our Reconciliation Journey

Key relationships



Engineering Aid Australia relationship formed.
Arup runs a yearly workshop in Sydney and Perth in the Indigenous Australian Engineering School.



CareerTrackers and Victorian Indigenous Engineering Winter School relationships formed.

Since 2016 Arup has hosted CT Interns and 2 of our CT Interns have started as graduates in January 2022. Arup hosts VIEWS in Melbourne yearly.



iDiC and Impact Investment Partners relationships formed



Supply Nation relationships formed



Kinaway Chamber of Commerce relationships formed

Arup's first ever First Nations Projects Lead role created

Arup Indigenous Procurement Strategy launched 2023



2000

Indigenous Employment Strategy 2011-2016

2015

NAIDOC Week Leave

Provision of up to four hours of paid leave to attend NAIDOC Week community events.

2020

\$454k

Procurement with Aboriginal and Torres Strait Islander businesses.

2021

Cultural Awareness

330+

Undertook online training or attended 2021 NRW online cultural experience.

Supplied: AMHC



Key achievements

2022

\$1m

Procurement with Aboriginal and Torres Strait Islander businesses.

Arup Race, ethnicity and culture action plan (RECAP) Anti-racism training launched 2022-2025

2023

Arup Voice to Parliament education and awareness program

Key Projects

RAES Program WA: 1997-2000
National Aboriginal Health Strategy: 1996-2013

Office for Aboriginal and Torres Strait Islander Health Capital Works Program: 2000-2015

Goodooga Aboriginal Community Development Program: 2003-2008

Aboriginal Males Healing Centre Newman: 2017-ongoing

Improvement of the Lama Lama Community Water Supply: 2015-ongoing

Cape York, Torres Strait and Gulf Economic Opportunities Plan: 2018-2019

Kamay Ferry Wharves Project: 2019-ongoing

Budj Bim Cultural Landscape Masterplan: 2022

Naree/ Yantabulla Environmental Flow Needs: 2022-2023

Ovingham Level Crossing Grade Separation: 2023

Hamelin: Landscape Scale Erosion Management: 2022-ongoing

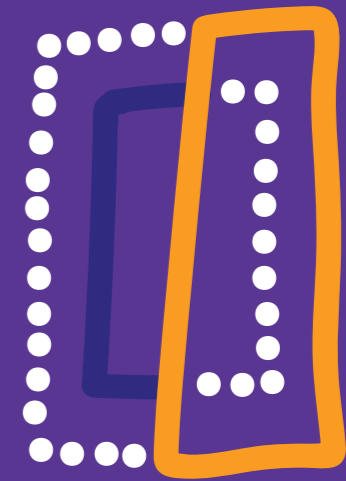


Why building strong relationships is important to Arup and core business

Since our first Reconciliation Action Plan, Arup has continued to build relationships with our partners to strengthen our ability to deliver meaningful reconciliation outcomes.

Through our partnerships we pay respect to Aboriginal and Torres Strait Islander ownership and the innate knowledge of these lands that they hold.

Arup recognises the importance of reconciliation to its people, projects and clients, as well as to the Aboriginal and Torres Strait Islander communities on whose lands and water we live, work and impact.



Our purpose

is to shape a better world...

and we can't do this alone.

Relationships

CareerTrackers

Arup continued to partner with CareerTrackers to support our endeavour to create meaningful employment experiences.

This partnership has been ongoing since mid-2016 and to date fifteen CareerTracker Interns have had work experience at Arup.

During delivery of our RAP, we have been engaging with our CareerTrackers internships by creating opportunities for them to share their ideas. Through a shared passion to support the attraction and hiring of Aboriginal and Torres Strait Islander peoples, Arup have been focused on building our relationship with CareerTrackers and our talent acquisition team, hiring team and team leaders.

Indigenous Defence Infrastructure Consortium (iDiC)

Arup's ongoing partnership with iDiC is centred on our values for social usefulness.

We seek to diversify our supply chain and to support the growth of Aboriginal and Torres Strait Islander business. iDiC is a business supply chain aggregator, who connect Arup with a range of their consortium partners, all of whom are Aboriginal and Torres Strait Islander owned businesses.

iDiC teach our staff about inclusive procurement, provide advice for our proposals and projects on where we can include Aboriginal and Torres Strait Islander businesses within our projects and how Arup can use our network to expand the influence of iDiC across industry. This relationship has supported us in delivering meaningful reconciliation outcomes as reflected in the following stories.

Over \$2.5 million has been spent with Aboriginal and Torres Strait Islander businesses through iDiC.

Through our partnership with iDiC, Arup has developed a successful working arrangement with Red Arrow Surveying and Planning (RASP) which provides as-built drafting services on the Western Program Alliance (WPA).

The team have some extremely skilled workers with a great attitude who have provided the team with quality outputs and a healthy ongoing relationship. Both teams faced barriers around the RASP team working remotely from Western Australia including time delays, undefined communication pathways and an inability to bring RASP into the Alliance's one-team-culture.

These initial communication issues in the engagement resulted in the creation of a communication guidance that has helped all parties with onboarding into our IT systems and providing clear pathways on escalating issues between WPA, RASP and iDiC. Additionally, RASP's ongoing engagement with Arup has enabled them to setup a satellite office in Melbourne which will allow for greater communication flow and for Arup to build its relationship with RASP long-term.

The RASP team has been very open to feedback and developing the relationship along the journey and the lessons learnt on WPA have been passed onto the Gippsland Line Upgrade (GLU) project for their upcoming engagement. Arup has enjoyed the relationship and are looking forward to planning future opportunities together. All of this would not have been possible without our partnership with iDiC.

Kinaway

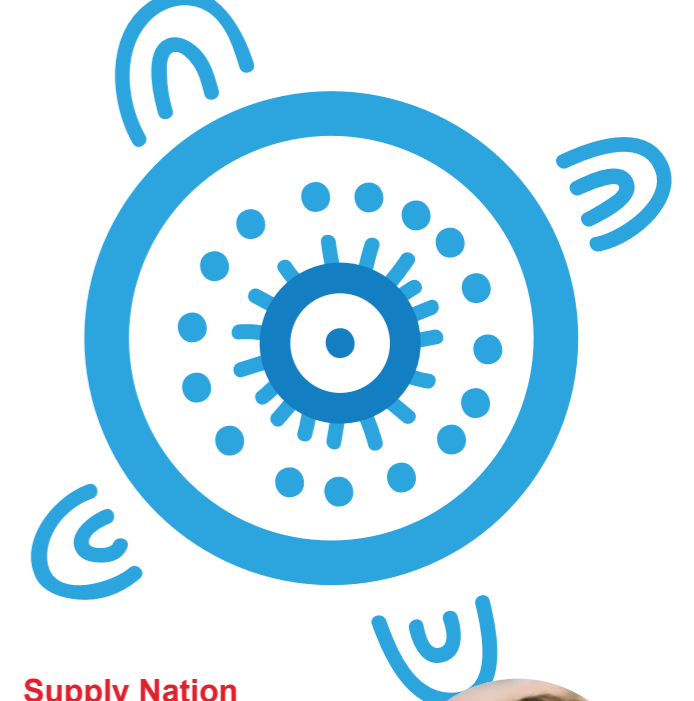
Arup is a member of Kinaway, the Victorian Indigenous Chamber of Commerce, giving access to Aboriginal and Torres Strait Islander majority-owned businesses. Through our Kinaway partnership, Arup's Land Planning & Environment team was able to identify a Pest Control services for our contract with the GLU.

Arup's Land Planning & Environment team went to market to identify a Pest Control services for our contract with the GLU. The Timberscope team, a Kinaway certified business, was selected as being the most ethical, informative, and helpful and these values have shone through for the duration of the engagement.

Having not previously worked on major infrastructure projects, a collaborative approach was undertaken with Timberscope to assist with RIW certifications, site inductions and report writing.

As a result of the successful engagement on the GLU project, Timberscope were recommended to the Major Road Projects Victoria (MRPV) team to engage for their Planning Stage Predator Control Plan. The feedback from both Land Planning & Environment teams on GLU and MRPV has been that the engagement has been one of their most successful contractor engagements to date, and that the collaborative approach and investment of time in building capability of the Timberscope team, has more than paid back for itself with the additional work provided, the reputational asset of their lived ethical values in the local area, and the level of care they have taken onsite.

Arup is very proud of the relationship that has been built with Timberscope including increasing their capabilities to provide service offerings to other major projects.



Supply Nation

Arup has been a Corporate Member of Supply Nation, who manage an online database of Aboriginal and Torres Strait Islander-owned businesses, since inception. Supply Nation is a non-profit organisation that aims to grow the Aboriginal and Torres Strait Islander business sector, committed to supporting supplier diversity.



Through this relationship we hope to increase the sustainable inclusion of majority-owned Aboriginal and Torres Strait Islander businesses as meaningful participants in Arup's supply chain and within our sphere of influence. This relationship helps Arup to deliver on commitments in our RAP, our commitment to the SDGs, to meet our member expectation and continues our long-term history of engagement with First Nations peoples in Australia.

“It's great to have Supply Nation to help guide us on our journey as we work with more majority-owned Aboriginal and Torres Strait Islander business. They are insightful about working with minority-owned businesses in Australia and with trends globally.”

Gabrielle McGill

Indigenous Procurement Strategy Project Manager.



Engineering Aid Australia

Arup is an Engineering Aid Australia (EAA) partner with a relationship spanning 20+ years. Together we aim to transform lives through long lasting and valuable social outcomes, encouraging young Aboriginal and Torres Strait Islander people to consider engineering as a viable career pathway, ensuring that our pipeline of future talent includes the thought leadership, perspective, and rich cultural heritage of Aboriginal and Torres Strait Islander peoples.

Arup has supported the delivery of their Indigenous Australia Engineering School (IAES) in Warrane (Sydney) and Boorloo (Perth) for many years.

Tom Jenkins Reflection

Tom Jenkins is the Arup Warrane (Sydney) Office's EAA Project Manager and has been working closely with EAA to strengthen our involvement with and ownership of supporting Aboriginal and Torres Strait Islander opportunities.

Every year the Arup Warrane Sydney office hosts the EAA's IAES where students in Years 10-12 participate in the 'Think Like a Designer' workshop. This supported their opportunity to experience, learn and explore the possibilities of studying and working in different facets of engineering.

"I've come to realise that providing these experiences is highly valuable in nurturing existing ambitions and in stoking the flames of possibility for Aboriginal and Torres Strait Islander youth. This is the greatest opportunity that we can provide for them and them for us."



My own personal motivation to pursue reconciliation has also led to my involvement in enabling an Arup-sponsored university scholarship to Aboriginal and Torres Strait Islander students. I am excited to see this provide real meaningful experiences."

Tom Jenkins

Graduate Specialist and Arup Sydney's EAA Project Manager



Gaenor Gibbs Reflection

I was involved in the IAES planning and workshop this year and I'm incredibly proud that Arup has been involved in this workshop and is supportive of our time towards it. I'm happy that Arup partnered with EAA and am extremely supportive of all the work EAA and Arup do, enabling us to continue our journey towards achieving reconciliation.

The initiative of supporting and guiding young Aboriginal and Torres Strait Islander aspiring engineers and having them pursue STEM not only is important for the engineering industry, but their knowledge, wisdom and culture is invaluable for Arup's total architecture structure, as well as for the built environment industry in Australia. It was rewarding to see the student's hard work come to fruition with their presentations. I look forward to continuing these relationships and participating in future workshops.

Relationships

Ovingham Level Crossing

Orr Niv Shallev



The Ovingham Level Crossing Project was funded by the Australian Government and the Department for Transport and Infrastructure in South Australia to provide a benefit to the local area movements and therefore contribute to the development of a stronger connected community which was severed by the transport infrastructure. We were challenged and supported by the Department to include Aboriginal collaboration with the Kaurna people (the Traditional Owners of the Adelaide Plains) within the project. Once awarded and together with our partners at Southern Cultural Immersion we established an Aboriginal Reference Group with which we used placeholders as starting points for conversations and exploring the possibilities for the project.

We were clear that from our end, communicating clearly to all that used the bridge or passed by it that this was Kaurna Land was one of the outcomes sought; this provided everybody a goal and helped in establishing trust. The Reference Group played an integral role in the co-design process and together we created a safe space and trusting relationships so that the Aboriginal expression elements, the stories told and the public art that was commissioned to support it featured a strong Kaurna voice.



What I felt really worked was coming into this with the understanding that we're not the experts here, and we don't know what this process might look like. Asking a lot of questions and just listening and building that trust and relationships was important.

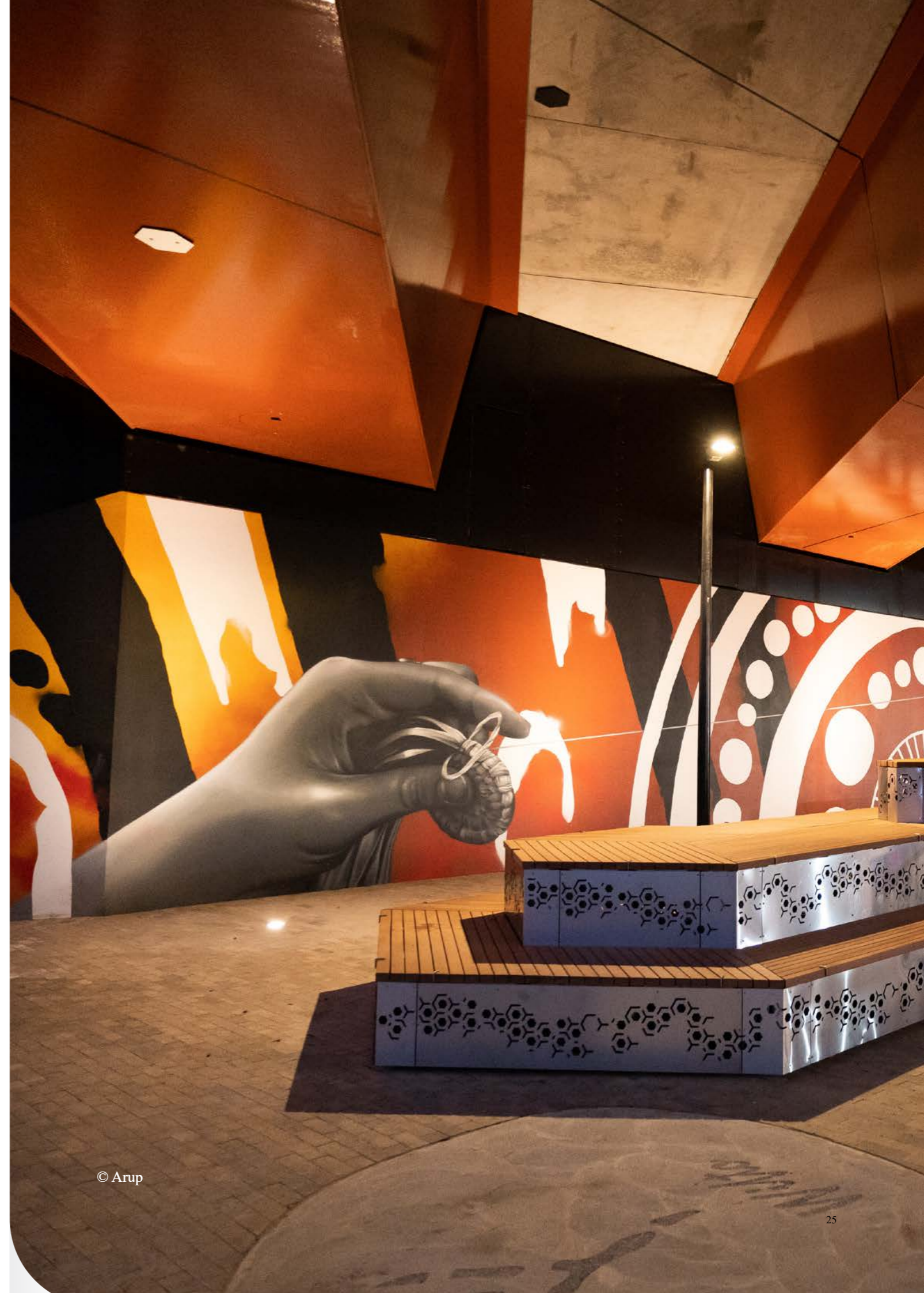
By acknowledging our mistakes and recognising that we don't have the expertise and working through things along the way, we gained a lot of trust with the community and the Reference Group.

For me personally, there is more than the standard feeling of satisfaction from a job well done. The engagement and relationship that were built through this process were pivotal and it gave a whole new sense of purpose and satisfaction. It made me realise that there is more than just the physical infrastructure and materials, there is a connection to Country and a story woven through the project.

The approach we took throughout this consultation felt like a strong step in the right direction. If more projects could come together with this level of First Nations engagement, I think it would be a great achievement on the journey to reconciliation.

When the project was still under construction, we went on site with the Kaurna Board and members of the Reference Group and the feedback we received was great, people were clearly excited.

The relationship we have established and the bar which was set in terms of Aboriginal Expression and storytelling, will hopefully live well beyond this project.





Relationships

Building relationships with Aboriginal and Torres Strait Islander peoples, businesses and communities is important to Arup and the way in which we deliver our core business activities. Through our meaningful partnerships Arup has a role to play in promoting reconciliation in our organisation and workforce, as well as with our clients and stakeholders. Arup is committed to connecting people and sharing experiences to broaden and strengthen relationships.

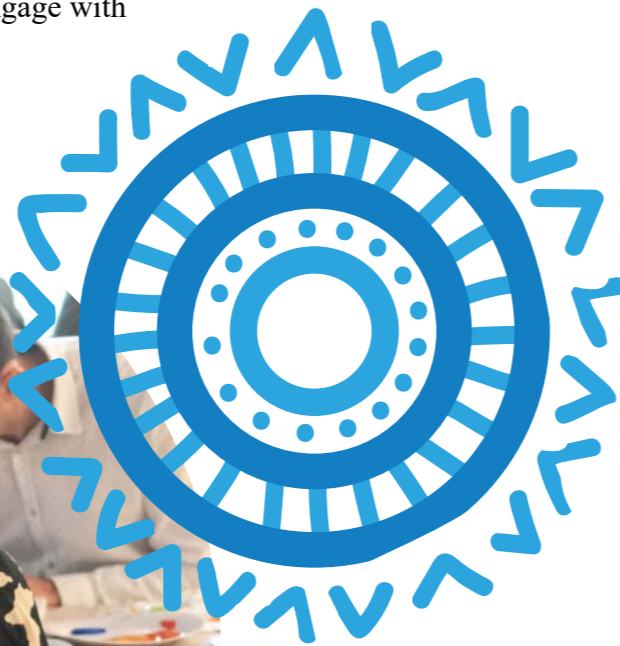
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	June 2024	First Nations Programs and Projects Leader
	Develop an engagement plan to guide how we work with Aboriginal and Torres Strait Islander stakeholders and organisations.	August 2024	First Nations Programs and Projects Leader
	Embed the Indigenous Engagement Library as a key part of the project cycle to track our projects that impact Aboriginal and Torres Strait Islander Communities, to enable the sharing of knowledge and experience across projects and organisations, leading to better outcomes and strengthened relationships.	Sep 2024	RWG Project Manager
	Appoint an Arup Relationship Manager for each significant national relationship	Jul 2024	RWG Leader
	Appoint relationship manager for each Geography to work with an external local advisor to develop region specific relationships.	August 2024	Australian Geography Leaders Representative
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and facilitate discussion around this.	May 2024, May 2025, May 2026	RWG Leader
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024, 2025, 2026	RWG Leader
	Engage with our Aboriginal and Torres Strait Islander partners to identify an external NRW event that Arup could sponsor and participate.	3 months prior to 27 May – 3 June 2024, 2025, 2026	RWG Leader
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024, 2025, 2026	Board RAP Representative
	Organise at least three NRW events each year.	27 May – 3 June 2024, 2025, 2026	Australian Geography Leaders Representative
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2024, May 2025, May 2026	RWG Project Manager

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly	Nov 2024, Nov 2025	RWG Marketing & Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. This includes our clients and project collaborators and the professional and industry organisations we are members of.	October 2024, 2025	Australian Geography Leaders Representative
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Jun 2024	RWG Marketing & Communications Manager
	Collaborate with RAP and other like-minded organisations, including our clients and partners, to share knowledge and develop innovative approaches to advance reconciliation.	Jul 2024	RWG Leader
	Share with our clients and collaborators, practical examples from projects that demonstrate how reconciliation can be achieved. For example, by directly engaging Aboriginal and Torres Strait Islander businesses and employees as part of projects and proposals.	Dec 2024	Social Value Services Leader
	Work together with our Community Engagement Partners to identify opportunities on projects or initiatives that deliver reconciliation outcomes. Target completion of one initiative per Geography annually.	Oct 2024, Oct 2025	Community Engagement Manager
4. Promote positive race relations through anti-discrimination strategies.	Undertake one Community Engagement (pro-bono) project in an Aboriginal and/or Torres Strait Islander community per year.	Feb 2025 and Feb 2026	Community Engagement Manager
	Continue to educate senior leaders on the effects of racism through the Arup mandatory 'understanding racism' and 'anti-racism training' launched in 2023, which includes impacts of racism.	Apr 2024	Equity, Diversity & Inclusion Leader
	Conduct a review of HR policies and procedures, including anti-discrimination policy, to ensure inclusion of all employees, including Aboriginal and Torres Strait Islander peoples.	Oct 2024	Equity, Diversity & Inclusion Leader
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on Arup's anti-discrimination (Equal Opportunity) policy and compulsory harassment and discrimination training (which promotes positive race relations).	Oct 2024	Equity, Diversity & Inclusion Leader
	Continue to communicate our organisation's anti-discrimination (Equal Opportunity) policy and review every 2 year's.	Dec 2024 and Dec 2025	Equity, Diversity & Inclusion Leader

Respect

Cultural appreciation

Respect cannot come without understanding. By undertaking specific work and programmes to better understand and appreciate Aboriginal and Torres Strait Islander cultures, we will create strong relationships and promote further opportunities to achieve social, economic, and environmental outcomes. We are committed to creating a culturally safe working environment and deep and meaningful relationships by raising cultural awareness within our business. We will provide opportunities for our people to learn about, engage with and celebrate Aboriginal and Torres Strait Islander peoples.

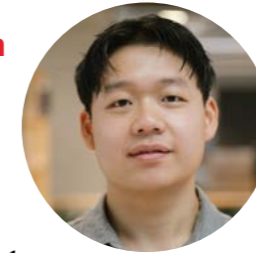


Celebrating National Reconciliation Week, art classes by Walangari Karntawarra.

© Arup

National Reconciliation Week Story

Bush to Bowl and Handry Tjo's Reflection



Arup's Warrane (Sydney) office hosted a Bush to Bowl Bushtucker Workshop in recognition of National Reconciliation Week. Bush to Bowl is an Aboriginal-owned organisation which runs workshops, programs and activities and sells native plants to create engagement with traditional Aboriginal knowledge and culture.

30 Arup staff attended the Bush to Bowl Bushtucker workshop which discussed topics including cultural practices such as cool burning, use of native plants for medicinal treatment and consumption and the Aboriginal Kinship system and the roles of individuals within this system. Attendees also learnt about the Wiradjuri Dictionary app which allows users to search for words and learn common phrases. The two-hour workshop also included catered food which used native ingredients such as lemon myrtle, finger lime and wattle seed.

'The Bushtucker Workshop was a great event that allowed me to gain more insight into Aboriginal culture. The workshop itself went through the various flora that naturally grow in the Australian bushlands and how Aboriginal people have cultivated this into their cooking and other activities. Through this workshop, I was able to gain a better understanding about the lore of the land from the Aboriginal perspective. It made me think about reconciliation at Arup and how we as Arupians can be more open and respect the culture, whether it be hosting more of these events, having symbolic art around the office, or taking part in Aboriginal activities at work in a respectful manner,' Handry Tjo, Engineer.

Queensland / New South Wales 2022

Arup's Community Engagement Programme delivers tangible sustainable and resilient benefits to communities that goes beyond our usual commercial projects.

The Community Engagement programme is a major support to our reconciliation journey and provided funding for 20 staff from the Meanjin (Brisbane) and Warrane (Sydney) Arup offices to participate in the Habitat for Humanity Australia (HfHA) NAIDOC Week Brush with Kindness programme during 2022. HfHA is a not-for-profit organisation that provides access to shelter to bring stability and autonomy to those facing homelessness.

The programme works with Aboriginal and Torres Strait Islander partners and families who are experiencing homelessness, often due to domestic and family violence. Arup staff spent a day volunteering their time to sand, paint, garden and weed, replace flyscreens and other general maintenance to improve the living environment standards for these families.

'It was rewarding to get out of the office with a few colleagues and use my time to do a small task of giving a house a refresh with a new lick of paint, contributing to the larger important work this organisation (HfHA and their partner) does, helping provide families in need with a safe and comfortable homes.'

Bryn Hearder
Consultant

Respect

Macarena Martinez Medina

Project experience



I had the opportunity to participate in a Walk On Country with an Aboriginal consultant as part of my site through the knowledge of work on the Parramatta Light Rail Stage 2 project. It was an enlightening experience to look at our project Aboriginal peoples.

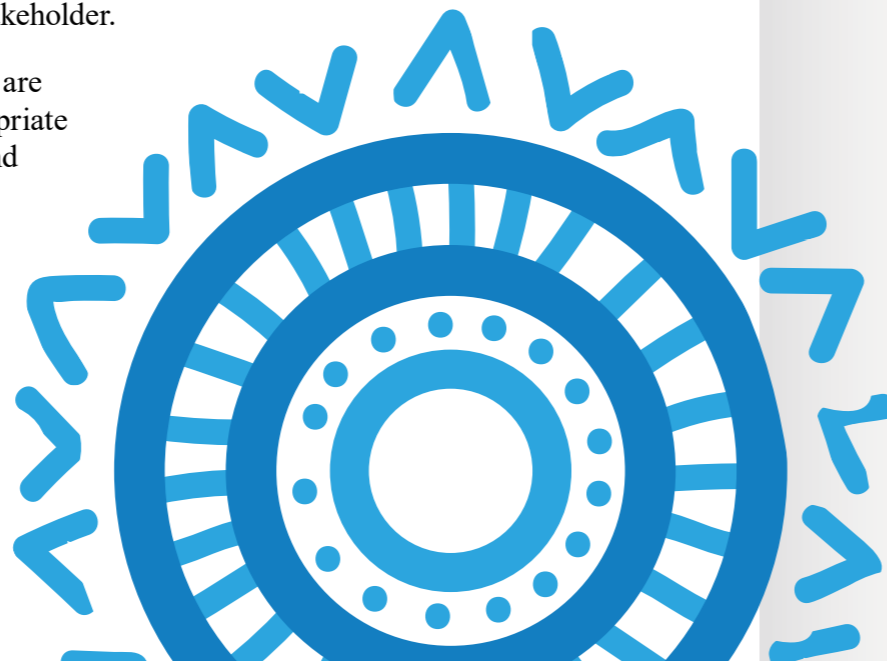
We learnt about the importance of certain areas and plant species, and the role these have in their traditions. At the same time, we also shared the excitement for a significant infrastructure that will provide societal benefits to all its users, albeit inevitably having an impact on this land and these species.

My key takeaway from this session was that incorporating an Aboriginal and Torres Strait Islander perspective into the project planning and development is key to understanding impacts, and how these may be mitigated. Without appropriate engagement these may be based on incorrect assumptions.

One example of this is the constraint that a mangrove area was imposing into our design, and how we were wrongly trying to limit the physical impact to the boundary of this area. It turns out that right between the tide lines behind the mangroves is where saltmarsh grows. It was the first time that I heard about saltmarsh and the Aboriginal consultants gave a lot of insight and background of why it's important to the area and the Traditional Custodians.

Through this same exercise, and some other project experiences, I have also understood that engaging with Aboriginal and Torres Strait Islander peoples is not limited to identifying the relevant Aboriginal Land Council and including them as a stakeholder.

Not all Aboriginal and Torres Strait Islander peoples are necessarily represented by these councils, and appropriate engagement requires more careful planning, time, and effort, which I will endeavour to account for in my projects going forward.



Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, histories, knowledge and rights is important to Arup as well as our core business activities. Arup is committed to developing and strengthening relationships which is built on respect and trust. It is important that Arup is a business that respects Aboriginal and Torres Strait Islander cultures and continues to learn from Aboriginal and Torres Strait Islander peoples. Arup is committed in having a culturally safe environment where Aboriginal and Torres Strait Islander staff thrive and non-Aboriginal and Torres Strait Islander peoples learn, grow and educate themselves through a number of opportunities and initiatives created by Arup.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Aug 2024	Learning & Development Leader
	Consult with local Traditional Owners to guide the development of the Cultural Learning Strategy	Sep 2024	RWG Leader
	Develop, implement, and communicate a Cultural Learning Strategy document for our staff.	Dec 2024	Learning & Development Leader
	As part of the development of the Cultural Learning Strategy, review existing online cultural awareness training and review targets to enable completion that is greater than 20% by Australian workforce.	Oct 2024	Equity, Diversity & Inclusion Leader
	Through the development and delivery of the Cultural Learning Strategy, support opportunities for Senior Leadership, RAP Working Group members, People + Culture team and staff to participate in formal and structured cultural learning.	Nov 2025	Board RAP Representative
	Provide cultural awareness training to hiring managers to equip them with the required skills for the recruitment process of hiring Aboriginal and Torres Strait Islander candidates.	Nov 2025	Talent Acquisition
	Support and provide opportunities for staff to undertake place-based cultural awareness training, facilitated by Traditional Owners	Nov 2025	Australian Geography Leaders Representative
Develop a Designing for Impact workshops program as part of the Cultural Learning Strategy to support teams to understand place-based strategies and policy to inform design outcomes on our projects.	Apr 2025	Social Value Services Leader	



Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Continue to facilitate cultural protocols training sessions for teams across Arup’s Australian offices. We will do this by hosting a minimum of 1 session per year in each major office where Traditional Owners facilitate cultural protocols learning session for staff. Minimum participation of 15 people per session.	Nov 2024, 2025	Australian Geography Leaders Representative
	Continue to increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. We will do this through intranet articles and resources, and as set out in the Cultural Learning Strategy.	Nov 2024	RWG Leader
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year in each geography. This will be delivered by the events coordinator and/or Geography Leader in each Australian geography.	Oct 2024, 2025	Australian Geography Leaders Representative
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2024	Australian Geography Leaders Representative
	Review, update and communicate a cultural protocols document, as part of the Cultural Learning Strategy, including protocols for Welcome to Country and Acknowledgement of Country.	Jan 2025	Learning & Development Leader
	Support each office within Geographies to investigate ways to incorporate Aboriginal and Torres Strait Islander art and design within office environments	Nov 2024	Australian Geography Leaders Representative
	Support each office within Geographies to investigate ways to incorporate Aboriginal and Torres Strait Islander design into our Arup corporate wear.	Nov 2024	Australian Geography Leaders Representative

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Senior leadership and RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024, 2025	RWG Leader
	Appoint a champion in each office to promote participation in external NAIDOC events.	April 2024	Australian Geography Leaders Representative
	Review, maintain and promote policies and procedures to remove barriers to staff participating in NAIDOC Week.	Jun 2024	RAP Board Representative
	Encourage staff to utilise Arup’s NAIDOC Leave policy to attend external events in the local community.	First week in July 2024, 2025	Australian Geography Leaders Representative
	Promote and encourage all staff to attend and participate in external events during NAIDOC Week.	Jun 2024, Jun 2025	Australian Geography Leaders Representative
	Promote and encourage all staff to attend and participate in events organised internally and external events outside of NAIDOC Week such as National Reconciliation Week.	Sep 2024, Sep 2025	Australian Geography Leaders Representative
8. Increase understanding of the Uluru Statement from the Heart	Implement an education and awareness program to assist staff to become informed on the Uluru Statement from the Heart, by sharing available information and facilitating discussions in our offices led by First Nations voices.	May 2024	RWG Leader
	Maintain relationships with the First Nations people who shared their views of the Voice to Parliament Referendum with our staff and invite them to share their perspectives post referendum.	Jun 2024, Jun 2025	Australian Geography Leaders Representative
	Share knowledge and promote discussion on the Uluru Statement from the Heart with our external stakeholders including our clients and project collaborators and the professional and industry organisations we are members of.	Oct 2024, Oct 2025	Australian Geography Leaders Representative

Opportunities

CareerTrackers

Arup has partnered with CareerTrackers since 2016, to date supporting eleven interns during Summer and Winter internships throughout Australia.

Arup is committed to providing opportunities for Aboriginal and Torres Strait Islander students and staff to not only excel at their careers and professional development but create positive lasting relationships.

Race, Ethnicity and Culture Action Plan



Arup continues to eliminate barriers to recruitment and ensure our workplaces are more inclusive spaces. Arup's person-centred Equal Opportunity Policy focuses on the prevention of discrimination

and inequality and includes multiple pathways to address concerns and multiple contact points to raise concerns.

The Arup RECAP or Race, Ethnicity and Culture Action Plan includes the provision of mandatory understanding racism and being anti-racist training for all staff. Arup is a sponsor and contributor to the Diversity Council Australia Racism at Work leading practice research report.

“DCA is so proud to be working with Arup to deliver anti-racism training across their Australian workforce. It's exciting to see such a major Australian organisation doing the work not only to not be racist, but to embed anti-racism across their workforce.”

We partnered with Arup on the groundbreaking Racism at Work report, and we want to acknowledge and thank Arup for that support and also their ongoing commitment to anti-racism.”

Virginia Mapedzahama

PhD (she/her), Director, Member Education – Diversity Council Australia

Perth Cadetship Program

Arup partners with TAFE Western Australia to provide a cadetship for Aboriginal and Torres Strait Islander students.

The program initially employs Aboriginal and Torres Strait Islander Australians and provides them with a space to develop their engineering drafting skills through enrolling them as students in TAFE.

Critical to the program's success has been Arup's commitment to providing a full-time under-graduate paid position which includes a mix of both project work and time to complete a Diploma in Engineering Technical. Other employment pathways were considered however the full-time employment module was the one with the greatest success. Once students complete their TAFE Diploma they move to a graduate position.

Students are partnered with an Arup buddy to provide on the job learning and support. Arup ensures students have exposure to working in a professional office environment and an opportunity to increase their technology and computer skills. In return, Arup is learning from the students about what support firms can provide for cultural safety.



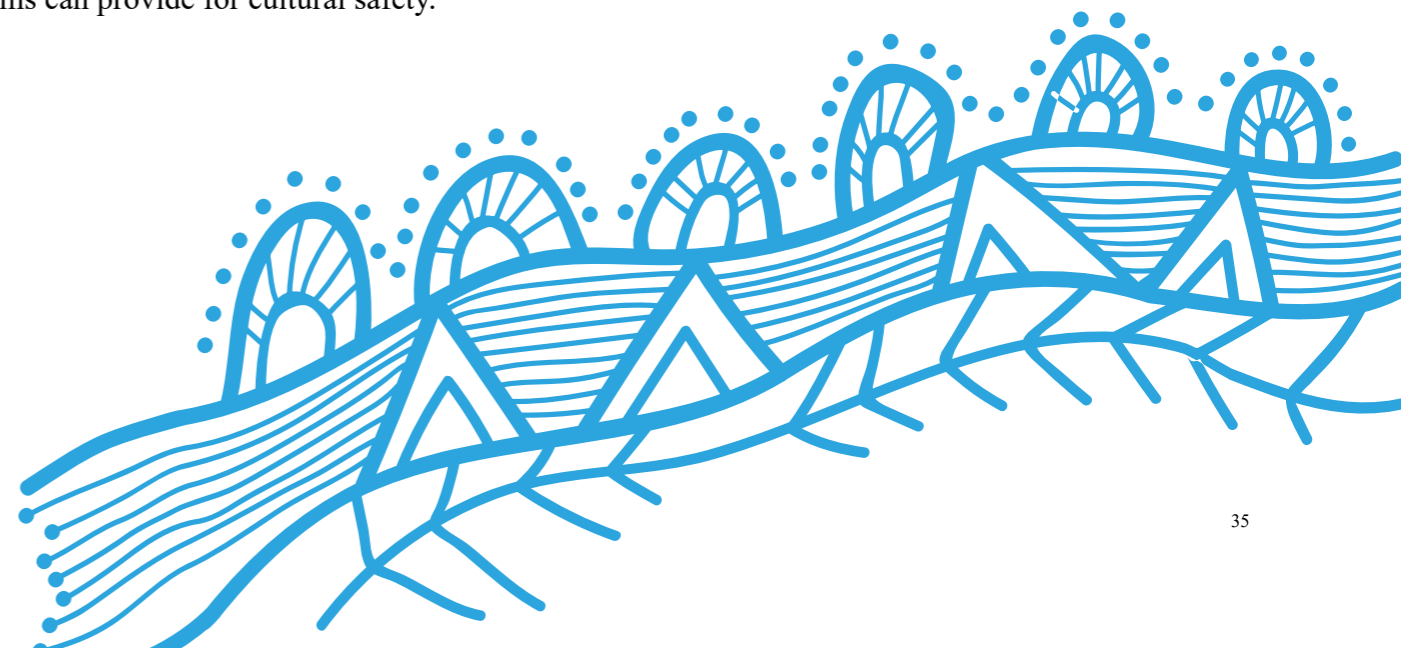
“I am passionate about Aboriginal employment and the cadetship program came about after positive relationships were built with local not-for-profits and TAFE's Aboriginal Officers.”

Matt Stovold, Program leader



“Arup's cadetship program opened doors for me at a very young age. I was provided with education towards a profession and a stable job that I enjoyed the more I learnt. It is because of this program I am committed to positively contributing back into the company in whatever ways possible.”

Sativa O'Connor



Opportunities



Andrew Burns
First Nations member reflection

As a proud Dharug and Yorta Yorta man, activism and collaboration has run through my bloodlines for generations; from the formation of “the blacks town” in western Sydney, to the Cummeragunja Walk Off in the pursuit for a better life. These echoes of the old ones have guided my own self-determination to joining Arup in a role that has a strong focus on procurement and building opportunities with Aboriginal and Torres Strait Islander businesses.

While I am still new to Arup, I have had a fortunate journey throughout my career embedded in end-to-end supply chains within logistics, manufacturing, defence, and aerospace, as well as developing internal policy to increase procurement, participation, and engagement for Aboriginal and Torres Strait Islander businesses. With my business and operations acumen merging together with my cultural acumen, it is my role’s responsibility to assist the diversity of Arup’s supply chain and envelop more Aboriginal and Torres Strait Islander businesses into the work that we do.

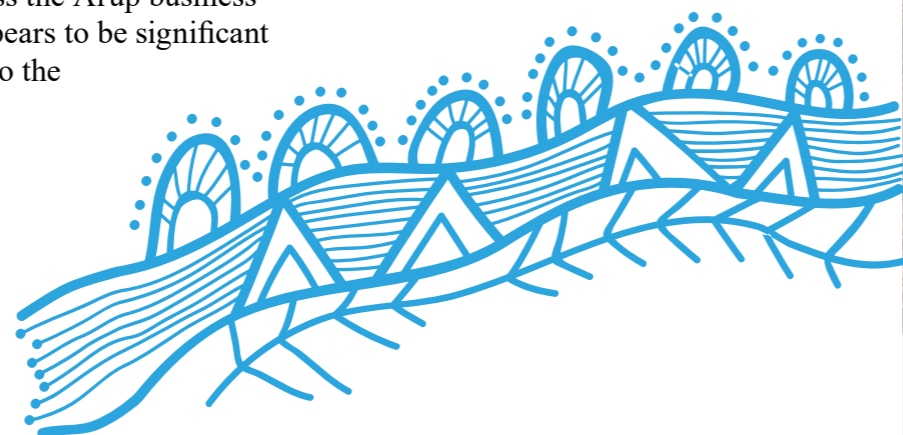
The reason why I joined Arup is that my personal pursuit of sustainability and integrity for First Nations communities were closely aligned with Arup’s values.

Having been through that door, I can reflect on my beliefs at the time and know that they were founded and true. I have enjoyed learning about the pursuits and strategies Arup have implemented to increase Aboriginal and Torres Strait Islander engagement as a community and stakeholders in complex projects.

I see strong relationships forming across the Arup business landscape and know that while this appears to be significant progress in reconciliation, these are also the first steps on a progressive journey.

“The reason why I joined Arup is that my personal pursuit of sustainability and integrity for First Nations communities were closely aligned with Arup’s values.”

Andrew Burns
Indigenous Procurement Specialist



Grandmother tree, Dharug Country
© Andrew Burns

Opportunities



Indigenous Procurement Strategy

Arup is committed to diversifying our supply chain, and this is evidenced by our Indigenous Procurement Strategy which is one of our key commitments under our Reconciliation Action Plan.

We know that procurement from Aboriginal and Torres Strait Islander businesses provides diversity of thought to the solutions we deliver for clients, as well as delivering significant social and economic benefit to the community: for every dollar of revenue, Aboriginal and Torres Strait Islander enterprises create \$4.41 of economic and social benefit – an unmatched return on investment for many businesses.

As well as having our internal Indigenous Procurement Strategy, Arup has demonstrated expertise meeting Australian, State and Territory government procurement and participation targets associated with the delivery of government funded building and infrastructure projects.

Supply Nation Indigenous Business Tradeshow, 2023

© Jillian Mundy Photography

**\$1 revenue
= \$4.41**

of economic and social value for Indigenous business.

Gabrielle McGill

Indigenous Procurement

Over the last three years I've had the pleasure of working with Arup around their Indigenous Procurement Strategy. The Indigenous Procurement Strategy commits to the sustainable inclusion of majority owned Aboriginal and Torres Strait Islander businesses as meaningful participants in Arup's supply chain and within our sphere of influence. Working on the Indigenous Procurement Strategy has opened my eyes. I've learned of the challenges Aboriginal and Torres Strait Islander businesses face when being asked to engage with an organisation like Arup, I've learned of the challenges Arup members face when working with Aboriginal and Torres Strait Islander business for the first time, I've learned of the changes we're seeing within the Aboriginal and Torres Strait Islander business sector which is growing rapidly.

While the challenge ahead of us is enormous, I am also filled with excitement of the change that is possible within our organisation and our sector to shift the dial on engineering's engagement with Aboriginal and Torres Strait Islander business. Every time a new person at Arup asks about what they can do to start engaging with Aboriginal and Torres Strait Islander business I'm thrilled.

One of my favourite reflections came from our Corporate Services team. In 2021, Arup hosted a discussion between Kerryn Coker (Arup Australasia Co-Chair) and Adam Goodes CEO, iDiC about Adam's journey and inspiration to establishing iDiC, insights into the challenges and barriers that Aboriginal and Torres Strait Islander business face and the role Arup can play.

Following this session our Regional Travel Manager reached out to ask the Indigenous Procurement team to help inform Arup's hotel tender.

The Indigenous Procurement team provided advice about inclusion of questions, related to how our suppliers were considering Indigenous procurement within their organisations such as:

Are Supply Nation-registered businesses part of your supply chain?

Do you have a Reconciliation Action Plan for your Australian operations?

What work are you doing to increase Aboriginal and Torres Strait Islander employment within your organisation?

Inclusion of these questions drew out great stories for how our potential suppliers including with Indigenous procurement within their supply chain and also helped provide another criterion for Arup to use to determine who should be included in our Supply Chain.

I hope that we ultimately see that people all across Arup feel comfortable engaging with majority-owned Aboriginal and Torres Strait Islander suppliers for their projects and that Arup has several key relationships with majority owned Aboriginal and Torres Strait Islander suppliers who are able to help us deliver value to our clients.

Our Reconciliation Journey

IPS Project Story

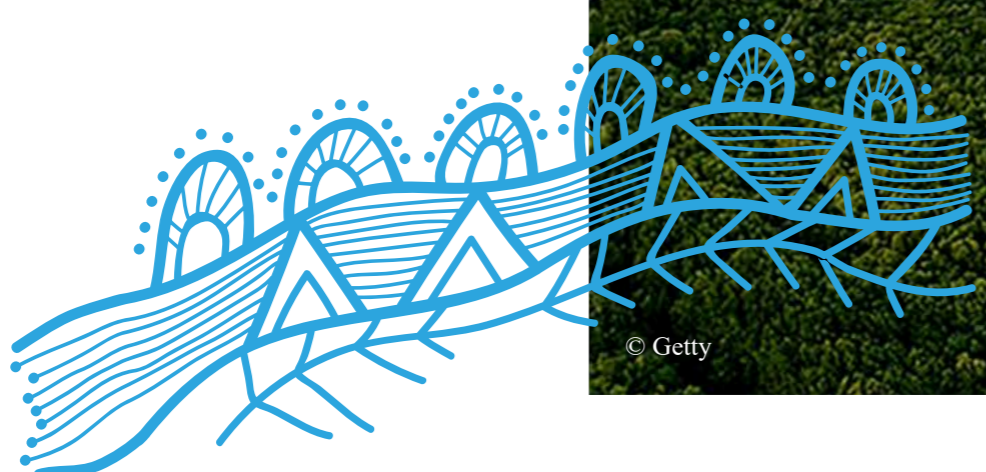
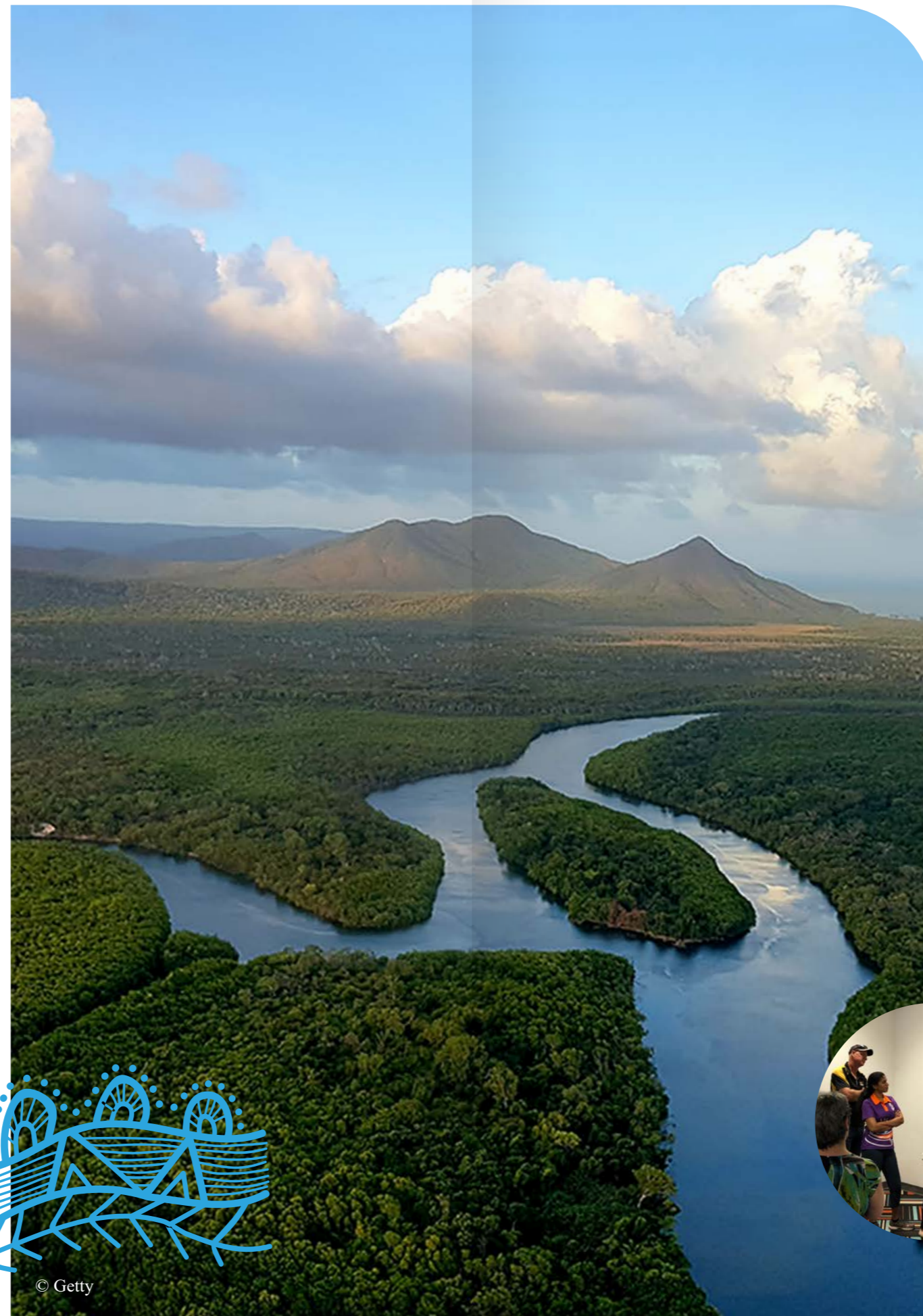
Cape York, Torres Strait and Gulf Economic Opportunities Plan

Working with community to identify opportunities to create and drive economic growth. Torres Cape Indigenous Council Alliance (TCICA) represents ten of Queensland's 13 (formerly 14) Aboriginal and Torres Strait Islander local governments fostering cooperation and resource sharing between member councils while advocating for regional positions and priorities.

TCICA procured Arup to identify culturally and environmentally sensitive economic opportunities for the Cape York, Torres Strait and Gulf Economic Opportunities Plan.

The project consulted with several different communities, each faced with unique challenges, to identify economic and social investment opportunities, focusing on region-wide opportunities rather than localised projects.

With a strong focus on engaging and working with representatives from Aboriginal and Torres Strait Islander Councils, our team recognised the benefits of procuring a consultant with an understanding of local Aboriginal and Torres Strait Islander communities and cultures to help facilitate conversations with these communities.



© Getty



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“It was invaluable having an Aboriginal and Torres Strait Islander consultant with a cultural understanding of the region on our team. Andrew asked local stakeholders more challenging questions our team may not have felt comfortable asking, and this strengthened our engagement and ultimately improved the project outcomes.”

Sara Golingi

Senior Planner, Arup

Through our internal networks, the project team connected with Andrew Lane, one of a few of Australia's Aboriginal and Torres Strait Islander architects, Arup alumni, and owner of IndijDesign, a majority-owned Aboriginal and Torres Strait Islander business. Andrew's experience working in the region, extensive local knowledge, and stakeholder engagement experience made him a valuable asset to the team.

Working with community, our team deepened their knowledge of the great diversity in different Aboriginal and Torres Strait Islander communities and individuals. Andrew's cultural knowledge and experience helped the project team navigate these differences as they undertook stakeholder engagement activities across the region. He had the confidence to ask questions outside the project team's comfort levels, strengthening our engagement and ensuring the project outcomes reflected the community's perspective.



Opportunities

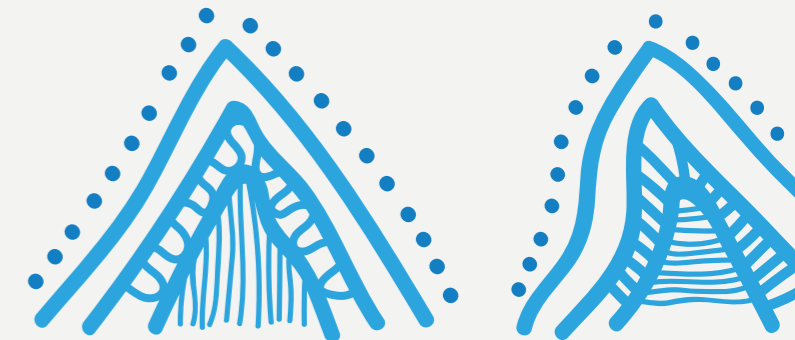
We will continue to provide sustainable, mutually beneficial employment and business opportunities for Aboriginal and Torres Strait Islander peoples. By ensuring there are no barriers to recruitment, our workplace is inclusive of all people, and we create meaningful career pathways and opportunities, we strive to increase the number of Aboriginal and Torres Strait Islander peoples within Arup. In addition, we will sharpen our focus on Aboriginal and Torres Strait Islander suppliers of products and services leading to an increase in opportunities for all.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Oct 2024	Equity, Diversity & Inclusion Leader
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development practices.	Oct 2024	Equity, Diversity & Inclusion Leader
	Review, update and communicate Arup's Indigenous Employment Strategy, including consideration of targets for direct employment of Aboriginal and Torres Strait Islander peoples.	Oct 2024	Equity, Diversity & Inclusion Leader
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Nov 2024, Nov 2025	Talent Acquisition Lead
	Review recruitment policies and practices to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jul 2024	Talent Acquisition Lead
	Increase the percentage of Aboriginal and Torres Strait Islander staff offered employment opportunities, including through Arup's CareerTrackers partnership which integrates with the Arup Vacation Program.	Jan 2026	Talent Acquisition Lead
	Maintain the role of First Nation's Lead within Arup.	May 2024	Social Value Service Lead
	Develop a framework for interviewing Aboriginal and/or Torres Strait Islander candidates for roles as part of the Arup Indigenous Employment Strategy.	Jul 2024	Talent Acquisition Lead
	Engage an external provider to support bi-annual professional development sessions for Arup's Aboriginal and Torres Strait Islander employees as part of the Arup Indigenous Employment Strategy.	Aug 2024, 2025 and Jan 2025, 2026	Equity, Diversity & Inclusion Leader

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Continue to implement the Indigenous Procurement Strategy launched in 2023.	May 2024, May 2025	Head of Corporate Services
	Continue to maintain relationships with organisations who provide access to Aboriginal and Torres Strait Islander businesses such as membership with Supply Nation and Kinaway and partnership with iDiC.	May 2024, 2025	Head of Corporate Services
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Jun 2024, Jun 2025	Head of Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Nov 2024	Head of Corporate Services
	Through implementation of our Indigenous Procurement Strategy continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses across our geographies.	Oct 2024, Oct 2025	Head of Corporate Services
	11. Continue to strengthen partnerships which support Aboriginal and Torres Strait Islander youth to pursue Science, Technology, Engineering and Mathematics (STEM) careers.	Continue to partner with Engineering Aid Australia to support the delivery of their Indigenous Engineering Australian Schools (IEAS) programs in Sydney (Sydney University) and Perth (Curtin University).	January 2025, 2026 and July 2024, 2025
Continue to partner with Victorian Indigenous Engineering Winter School (VIEWS) to deliver student mentoring, and engineering and design-based workshops.		Jul 2024 and Jul 2025	RWG Leader

Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Quarterly from Mar 2024 to Mar 2026	RWG Leader
	Review Terms of Reference as RAP Working Group continues to meet.	Dec 2024 and Dec 2025	RWG Leader
	Meet at least four times per year to drive and monitor RAP implementation.	Quarterly from Mar 2024 to Mar 2026	RWG Project Manager
13. Provide appropriate support for effective implementation of RAP commitments.	Define and seek endorsement for resource needs for RAP implementation.	Dec 2024, Dec 2025	RWG Leader
	Endorse and provide resources for delivery of RAP.	Feb 2025, Feb 2026	RAP Board Representative
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Quarterly from Mar 2024 to Mar 2026	RWG Leader
	Appoint and maintain an internal RAP Champion from senior management.	Dec 2024, Dec 2025	Australasia Region Board Co Chairs
	Maintain an external Aboriginal and/or Torres Strait Islander Advisor on the RAP Working Group, currently provided through the partnership agreement with iDiC.	April 2024	iDiC Relationship Manager
	Develop a business case to increase external representation through establishment of an Aboriginal and Torres Strait Islander advisory group to advise the RAP Working Group on our RAP and to advise senior leaders on the impact of our strategic business decisions on Aboriginal and Torres Strait Islander peoples.	Feb 2025	RAP Board Representative
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Mar 2024	RWG Project Manager

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024 June 2025	RWG Project Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2024, 1 August 2025	RWG Project Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2024 30 September 2025	RWG Project Manager
	Report RAP progress to all staff and senior leaders quarterly.	Quarterly 2024, 2025	RWG Marketing & Communications Manager
	Publicly report our RAP achievements, challenges, and learnings, annually.	November 2024, November 2025	RWG Marketing & Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Jan 2026	RWG Project Manager
15. Continue our reconciliation journey by developing our next RAP.	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Mar 2026	RWG Project Manager
	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2025	RWG Project Manager





Continuing to shift to
shape an even better world

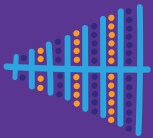
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Progress



Genuine



Guiding



Inclusion



Meaning



Loyalty



Inspiring