

# Innovate Reconciliation Action Plan

May 2024 – May 2026

A decorative border on the left side of the page, featuring traditional Aboriginal art patterns. It includes concentric circles, dots, and wavy lines in earthy tones of red, brown, and yellow. The border follows the curve of the page, starting from the top left and ending near the bottom left.

## Acknowledgment of Country

Turner & Townsend acknowledges the Traditional Owners of all lands on which we do business. We extend our respect to all Traditional Owners, and Aboriginal and Torres Strait Islander peoples across the diverse lands of our country.

We pay our respect to their Elders, cultures, customs, creation spirits and heritages past and present. We recognise the continuing connection and importance that land and Country has to the identity, strength and wellbeing of individuals, families and communities of the first sovereign nations right across this country.

Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images or names of people who have since passed away.

# Message from Chief Executive Officer, Reconciliation Australia



Reconciliation Australia commends  
Turner & Townsend on the formal  
endorsement of its inaugural  
Innovate Reconciliation Action Plan  
(RAP).

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

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

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

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Turner & Townsend is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

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

Congratulations Turner & Townsend on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



## Our RAP artwork



In 2023, we commissioned Naomi Buchanan, a proud Wadja Wadja and Butchulla woman, to create an artwork for our RAP journey. Naomi first started painting in Year 10 and fell in love with it. She has since graduated from high school on a Yalari scholarship and is continuing her love for painting by completing a Bachelor of Contemporary Indigenous Art at Griffith University. The RAP artwork can be seen in our Sydney office. Naomi carefully considered the palette selection for the piece, where the green is shown to represent working inclusively and in harmony with the land and the environment, and the brown representing the growth of infrastructure and a productive world. Together they are demonstrated to strengthen our community, creating change and growth for all Australians.



## Our Managing Director's message



Built on a platform of diverse culture, Turner & Townsend accepts and embraces all communities where we work across the globe. Since 1946, the continued development of our people is core to our approach and is a pillar of maintaining consistency.

In 2017, we became a participant of the United Nations Global Compact (UNGC) and aligned our approach to the Global Compact's ten principles and the Sustainable Development Goals (SDGs). We have mapped our approach to 11 SDGs and prioritised four that are the most material to our business:

- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 9: Industry, Innovation & Infrastructure
- SDG 11: Sustainable Cities & Communities

We are determined to play our part in achieving these goals to help end poverty, protect our planet, and ensure prosperity for all. The world is changing, and we know that we have a responsibility to support that change and deliver service excellence and great outcomes for our people, clients, markets, and communities. We want to help build opportunities that are open to all and for society to have a positive impact on the natural world around it. We value that we are stronger together by connecting with diverse teams.

We are always learning from our experience, and we respect and make time to give everyone a voice. This stoic belief is the foundation on which our RAP derives, developing great intentions into tangible and measurable actions, whilst providing positive employee and client experiences.

Following on from our Reflect RAP, I am pleased to introduce our Innovate RAP. I am proud of the work we have done so far and the foundation we have built. We recognise that engagement and the relationships developed with local communities and our project stakeholders are crucial in making lasting impacts. As we embark on the next phase of our journey, we will continue to build harmonious relationships and work collaboratively with the wider nation to reach our vision.

Thank you to our RAP Working Group, and all involved people to date, for their time and efforts taken to listen, learn and share. I hope to see you all involved in this next stage of our journey, working toward reconciling Australia together.



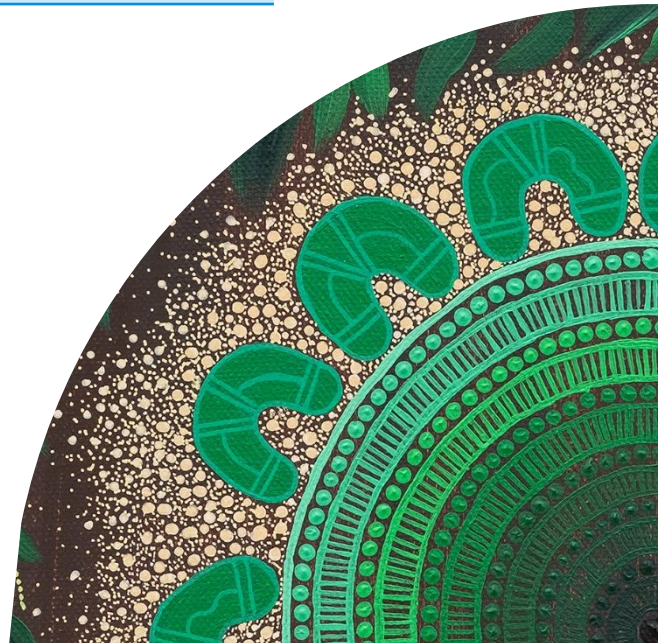
**Darren Munton**  
Managing Director, Australia & New Zealand  
Turner & Townsend



**United Nations**  
Global Compact

We are committed to ten United Nations Global Compact (UNGC) principles:

|                        |              |                                                                                                                                                                            |
|------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Human rights</b>    | Principle 1  | <ul style="list-style-type: none"> <li>Businesses should support and respect the protection of internationally proclaimed human rights; and</li> </ul>                     |
|                        | Principle 2  | <ul style="list-style-type: none"> <li>make sure that they are not complicit in human rights abuses.</li> </ul>                                                            |
| <b>Labour</b>          | Principle 3  | <ul style="list-style-type: none"> <li>Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;</li> </ul> |
|                        | Principle 4  | <ul style="list-style-type: none"> <li>the elimination of all forms of forced and compulsory labour;</li> </ul>                                                            |
|                        | Principle 5  | <ul style="list-style-type: none"> <li>the effective abolition of child labour; and</li> </ul>                                                                             |
|                        | Principle 6  | <ul style="list-style-type: none"> <li>the elimination of discrimination in respect of employment and occupation.</li> </ul>                                               |
| <b>Environment</b>     | Principle 7  | <ul style="list-style-type: none"> <li>Businesses should support a precautionary approach to environmental challenges;</li> </ul>                                          |
|                        | Principle 8  | <ul style="list-style-type: none"> <li>undertake initiatives to promote greater environmental responsibility; and</li> </ul>                                               |
|                        | Principle 9  | <ul style="list-style-type: none"> <li>encourage the development and diffusion of environmentally friendly technologies.</li> </ul>                                        |
| <b>Anti-corruption</b> | Principle 10 | <ul style="list-style-type: none"> <li>Businesses should work against corruption in all its forms, including extortion and bribery.</li> </ul>                             |



## Words from our Chair



Reconciliation is a key element of our Corporate Responsibility strategy which supports Turner & Townsend's Purpose of transforming performance for a green, inclusive and productive world. I am delighted to continue our reconciliation journey through our Innovate RAP, working together for meaningful change and an equitable and reconciled Australia.

It is our aim to escalate mutually beneficial respect for differing cultures, encouraging a more trusting environment, a heightened collaborative and engaging workplace, and adopting a more in depth understanding and knowledge of Aboriginal and Torres Strait Islander peoples. This will be achieved by increasing our organisation's cultural capabilities, working cohesively with local organisations and partnering and advocating for the social and economic advancement of Aboriginal and Torres Strait Islander peoples.

We are proud to have been one of the first in our industry to establish a RAP. Through our journey we have uncovered a significant opportunity to bring further attention to reconciliation internally within Turner & Townsend and externally to our clients, partner organisations and suppliers, setting new standards for our industry. Our world is changing, Australia's needs are changing, and our industry needs to respond. We acknowledge that it is our responsibility to challenge the existing standard, be a catalyst for change and foster inclusivity for all. Following our Reflect RAP, we have learnt how much more there is to be done and, as much as we wish there was one simple solution and path, we know that we all have to work hard together to progress reconciliation in Australia for a more equal and respectful future. We hope to inspire our peers to join us on this journey with Reconciliation Australia. Together, we will transform performance and lead our industry to deliver a positive impact for future generations within Aboriginal and Torres Strait Islander communities.

We seek to build a world where opportunities are open to all, people can live healthy and safe lives and society has a positive impact on the natural world around it. We recognise building relationships with Aboriginal and Torres Strait Islander communities is a key part of this aspiration. Our Purpose; transforming performance for a green, inclusive and productive world, is central to this and our people live our Purpose every day. The commitment, capability and care our people bring is what makes a difference.

We believe that we cannot live our Purpose, nor aid in Reconciliation Australia's vision for a reconciled Australia, without building an inclusive world and embracing the strength and wisdom available from the wider Aboriginal and Torres Strait Islander communities.

**Liz Coop**  
Human Resources Operations Director, ANZ  
Reconciliation Working Group Chair  
Turner & Townsend

# Our vision for reconciliation

Our Innovate RAP vision is to work towards further closing the gap in education and employment outcomes to improve the social and economic status of Aboriginal and Torres Strait Islander communities and other Australians through community engagement, working together and the provision of working opportunities within the construction industry.

From the lands and the waters to the horizon and the sky of Australia, our business's local presence and reach present a significant opportunity to create long-lasting sustainable and social outcomes for our planet and communities.

Guided by our Purpose of making the difference; transforming performance, for a green, inclusive and productive world, we deliver transformational programs across the real estate, infrastructure, and natural resources sectors. Given the interconnectedness between the programs and Aboriginal and Torres Strait Islander peoples land and communities, we recognise the important role we must play in enabling a way forward for reconciliation.

Our aim is to escalate mutually beneficial respect for differing cultures, encouraging a more trusting environment, a heightened collaborative and engaging workplace, and adopting a more in depth understanding and knowledge of Aboriginal and Torres Strait Islander peoples. This will be achieved by increasing our organisation's cultural capabilities, working cohesively with local organisations and partnering and advocating for the social and economic advancement of Aboriginal and Torres Strait Islander peoples.

## Our business

For more than 75 years, we have been helping to deliver transformational programs across the real estate, infrastructure and natural resources sectors, making a difference to people's lives and meeting the ambitious goals our clients have set.

With over 120 offices in 50 countries, we draw on our extensive global and industry experience to manage risk while maximising value and performance during the construction and operation of our clients' assets.

With ten offices across each state and territory in Australia, (excluding Tasmania), and more than 1,000 people nationally, with two employees identifying as an Aboriginal and/or Torres Strait Islander person, we are committed to excellence in quality and service delivery of our valued clients' assets. Our national presence has created trust that creates the conditions to deliver better, more ambitious programs, large and small, for our local and national clients.

In an ever-changing world, as client challenges shift and pressures to deliver return on investment drive ever higher, we keep finding new ways to make a difference. It is not just an outcome we strive towards – it is one that drives us and gives us our unique perspective on the world. That is how our Purpose – we are making the difference; transforming performance for a green, inclusive and productive world – enables us to deliver sustainable value to our clients and by applying our expertise, we are shaping a better built environment for future generations.

**Our teams** are deeply committed to working with our clients to add value to their projects and are focused on delivering value every day.

**Our business** approach, culminated with our strength and depth, provides us with capacity, capability, and robust solutions to meet our clients' needs.

**Our people** are at the heart of our business, promoting integrity in everything we do, ensuring a positive employee experience.

**Our culture** is underpinned by our organisational values which align the way we work. Our values guide the behaviours we need to transform performance and help us to live our Purpose every day. The commitment, capability and care our people bring is what makes a difference and guiding that are our three values.

We love a challenge and we work hard to make change happen and see things through. We don't stand still, challenging ourselves and others to do better every day and we are trusted to do the right thing, raising standards all the time.



We're stronger together by connecting people in diverse teams, so that we can all collaborate to deliver our best work. We focus on what matters and use our influence to build a better world for all.



We help each other to make the most of our potential, always learning from our experience. We treat each other with care and respect and make time to give everyone a voice.



## Our Commitment to Inclusion

Our industry has amazing potential to lead the way for a more inclusive world. By working together, we can deliver clean water and power, safe housing and more reliable infrastructure to the people who need it most.

Our business is home to a rich mix of unique individuals, helping to make the difference for our clients and the communities in which we work and live. Our success stems from our people and a diversity of experience, perspective and understanding. We strive to represent the communities in which we live and work, to ensure we can best meet our clients' needs and open up opportunities in our society to create shared value within community. In the context of reconciliation, this means strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.

To bring focus to how important this is to us, in 2022, we made a Commitment to Inclusion. We are focused on making a step change for everyone. Our intention to be the most inclusive organisation in our industry is strong. As a growing business, we must help build a world where everyone, including underrepresented groups, can succeed.

Our commitment is that all of us within Turner & Townsend always treat others as "someone" and never "something".

Since making our Commitment to Inclusion, we have taken some important steps across our region to ensure we are bringing out the best in everyone, increasing the diversity of our workforce and making Turner & Townsend a more inclusive workplace. We recognise inclusion is unique to every individual and we want to help people feel comfortable and confident to be themselves. This means giving everyone a voice and valuing their unique skills, background, experiences, and abilities.

Our Commitment to Inclusion is fundamental to our Purpose: We are making the difference; transforming performance for a green, inclusive and productive world. Our focus on inclusion, is rooted in the belief that by focusing on creating an inclusive culture, we will ultimately build a more diverse, equal and equitable business, leading the way for a more inclusive world. Through linking our Commitment to Inclusion with our RAP, we are aspiring to build a world where Aboriginal and Torres Strait Islander peoples and cultures are acknowledged, respected and empowered in the workplace and in the community.



## What is a RAP?

A RAP is a business plan promoting a holistic approach to creating meaningful relationships, enhancing respect, and promoting sustainable opportunities with Aboriginal and Torres Strait Islander peoples.

Through the development and realisation of our inaugural Reflect RAP, and furthered through our Innovate RAP, we have commenced a reconciliation framework which sets out a solid foundation for a diverse range of strategies. These strategic initiatives intend to:

- 1 Maintain an effective governance structure, including a RAP Working Group that will report to our Australia and New Zealand Management Board
- 2 Enhance our vision for reconciliation
- 3 Develop ways we, as an organisation, can holistically contribute to reconciliation
- 4 Strengthen relationships with Aboriginal and/or Torres Strait Islander peoples and relevant stakeholders
- 5 Deepen a clear understanding of who, how, why, and when to seek guidance and consultation
- 6 Provide business cases to senior leaders for future reconciliation initiatives

## Our RAP development

We believe in doing business the right way; acting ethically, generating more opportunities for people, creating a diverse and respectful workplace and tangibly contributing to local communities.

Our formal commitment with Reconciliation Australia to continue our RAP journey will see us strengthening our relationships, knowledge, understanding and respect of Aboriginal and/or Torres Strait Islander peoples identity, long-standing histories, and cultures.

The inequalities that exist between Aboriginal and/or Torres Strait Islander peoples and non-Indigenous people in Australia cannot be ignored. Commitment to the cause is necessary to create change. What better way to do so than by starting large, at company level, where Turner & Townsend alone can reach over 1,000 individuals in Australia directly and are in arms reach of our stakeholders? We strive to provide a platform for our workforce to learn and create access to education and employment for Aboriginal and/or Torres Strait Islander peoples. Our aim is to build positive relationships and provide positive outcomes with Aboriginal and/or Torres Strait Islander communities in which we operate.

Our RAP development will be led by our RAP Champion Liz Coop (HR Operations Director - ANZ), in conjunction with a working group established within the business of which Liz will chair. To uphold and deliver our values, our RAP Working Group consists of the following committee members:

|                         |                                                                       |
|-------------------------|-----------------------------------------------------------------------|
| <b>Liz Coop</b>         | HR Operations Director – ANZ (Chair)                                  |
| <b>Layce Vocale</b>     | Senior Project Manager, Project Management (Gunaikurnai Monaro woman) |
| <b>Therese Nitenius</b> | Associate Director, APAC Inclusion & Corporate Responsibility         |
| <b>Lauren King</b>      | Project Director, Project Management                                  |
| <b>Derek Stevenson</b>  | Project Director, Project Management                                  |
| <b>Rebecca Carrick</b>  | Senior Consultant, Project Management                                 |
| <b>Esther Batten</b>    | Associate Director, Talent Acquisition                                |
| <b>Seda Aydodu</b>      | HR Business Partner                                                   |
| <b>Erin Bowen</b>       | Senior Marketing & Communications Manager                             |

The development of the Innovate RAP follows successful implementation and accomplishment of our Reflect RAP which launched in 2019. The Reflect RAP was an eye-opening indicator of the degree of awareness and understanding that it will take for Australia to achieve total reconciliation. Additionally, it has shown that our business can take part in educating our teams, using our reach and platforms alongside the wider community to reach reconciliation for all First Nations peoples.

The extent of our reach became apparent early in 2019 as we discovered who we could engage with to join us on this national journey and in turn support our goal to encourage young Aboriginal and/or Torres Strait Islander students to reach their full potential. We established and implemented an interactive 'Yalari STEAM Day' in partnership with Yalari and our client, Transport for NSW, to inspire high school students and broaden their understanding of opportunities in STEAM (science, technology, engineering, arts and mathematics). It continues to be our determination to provide exposure to career opportunities with our industry partners. Following the success of the 'Yalari STEAM Day' we will continue to build strong, mutually beneficial relationships, and provide more employment opportunities. A challenge we will work through is to target our time toward entry-level education opportunities, to increase the number of Aboriginal and/or Torres Strait Islander peoples supported through our industry.

When implementing our Reflect RAP, our RAP Working Group found that to make the biggest impact, total support and engagement is required from all levels of the business. If our actions are backed by our entire workforce, even those located across the globe, we will see an echo effect in response and interest, leading to larger impact. To bring attention to significant historical milestones, stories, and traditional cultures, we have hosted various sessions across the nation where we continue to see each session attracting increased attendance and participation. This shows us that our people want to listen and learn, and we have the space and reach to provide further opportunities. The RAP Working Group is not alone in advancing reconciliation and must continue to work together with the wider Turner & Townsend team.

Reflecting on the key learnings from our Reflect RAP, we are excited to release a renewed RAP in the long fighting history for the betterment of First Nations peoples. Opportunities have been built with local students, the importance of truth-telling was learnt, an Acknowledgment of Country is now conducted at significant meetings nationwide, and where best suited, a Welcome to Country. We laid down the foundation in the Reflect stage and have no intention to stop now, we look forward to continuing to work together with wider Australia.

Our Innovate RAP is synergistic with our company's vision to transform performance on the world's most impactful programs. Central to this are our people. We work hard to make change happen and see things through, we challenge ourselves and others to do better every day. We understand that we're stronger together, and we treat each other with care and respect to give everyone a voice.



Yalari STEAM Day, Gadigal Country, Petersham NSW. Photo: Turner & Townsend.

## Our Innovate RAP

Our Innovate RAP focuses on establishing the best approach for embedding reconciliation across our national business, continuing to support our senior leaders, including cultural awareness, motivating team members at all levels, consolidating our efforts to date through a structured governance model, implementing initiatives and creating pathways with our RAP Working Group.

As part of our Reflect RAP, we aspired to assess, define, implement, measure, communicate and embed our RAP strategy across the business. Our next step is to be innovative, develop, implement, strengthen, embed, and share our RAP strategy and vision for reconciliation more broadly to our clients, our people, and our wider communities. We will do this so that we can develop and implement strategies to empower Aboriginal and/or Torres Strait Islander peoples.

We are committed to continuing to drive reconciliation through the business with the implementation of these strategies, adopt the policies and reporting structure for our newly introduced initiatives including fostering and building greater relationships with Aboriginal and/or Torres Strait Islander stakeholders.



Yalari STEAM Day, Gadigal Country, Petersham NSW. Photo: Turner & Townsend.

## Past, present, and future projects

Our commitment to transform performance on the world's most impactful programs is reflected in the numerous Aboriginal and Torres Strait Islander projects and programs we have completed over the past decade across Australia as listed below.

### VIC

Ackle Bend  
Alpine National Park  
Angusvale  
Ballart  
Balley Hooley  
Barmah National Park  
Budj Bim  
Bunyip State Park  
Camerons Bend  
Cape Schanck  
Cathedral Ranges  
Dandenong Ranges National Park  
Davies Plain  
Erskine Falls  
Geelong  
Grampians  
Horseshoe Bend  
Howqua Hills  
Jacksons Crossing  
Kew  
Kings Billabong  
Lake Eildon National Park  
Lake Elizabeth  
Lake Tyers State Park  
Longridge  
Lower Glenelg National Park  
Mackillops Bridge  
Melbourne CBD  
Mt Buangor State Park  
Otways  
Peachtree Creek  
Pink Lakes / Murray-Sunset National Park  
Raymond Creek Falls  
Reedy Swamp  
Refuge Cove  
Rowville  
Sealers Cove  
Snowy River National Park  
Surf Coast, Torquay  
Talbotville  
The Gums  
Tidal River  
Torquay  
Waterloo Bay  
Wills Bend  
Wonnangatta  
Wurruk  
Wymbooliel

### ACT

Parkes

### NT

Alcoota  
Alice Springs  
Alyangula  
Amoonguna  
Ampilatwatja  
Barunga  
Beswick  
Daguragu  
Darwin  
Finke  
Galiwinku  
Gunbalanya  
Imanpa  
Jilkminggan  
Kaltukatjara  
Katherine  
Lajamanu  
Lee Point  
Milingimbi  
Milyakurra  
Minjilang  
Mount Bunday  
Mulga Bore  
Mutijulu  
Nhulunbuy  
Papunya  
Peppimenarti  
Ramingining  
Santa Teresa  
Timber Creek  
Wadeye  
Wallace Rockhole  
Waruwi  
Weipa  
Willowra Yuelamu  
Yarralin  
Yuendumu

### WA

Bilybarra  
Marapikurrinya  
Whadjuk Noongar

### QLD

Aurukun  
Badu Island  
Bamaga  
Cape Tribulation  
Hope Vale  
Horn Island  
Kowanyama  
Mer Island  
Mount Isa  
Napranum  
New Mapoon / Mapoon  
Palm Island  
Pormpuraaw  
Thursday Island  
Wujal Wujal

### NSW

Birrong  
Cumberland  
Garlambirla  
Griffith  
Lismore  
Liverpool  
Punchbowl  
Caringbah  
Zetland

### SA

Adelaide CBD  
Bowden  
Elizabeth South  
Leigh Creek  
Mount Barker  
Mt Gambier  
North Adelaide  
Roxby Downs  
Whyalla  
Yalata



## Department of Aboriginal and Torres Strait Islander and Multicultural Affairs: Palm Island

We have been providing project management services for community development projects for Palm Island since 2011. We were commissioned by The Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA) for The Palm Island Residential Subdivision project redeveloping two brownfield sites to enable the provision of community housing.

We managed the successful delivery of the Palm Island Healthcare Centre (PIPHCC) which is a key piece of health infrastructure providing services to the local community. It provides a culturally safe environment for the provision of health services specifically supporting the Aboriginal and Torres Strait Islander population. Additionally, the healthcare centre is intended to be the catalyst for the rejuvenation of the Palm Island town centre.

Turner & Townsend's Indigenous Economic Opportunities Plan (IEOP) formed an essential part of the project scope and was designed to maximise local employment, training and business supply opportunities for Aboriginal and Torres Strait Islander peoples.

Through Turner & Townsend's innovative local engagement strategy local artists were engaged to produce artwork for the building exterior. For the first time on Palm Island, local Aboriginal and Torres Strait Islander resident artists were engaged to portray their history on a public building in their community where they were raised.

The PIPHCC project injected \$1.6 million into the local economy. The project employed 22 Aboriginal and Torres Strait Islander peoples and supported the creation of 25 full time roles, and 50 percent of the employees in the healthcare centre were Aboriginal and/or Torres Strait Islander peoples. The healthcare centre continues to offer long-term job opportunities for the local community.



Palm Island Healthcare Centre, Manbarra and Bwgcolman Country, Palm Island QLD. Photo: Rob Parsons.

“ The Palm Island community is the backbone of the Island and we could not progress the project without bringing them on the journey with us.

To give the community a sense of belonging, we implemented a ‘hands on’ innovative engagement strategy to design and construct Indigenous artwork on the external façade and inside the building. This involved forming a genuine connection with the Palm Island arts coordinator and the local art group to workshop the story of Palm Island and create the Aboriginal and Torres Strait Islander artwork for the building. This was an innovative and essential process for the community to have a connection with the facility and provide a platform for ‘up and coming’ Palm Island Aboriginal and Torres Strait Islander artists to showcase their talent and tell their story to the rest of the country.”

**Daniel Burke**  
Senior Project Manager and Superintendent's Representative  
Turner & Townsend

## Queensland Health: Aurukun Primary Health Care Centre

We were responsible for completing a refurbishment, demolition, and construction of new clinical and staff accommodation facilities at the Aurukun Primary Health Care Centre. The project, situated on the western coast of Cape York, is a self-managed Aboriginal and Torres Strait Islander community. The population of Aurukun is 90 percent Aboriginal and Torres Strait Islander peoples, and its occupants experience a high level of socio-economic disadvantage.

The project has enabled Queensland Health to provide improved clinical and health services to the local Aurukun community. The new staff accommodation buildings have also helped the health service to attract and retain skilled nurses and doctors in this rural and remote community.

## Department of Education, Employment and Workplace Relations: North Queensland Child Care Centres

We were engaged by the Department of Education, Employment and Workplace Relations to provide professional and fully inclusive project management services in undertaking the design, procurement, and construction of two new and two refurbished childcare centres in remote North Queensland. The selected projects included:

- Badu Island - New Build;
- Aurukun - Major Upgrade;
- Bamaga - New Build; and
- New Mapoon - Minor Upgrade.

We actively worked with each community to ensure that key project objectives, as set by the client, key stakeholders, the community, job service providers and service operators, were exceeded.



Daintree Rainforest, Kuku Yalanji Country, Cape Tribulation QLD.  
Photo: Manny Moreno.

## Department of Aboriginal and Torres Strait Islander Partnerships: Mornington Island residential subdivision

The Queensland Department of Aboriginal and Torres Strait Islander Partnerships engaged us to project manage the new residential subdivision at Mornington Island providing the Queensland Government with an additional fully serviced subdivision, suitable for the construction of 11 new houses for the local Mornington Island community. Mornington Island is home to many Aboriginal and Torres Strait Islander residents. The project has provided the residents with cleaner water, sewerage, storm water drainage and telecommunication services, street lighting, footpaths and access driveways.

## Department of Infrastructure, Logistics and Planning: Darwin Community Housing Development

We are overseeing the Federal Government's initiative to deliver \$300m of capital works in the remote Aboriginal housing and community development space across the Northern Territory through three sub-programs for various end-users on behalf of the Department of Infrastructure, Logistics and Planning.

Accommodation in regional areas supports Aboriginal and/or Torres Strait Islander peoples from remote communities to access education, employment, and support services, ultimately reducing overcrowding conditions and increasing the standard of amenities to offer positive living environments.

In addition, the works are engaging local Aboriginal and/or Torres Strait Islander peoples to partake in the workforce and provide education and training to assist in their personal development.



Sunset on Canberra City, Ngannawal Country, Canberra ACT.  
Photo: Daniilc Fadden.

## Australian Institute of Aboriginal and Torres Strait Islander Studies: Ngurra Cultural Precinct

We provided cost management services to the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) for the Ngurra Cultural Precinct in Canberra. Ngurra will be built within Canberra's parliamentary triangle.

The precinct will hold national significance as a place that will speak to the central place that First Nations peoples hold in Australia's story. When complete, it will comprise two key elements:

- National Resting Place to house and care for repatriated ancestral remains and any associated cultural material on their journey back to Country.
- Culture and Knowledge Centre where Aboriginal and Torres Strait Islander Australians can tell their own stories and celebrate the 65,000-year history of this nation. It will include education, exhibition, and gallery space in a new fit-for-purpose home for AIATSIS.

## University of Western Australia: School of Indigenous Studies

We were involved in the development and delivery of a new four storey office and teaching accommodation facility, together with extensive landscaped precinct for the School of Indigenous Studies (SIS) at the University of Western Australia's Crawley Campus. Working closely with key stakeholders, including the School of Indigenous Studies, Centre for Aboriginal Medical and Dental Health and externally appointed Indigenous Cultural Advisor, the key themes to inform the project's design included cultural immersion, understanding of place, landscape spaces and Aboriginal story narratives. Immediate input from the dedicated cultural consultant into the design process informed cultural framework integration and overall connectivity of built form with the landscape.



School of Indigenous Studies, University of Western Australia, Noongar Country, Perth WA. Photo: Turner & Townsend.

“A lot of consideration was given to the cultural significance of the existing trees on the site. Out of respect for the local community and the historical importance of the Marri and Jarrah trees to their heritage, we made efforts to preserve as many trees as possible during the construction process.

Additionally, we took proactive steps to preserve the trees' legacy by propagating seeds from the trees and replanting over 20 new trees from the germinated seeds. This initiative aimed to contribute to the continued growth and significance of these trees for future generations. Furthermore, we aimed to ensure the trees were respectfully felled and the timber was salvaged for a meaningful purpose. The timber was also used to create furniture, which was placed throughout the building for everyone to appreciate and enjoy.

Throughout the construction process, we paid great attention to the Whadjuk Noongar peoples' ceremonies and traditions. We conducted smoking and topping out ceremonies to honour and acknowledge the Whadjuk Noongar peoples' culture and the importance of the land.

To embrace the local community's heritage, we engaged local artists to create art pieces that reflect the spirit and history of the place and land. This artistic collaboration adds a meaningful contribution to the project and showcases the cultural connection between the building and its surroundings.

We took great care to preserve and respect the cultural significance of the existing trees, Indigenous ceremonies, and local traditions throughout the project. Our efforts were guided by a deep appreciation for the community's heritage, and we are proud to have contributed to the preservation and celebration of this important cultural legacy.”

**Jade Rogers**  
Senior Project Manager  
Turner & Townsend



Tree garden, School of Indigenous Studies, University of Western Australia, Noongar Country, Perth WA.  
Photo: Turner & Townsend.

## City of Sydney: Gunyama Park Aquatic and Recreation Centre

The state-of-the art sustainable Gunyama Park Aquatic and Recreation Centre is a public community space at the heart of Sydney's Green Square urban renewal area. It represents the largest aquatic complex built in Sydney since the 2000 Olympic and Paralympic Games.

Sustainability was a key focus of the new centre, and it is the first recreation centre to achieve a 5-star Green star rating under the Green Building Council of Australia.

The site is an important area for the local Aboriginal and Torres Strait Islander peoples of the Eora nation. The name, 'Gunyama', translates to 'wind from the south-west', a language spoken by the Gadigal people, and refers to the strong southerlies that blow through the area.

The project features Bangala, collaboratively created by Aboriginal Elder Aunty Julie Freeman, a Gorawal/Jerrawongarla woman and artist Jonathan Jones, a Wiradjuri and Kamilaroi man. A bronze sculpture modelled on the handheld water carriers once used by Aboriginal communities along Australia's east coast is a central feature at the complex. Bangala will be a permanent reminder of the enduring importance of Eora culture and the area's aquatic history.

# Our Innovate journey to 2026

## Relationships

Equality, diversity, and inclusion are at the heart of our people strategy. We believe our business should be reflective of the society that we live and work in, to benefit our teams, our business, our clients, and the wider community with an inclusive workplace. We recognise that engagement and the relationships developed with local communities and key project stakeholders are crucial for successful project delivery, to support community needs and build a prosperous society. We require our teams to have the necessary experience and understanding of culturally sensitive and inclusive matters to create a culturally safe environment for Aboriginal and Torres Strait Islander peoples.

| Action                                                                                                                                    | Deliverable                                                                                                                                                                                                                                                                         | Accountability                                                | Timeline      |
|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|---------------|
| <b>Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations</b> | <ul style="list-style-type: none"> <li>Develop a list of Aboriginal and Torres Strait Islander communities, organisations, and stakeholders within our operating environment that we can approach to assist us in understanding future activities in our RAP development</li> </ul> | HR Business Partner                                           | October 2024  |
|                                                                                                                                           | <ul style="list-style-type: none"> <li>Develop a list of RAP organisations and other like-minded organisations we can approach to connect with on our reconciliation journey</li> </ul>                                                                                             | HR Operations Director – ANZ                                  | October 2024  |
|                                                                                                                                           | <ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations</li> </ul>                                                                                                        | Associate Director, APAC Inclusion & Corporate Responsibility | October 2024  |
|                                                                                                                                           | <ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement</li> </ul>                                                                                          | HR Operations Director – ANZ                                  | February 2025 |

| Action                                                                                                   | Deliverable                                                                                                                                                                                | Accountability                                                | Timeline                      |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------|
| <b>Build relationships through celebrating National Sorry Day and National Reconciliation Week (NRW)</b> | <ul style="list-style-type: none"> <li>Organise an internal event to recognise and acknowledge NRW</li> </ul>                                                                              | HR Business Partner                                           | 27 May – 3 June 2024 and 2025 |
|                                                                                                          | <ul style="list-style-type: none"> <li>Register our NRW events on Reconciliation Australia's <a href="#">NRW website</a></li> </ul>                                                        | HR Business Partner                                           | 27 May – 3 June 2025          |
|                                                                                                          | <ul style="list-style-type: none"> <li>Develop and circulate a nationwide schedule of external events that team members can attend for National Sorry Day and NRW</li> </ul>               | HR Business Partner                                           | 27 May – 3 June 2024 and 2025 |
|                                                                                                          | <ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and materials to teams</li> </ul>                                                                | HR Business Partner                                           | 27 May – 3 June 2024 and 2025 |
|                                                                                                          | <ul style="list-style-type: none"> <li>Communicate with teams about National Sorry Day and NRW significance</li> </ul>                                                                     | HR Business Partner                                           | 27 May – 3 June 2024 and 2025 |
|                                                                                                          | <ul style="list-style-type: none"> <li>Encourage teams and senior leaders to attend an NRW event</li> </ul>                                                                                | HR Operations Director – ANZ                                  | 27 May – 3 June 2024 and 2025 |
|                                                                                                          | <ul style="list-style-type: none"> <li>Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW</li> </ul>                                            | HR Operations Director – ANZ                                  | 27 May – 3 June 2024 and 2025 |
| <b>Promote reconciliation through our sphere of influence</b>                                            | <ul style="list-style-type: none"> <li>Brief teams on how to raise awareness externally</li> </ul>                                                                                         | Associate Director, APAC Inclusion & Corporate Responsibility | May 2025                      |
|                                                                                                          | <ul style="list-style-type: none"> <li>Develop and implement a plan to raise awareness amongst all teams about our RAP commitments, particularly with key internal stakeholders</li> </ul> | Associate Director, APAC Inclusion & Corporate Responsibility | August 2024                   |
|                                                                                                          | <ul style="list-style-type: none"> <li>Update internal diversity pages and communication on corporate intranet</li> </ul>                                                                  | Associate Director, APAC Inclusion & Corporate Responsibility | July 2024                     |
|                                                                                                          | <ul style="list-style-type: none"> <li>Implement strategies to engage our teams in reconciliation</li> </ul>                                                                               | Associate Director, APAC Inclusion & Corporate Responsibility | May 2025                      |
|                                                                                                          | <ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly</li> </ul>                                                                                    | HR Operations Director – ANZ                                  | May 2024                      |
|                                                                                                          | <ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes</li> </ul>                                 | HR Operations Director – ANZ                                  | May 2025                      |
|                                                                                                          | <ul style="list-style-type: none"> <li>Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation</li> </ul>                  | HR Operations Director – ANZ                                  | June 2025                     |

| Action                                                                        | Deliverable                                                                                                                                                                                                                     | Accountability                                                | Timeline      |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|---------------|
| <b>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>                                                           | HR Business Partner                                           | August 2024   |
|                                                                               | <ul style="list-style-type: none"> <li>Engage with Aboriginal and/or Torres Strait Islander team members and/or external Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy</li> </ul> | HR Business Partner                                           | February 2025 |
|                                                                               | <ul style="list-style-type: none"> <li>Develop, implement, and communicate any changes for an existing anti-discrimination policy</li> </ul>                                                                                    | HR Business Partner                                           | December 2025 |
|                                                                               | <ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism</li> </ul>                                                                                                                               | Associate Director, APAC Inclusion & Corporate Responsibility | December 2025 |

## Respect

Our aim is to increase respect for differing cultures, creating a more trusting and collaborative environment, engaging our workplace to develop a deeper understanding and knowledge of Aboriginal and Torres Strait Islander peoples and cultures. We respectfully acknowledge that the Traditional Custodians of the lands on which we work are the First Nations peoples. We must respect the differing cultures, histories, knowledge, and rights for there to be a future of reconciliation for the betterment of Australia.

| Action                                                                                                                                                             | Deliverable                                                                                                                                                                                                                                                                                                            | Accountability                                                | Timeline                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------|
| <b>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>Conduct a review of cultural learning needs within our organisation</li> </ul>                                                                                                                                                                                                  | Associate Director, APAC Inclusion & Corporate Responsibility | July 2024                        |
|                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Consult local Aboriginal Torres Strait Islander advisors on the development and implementation of a cultural learning strategy</li> </ul>                                                                                                                                       | Associate Director, APAC Inclusion & Corporate Responsibility | February 2025                    |
|                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural learning strategy for our teams</li> </ul>                                                                                                                                                                                       | Associate Director, APAC Inclusion & Corporate Responsibility | December 2024                    |
|                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other leadership team members to participate in formal and structured cultural learning</li> </ul>                                                                                                         | HR Operations Director – ANZ                                  | December 2025                    |
|                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Capture data and measure our teams' current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements</li> </ul>                                                                                                       | Associate Director, APAC Inclusion & Corporate Responsibility | October 2025                     |
| <b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>                                                   | <ul style="list-style-type: none"> <li>Investigate external NAIDOC Week events and programs to support</li> </ul>                                                                                                                                                                                                      | HR Business Partner                                           | June 2024<br>June 2025           |
|                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all team members by developing and circulating nationwide schedule of external events</li> </ul>                                                                                                               | HR Business Partner                                           | First week in July 2024 and 2025 |
|                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Raise internal awareness of NAIDOC Week to celebrate Aboriginal and/or Torres Strait Islander peoples, cultures, histories, contributions, and achievements and include information about the local Aboriginal and/or Torres Strait Islander peoples and communities</li> </ul> | HR Business Partner                                           | July 2024<br>July 2025           |
|                                                                                                                                                                    | <ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event</li> </ul>                                                                                                                                                                                                    | HR Operations Director – ANZ                                  | First week in July 2024 and 2025 |
|                                                                                                                                                                    | <ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to team members participating in NAIDOC Week</li> </ul>                                                                                                                                                                    | HR Business Partner                                           | August 2024                      |

| Action                                                                                                      | Deliverable                                                                                                                                                                                                                                                                                                                                        | Accountability                                                | Timeline                                                 |
|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------------------------------|
| <b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b> | <ul style="list-style-type: none"> <li>Increase team members understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols</li> </ul>                                                                                                                              | Associate Director, APAC Inclusion & Corporate Responsibility | July 2024                                                |
|                                                                                                             | <ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country</li> </ul>                                                                                                                                                      | Associate Director, APAC Inclusion & Corporate Responsibility | October 2024                                             |
|                                                                                                             | <ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at a significant event each year, for example, Annual Management Board Meeting</li> </ul>                                                                                              | HR Operations Director – ANZ                                  | February 2025, 2026<br>(Annual Management Board Meeting) |
|                                                                                                             | <ul style="list-style-type: none"> <li>Include an Acknowledgment of Country or other appropriate protocols at the commencement of important meetings</li> </ul>                                                                                                                                                                                    | HR Operations Director – ANZ                                  | May 2024                                                 |
|                                                                                                             | <ul style="list-style-type: none"> <li>Provide external cultural protocols (Acknowledgment of Country) training for senior leadership</li> </ul>                                                                                                                                                                                                   | Associate Director, APAC Inclusion & Corporate Responsibility | July 2024                                                |
|                                                                                                             | <ul style="list-style-type: none"> <li>Provide external cultural awareness training for executive leadership</li> </ul>                                                                                                                                                                                                                            | Associate Director, APAC Inclusion & Corporate Responsibility | July 2025                                                |
|                                                                                                             | <ul style="list-style-type: none"> <li>Research options and suitability for location-specific internal or external cultural awareness training immersion experiences</li> </ul>                                                                                                                                                                    | Associate Director, APAC Inclusion & Corporate Responsibility | July 2025                                                |
|                                                                                                             | <ul style="list-style-type: none"> <li>Provide internal and external training to all team members, such as cultural awareness training to raise understanding of the meaning and significance of Aboriginal and Torres Strait Islander cultural protocols</li> </ul>                                                                               | Associate Director, APAC Inclusion & Corporate Responsibility | September 2025                                           |
| <b>Develop an Aboriginal and Torres Strait Islander cultural learning and development learning tool</b>     | <ul style="list-style-type: none"> <li>Announce to all team members a commitment to developing and establishing a learning tool</li> </ul>                                                                                                                                                                                                         | HR Operations Director – ANZ                                  | July 2025                                                |
|                                                                                                             | <ul style="list-style-type: none"> <li>Connect with communities, organisations, and stakeholders within our operating environment to assist in developing an informative learning tool on our eLearning platform to raise understanding of the meaning and significance of Aboriginal and Torres Strait Islander histories and cultures</li> </ul> | HR Operations Director – ANZ                                  | February 2025                                            |
|                                                                                                             | <ul style="list-style-type: none"> <li>Launch a mandatory learning tool for existing staff and for onboarding of all new staff</li> </ul>                                                                                                                                                                                                          | HR Operations Director – ANZ                                  | May 2026                                                 |

## Opportunities

As our business grows, we can make a lasting impact on the communities that surround us. Reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians continues to be a challenge nationally, and with our aim to remove barriers to education and employment, we can open access to opportunity. Through one young person at a time, we are enabling future generations to thrive. We want to help highlight, share, and empower the existing strength and talents of Aboriginal and/or Torres Strait Islander peoples with the provision of learning, development, and work opportunities. We strive to work in partnership with Aboriginal and Torres Strait Islander communities to support vulnerable young people to raise aspirations, reach their potential and inspire them to join our industry.

| Action                                                                                                                    | Deliverable                                                                                                                                                                                                                                           | Accountability                                                | Timeline             |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------|
| <b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b> | <ul style="list-style-type: none"> <li>Sponsor the Indigenous Supplier Development Program, launched by NSW Indigenous Chamber of Commerce, in partnership with University of Sydney, to help develop and accelerate Indigenous businesses</li> </ul> | Associate Director, APAC Inclusion & Corporate Responsibility | May 2024, 2025, 2026 |
|                                                                                                                           | <ul style="list-style-type: none"> <li>Identify current and potential Aboriginal and Torres Strait Islander organisations either within our supplier network or stakeholders from which we can procure services from</li> </ul>                       | HR Operations Director – ANZ                                  | December 2024        |
|                                                                                                                           | <ul style="list-style-type: none"> <li>Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses</li> </ul>                                                                          | HR Operations Director – ANZ                                  | December 2024        |
|                                                                                                                           | <ul style="list-style-type: none"> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses</li> </ul>                                                                                                 | HR Operations Director – ANZ                                  | February 2025        |
|                                                                                                                           | <ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy</li> </ul>                                                                                                                 | HR Operations Director – ANZ                                  | February 2025        |
|                                                                                                                           | <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 team members</li> </ul>                                                   | HR Operations Director – ANZ                                  | April 2025           |
|                                                                                                                           | <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>                                                    | HR Operations Director – ANZ                                  | April 2025           |
|                                                                                                                           | <ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses</li> </ul>                                                                                                           | HR Operations Director – ANZ                                  | April 2025           |

| Action                                                                                                                                      | Deliverable                                                                                                                                                                                                            | Accountability                                                | Timeline                   |
|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------|
| <b>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 recruiting to inform future employment and professional development opportunities</li> </ul>               | Associate Director, APAC Inclusion & Corporate Responsibility | November 2024              |
|                                                                                                                                             | <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>                         | Associate Director, APAC Inclusion & Corporate Responsibility | November 2024              |
|                                                                                                                                             | <ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander team members and external advisors to consult on our recruitment, retention, and professional development strategy</li> </ul> | Associate Director, APAC Inclusion & Corporate Responsibility | June 2024<br>February 2025 |
|                                                                                                                                             | <ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy</li> </ul>                                         | Associate Director, APAC Inclusion & Corporate Responsibility | November 2024              |
|                                                                                                                                             | <ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders</li> </ul>                                                                      | Associate Director, APAC Inclusion & Corporate Responsibility | November 2024              |
|                                                                                                                                             | <ul style="list-style-type: none"> <li>Review recruitment and interviewing processes to ensure they attract and are culturally safe practices for Aboriginal and Torres Strait Islander peoples</li> </ul>             | Associate Director, APAC Inclusion & Corporate Responsibility | November 2024              |
|                                                                                                                                             | <ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander peoples employed in our workforce</li> </ul>                                                                   | HR Operations Director - ANZ                                  | November 2024              |
| <b>Develop opportunities to support Aboriginal and Torres Strait Islander students</b>                                                      | <ul style="list-style-type: none"> <li>Create and implement an educational scholarship or cadetship to provide and cater to Aboriginal and Torres Strait Islander students</li> </ul>                                  | HR Business Partner                                           | November 2024              |
|                                                                                                                                             | <ul style="list-style-type: none"> <li>Build on partnerships with secondary education establishments to encourage attendance, mentoring, further education, and work experience</li> </ul>                             | HR Business Partner                                           | November 2024              |

## Governance and tracking progress

| Action                                                                                      | Deliverable                                                                                                                                    | Accountability               | Timeline                                                                                                  |
|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------|
| <b>Establish and maintain an effective RAP Working Group to drive governance of the RAP</b> | <ul style="list-style-type: none"> <li>RAP Working Group oversees development and launch of Innovate RAP</li> </ul>                            | HR Operations Director – ANZ | May 2024                                                                                                  |
|                                                                                             | <ul style="list-style-type: none"> <li>RAP Working Group meets at least four times per year to drive and monitor RAP implementation</li> </ul> | HR Operations Director – ANZ | June 2024, 2025<br>September 2024, 2025<br>November 2024, 2025<br>February 2025, 2026<br>April 2025, 2026 |
|                                                                                             | <ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group</li> </ul>       | HR Operations Director – ANZ | May 2024, 2025, 2026                                                                                      |
|                                                                                             | <ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RAP Working Group</li> </ul>                           | HR Business Partner          | May 2024                                                                                                  |
| <b>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>                                                 | HR Operations Director – ANZ | May 2024                                                                                                  |
|                                                                                             | <ul style="list-style-type: none"> <li>Engage our senior leaders and other team members in the delivery of RAP commitments</li> </ul>          | HR Operations Director – ANZ | February 2025                                                                                             |
|                                                                                             | <ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure, and report on RAP commitments</li> </ul>     | HR Business Partner          | May 2024                                                                                                  |
|                                                                                             | <ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management</li> </ul>                         | HR Operations Director – ANZ | May 2024                                                                                                  |

## Governance and tracking progress

| Action                                                                                                                                    | Deliverable                                                                                                                                                                             | Accountability                                                | Timeline                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally</b> | <ul style="list-style-type: none"> <li>Reach out to Reconciliation Australia to ensure received unique reporting link to complete the annual RAP Impact Survey</li> </ul>               | Associate Director, APAC Inclusion & Corporate Responsibility | August 2024<br>August 2025                                                        |
|                                                                                                                                           | <ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia</li> </ul>                                                          | Associate Director, APAC Inclusion & Corporate Responsibility | 30 September 2024<br>30 September 2025                                            |
|                                                                                                                                           | <ul style="list-style-type: none"> <li>Report RAP progress to all team members and senior leaders quarterly</li> </ul>                                                                  | HR Operations Director – ANZ                                  | May 2024, 2025<br>August 2024, 2025<br>November 2024, 2025<br>February 2025, 2026 |
|                                                                                                                                           | <ul style="list-style-type: none"> <li>Submit annual reporting to Turner &amp; Townsend Australian Board of Directors</li> </ul>                                                        | HR Operations Director – ANZ                                  | February 2024, 2025, 2026                                                         |
|                                                                                                                                           | <ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges, and learnings annually</li> </ul>                                                              | HR Operations Director – ANZ                                  | July 2024, 2025                                                                   |
|                                                                                                                                           | <ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer</li> </ul>                                              | HR Business Partner                                           | May 2025                                                                          |
|                                                                                                                                           | <ul style="list-style-type: none"> <li>Develop and implement a plan to engage and inform key stakeholders of their responsibilities within our RAP</li> </ul>                           | HR Operations Director – ANZ                                  | November 2025                                                                     |
| <b>Generate momentum around RAP</b>                                                                                                       | <ul style="list-style-type: none"> <li>Collect data to measure our progress</li> </ul>                                                                                                  | HR Business Partner                                           | September 2025                                                                    |
|                                                                                                                                           | <ul style="list-style-type: none"> <li>Submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia annually</li> </ul>                                           | Associate Director, APAC Inclusion & Corporate Responsibility | September 2024<br>September 2025                                                  |
| <b>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 develop a new RAP based on learnings, challenges, and achievements</li> </ul> | Associate Director, APAC Inclusion & Corporate Responsibility | September 2025                                                                    |

# About Turner & Townsend

Through the commitment, capability and care our team brings we build trust between clients, suppliers, governments and society. Delivering better outcomes that have a positive impact on the world around us.

We work smarter to face the challenges of the future; bringing the clarity that helps teams realise their full potential across the real estate, infrastructure and natural resources sectors.

It's how we've made the difference for 75 years.

Transforming performance for a green, inclusive and productive world.

## Contact us



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