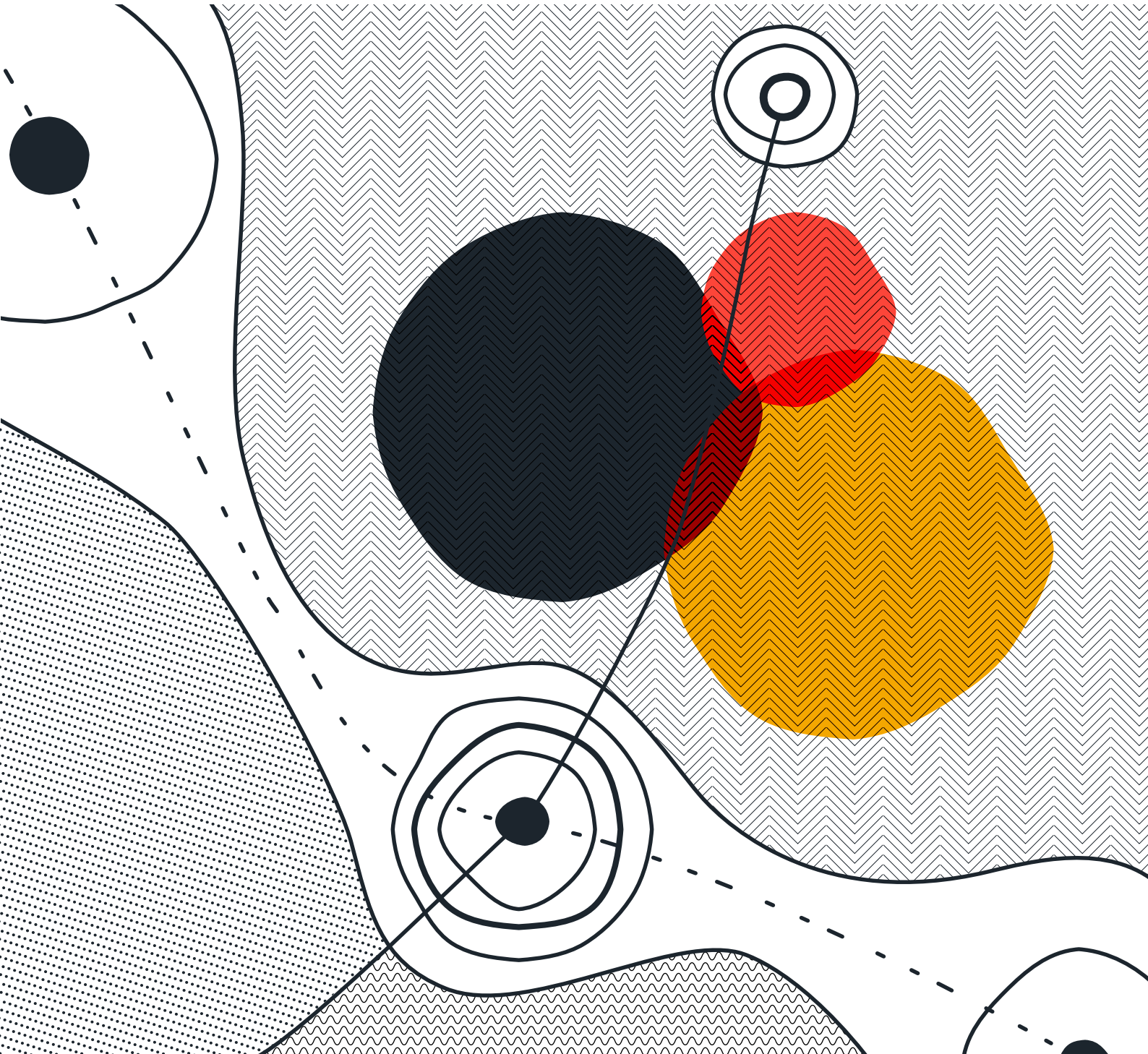




# Reconciliation Action Plan



STRETCH / NOVEMBER 2021 - NOVEMBER 2024



# About this report

WSP acknowledges the Traditional Owners of the land on which we work: our offices and sites where our projects are planned, designed and constructed.

We honour their ongoing spiritual relationship with their Country and continuing connection to culture, community, land, sea and sky. We pay our respects to their Elders past, present and emerging leaders as well as all our Aboriginal and Torres Strait Islander staff members.

## United Nations Sustainable Development Goals and Global Compact

Creating sustainable, vibrant and connected places for all Australians where Aboriginal and Torres Strait Islander peoples are empowered to thrive in the natural and built environment is aligned with the United Nations Sustainable Development Goals (SDGs).

In 2019, WSP became a signatory of the UN Global Compact, and our RAP is aligned to the following SDGs:



## Terms

Throughout this RAP, the terms Aboriginal and Torres Strait Islander peoples and Indigenous Australians are used interchangeably to reference the First Nations peoples of Australia. As a global firm, we often use the term Indigenous, particularly as we work with Indigenous communities outside of Australia including Canada and New Zealand yet recognise the limitations of the term. When our work takes places in a specific region, we seek guidance from local Traditional Owners and respect appropriate Country or language protocols.

## Suppliers

As in previous years, we are proud to have partnered with an Indigenous owned business, certified by Supply Nation, to print this document on recycled paper provided by Muru Office Supplies.

## Warning

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

## Feedback

We welcome feedback on our RAP. Please email us at [reconciliation@wsp.com](mailto:reconciliation@wsp.com)



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All information stated in this document is correct at time of printing – November 2021.

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Michael Hromek, *Budawang*  
Technical Executive – Indigenous (Architecture), Design and Knowledge, WSP and  
Sandra Palmer, Creative Director & Studio Manager, WSP

“This artwork is based off the songlines that connect the Country I was born on, Bundjalung Country in Byron Bay, to my Mother’s Country Badawang Yuin in southern NSW. Connections are important for Aboriginal people. Who is your mob and where are you from? Once this is sorted out, then we can get down to the business of what we are all doing here.”  
- Michael Hromek

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# Our Vision for Reconciliation

Our vision for reconciliation is to create sustainable, vibrant and connected places for all Australians where Aboriginal and Torres Strait Islander peoples are empowered to thrive in the natural and built environment. It is underpinned by the following four pillars:

WSP's vision for reconciliation will be achieved by harnessing the strengths of the firm to build sustainable futures for Aboriginal and Torres Strait Islander peoples, providing employment and opportunities to lift economic participation, and creating a culturally diverse and engaged business.

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## Relationships

We will develop relationships and collaborate closely with Aboriginal and Torres Strait Islander peoples in communities, organisations and supplier businesses.

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## Respect

We will build our understanding and respect for Aboriginal and Torres Strait Islander cultures and their ongoing spiritual relationship with their Country and connection to community, land, sea and sky.

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## Opportunities

We will create opportunities to support Aboriginal and Torres Strait Islander peoples in our business and industry – education, jobs, supply chain, partners, stakeholders and project design.

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## Focus

We will identify, develop, refine and implement RAP initiatives aligned to our ANZ Strategic Plan for business growth, particularly across ESG parameters.

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# Key messages



## Message from Greg Kane CEO Australia, WSP

At WSP, we strive to create equitable, inclusive and sustainable societies for today and future generations.

As one of the world's leading engineering professional services consulting firms, we design communities that bring people together from all walks of life. To do that, the most important skill we bring to the table as placemakers is our ability to listen and learn.

In Australia, we employ over 6,000 people, working on thousands of projects each year across every state and territory.

We recognise the unique role we play in the nation's heritage and our future. Importantly, every single project we undertake for our clients sits on First Nations Country.

That's why we seek to tie the work we do today to the enduring cultures and histories of Aboriginal and Torres Strait Islander Peoples and their connection to Country.

Our vision for reconciliation is a means to bring about mutual understanding and learning that will ultimately serve to create a sustainable, vibrant and connected future for all Australians.

WSP works hard to involve Aboriginal and Torres Strait Islander peoples in infrastructure projects and to stimulate growth for Indigenous businesses and communities.

Our long-term involvement on the Pacific Complete joint venture working with Transport for NSW and Laing O'Rourke on the Woolgoolga to Ballina Pacific Highway Upgrade, is one recent example we're very proud of. Pacific Complete and Transport for New South Wales committed to hiring local Indigenous leaders in meaningful roles. We achieved higher-than-promised employment rates,

high community engagement and a selection of local Indigenous businesses became suppliers.

WSP's in-house Indigenous Specialist Services team supports Indigenous communities, groups, and businesses, as well as providing support to clients looking to work with Indigenous communities, groups and businesses.

When looking to work on or near Indigenous traditional territory as part of undertakings, clients count on WSP to provide solutions regarding the understanding of cultural resources and compliance with legislation, regulations, and policies.

Incorporating Indigenous knowledge and culture in the design of infrastructure and built environment projects helps create strong and culturally-respectful relationships with Indigenous communities. This, in turn, generates meaningful opportunities for Indigenous Peoples, communities, groups, and businesses across project lifecycles.

Since we developed our first Reconciliation Action Plan (RAP) in 2010, WSP has sought to embed the pillars of Relationships, Respect and Opportunities in our business, and to engage our people, clients and partners in the journey of reconciliation.

Now in its sixth evolution, our RAP has evolved to include a fourth pillar - Focus. The intent is for us as an organisation to sharpen our focus on Aboriginal and Torres Strait Islander matters and ensure we consider the perspectives of their histories and cultures and Country in everything we do. Ultimately, this will lead to greater participation of Aboriginal and Torres Strait Islander Peoples in our work and drive business growth.

We continue to stand side by side with Aboriginal and Torres Strait Islander Peoples to support the Uluru Statement from the Heart that empowers Indigenous communities for a brighter future.



## Message from Karen Mundine CEO, Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate WSP on its continued commitment to reconciliation, as it implements its sixth Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides a framework for organisations to contribute to the reconciliation movement. With the creation of this Stretch RAP, WSP continues to be a member of the ever-growing community of RAP organisations that have taken goodwill and transformed it into action.

Joining the program in 2010, WSP - in its previous iteration as Parsons Brinckerhoff - was one of the first engineering consultancies to formally commit to a RAP. Today, it has established itself as an exemplary leader for reconciliation in its industry, adeptly building Aboriginal and Torres Strait Islander voices and expertise into its work and the services it provides.

This is particularly evident in its Indigenous Specialist Services initiative, which has helped make Aboriginal and Torres Strait Islander peoples' knowledge, experience and decision-making an imperative in the design of Australia's built environments. WSP's attention to First Nations peoples' unique perspectives is also apparent in its involvement in Reconciliation Australia's Corporate Partnerships program, demonstrating the organisation's willingness to step up, challenge itself and go the extra mile to drive reconciliation.

This Stretch RAP sees WSP embed and expand on its previous RAPs, to push for further impact. One of WSP's learnings from its reconciliation journey so far is that it needs to build capacity in First Nations young people, to ensure parity in STEM in the future. Consequently, this Stretch RAP commits the organisation to providing 10 internships for Aboriginal and Torres Strait Islander students.

WSP is continuing its focus on genuine, two-way relationships with Aboriginal and Torres Strait Islander communities and organisations in this Stretch RAP, committing to 10 formal partnerships and as well as engaging with clients to identify opportunities to mutually support RAP Initiatives.

These projects, among others, show WSP's dedication to taking brave steps to create substantive change and benefits for Aboriginal and Torres Strait Islander peoples.

On behalf of Reconciliation Australia, I commend WSP on this Stretch RAP and look forward to following its ongoing reconciliation journey.

# Our Business

## Empowering Indigenous communities for a brighter future


As one of the world's leading engineering professional services consulting firms, WSP is dedicated to our local communities and propelled by international brainpower. We are technical experts and strategic advisors including engineers, technicians, scientists, planners, surveyors, environmental specialists, as well as other design, program and construction management professionals.

We design lasting solutions in the Transportation & Infrastructure, Property & Buildings, Earth & Environment, Mining & Power and Water sectors, as well as offering strategic advisory, engagement and digital services. With approximately 54,000 talented people globally, we engineer future ready projects that will help societies grow for lifetimes to come.

As part of our vision for reconciliation, WSP exists to create equitable, inclusive and sustainable societies for today and future generations. In Australia, we now employ more than 4,000 people across 14 offices, including approximately 21 people who identify as Aboriginal and Torres Strait Islander peoples.

We are committed to building a diverse and inclusive culture that respects and maximises the contribution of the different backgrounds that our employees bring to WSP for the benefit of our clients, employees, shareholders and wider communities. We welcome the differences between people and how they identify in relation to their age, gender, sexual orientation, cultural background, heritage, disability, caring responsibilities, as well as their profession, education, work experiences and roles.

In 2019 and 2020, WSP was cited as an employer of choice by the Workplace Gender Equality Agency (WGEA). In 2019, we also became a signatory to the United Nations Global Compact (UNGC) and began to examine our operations alongside the Ten Principles of the UNGC.

Our recently released **2020 ESG Report**, is aligned to the United Nations Sustainable Development Goals (SDGs), which incorporates Indigenous relations, not just in Australia, but around the world. 

Our multi-disciplinary teams work on over a thousand projects a year across every state and territory of Australia. Each one of these projects sits on First Nations Country, and we seek to tie the work that WSP does today to the enduring cultures and history of Aboriginal and Torres Strait Islander peoples and their connection to Country.

Overall, we aim to nurture sustainable societies, connect communities and design places where our friends, families and neighbours can thrive. We have regional, national and global reach in influencing reconciliation change.

We were the first engineering consultancy to develop a RAP and have continued to lead the conversation on reconciliation with communities and leaders.

In shaping our future places, a diverse and inclusive workforce is critical. WSP is collaborating with industry, key decision makers, community sector leaders and government to empower education and employment pathways for Aboriginal and Torres Strait Islander peoples and publicly championing reconciliation initiatives. We have a responsibility to include and consider Aboriginal and Torres Strait Islander peoples' values and knowledge in the work that we do, as well as in the design and development of place.

(RIGHT) LOCAL INDIGENOUS ARTWORK INCORPORATED AS PART OF THE FITOUT IN NEW CANBERRA OFFICE.



“We actively work to drive reconciliation by increasing Indigenous participation in our business through employment and ensuring we consider the Indigenous perspective in all the projects we deliver.

“As National RAP Lead, I manage the RAP Working Group and work with our RAP Champions in all offices to progress participation, deliver cultural awareness training and drive all our programs and initiatives.”

RUSSELL REID, RAP LEAD AND SENIOR ABORIGINAL AFFAIRS & PARTICIPATION CONSULTANT, WSP



# Our Reconciliation Action Plan (RAP)



In 2010 Parsons Brinckerhoff, as we were known then, became one of the first engineering consultancies to develop a RAP and establish an Aboriginal and Torres Strait Islander Advisory Committee.

Our first RAP focused on improving awareness about reconciliation and supporting existing pre-employment initiatives, such as the Indigenous Australian Engineering Summer Schools and the Smith Family employment program. We also sought to share our experience working in remote Aboriginal and Torres Strait Islander communities across the wider business.

This first RAP was developed with input from senior leaders and in consultation with our Aboriginal and Torres Strait Islander Advisory Committee consisting of peoples from different geographies – both internal and external to the firm. This was in keeping with our desire to add transparency to our intentions towards mutual understanding.

We created a robust framework and terms of reference with the assistance of Anita Lee Hong, CEO of Curtin University’s Centre of Aboriginal Studies. And, we established processes for firm-wide engagement via regional office participation and procedures for reporting as well as establishing our advisory and working groups to include internal and external advisors. These are still applicable today, although they have been considerably refined to better address the needs of a firm that has tripled in size and expanded the diversity of its workforce considerably.

Later on, in her role as the Director of Queensland’s Oodgeroo Unit, Anita was the co-founder of the SID School (Science and Infrastructure Development School) with Gerard Ryan, WSP’s Regional Director for Queensland. Today, the award-winning SID School inspires Aboriginal and Torres Strait Islander secondary school students from across Queensland to explore careers in STEM.

A decade later, the approach of this sixth RAP has evolved, yet it is still relevant today, providing a detailed framework for policies, procedures and targets designed to embed and bring reconciliation into our client relationships and our workplace as well as employment opportunities for Aboriginal and Torres Strait Islander peoples. It links strongly with WSP’s five Guiding Principles – *we are humble and act with moral and intellectual integrity, keep our word, treat everyone with respect, support our colleagues, and embrace diversity and inclusion*. The actions and measurable targets under the four pillars of Relationships, Respect, Opportunities and Focus have been guided by the Aboriginal and Torres Strait Islander Advisory Committee and endorsed by the RAP Working Group.

## Leadership and Governance

Two main groups exist to lead and govern our approach to reconciliation:

1. The Aboriginal and Torres Strait Islander Advisory Committee (Committee)
2. RAP Working Group (RWG)

## The Aboriginal and Torres Strait Islander Advisory Committee (Committee)

The Committee consists of external and internal advisers to our RAP Working Group. They assist and provide guidance with building relationships with Aboriginal and Torres Strait Islander peoples, organisations, businesses and communities. Our reconciliation goals align with our values and global strategies and policies in supporting thriving communities.

It is made up of Aboriginal and Torres Strait Islander peoples from different geographies and features both internal and external membership. This is in keeping with our desire to add transparency to our intentions towards mutual understanding as well as having ‘skin in the game’. The main purpose of the Committee is to review and advise on the progress of WSP’s RAP and related matters.

The Committee members seek to:

- reflect the views of WSP in the development of the RAP
- encourage the development of complementary processes
- advise on the implementation of the RAP
- contribute to the monitoring and evaluation of the RAP
- recommend options for the development of the RAP
- respond to any issues of urgency that arise during the implementation of the RAP from the RAP Working Group.

Wherever possible the Committee members engage with key local office staff and assist with building relationships with Aboriginal and Torres Strait Islander peoples, organisations and businesses in each geography.

The Committee meets a minimum of four times per year to primarily to review progress and advise specifically on the RAP. For both internal and external members, we seek people that have strong relationships with Aboriginal and Torres Strait Islander peoples, organisations and businesses in their geography.

Our 2021 Aboriginal and Torres Strait Islander Advisory Committee is guided by Indigenous voices including:

### External Advisors

- Karen Milward, Yorta Yorta (Chair), Aboriginal Consultant
- Lisa Mundine, Wiradjuri/Bundalung, Director, Pacific Recruitment & Consulting Pty Ltd
- Barbara Bynder, Ballardong Noongar, Academic

### Internal Advisors

- Russell Reid, Gamilaraay, Senior Aboriginal Affairs and Participation Consultant & National RAP Lead, WSP
- Ashleigh Hyland, Anaiwan, Consultant – Performance, Participation and Change, WSP
- Allan Murray, Dhudhuroa – Yorta Yorta, Principal Consultant, Aboriginal Affairs, WSP
- Michael Hromek, Budawang/Yuin, Technical Executive – Indigenous (Architecture), Design and Knowledge, WSP
- Sian Hromek, Budawang/Yuin, Senior Researcher and Designer, WSP
- new members to be confirmed

The Committee supports our RAP Working Group.

# Our Reconciliation Action Plan (RAP) cont.,

## RAP Working Group (RWG)

Led by Russell Reid, National RAP Lead, the RWG is tasked with implementing our RAP and guiding our journey to reconciliation at the grassroots level – in all our offices. It includes our Executive Leadership Team Sponsor – Charlie Jewkes, Director of Transport as well as a team of Regional RAP Champions from each office who develop local relationships and engagement with the community and office staff and deploy our RAP initiatives.

The role of the group is to develop an engagement plan for each geography in conjunction with our Regional Directors. The RAP Champions actively drive, monitor and report on the progress of this engagement plan to the Committee on a quarterly basis. This group is chaired by the RAP Lead (Russell Reid).

In terms of membership and maintaining permanent and ongoing Aboriginal and/or Torres Strait Islander representation on the RWG – we invite all new staff members that identify as Aboriginal and/or Torres Strait Islander to join the RWG in their location. We find that people are keen to be involved and to have the Indigenous voice heard, loud and clear.

Also, in 2017, we created a professional networking group for our Indigenous people to connect, collaborate and communicate with each other.

## RWG Membership

### National

- Russell Reid, Senior Aboriginal Affairs and Participation Consultant & RAP Lead, WSP

### Victoria

- Ellen Bretag, Woiworung, Civil Engineer Water, Melbourne (Woiworung)

### New South Wales

- Henry Swan, Associate Utilities Engineer, Transport, Sydney (Eora)
- Ben Ison, Associate Acoustic Manager, Newcastle (Awabakal)
- Matt Pellow, Senior Consultant, Aboriginal Affairs, Transport, Sydney (Eora)

### ACT

- Selga Harrington, Regional Team Manager Ecology, Canberra (Ngunawah)

### Queensland

- Emma Quinn, Senior Talent Acquisition Consultant, Brisbane (Yuggera)

### South Australia

- Jonathon Sweeney, Graduate Environmental Scientist, Adelaide (Kurna)

### West Australia

- Charlie Wilson-Clarke, Principal Social Specialist, Perth (Wajuk)

### Northern Territory

- Scott Robertson, Team Leader, Program Delivery
- Vicki Porter, Office Manager Props and Structures, Darwin (Larrakia)

“As a Yorta Yorta woman, I am proud to be the chair of the Aboriginal and Torres Strait Islander Advisory Committee which has been collaborating strategically to evolve the firm’s RAP, continuing to embed principles of reconciliation inside and outside the business.

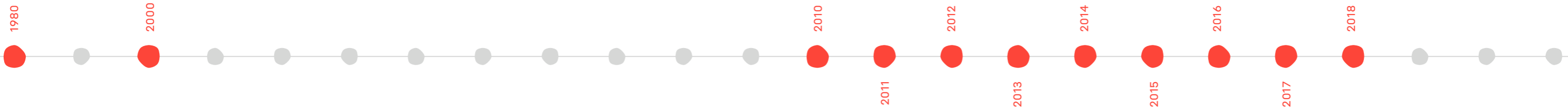
“This shows what can be achieved through strong leadership and commitment from Aboriginal and non-Aboriginal WSP leaders, employees, clients and contractors in working effectively with Aboriginal and Torres Strait Islander peoples across the country.

“WSP has demonstrated a strong commitment to ensure that opportunities are culturally appropriate and safe. This is shown in the improved employment and training outcomes for Aboriginal and Torres Strait Islander peoples, increased procurement opportunities for Aboriginal and Torres Strait Islander businesses and entrepreneurs, educating non-Aboriginal people within and associated with WSP on the First Peoples histories and cultures as well as showing the deepest respect for Traditional Custodians through formally recognising First Peoples nationally.

“I look forward to working with the WSP team on their evolving journey to reconciliation so that we can continue to do great things and achieve positive outcomes for our people.”

KAREN MILWARD, CHAIR  
ABORIGINAL AND TORRES STRAIT ISLANDER ADVISORY COMMITTEE





# Our Reconciliation Journey

## 1980

Our work in remote Aboriginal and Torres Strait Islander communities began around 40 years ago delivering services for infrastructure development in power, water, wastewater, telecommunications, roads, airports, ports, staff housing, housing, health facilities, sporting fields, swimming pools and pavements.

## 2000

We began providing support to Engineering Aid Australia's Indigenous Australian Engineering School (IAES) through program leadership and coordination.

## 2010

WSP released its first RAP (2010-2014). It was developed in consultation with external stakeholders including our Aboriginal and Torres Strait Islander Advisory Committee and internal business leaders and Aboriginal and Torres Strait Islander staff. This RAP focused on improving awareness about reconciliation and supporting existing pre-employment initiatives, such as the Indigenous Australian Engineering Summer Schools and the Smith Family Scholarship Program.

## 2011

WSP picked up the Runner Up New Entry Award at the Property Industry Foundation (PIF) awards ceremony held at the National Centre of Indigenous Excellence. We helped raise funds for the National Hard Hat Campaign.

## 2012-2014

WSP and the Queensland University of Technology (QUT) established the Science and Infrastructure Development (SID) School – a free, fully supervised, five-day, residential program for Indigenous secondary school students held in Brisbane.

During this time, we continued to support the Smith Family Scholarship Program, which has enabled employment opportunities for Indigenous and non-Indigenous students around the country to gain skills at WSP and be mentored by professionals. This initiative is still going strong in 2021.

In Western Australia, we established Cultural Safety Protocols for working on Country and in New South Wales, we drafted an Aboriginal and Torres Strait Islander Recruitment and Retention Strategy.

## 2014-2018

Our fourth and fifth RAPs (2014-2018) were released following the integration of Parsons Brinckerhoff. As part of this integration, the new WSP Leadership team committed to building on the progress that we had made since 2010.

In delivering infrastructure projects for our clients, we began to work more closely with Traditional Owner groups and communities to ensure Aboriginal heritage is respected and influences Indigenous design principles to enable better connections.

We provided financial support to regional engagement activities supporting Aboriginal and Torres Strait Islander participation and we embedded cultural awareness and ongoing learning as a core behaviour across the firm.

## 2014-2018 continued

We have developed policies and guidelines to support our Indigenous staff including cultural protocols, Sorry Business Guideline and Indigenous Relations Policy that are still in use today, albeit quite evolved.

The South Australian Regional Office continued its sponsorship of 5 Indigenous Leadership Students through The Smith Family Scholarships Program; the Western Australia Regional Office refined its Cultural Safety Protocols for working on Country and the New South Wales Regional Office explored the drafting of an Indigenous Employment Strategy. Finally, we formed a partnership with CareerTrackers and sponsored 3 Indigenous Australian interns.

In 2016, National Director of Sustainability, David Cruickshanks-Boyd, was appointed as an inaugural Ambassador for the South Australian Governor's Aboriginal Employment Industry Clusters Program.

In 2017, engineers from our Adelaide office volunteered an afternoon to join a group of 30 STEM professionals and talk to participating students at the Aboriginal Summer School for Excellence in Technology and Science (ASSETS). This CSIRO initiative provided high-achieving Year 10 Aboriginal and Torres Strait Islander students with the opportunity to explore studies and careers in science, technology, engineering and mathematics, as well as learn more about their cultural connections.

A number of WSP people got involved in Clean Slate without Prejudice, a joint initiative by the Redfern local area command in Sydney and Tribal Warrior, a not for profit organisation, established by Aboriginal people with help from Aboriginal Elders. They participated with young Aboriginal and Torres Strait Islander people at risk of committing offences by joining in voluntary boxing classes.

Several members of our Sydney office attended a weekend Cultural Training Session organised by Engineers Without Borders with Tom Kirk, an Indigenous facilitator, who belongs to both the Gurreng Gurreng (Western Burnett River District QLD) and the Birri Gubba people (Burdekin River District QLD).

At the beginning of 2018, we actively changed our RAP approach from an internal focus to one that is external and client-facing to build Indigenous expertise in our projects.

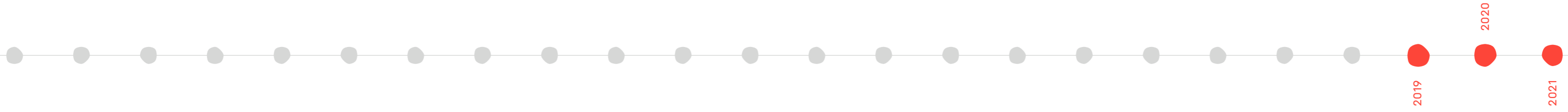
Accordingly, we established the Indigenous Specialist Services group: [www.wsp.com/en-AU/services/indigenous-specialist-services](http://www.wsp.com/en-AU/services/indigenous-specialist-services). It provides Aboriginal-led co-design methodologies on major infrastructure projects, Indigenous procurement workshops, involvement in the Business Indigenous Network and incorporates Indigenous design principles in our WSP offices across Australia.

Also in 2018, we established our relationship with Supply Nation and by the end of that year, had 41 registered Indigenous Suppliers certified by the organisation. By the end of 2020, we had 84.

Our long standing relationship with Sister Kates Home Kids Aboriginal Corporation (SKHKAC) continues and we engage them to provide truly insightful, practical and enriching Cultural Awareness Training. Over 80% of all WSP WA people have undertaken this awareness program with a commitment to bringing reconciliation into our client relationships and our workplace with integrity, teamwork, excellence and respect.

Finally, in 2018, the SID School won Consult Australia's Gold Award for Excellence in Corporate Social Responsibility.

These are just some of the initiatives that saw us embed reconciliation in our everyday business.



**2019**

In working towards our sixth RAP, we built on the all the objectives and actions on the previous documents. We continued supporting Engineering Aid Australia's Indigenous Australian Engineering School (IAES), Smith Family Scholarship Program, SID School, and more.

**Other initiatives**

- We delivered ongoing cultural awareness to staff across all offices in Australia. Specifically, we created a Cultural Awareness training module and asked all staff to complete it. In addition, it is now offered to all new employees as part of their standard onboarding activities.
- Welcome to Country and Acknowledgement to Country are now standard at all WSP event, internal staff briefings and indeed any internal or external meetings held.
- Our RAP journey and commitments are closely aligned to our Guiding Principles and corporate values. As a global company, WSP is embracing Indigenous cultures and knowledge in our regions and embedding it in our day to day business activities and design.
- Reconciliation goals have been embedded in the business plans of our Business Groups and core operations.
- We have refined and expanded the use of our Indigenous staff including cultural protocols, Sorry Business Guideline and Indigenous relations policy.
- We consistently participated in reconciliation reporting including the Reconciliation Australia's Workplace RAP Barometer and RAP Impact Measurement Questionnaire as well as the Business Council of Australia's reconciliation reporting.
- We continued to host employee engagement events across our offices for National Reconciliation Week and NAIDOC Week. In addition, we profiled some of our Aboriginal and Torres Strait Islander employees on our website and via social media.

- We became a signatory to the United Nations Global Compact (UNGC) and began to examine our operations alongside the Ten Principles of the UNGC.
- We created an Indigenous Participation page on our website which identifies our activities, highlights news stories, and details our ongoing journey to reconciliation.
- In 2019, we joined our clients, industry colleagues and fellow Australians in publicly recognising the importance of the Uluru Statement from the Heart to Australia's First Nations people. We accepted the invitation to walk with Aboriginal and Torres Strait Islander peoples in a movement of the Australian people for a better future.
- National Director of Sustainability, David Cruickshanks-Boyd began chairing a local Indigenous Engineering Committee of Engineers Australia which is progressing a strategy to increase engagement, recognition and participation of Aboriginal and Torres Strait Islander peoples in our profession. This is an example of WSP using its influence outside the company and specifically in the engineering profession.

**Procurement**

We have led the way in Indigenous procurement through commitment and public support for Raising the Bar initiatives with the Business Council of Australia. Through our procurement initiative and workshops, Indigenous businesses now make up more than 3% of our active suppliers with 2.9% of our influenceable spend.

In October 2019, we invited Indigenous businesses involved in delivering key services to attend our Indigenous Supplier Workshop to find out more about the opportunities to work with WSP and our clients to help shape our thriving societies.

**2020**

As part of our ongoing initiatives, the journey to reconciliation is well and truly paved with established Relationships, Respect and Opportunities. This year, we are adding a fourth tenet to our vision - FOCUS - where we will identify, develop, refine and implement RAP initiatives aligned to our ANZ Strategic Plan for business growth, particularly across ESG parameters.

In addition to all previous activities undertaken in the past decade, many of which are recurring, we have:

- Completed internal reviews of employee engagement in reconciliation and plan to increase effective engagement.
- Expanded our Aboriginal and Torres Strait Islander RAP Advisory Committee.
- Grown our internal RAP Champions network to include representatives across our major capital city and regional offices.
- Maintained and strengthened local partnerships in each of our regions with local community groups, for example Tribal Warrior in NSW since 2017. Another example is our involvement with Sister Kate's in WA to provide cultural awareness training and Indigenous consultation services to our people.
- Provided employment opportunities to Indigenous community members on a range of iconic projects including The Level Crossing Removal initiative in Melbourne, the Woolgoolga to Ballina upgrade on the Pacific Highway in NSW and the Special Activation Precincts in Moree NSW, just to name a few.
- Supported the creation of a professional network for our Indigenous staff.
- Joined Reconciliation Australia's corporate partnership program.

- Led the way in Indigenous procurement through commitment and public support for Raising the Bar initiatives with the Business Council of Australia. Registered Indigenous Suppliers now make up 3.1% of our overall suppliers. All our paper is purchased from MOS (MURU Office Supplies who are Supply Nation Certified).
- Continued to support and get involved in National Reconciliation Week in 2020 participating in online activities and delivering a range of staff initiatives including hosting an online movie night featuring 'In My Blood It Runs' and a WSP LIVE Town Hall hosted by our CEO and attended by more than 500 staff.

**2021**

- Reflected on Australia Day 2021 publicly discussing our support for a vibrant and connected future for all Australians. 
- Participated in Reconciliation Australia's Meaningful Partnerships Session on 25 February 2021 featuring Russell Reid, National RAP Lead and Charlie Jewkes, Director of Transport and WSP's Executive RAP Sponsor discussing their experiences in partnering for success.
- Also in February 2021, we participated in the long-standing national initiative Clean Up Australia on Heirisson Island in WA while strengthening our relationships with people and place. Aboriginal Elders from Sister Kates home Kids Aboriginal Corporation provided a Welcome to Country and Smoking Ceremony helping us to appreciate the cultural, historical and environmental significance of the land we walked. Volunteering together while being active in nature was the perfect way to realise our vision of creating thriving future ready sustainable communities. WSP has been working in this area over the past two years, proudly supporting the Department of Transport and Main Roads WA in developing the concept for the proposed Causeway Pedestrian and Cycle Bridge.



2021 continued

- Our Brisbane office held an International Women's Day event (February 2021) which also discussed opportunities for Aboriginal and Torres Strait Islander women in STEM.
- On 21 March, we held our first Aboriginal and Torres Strait Islander Advisory Committee for 2021.
- Also in March, WSP staff attended the Opening Night of New and Emerging WA Aboriginal Artists Exhibition at the Fremantle Arts Centre - this occasion enabled us to meet and talk with Aboriginal artists from remote, regional and metro WA to better understand their stories for improved awareness and learning.
- On Monday 19 April, a group of 20 WA WSP employees visited the opening of the special exhibition for WA Museum Boola Bardip, 'Songlines: Tracking the Seven Sisters'.
- From 27 May to 3 June, we celebrated NRW2021 by taking action towards reconciliation ([wsp.com/en-AU/news/2021/taking-action-towards-reconciliation](https://wsp.com/en-AU/news/2021/taking-action-towards-reconciliation)). We hosted internal events for our people in Perth, Sydney, Brisbane and Adelaide, working around COVID-19 restrictions. We also encouraged our 4,000 people to get involved in a range of NRW2021 events in their communities around the country.



- In July, we commemorated NAIDOC Week 2021 by hosting a WSP LIVE Townhall event attended by 500+ employees. Guy Templeton, CEO Asia Pacific had a yarn with Peter Morris, General Manager for Reconciliation Australia on how we can start to heal Country alongside Russell Reid, National RAP Lead & Senior Aboriginal Affairs and Participation Consultant and Charlie Jewkes, RAP Leadership Champion & Director of Transport. We also held regional events for our people in each capital city (virtual) on how to heal country. And, our Perth office hosted two external events (on 8 & 9 July) attended by 200+ clients on Aboriginal Design Principles - where we provided practical advice using real project examples.

Overall, we are leading the narrative around empowering Indigenous communities by improving cultural awareness and participation nationally within the business and broader communities.

Lessons Learnt

- The pathway in achieving reconciliation across a large organisation takes strong leadership and time to embed the Aboriginal and Torres Strait Islander cultures and knowledge into our business plans, operations and work.
- In our sphere of influence, we have sought to address the under representation of Indigenous Australians in STEM industries by providing support to school-aged children. This continues to benefit both the students and our staff in developing career pathways and mentoring.
- Local relationships established with Aboriginal and Torres Strait Islander communities in each state and location have been the key to success. This is driven by the Regional Directors in each of our operations with our RAP Lead and the support of RAP Champions and members of our Indigenous Specialist Services team.
- A shift from internal awareness to more external participation and influence is key to success.
- Incorporating our RAP in proposals and bid documents is helping us showcase that we are active in this sphere. It also allows us to help our clients increase employment for Aboriginal and Torres Strait Islander peoples in construction projects.
- Ensuring regular internal and external communications as well as easy access to resources on our intranet and website helps us keep Aboriginal Affairs top of mind with our staff, clients and stakeholders. Social media is a key channel used to demonstrate reconciliation in action.
- Most of all, to deliver effective actions that can support reconciliation and address challenges affecting Aboriginal and Torres Strait Islander peoples, we must take the time to listen, understand and engage.

"I hope that, through the relationships and work that I'm doing, I can make a difference in connecting our communities and stimulating growth for Indigenous Australian businesses to build a brighter future.

Working with organisations such as WSP, I can tell my story and that of my people and community, and challenge the status quo in procurement and Indigenous Australian business participation. Connecting community and businesses is the game-changer, and I found my space to champion just that."

LISA MUNDINE, DIRECTOR, PACIFIC RECRUITMENT & CONSULTING PTY LTD AND MEMBER OF THE WSP ABORIGINAL AND TORRES STRAIT ISLANDER ADVISORY COMMITTEE




# Relationships



Strong and trusted relationships are the basis of good business. Building opportunities to work closely with Aboriginal and Torres Strait Islander peoples, staff, businesses, communities and organisations, will result in more effective planning, design and delivery of projects with our clients.

**Focus Area:** Relationships align to the third plank in the WSP Strategic Plan – People & Culture

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Meet with at least one local Aboriginal and Torres Strait Islander stakeholder and/or organisation in each region per year to continuously improve guiding principles for engagement.	2022, 2023, 2024	Regional Directors in ACT, NSW, QLD, VIC, SA, WA & NT
	Review, update and implement regional engagement plans to work with Aboriginal and Torres Strait Islander stakeholders where we have offices. This should include in-kind opportunities (pro-bono work, secondments, etc) to support aligned partners across geographies, such as Reconciliation WA, Tribal Warriors, Firesticks etc. 	2022, 2023, 2024	RAP Lead with Regional Directors in ACT, NSW, QLD, VIC, SA, WA & NT
	Establish and maintain at least 10 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations around the country including: <i>National NAIDOC Secretariat, National Centre of Indigenous Excellence, ATSIC, National Indigenous Australian Agency, CareerTrackers, Tribal Warriors, Sister Kates Home Kids Aboriginal Corporation, Indigenous Network, Supply Nation, Institute of Urban Indigenous Health, Business Indigenous Network, Firesticks.</i>	2022, 2023, 2024	RAP Lead with Regional Directors in ACT, NSW, QLD, VIC, SA, WA & NT
	Establish and maintain relationships with various employees of Reconciliation Australia to collaborate on upcoming activities and find other ways we can add value and provide support to the organisation, such as getting involved in RA events and webinars and facilitate introductions to our clients or suppliers.	2022, 2023, 2024	RAP Lead
	Establish and maintain at least one two-way relationship with local Aboriginal and Torres Strait Islander organisations in each regional office to provide Welcome to Country services, for the firm, clients, events and/or significant projects.	2022, 2023, 2024	RAP Lead with state-based RAP Champions
	<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff via news stories on the Intranet, in our CEO's Weekly Newsletter, in the May edition of our quarterly RAP Newsletter Minya, and through our Reconciliation Intranet Portal.	27 May 2022, 2023, 2024
Promote NRW externally on our website news channel with a WSP news story and across all social media channels - highlighting the importance of the week and detailing our activities and initiatives in furthering reconciliation both inside and outside the firm.		27 May - 3 June 2022, 2023, 2024	Head of Comms
Take over the WSP Australia Intranet banner ad real estate + WSP Australia Website banner ad real estate on front page - for the week of NRW featuring NRW graphics/design and linking to our website news story on NRW and reconciliation. Also feature graphics on our social media accounts for the week.		27 May-3 June 2022, 2023, 2024	Head of Comms
Encourage all staff to incorporate NRW information (during the week) in their email signatures and provide instructions via the Intranet story.		27 May 2022, 2023, 2024	Head of Comms
RAP Working Group members to participate in two external events in their state per year.		27 May-3 June 2022, 2023	RWG Members in each state
Encourage and support senior leaders and all staff to participate in at least 1 external event in their state every year to recognise and celebrate NRW.		27 May 2022, 2023, 2024	Head of Comms with Executive Leadership Team
Organise at least 1 x NRW event per state per year.		27 May 2022, 2023, 2024	State-based RAP Champions

Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW), continued.</b>	Organise 1 internal national all-staff NRW event per year - known as WSP LIVE Town Hall to celebrate NRW, led by our CEO.	27 May-3 June 2022, 2023, 2024	Head of Comms with RAP Lead and CEO
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May-3 June 2022, 2023, 2024	Head of Comms
<b>3. Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage all staff to drive reconciliation outcomes. This includes the development of an annual communications plan to promote our RAP actions and outcomes to our people and stakeholders.	Jan, Apr, July, Oct 2022, 2023, 2024	Head of Comms with the support of RAP Lead
	Increase the use of 'approved' Aboriginal branding and imagery within WSP offices and on marketing materials. This includes featuring Aboriginal and Torres Strait Islander artwork in all our offices and incorporating Indigenous artwork to lead the fit out in all new offices (for example Canberra in 2021).	2022, 2023, 2024	Head of Comms with Head of Workplace
	In addition to participation in NRW and NAIDOC Week, we will participate in other events such as: <i>National Close the Gap Day, Harmony Week, National Sorry Day, Mabo Day, National Aboriginal &amp; Torres Strait Islander Children's Day, International Day of the World's Indigenous People, and/or Indigenous Literacy Day.</i>	Mar, May, June, July, Aug, Sept, 2022, 2023, 2024	Head of Comms with RAP Lead and CEO
	Arrange at least one speaking engagement per annum for our CEO to discuss reconciliation as well as diversity and inclusion topics in professional services firms at an industry event.	2022, 2023	Director of Clients, Marketing & Comms
	Communicate our commitment to reconciliation publicly by maintaining an Indigenous Participation page on our website and keeping it up to date monthly with news, milestones and activities.	2022, 2023, 2024	Head of Comms
	Publish at least 6 stories (per annum) externally on our website and through social media on our commitment to reconciliation and participation in key activities relating to Aboriginal and Torres Strait Islander Peoples and/or our Indigenous Design Services projects, people/employees, clients or milestones.	2022, 2023, 2024	Head of Comms
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes by providing an update on reconciliation in all client-based meeting.	2022, 2023, 2024	CEO, Directors, Key Account Managers
	Collaborate with key industry and other like-minded organisations to provide Indigenous Specialist Services speakers for at least 6 activities, events, webinars or podcasts produced by: <i>Engineers Australia (national and state-based chapters), Engineering Aid Australia's Indigenous Australian Engineering School (IAES), University of Queensland, SID School/Queensland University of Technology, University of Technology - Sydney, Engineers Without Borders, Infrastructure Partnerships Australia, Smith Family, Business Council of Australia - Raising the Bar Initiative, ABCN, SA Governor's Aboriginal Employment Industry Clusters Program, Aboriginal Summer School for Excellence in Technology and Science (ASSETS), CSIRO</i> and more.	2022, 2023, 2024	RAP Lead, CEO & Regional Directors in ACT, NSW, QLD, VIC, SA, WA & NT
	Engage with at least 5 clients to identify opportunities to mutually support RAP Initiatives with Aboriginal and Torres Strait Islander peoples, organisations and suppliers.	2022, 2023, 2024	Executive RAP Sponsor
	Select one pro-bono project per annum to be undertaken for a remote Aboriginal and Torres Strait Islander community.	2022, 2023, 2024	RAP Lead with Business Group Directors
	Continuously improve HR policies and procedures concerned with global and local policies and our commitment to UN SDGs.	2022, 2023, 2024	Director of People
Implement and communicate an anti-discrimination policy for our organisation.	2022, 2023, 2024	Director of People	
Engage with Aboriginal and Torres Strait Islander staff and/or advisors to continuously improve our anti-discrimination policy.	2022, 2023, 2024	RWG with Director of People	
Provide ongoing education to senior leaders and all employees on the effects of racism through our Diversity & Equality Opportunity Course.	2022, 2023, 2024	Manager Learning & Development	
Roll out company-wide Code of Conduct compulsory training refresher yearly, which includes information on our no tolerance approach to racism, global human rights policy, equal opportunity approach and ethics and compliance.	2022, 2023, 2024	Manager Learning & Development	
Senior leaders to publicly support our anti-discrimination campaigns, initiatives or stances against racism including annual policy updates on all channels - internally, externally and across social media.	By 30 Nov 2021, 2022, 2023, 2024	CEO + Executive Leadership Team	

# Indigenous Specialist Services



## Building cultural knowledge into infrastructure projects

WSP is at the forefront of industry change when it comes to Indigenous co-design – and has a real opportunity to create a built environment that reflects Australia’s First Peoples. The Indigenous Specialist Services group was formed in 2018 to change our focus to one which values Indigenous knowledge and provides design input into our major projects. Incorporating Indigenous knowledge and culture in the designs of important infrastructure and built environment projects helps create strong and culturally respectful relationships with Indigenous communities. It also assists in highlighting the historical and ongoing connection to Country of local Aboriginal and Torres Strait Islander communities. This is a ground-breaking initiative that fills a gap in current reconciliation activities within Australia.

“Indigenous co-design is important if we are to progress the Australian design trajectory,” says Allan Murray, WSP’s Principal Aboriginal Affairs Consultant. “The power of Aboriginal design encompasses a potential to influence a new Australian vernacular, where designs intrinsically connect to place and context.”

This approach in turn generates meaningful opportunities for Indigenous people, businesses and communities across project lifecycles. It also engages our clients in discussion on reconciliation and provides them with concrete opportunities for acknowledgement of culture and history through design of their projects. Typically these are large infrastructure projects within public areas. In this way, we are leading both our clients and the broader public along a journey of truth-telling, acknowledgement and reconciliation.

Our unique team of Aboriginal and Torres Strait Islander staff support a range of disciplines such as planning, cultural heritage, design – graphic, architectural, urban, engineering, stakeholder engagement and digital.

They play an important role in providing knowledge and experience – both cultural and technical – to our clients and teams. This builds cultural competency within WSP and with our clients in a meaningful way. Furthermore, it helps us bring our clients along the reconciliation journey and leaves a lasting legacy of acknowledgment through infrastructure that builds cultural awareness and appreciation in the broader community.

We are working with Aboriginal and Torres Strait Islander communities including:

- Over 170 opportunities and projects designed on Country – including projects across all our business units and sectors including Transport, Property, Resources, Environment, Water, Power and corporate functions. These opportunities and projects were in over 45 Aboriginal and Torres Strait Islander Countries across all our regions encompassing QLD, NSW, ACT, VIC, SA, WA and NT.
- Engagement with over 100 clients including a national contractor tasked with implementing Aboriginal and Torres Strait Islander engagement plans and incorporating Indigenous design and knowledge on their projects.
- Creation of 30+ Aboriginal Design Principles documents for clients to demonstrate how their infrastructure projects can incorporate cultural knowledge and Indigenous designs.

## Indigenous Specialist Services

### Core Principles

#### Indigenous led

Aboriginal and Torres Strait Islander peoples (designers, Elders etc.) should be leading or co-leading the Indigenous elements in the design.

#### Community involvement

Getting the local Indigenous community engaged in the design process is key to success. For example, can we use existing culturally-significant patterns or can we have some designed?

#### Appropriate use of Indigenous design

All Indigenous design elements must be approved by relevant Indigenous people, community and Elders. If approval is not given, the knowledge will not be used in the project.

### Design Outcomes

#### Signage/surface treatment/walls/art

Surface treatments using local Aboriginal design knowledge, commissioned from artists, or by urban designers. Signage, surface treatment, walls or art can tell the story of the Country and its people.

#### Indigenous space

A space or landscape where Aboriginal people can have their culture celebrated and practiced.

#### Language

Sharing language is critical to keeping it alive through its use in the built environment.

For more information, visit:

[wsp.com/en-AU/services/indigenous-specialist-services](https://wsp.com/en-AU/services/indigenous-specialist-services)



ABOVE IMAGE: EXAMPLE KULIN NATION WALL PATTERN BY MICHAEL HROMEK, TECHNICAL EXECUTIVE – INDIGENOUS (ARCHITECTURE), DESIGN AND KNOWLEDGE, WSP

VICTORIA

# Case Study: Southern Program Alliance (SPA)



I want to use my knowledge and experience to connect Australian infrastructure with our traditional values and land.

ALLAN MURRAY, PRINCIPAL ABORIGINAL AFFAIRS CONSULTANT, WSP

As design partner of Victoria's Level Crossing Removal Project (LXRP), WSP has been working closely with representatives of Boonwurrung/Bunurong Country in Victoria on design and integration in the southern program of works, including level crossings removals in Seaford, Cheltenham, Mentone, Carrum, Edithvale and Bonbeach.

“Through the co-design process and matching ambitions to opportunities, we are leaving a legacy where Traditional Owners can forever tell their story and share cultural knowledge in a culturally safe place, says Allan Murray, Principal Aboriginal Affairs Consultant. “We have been able to incorporate cultural values and principles on a major project and bring them to life on a larger scale.”

Allan has been involved in the LXRP's SPA - which is delivering the projects - since it was established in late 2017. More than 500 team members with the southern program have participated in some form of cultural activity - from attending awareness training and participating in NAIDOC Week activities to Smoking Ceremonies and tours of traditional lands.

At Carrum, one of the key southern program sites, LXRP was enthusiastic about using a diamond pattern and a representation of the eagle 'Bunjil' on an urban marker next to Karrum Karrum Bridge. The diamond pattern identifies the Boonwurrung/Bunurong people while Bunjil represents spiritual creator of Port Phillip Bay. Additionally, a yarning circle - an amphitheatre where the community can sit and talk - has been designed and built, leaving a legacy for locals and visitors.

### Allan Murray, Principal Aboriginal Affairs Consultant

Proud Dhudhuroa-Yorta Yorta man, Allan is playing an influential role by empowering Indigenous Australians and building a brighter future for communities. In his day to day role and as part of our Aboriginal and Torres Strait Advisory team at WSP, he has extensive experience in championing Aboriginal participation and community engagement on major infrastructure projects.

Allan says, “I'm passionate about getting Indigenous communities involved in infrastructure, connecting people and stimulating growth for Indigenous businesses. Imagine the ripple effect this can have on the next generation. That's why I'm helping teams like the SPA to reach its potential.

“I assist them to become culturally competent and safe workplaces - whether that's through cultural awareness training, community engagement or nurturing skills from the grassroots level.

“I want to use my knowledge and experience to connect Australian infrastructure with our traditional values and land. For example, getting approved Aboriginal cultural design principles and art on infrastructure can help give the site an identity and a better connection to the land.”

KARRUM KARRUM BRIDGE, SPA  
IMAGE COURTESY OF LEVEL CROSSING REMOVAL PROJECT



WEST AUSTRALIA

# Case Study: Reid Highway Upgrade



“We have an important and continuing role to play in promoting and protecting the rights of Aboriginal and Torres Strait Islander peoples.

We have a responsibility to include and consider their values and knowledge in the work that we do and, in the design, and development of place.”

JULIA CARPENTER  
DIRECTOR OF INDIGENOUS SPECIALIST SERVICES, WSP

WSP has played a part in the design of a new four-kilometre westbound dual carriageway on Reid Highway, which is helping drivers in Perth’s north-east get home sooner and safer.

The much-needed upgrade removes the last single carriageway section, delivering an efficient east-west route across Perth’s north eastern suburbs for local residents, commuters and the freight industry.

WSP was engaged to assist Main Roads WA to:

- consult with the Whadjuk Noongar Reference Group
- establish the cultural significance of the site
- co-design cultural driven outcomes with the group; and
- ensure the outcomes were contemporary responses to traditional stories and themes of the site.

From this engagement we established that this site had significance for women as a place where they curated and controlled the landscape to ensure resources, such as water and birdlife of the creek lines, were abundant and predictable.

With these themes established, the WSP team worked iteratively with Noongar artists Shane Yondee Hansen and Barbra Bynder as well as Perth street artist Drew Straker and his ‘neon street light’ style to interpret these ancient site themes of Country, Animal and people in new, innovative and colorful way.

Noongar moieties, like the black duck, and the theme of the 8 Noongar seasons and Noongar shields were used as main drivers for the art piece. Perforated artwork for anti-throw screens referencing the flowing water underneath the site, and rest stops with integrated sculptural art were provided along the sites nicest areas to get people to slow down and appreciate Country.



# Respect



Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands and histories is integral across our operations, particularly in the business we do directly on Aboriginal and Torres Strait Islander land (including water) and in their communities. By building the cultural understanding of our staff, we will create opportunities to attract a more diverse employee base and improve the quality of the services we offer our clients.

**Focus Area: Respect align to the first and fourth planks in the WSP Strategic Plan – Clients and Operational Excellence**

Action	Deliverable	Timeline	Responsibility
<b>1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Conduct a review of cultural learning needs within our organisation on a yearly basis and update as required.	2022, 2023, 2024	Manager Learning & Development with RAP Lead
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy, and revise approach yearly.	2022, 2023, 2024	RAP Lead
	Implement and communicate a cultural learning strategy for our staff on a quarterly basis through our Minya Newsletter.	2022, 2023, 2024	Manager Learning & Development with RAP Lead
	Commit all RAP Working Group members, HR managers, Executive Leadership Team members and senior directors/leaders to undertake formal and structured cultural learning.	2022, 2023, 2024	Manager Learning & Development
	Have the Diversity Council extend an invitation to an Aboriginal and Torres Strait Islander representative at all internal and external events promoting diversity & inclusion, workplace gender equality, Indigenous affairs and more - to promote the recognition of cultures, histories and human rights.	By 30 November 2021, 2022, 2023, 2024	Diversity Council Chair
	100% of all new staff to have completed formal cultural awareness training, completing e-learning and/or face-to-face training within 6 months of commencement.	Ongoing	Manager Learning & Development
	Provide face-to-face refresher Cultural Awareness Training for all our people who have significant interaction with Aboriginal and Torres Strait Islander people and communities as part of projects.	2022, 2023, 2024	Manager Learning & Development
<b>2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Review and update Cultural Awareness Training e-Learning module to ensure it is up to date and relevant.	February 2022, 2023, 2024	Manager Learning & Development with RAP Lead
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. As a minimum, this includes getting all new staff to undertake Cultural Awareness Training, begin all meetings (internal & external) with an Acknowledgement to Country, learn about the Country on which our offices are located and those on which our projects take place. Communication of this takes place on a quarterly basis through the CEO's Weekly Newsletter to remind people of these actions.	Jan, April, July, October 2022, 2023, 2024	Head of Comms with RAP Lead
	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country. Remind all staff of the location of these documents on our Reconciliation Intranet Hub in the quarterly all-staff Minya Newsletter.	Feb, May, Aug, Nov 2022, 2023, 2024	RAP Lead
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at a minimum of 4 significant events for the firm each year, such as Client Project Start Ceremony, NAIDOC Week event, Client event or roundtable and/or office openings or re-openings.	July 2022, 2023, 2024	Regional Directors in ACT, NSW, QLD, VIC, SA, WA & NT with guidance from RAP Lead

Action	Deliverable	Timeline	Responsibility
<b>2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols (continued).</b>	Continue our approach to begin all internal staff meetings with an Acknowledgement to Country.	2022, 2023, 2024	Senior Leaders & Managers
	Continue our approach to begin all external meetings with an Acknowledgement to Country or where appropriate arrange for a Welcome to Country for significant meetings.	2022, 2023, 2024	Senior Leaders & Project Directors
	Include a brief overview of our commitment to reconciliation in face-to-face inductions for new employees and as part of our Onboarding Portal on the Intranet.	July 2022, 2023, 2024	Director of People & Line Managers
	Begin company-wide roll-out of automatic Acknowledgement to Aboriginal and Torres Strait Islander Peoples on our email signatures for all 4,000 staff. It features: <i>WSP acknowledges that every project we work on takes place on First Peoples lands. We recognise Aboriginal and Torres Strait Islander Peoples as the first scientists and engineers and pay our respects to Elders past and present.</i>		Head of Comms
	Promote the Country on which all our Australian offices are located on and encourage staff to add to their email signatures (under office location).	2022, 2023 & 2024 for accuracy/correctness	Head of Comms
	Create and publish a quarterly reconciliation newsletter called Minya, which is circulated organisation-wide to all staff. It contains news, achievements, milestones, key dates, events, and more relating to Aboriginal and Torres Strait Islander Peoples.	Feb, May, Aug, Nov 2022, 2023, 2024	RAP Lead
	Display Acknowledgment of Country plaques in all our offices.	July 2022	Workplace Manager
<b>3. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	CEO to host a WSP LIVE TOWN HALL for all staff to celebrate NAIDOC Week featuring an external Aboriginal and Torres Strait Islander speaker, RAP Lead and RAP Executive Sponsor to kick the week off and celebrate the meaning of this event.	As per dates TBA in July 2022, 2023, 2024	RAP Lead with CEO and RAP Executive Sponsor
	Members of the RWG to participate in one external NAIDOC Week event in their location.	As per dates TBA in July 2022, 2023, 2024	RWG
	RAP Champions in each office to organise one event for staff to participate in NAIDOC Week. Examples include cultural awareness lunch and learn presentations, morning/afternoon teas featuring Indigenous supplied food or drinks, Indigenous movie nights, and more.	As per dates TBA in July 2022, 2023, 2024	RAP Champions
	Review HR policies and procedures yearly to remove barriers to staff participating in NAIDOC Week.	June yearly, 2022, 2023, 2024	Director People
	Support all staff to participate by speaking in at least one external NAIDOC Week event in their local area and publicise these via an Intranet Story and in our CEO's Weekly Newsletter.	As per dates TBA in July 2022, 2023, 2024	Head of Comms
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year in each state office through sponsorship.	July 2022, 2023, 2024	RAP Champions
<b>4. Support industry organisations with cultural awareness, reconciliation or other Aboriginal and Torres Strait Islander events.</b>	Actively reach out to key industry associations to seek involvement in at least 3 reconciliation events. These organisations including <i>Engineers Australia, Engineers Without Borders, Infrastructure Partnerships Australia, the Business Council of Australia, the Property Council of Australia, Australian Water Association, CEDA, Australian Institute of Energy, Australasian Tunnelling Society, Australian Railway Association, ICON, Clean Energy Council, AITPM, IPENZ, RTSA, Roads Australia, Western Sydney Leadership Dialogue, GBCA, Water Services Association of Australia, Committee for Sydney/Melbourne, ISCA, UIDA, IAP2</i> and more.	2022, 2023, 2024	Head of Partnerships
	Publish at least 1 external article in an industry publication promoting cultural awareness, reconciliation, Indigenous participation and employment or other Aboriginal and Torres Strait Islander content.	2022, 2023, 2024	Head of Comms



SOUTH AUSTRALIA

# Case Study: Indigenous Engineering Subcommittee



“WSP was one of the first engineering consultancies to develop a Reconciliation Action Plan in 2010 and establish an Aboriginal and Torres Strait Islander Advisory Committee.”

DAVID CRUICKSHANKS-BOYD  
NATIONAL DIRECTOR OF SUSTAINABILITY, WSP  
CHAIR OF INDIGENOUS ENGINEERING SUB-COMMITTEE, ENGINEERS AUSTRALIA (SA)

In 2019, David Cruickshanks-Boyd, WSP’s National Director of Sustainability was appointed Chair of Engineers Australia’s Indigenous Engineering Subcommittee for the South Australian Branch.

As part of his voluntary involvement in this group, David is playing a key role in promoting reconciliation through our sphere of influence. Specifically, the Subcommittee is progressing a strategy to increase engagement, recognition and participation of Aboriginal people in the engineering profession.

One such initiative is a recent visit to the Living Kurna Cultural Centre (LKCC) in South Australia where committee members engaged with the Kurna people of the Adelaide Plains.

Located at Warriparinga, the LKCC seeks to facilitate connection and understanding of the Kurna people and offers Aboriginal and environmental cultural education programs, events and performances. Warriparinga is an important cultural heritage site where Aboriginal and early European heritage sit side by side.

The Living Kurna Cultural Centre was built in 2001 as a result of the work between the Kurna community and the City of Marion. It is a learning place for Kurna people and future generations, to remember and renew cultural and spiritual practices, care for Country, link to Dreaming stories, perform ongoing ceremonies, and educate the community.

The photo shown here was taken in the vicinity of a very special tree, which in the past was used as a birthing place for local Kurna women.



QUEENSLAND

# Case Study: WSP's Brisbane Workplace

## Creating a culturally rich workplace with connection to the land

We engaged local Indigenous artist Ailsa Walsh from Wulkuraka Designs to bring an Aboriginal narrative in providing a collaborative and inspiring workplace to more than 600 people at our Brisbane office. Ailsa is connected to the Kullili and Lardil nations via tribal bloodlines and the Yuggera nation through family. Her unique background permits her to use a variety of art styles and techniques in her work.

Our interior design partner, Hassell, collaborated with WSP's Indigenous Specialist Services team and Ailsa to integrate and extend Indigenous knowledge and designs throughout the office fitout including: lift lobby wraps; colour palettes of flooring, wall colours and soft furnishings; Indigenous patterns throughout meeting spaces; and a yarning circle in the communal staff area.

"From five years of age, I watched my late uncle paint and he taught me various techniques that I use today," explains Ailsa. "My style is based on the land, landscapes, stars, bush tukka and animals and I love that I can make a difference through my art - to work with the community and connect with our heritage and culture."

"I was compelled to work with WSP on this project because of the strong alignment in your work between communities and cultures as well as your RAP. The paintings I have created, which are featured across each of the four floors, are centred around different elements but they are all connected - from the wetlands on the lowest level to welcoming guests at the Brisbane River, bush tukka in the meeting and gathering space, through to the Spirit Snake overlooking as a guardian."

Michael Hromek, Technical Executive of Indigenous Architecture, Design and Knowledge  
"Incorporating Indigenous knowledge and culture in the designs of infrastructure and built environment projects helps create strong and culturally respectful relationships with Indigenous communities and connection to the land."

"Given all engineering projects are built on Aboriginal lands fostering meaningful relationships between these Aboriginal communities, the projects' stakeholders and the projects' potential environmental, economic and societal outcomes is a challenge that often seems to sit outside the scope of the projects' works."

"We found that through implementing these Indigenous design principles that the Aboriginal community were empowered both culturally and economically while still able to enjoy positive outcomes."

"This painting is dedicated to a higher power of knowledge," says Ailsa. "Irrespective of our backgrounds, knowledge is the key to success in life. It opens the door to freedom, love and truth. We, as young ones, may think we know the answers, but there is always an elder to teach us more. What makes us a good person is to listen, take that knowledge and pass it down to the next generation. The yellow represents hope. Ancestor spirits from the great snake provide wisdom, education, protection and guide us to be better people in ourselves and our community."

AILSA WALSH, ARTIST  
WULKURAKA DESIGNS




ONE OF FOUR COMMISSIONED ARTWORKS IN OUR BRISBANE OFFICE, THIS PAINTING WAS PRODUCED BY AILSA WALSH DAVIDSON, LARDIL, KULILI, YUGGERA TRIBAL ARTIST

NEW SOUTH WALES

# Case Study: Special Activation Precincts



“In the work that we do on Country, WSP leverages the Core Principles of the Australian Indigenous Design Charter. 

“We follow them when delivering our services, taking our clients and stakeholders through the journey and also lead with these principles when talking with Traditional Owners. Elders are looking for our understanding, seeking involvement and want to know if we are going to get it right.”

MICHAEL HROMEK, TECHNICAL EXECUTIVE  
INDIGENOUS (ARCHITECTURE), DESIGN AND KNOWLEDGE, WSP

WSP has been engaged on three Special Activation Precincts (SAPs) in NSW – Moree, Wagga Wagga and Parkes. SAPs are regional towns selected for economic development through business hub revitalisation, creating jobs, attracting businesses and investors, and supporting local industries. Precinct development includes masterplanning, permitted land uses and the identification of specific principal standards.

Prior to design of the masterplans, our Indigenous Specialist Services were engaged to provide cultural context mappings and advise on how they should respond to cultural practices. The aim of our involvement was in the understanding of Country – highlighting high level opportunities for Aboriginal involvement, design and engagement.

Michael says, “This is no different to other stakeholders, for example community groups or chamber of commerce or arts associations, who are all wanting their requirements to be considered in the planning. We are just providing this from a local Aboriginal point of view, but the Indigenous perspective is often neglected.

“We engaged and implemented the input of the local Wiradjuri people throughout the master planning phase of the SAPs. Together, we created and planned for communities that reflected the Traditional Owners of the land and their heritage as well as sacred sites and places of spiritual meaning. To better connect the precincts and to promote inclusiveness we incorporated their designs into public art and landscaping initiatives.”

### Engagement by Design

An Engagement by Design Session was held in Moree for the Special Activation Precinct master planning project.

WSP Subject Matter Experts from various disciplines and stakeholders worked iteratively to ensure the eventual masterplan had a wide range of inputs, (sustainability, town planning, structures, business case study, Aboriginal design and cultural and economic land use, social impacts and more).



# Opportunities



Increasing Aboriginal and Torres Strait Islander participation through employment and procurement of services as well as supporting STEM education initiatives will create mutually beneficial opportunities for closing the gap.

**Focus Area: Opportunities align to the second plank in the WSP Strategic Plan – People & Culture**

Action	Deliverable	Timeline	Responsibility
<b>1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	2022, 2023, 2024	Manager Learning & Development + Manager Talent + RAP Champions
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	2022, 2023, 2024	Director of People
	Resource and support the maintenance of a professional network for our Aboriginal and Torres Strait Islander staff.	2022, 2023, 2024	RAP Lead
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders by adding a line to all advertised vacancies that we are committed to providing employment opportunities for Aboriginal and Torres Strait Islander peoples.	2022, 2023, 2024	Manager Talent
	Commit to advertising yearly in GenerationOne Magazine – an Indigenous-focused careers guide for students across Australia and profile one of our Aboriginal and/or Torres Strait Islander graduates.	2022, 2023, 2024	Manager Talent
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	2022, 2023, 2024	Director of People
	Determine current levels of workforce that identify as Aboriginal and/or Torres Strait Islander people, as part of a holistic diversity survey undertaken yearly.	By 30 November 2022, 2023, 2024	Director of People
	Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions through the WSP Thrive Program which enables staff and their line managers to have 2 x professional development discussions per annum.	By 30 November 2022, 2023, 2024	Manager Learning & Development
	Commit to a 3.5 % target of Aboriginal and Torres Strait Islander employees in our organisation.	30 November 2024	Director of People
	Offer a minimum of 10 internships annually to Aboriginal and Torres Strait Islander students in tertiary education – through Career Trackers, Smith Family, Tribal Warriors Job Board, and other programs.	By 30 November 2022, 2023, 2024	Director of People
<b>2. Provide pre-employment opportunities for Aboriginal and Torres Strait Islander students.</b>	Host SID School in BNE every year and encourage school-aged children to choose STEM careers.	June-August 2022, 2023, 2024 subject to COVID	Regional Director QLD
	Host at least five students per annum from the SID School, ABCN Program or Smith Family Program and/or CareerTrackers WorkShadow program for work experience in our Australia offices.	2022, 2023, 2024	Regional Directors in in ACT, NSW, QLD, VIC, SA, WA & NT with support from Manager Talent

Action	Deliverable	Timeline	Responsibility
<b>3. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop, implement and maintain an Aboriginal and Torres Strait Islander procurement strategy.	2022, 2023, 2024	Workplace Manager
	Maintain and evolve Supply Nation relationship and continue to add new Aboriginal and Torres Strait Islander suppliers on an ongoing basis.	2022, 2023, 2024	Workplace Manager
	Host at least one Aboriginal and Torres Strait Islander Supplier workshop to assist new suppliers in joining the WSP procurement network.	2022, 2023, 2024	RAP Lead with Workplace Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff in the quarterly Minya Newsletter.	2022, 2023, 2024	RAP Lead
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	2022, 2023, 2024	Workplace Manager with RAP Lead
	Maintain commercial relationships with at least 100 Aboriginal and/or Torres Strait Islander businesses.	2022, 2023, 2024	Workplace Manager
	Recruit 15 new Aboriginal and/or Torres Strait Islander suppliers/businesses per annum.	2022, 2023, 2024	Workplace Manager with RAP Lead
	Reach an annual target of 3.5% procurement from Aboriginal and Torres Strait Islander businesses.	2022, 2023, 2024	Workplace Manager
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation on annual basis.	2022, 2023, 2024	Workplace Manager
	For all office leases in our Australian offices, approach our landlords to 1/identify their RAP commitments, 2/promote our RAP commitments, 3/ investigate opportunities to leverage Aboriginal and Torres Strait Islander participation for employment and 4/promote the use of our Aboriginal and Torres Strait Islander suppliers.	2022, 2023, 2024	Workplace Manager
<b>4. Facilitate economic development opportunities in remote and regional Australia.</b>	Increase use of regional Aboriginal and Torres Strait Islander suppliers on projects <2m	2022, 2023, 2024	Indigenous Participation Director
	Implement business development strategy to drive increased Aboriginal and Torres Strait Islander participation on all projects >2M	2022, 2023, 2024	Business Development Director
	Commit to at least one pro-bono project or in-kind support per state, per annum for Aboriginal and Torres Strait Islander communities.	2022, 2023, 2024	Business Group Directors with RAP Lead
	Help facilitate employment opportunities for Aboriginal and/or Torres Strait Islander staff and engagement of Aboriginal and/or Torres Strait Islander suppliers on our mega projects (e.g. Woolgoolga to Ballina).	2022, 2023, 2024	Project Directors
	Design a business development strategy to drive increased Aboriginal and Torres Strait Islander participation with clients who have a remote area focus, particularly in WA.		Indigenous Participation Director
	Develop a strategy to support increased Aboriginal and Torres Strait Islander economic participation on all projects in Northern Australia. Targets should reflect Commonwealth, State and Territory requirements.		NT Regional Director
	Work with regional communities as part of delivering Indigenous Specialist Services and help facilitate additional economic development opportunities outside our scope of work on a minimum of 1 existing project per year.		Indigenous Participation Director

QUEENSLAND

# Case Study: SID School and Engineering Aid Summer School



“As engineers, planners, designers and influencers, we are in a unique position to support the young leaders of tomorrow in STEM education and careers, particularly those from Aboriginal and Torres Strait Islander backgrounds. The SID School helps us lay strong foundations in designing the integrated, inclusive and diverse communities of the future.”

GERARD RYAN  
QLD REGIONAL DIRECTOR (WSP) & SID SCHOOL CO-FOUNDER

## Laying strong foundations for Indigenous STEM education and careers

Supporting the young leaders of tomorrow in STEM education and careers, particularly those who identify as Aboriginal and/or Torres Strait Islander, helps public and private sector participants in industry lay strong foundations in designing integrated, inclusive and diverse communities and workforces of the future.

## Science and Infrastructure Development (SID) School

Established in partnership by WSP and Queensland University of Technology Oodgeroo Unit (QUT) the SID School is reconciliation in action and focuses on closing the gap in education outcomes for Indigenous Australians. This free experiential-focused five-day residential program is in response to the gap in enrolments in tertiary STEM education between Indigenous and non-Indigenous Australian students and in school attendance, literacy and Year 12 completion at school. The SID School was recognised nationally winning the 2018 Consult Australia Gold Award for Excellence in Corporate Social Responsibility.

WSP's Regional Director for Queensland and QUT Alumni, Gerard Ryan says, “The partnership of business with universities is important in laying strong foundations and career pathways for aspiring students with an interest in the STEM areas.

“During the SID School, which is held annually, students are exposed to positive role models and learnt about what it is like to work for a global firm like WSP and opportunities to pursue a career in the built environment and infrastructure industry in shaping future thriving communities. They have the opportunity to talk to people that work in these exciting industries and gain confidence in what a STEM career can provide.”

## Indigenous Australian Engineering School

For more than 20 years, WSP has been a proud partner of Engineering Aid Australia's Indigenous Australian Engineering School (IAES), helping to inspire Indigenous Australian secondary school students to consider engineering and STEM career pathways.

Josh MacLeod, Junior Electrical Intern says, “The IAES had such an impact on me as it opened my eyes to change paths to university, where I'm now studying electrical engineering and secured an internship with WSP.

I'm passionate about giving back and jumped at the chance to participate in the program and to lend a hand to nurture future Indigenous generations. My advice to them is to make the most of it, you don't realise just yet how important and valuable the networking opportunities with the participating companies are for your career pathway.”



SID SCHOOL 2019 AT OUR BRISBANE OFFICE  
IN THE YARNING CIRCLE

We will identify, develop, refine and implement RAP initiatives aligned to our ANZ Strategic Plan for business growth. In embedding the RAP at the very heart of our strategy, we will achieve our vision for reconciliation through the delivery of integrated programs.

# Focus



Identify, develop, refine and implement RAP initiatives aligned to our ANZ Strategic Plan for business growth. In embedding the RAP at the very heart of our strategy, we will achieve our vision for reconciliation through the delivery of integrated programs. Ultimately this will help drive engagement, participation, reconciliation and economic development of Aboriginal and Torres Strait Islander communities.

**Focus Area: Focus aligns to the first and fourth planks in the WSP Strategic Plan – Clients & Operational Excellence**

Action	Deliverable	Timeline	Responsibility
<b>1. Embed Aboriginal and Torres Strait Islander perspectives in all our business activities – both internally and externally.</b>	Incorporate key messages for Aboriginal and Torres Strait Islander reconciliation and participation in WSP's annual Communications Plan.	By 30 January 2022, 2023, 2024	Head of Comms
	Maintain a Reconciliation Hub on our Intranet that forms the repository for all resources, key dates, and more.	Every Friday of the week in every month, starting November 2022, 2023, 2024	RAP Lead with Head of Comms
	Include information on our RAP in all bids and proposals as well as project reports. This includes featuring standard tender question responses for 'Aboriginal and Torres Strait Islander Procurement and Indigenous Equality' and 'Aboriginal Participation in Construction' on our Proposal Portal.	Ongoing on all projects - review on 1st of every month from November 2022, 2023, 2024	Bid Managers & Project Directors
	For all projects that we are engaged on, begin by identifying the Country on which the project is located and communicate that with the WSP team, then the client. Secondly, ask the client if the Aboriginal and Torres Strait Islander community has been consulted. If not, encourage them to do so or inform them that we have an Indigenous Specialist Services team ready to help.	Ongoing on all projects - review on 1st of every month from November 2022, 2023, 2024	Project Directors & Members of our Indigenous Specialist Services team
	Remind and encourage our Workplace teams in each region twice yearly – who undertake procurement for our offices – to ensure that Aboriginal and Torres Strait Islander suppliers are always considered for engagement/supply.	January & June yearly 2022, 2023, 2024	Workplace Manager
	In each Regional Directors' Formal Monthly Update that takes place either face-to-face or virtually, always include an update on reconciliation as part of Diversity & Inclusion - highlighting news, activities, achievements, projects, key dates, etc.	Jan, Feb, Mar, Apr, May, June, July, Aug, Sept, Oct, Nov, Dec 2022, 2023, 2024	Regional Directors and state-based RAP Champions
<b>2. Showcase the best in Indigenous Design projects.</b>	Promote at least 3 projects per annum where we have been engaged to deliver Indigenous Specialist Services across all communications channels - internal, external and social media, and where possible, demonstrate the impacts to the Aboriginal and Torres Strait Islander communities.	By 30 November 2022, 2023, 2024	Head of Comms
	Pitch at least 1 story per annum to the media relating to positive outcomes generated on a project for the local Aboriginal and Torres Strait Islander community where Indigenous Design has been used.	By 30 November 2022, 2023, 2024	Head of Comms

Action	Deliverable	Timeline	Responsibility
<b>3. Profile WSP's Aboriginal and Torres Strait Islander employees.</b>	Profile at least 3 Aboriginal and Torres Strait Islander people in our business per annum across all communications channels - internal, external and social media to: recognise & promote their achievements, drive the principles of role-modelling as well as encourage Aboriginal and Torres Strait Islander people to apply for positions with us.	March, July, Nov 2022, 2023, 2024	Head of Comms
	Obtain at least 3 external speaking engagements at conferences or industry associations featuring a member of our Indigenous Specialist Services team to promote the importance of incorporating Aboriginal and Torres Strait Islander design in the built environment.	By November 2021, 2022, 2023, 2024	Marketing Lead
<b>4. Promote our approach to Australian Aboriginal Affairs and reconciliation on the global stage.</b>	Provide 1 x Indigenous Design Services project + provide 5 key RAP activities and achievements per annum to be featured in our global publications: WSP's Annual Report and Environmental Social Governance Report (formerly our Sustainability Report). This includes aligning our Indigenous Specialist Services projects and reconciliation activities during the year to the UN SDGs.	March, May 2022, 2023, 2024	Head of Comms
	Provide Australian Aboriginal and Torres Strait Islander content to our Global Communications team to produce 1 x article per annum for International Day of the World's Indigenous People. This article includes content from NZ, USA, Canada and Australia and is socialised in each region.	By 9 August 2022, 2023, 2024	Head of Comms

NATIONAL

# Case Study: Leveraging The Indigenous Voice To Teach Us How To Survive Covid-19



“One way Indigenous peoples consider the needs of the collective is to look after every living thing within the ecosystem including the air, water and land – from a small fish and giant tree to the people living in that Country.”

SIAN HROMEK  
INDIGENOUS SPECIALIST SERVICES CONSULTANT, WSP

Indigenous peoples have encountered mass death due to diseases like small-pox since colonisation. While populations were decimated, survival prevailed.

Wide-scale restrictions on movements, fear, panic and uncertainty about when our home, work and social life will go back to normal; this is the Australia that we live in today.

It's a reality that Indigenous Australians have lived before; as young Aboriginal peoples reflect on the memory of ancestors moved off their country, losing family and land, and ultimately their freedom. The result has been many generations of trauma and disadvantage.

Today, many Indigenous communities are again living in fear and in isolation due to their increased vulnerability to COVID-19 from higher incidences of heart disease, diabetes, asthma to autoimmune problems. How we come out of this pandemic, and others like it, will depend on how well we work together to save lives and land and ensure long-term prosperity.

Sian Hromek, Indigenous Specialist Services Consultant at WSP and proud Budawang woman of the Yuin Nation, reveals the lessons we can learn from Indigenous communities to get back on track. She says, “I was yarning with my sister Dr. Danièle Hromek about the resilience of Indigenous communities. She raised the point that they generally put society before the individual or ‘we before me’. Meanwhile, modern cultures often uphold the importance of the individual and the individuals’ rights before the collective community.

“This health pandemic is forcing us all to change our behaviour and consider the importance and value in putting the wellbeing of the community and our lands before the rights of the individual.

“One way Indigenous peoples consider the needs of the collective is to look after every living thing within the ecosystem including the air, water and land – from a small fish and giant tree to the people living in that Country.

“Moving towards an approach that protects both the community and the land also makes scientific sense. It supports biodiversity in our ecosystem and contributes to its overall health and resilience. Reduced biodiversity allows for pathogens and viruses to take hold as happens in a monoculture.

“One of the ways to harness this Indigenous knowledge and stop the decline of biodiversity is through looking after Country in the way that it needs to be looked after. This can be done by consulting and working with the traditional custodians, forming partnerships with them to co-create a modern pathway that will support the renewal of Indigenous land management philosophy and techniques.

“The outcome is simple really. By supporting this type of relationship people are engaged in looking after Country, which in turn looks after people and everything within that Country. It is a reciprocal, ongoing multigenerational relationship that over time will enhance wellbeing of all. Healthy Country = Healthy People. Unhealthy Country = Unhealthy People.

“To ensure we are prepared for any future natural or man-made disasters, it is useful to understand the past. Crucially, we need to engage with Indigenous led land management so that the unique attributes, stories and culture that directly relate to the area are upheld and maintained. Traditional custodians are best placed to inform and guide society into the future as they have a direct link to the past history of specific places and observe reoccurring patterns and events such as floods, landslips, erosion and other temporal hazards that may not be obvious to recent societies.

“One of the ways WSP achieves this, is through the use of the Australian Indigenous Design Charter, that provides a framework to work within. By following these guidelines, we can be confident that we are working with communities and clients in a way that is positive for all involved.

“Our work includes an investigation into the Country where WSP have projects to help understand the unique attributes of that area, the people and their culture. This investigation provides a cultural competency document for the project team to learn more plus it gives the design team an opportunity to engage with traditional custodians to work together in finding design solutions that relate to the designs and features of the culture and Country. In this way, we honour the past and look to a positive future, walking together with the original people of this land.”

As part of her work, Siân researches the rich history and living culture of people who belong to land WSP works on. She helps develop Aboriginal Design Principles (ADP) that guide and inform design solutions. Project teams use ADPs for cultural competence training, and to build confidence when engaging with Indigenous communities to gain local knowledge Traditional Custodians may offer to inform design solutions. The myriad benefits provide competitive advantage to WSP and business and employment opportunities to Indigenous communities.

Since 2019, Siân has been a Director on the board of the Firesticks Alliance Indigenous Corporation (ICN-8778), which helps Traditional Custodians reinvigorate and reapply cultural burning practices to repair and strengthen Country and community. The Firesticks Alliance partners with communities, the private sector, governments and not for profits.

Strong and trusted relationships are the basis of good business. Building opportunities to work closely with Aboriginal and Torres Strait Islander peoples, staff, businesses, communities and organisations, will result in more effective planning, design and delivery of projects with our clients.



# Governance



Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	30 March 2022, 2023, 2024	RAP Lead
	Apply a Terms of Reference for the RWG and review annually.	30 March 2022, 2023, 2024	RAP Lead
	Meet at least four times per year to drive and monitor RAP implementation.	Mar, Jun, Sep, Dec 2022, 2023, 2024	RAP Lead
<b>2. Provide appropriate support for effective implementation of RAP commitments.</b>	Embed resource needs for RAP implementation as part of the annual budgeting process.	30 Sept 2022, 2023, 2024	Executive RAP Sponsor
	Embed key RAP actions in performance expectations of senior management and all staff as part of twice-yearly THRIVE Conversations.	Twice yearly, 30 June and 30 November - 2022, 2023, 2024	Manager Learning & Development
	Allocate AUD5,000 per region to support regional offices in their activities with local Aboriginal and Torres Strait Islander community groups and stakeholders.	By 30 November 2022, 2023, 2024	RAP Lead
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	30 September 2022, 2023, 2024	Executive RAP Sponsor
	Develop a dashboard for the Diversity Council to monitor progress, review opportunities and threats, and revise strategy.	Completed	RAP Lead with Diversity & Inclusion National Lead
	Maintain an internal RAP Champion from the Executive Leadership Team – knows as the Executive RAP Sponsor.	30 March 2022, 2023, 2024	CEO
	Include our RAP as a standing agenda item at senior management meetings, specifically the monthly Extended Executive Leadership Meeting.	2nd week of each month, 2022, 2023, 2024	CEO
	Allocate communications resources in Enterprise Marketing team to ensure reconciliation messaging is effectively communicated internally, externally and on socials as appropriate across the entire business as per RAP commitments.	By 30 November 2021	Head of Comms
<b>3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023, 2024	RAP Lead with assistance from Head of Comms
	Report quarterly to the RAP Working Group on key activity and relationships strengthened through local engagement plans.	Mar, Jun, Sep, Dec 2022, 2023, 2024	RAP Lead

Action	Deliverable	Timeline	Responsibility
<b>3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally (continued).</b>	Report RAP progress to all staff and senior leaders quarterly through the Minya Newsletter.	Feb, May, Aug, Nov 2022, 2023, 2024	RAP Lead
	Publicly report against our RAP commitments annually, outlining achievements, challenges and key learnings and share with Executive Leadership Team. Also feature report on our Reconciliation Intranet Hub for staff to review/access. Feature achievements and key milestone on our Reconciliation page on the Australian website, as well as submit this information to our Global Annual Report and Global ESG Report annually.	By 2022, 2023, 2024	RAP Lead with Head of Comms
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	Ongoing	RAP Lead
<b>4. Measure our social impact.</b>	Develop a framework to measure the social impact we are helping to create for Aboriginal and Torres Strait people through reconciliation projects.	Annually	Executive RAP Sponsor
	Promote our social impact through media campaign and as part of our annual global ESG Report.	June 2023	Head of Comms
<b>5. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	Completed	RAP Lead
<b>6. Embed our RAP commitments into our corporate strategy.</b>	Incorporate outcomes that help to build a positive reconciliation culture into our annual business group and business units plans and our next corporate strategy 2022-2025.	Ongoing	RAP Lead with Executive RAP Sponsor

ABOVE IMAGE WOOLGOOLGA TO BALLINA COURTESY OF TRANSPORT FOR NSW



NEW SOUTH WALES

# Case Study: Tomerong Quarry Masterplan



“Undertaking pro-bono work is a key part of our CSR program - WSP with HEART. In this instance, we have been able to provide our technical expertise to benefit IGJL and help them get closer to establishing a cultural centre and associated accommodation. We are proud to lend a hand and help drive participation and engagement that will ultimately drive economic outcomes for Aboriginal and Torres Strait Islander Peoples.”

CHARLIE JEWKES,  
DIRECTOR OF TRANSPORT AND RAP EXECUTIVE SPONSOR, WSP

## Providing pro-bono services to help inform the decision-making process

Ja-Ghoondji Lands Incorporated (IJGL) owns the 800 Ha site at 146 Parnell Road Tomerong in NSW. The site has previously functioned as a quarry for blue metal / road making materials and is currently not operating.

The quarry has current approval for 150,000 – 200,000 tonnes of extraction per year and a potential 20-30-year life span. IJGL would like to re-commence extraction under current approval and increase extraction under a new approval, such that the quarry’s life-span is shortened to about five years.

At completion of the quarry’s life span, IJGL plans to use the site for cultural purposes and would like to establish a cultural centre and associated accommodation. More specifically, IJGL proposes to establish:

- Six permanent dwellings for staff during construction and permanent operations of the cultural centre.
- Space for an additional 6 dwellings for staff.
- Cultural centre with an amphitheater at its centre, which adaptively reuses the quarry pit rock face as a sculptural artwork backdrop.
- Potential ‘glamping’ area for short stay accommodation.
- Multipurpose building for reception/functions.

IGJL also seeks to develop a 50MW solar farm on the property and has appointed a technical consultant to prepare a feasibility study.

WSP has been engaged on a pro-bono basis to:

- Consult with IJGL and their project managers (ByGroup), to fully understand their aspirations for the site.
- Consult with regulatory agencies in relation to environmental and planning approvals that may be required for implementation of the Masterplan, including Shoalhaven Council and Department of Planning, Industry and Environment (DPIE).
- Prepare a Masterplan for development of the site, including the short-term expansion of extraction, development of the solar farm, cultural facilities and short-stay accommodation.
- Identify potential infrastructure upgrades that may be required (detailed assessment and extent and design of any infrastructure upgrades will be part of future stages of work).
- Prepare an Implementation Plan, encompassing approvals, timelines, staging and funding considerations for implementation of the Masterplan, including the funding of the approvals process and preparation of Environmental Impact Statements, and associated studies.



ARTISTS IMPRESSION: MICHAEL HROMEK  
TECHNICAL EXECUTIVE – INDIGENOUS (ARCHITECTURE)  
DESIGN AND KNOWLEDGE, WSP



As one of the world's leading professional services firms, WSP provides technical expertise and strategic advice to clients in the Transportation & Infrastructure, Property & Buildings, Earth & Environment, Mining & Power and Water sectors, as well as offering strategic advisory, engagement and digital services. Our experts include engineers, advisors, technicians, scientists, planners, surveyors and environmental specialists, as well as other design, program and construction management professionals. With approximately 54,000 talented people in 550 offices across 40 countries, of which 4,000 are located in Australia. We are uniquely positioned to deliver successful and sustainable projects that are future ready, wherever our clients need us.

For more information on our RAP, contact:

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Senior Aboriginal Affairs and Participation  
Consultant and National RAP Lead, WSP

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