Cover art

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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WSP acknowledges the Traditional Owners of the land on which our projects are planned, designed and constructed. We honour their ongoing spiritual relationship between people and country and their continuing connection to culture, community, land, sea and sky. We pay our respects to Elders past, present and emerging as well as to all our Aboriginal and Torres Strait Islander colleagues.

We employ 3,500 people, working on over a thousand projects a year across every state and territory of Australia. Each one of these projects sits on a First Nations country, and we seek to tie the work that WSP does today to the enduring culture and history of our First Nations people and their connection to country.

We recognise the unique role they play in the nation’s heritage and our future. We believe that 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 Indigenous communities in infrastructure projects and to stimulate growth for Indigenous businesses and communities. We create educational opportunities and career pathways, which enable us to create strong and culturally respectful relationships.

Since we established our first Reconciliation Action Plan (RAP) in 2010, WSP has sought to embed the principles of Respect, Relationships, and Opportunities in our business, and to engage our people, clients and partners in the journey of reconciliation. We stand side by side with Aboriginal and Torres Strait Islander people and have accepted the invitation to support for the Uluru Statement from the Heart.
Message from Karen Mundine
CEO, Reconciliation Australia

Reconciliation Australia congratulates WSP on its deep commitment to reconciliation as it implements its fourth Reconciliation Action Plan (RAP). The implementation of a Stretch RAP signifies that WSP is a leading advocate for reconciliation, and is demonstrating a deep dedication to making progress across the key pillars of the RAP program - Respect, Relationships, and Opportunities.
Empowering Indigenous communities for a brighter future

As part of our vision for reconciliation, WSP exists to create equitable, inclusive and sustainable societies for today and future generations.

We are one of the world's leading engineering professional service consulting firms. Today, WSP operates across a broad range of industry sectors in Australia, including Property & Buildings, Transportation & Infrastructure, Resources (including Mining and Industry) Water, Power and Environment.

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 Indigenous Australians and publicly championing reconciliation initiatives. We have a responsibility to include and consider Indigenous Peoples’ values and knowledge in the work that we do, in the design and development of place.
“We have an important and continuing role to play in promoting and protecting the rights of Indigenous 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
Our Evolving Journey to Reconciliation (2010 - 2020)

− 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 Scholarship Program.

− Since then, we have sought to address the under representation of Indigenous Australians in STEM industries by providing support to school-aged children, as follows:

  • WSP and the Queensland University of Technology (QUT) established the Science and Infrastructure Development (SID) School in 2012 – a free, fully-supervised, five-day, residential program for Indigenous secondary school students held in Brisbane. In 2018, the SID School won Consult Australia’s Gold Award for Excellence in Corporate Social Responsibility.

  • For the past 20 years, we have provided support to Engineering Aid Australia’s Indigenous Australian Engineering School (IAES) through program leadership and coordination.

  • As a supporter of the Smith Family Scholarship Program, we have enabled employment opportunities for Indigenous Leadership Students in South Australia since 2012.

− We are working with Traditional Owner groups and communities to ensure Aboriginal heritage is respected and influences Indigenous design principles in infrastructure projects to enable better connections.

− We delivered ongoing cultural awareness to staff across all offices in Australia.

− Welcome to Country and Acknowledgement to Country are now standard at WSP events and internal staff briefings.

− 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 our business plans and core operations.

− We have developed policies and guidelines to support 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, and profiling of our Indigenous people and industry partners on our website and via social media.
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.

- We have undertaken internal reviews of employee engagement in reconciliation and plan to increase effective engagement.
- We have expanded our RAP Advisory Committee, inviting more Aboriginal and Torres Strait Islander leaders (current and emerging).
- We have expanded our internal RAP Champions network to include representatives across our major capital city and regional offices.
- We have established 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. We have also provided employment opportunities to Indigenous community members.
- We have supported the creation of a professional network for our Indigenous staff.
- We have joined Reconciliation Australia’s corporate partnership program.
- 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 influencable spend.
- At the beginning of 2018, we actively changed our approach from an internal focus to one that is external and client-facing to build Indigenous expertise in our projects. With this, we established the Indigenous Specialist Services capability. The Indigenous Specialist Services group providing 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.
- In 2019, we joined our clients, industry colleagues and fellow Australians in publically 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 people in a movement of the Australian people for a better future.
- We are leading the narrative around empowering Indigenous communities by improving cultural awareness and participation nationally within the business and broader communities.
Leadership and working with the community

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

Our 2020 Aboriginal and Torres Strait Island Advisory Committee is guided by Indigenous voices including:

- Karen Milward, Yorta Yorta (Chair) (external)
- Michael Rotumah, Minaga/Iwaidja (external)
- Lisa Mundine, Wiradjuri/Bundalung (external)
- Barbara Bynder, Ballardong Noongar (external)
- Allan Murray, Dhudhurowa-Yorta Yorta
- Michael Hromek, Budawang/Yuin
- Russell Reid, Gaimararay

The Aboriginal and Torres Strait Island Advisory Committee supports a RAP team that includes our Executive Leadership Team and regional champions from each office who develop local relationships and engagement with the community and office staff.

“As a Yorta Yorta woman, I am proud to be a member of the WSP RAP Working Group which has been working strategically to achieve the highest level RAP status – an Elevate RAP. This shows what can be achieved through strong leadership and commitment from Aboriginal and non-Aboriginal WSP leaders, employees 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 the First Peoples nationally.

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

Karen Milward, Chair
“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
Business Development and Human Resource Manager for BY Group
## Relationships

### National Engagement Strategy — creating a consistent and clear framework for the organisation

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsibility</th>
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</thead>
</table>
| **RAP Leadership**  
Drive RAP accountability and engage at leadership level through the Diversity Council | Diversity Council Chair |
| Lead engagement with the Aboriginal and Torres Strait Islander Advisory committee | Indigenous Participation Director |
| **RAP Working Group**  
Implement, monitor and report on local engagement plans with national team | Indigenous Participation Director |
| **National Engagement Strategy**  
Drive a consistent national message across the business | Communications Manager |
| Engage with the RAP Working Group monthly and communicate stories nationally | Communications Manager |
| **Celebrate National Reconciliation Week**  
Provide opportunities for Aboriginal and Torres Strait Islander employees and other employees to build relationships with their local community | Communications Manager, Regional Directors and RAP Champions |
| Engage with aligned clients  
Identify opportunities for building relationships with clients to mutually support RAP initiatives with Aboriginal and Torres Strait Islander peoples, organisations and businesses | Business Development Director, ANZ |

### Regional Engagement Strategies — building strong relationships with Aboriginal and Torres Strait Islander people, communities

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsibility</th>
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</table>
| **Regional engagement strategies**  
Regional strategies to focus on relevant Aboriginal and Torres Strait Islander peoples, communities, organisations and businesses | Regional Directors, RAP Champions |
| **Support aligned partners – regional and national**  
Build on relationships with reconciliation groups and peak organisations e.g. Engineers Without Borders, Engineers Australia, CEDA, Business Council of Australia – Indigenous Network | Indigenous Participation Director, Regional Directors and RAP Champions |
| **Sponsorship of regional activities**  
Provide financial support to regional engagement activities supporting Aboriginal and Torres Strait Islander participation | Regional Directors |
<table>
<thead>
<tr>
<th>Timeline</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>Quarterly</td>
<td>Dashboard developed to monitor progress, review opportunities and threats, and revise strategy</td>
</tr>
<tr>
<td>Quarterly</td>
<td>Two face-to-face meetings held in rotating offices and two teleconferences per year</td>
</tr>
<tr>
<td>Quarterly</td>
<td>Report quarterly to the RAP Leadership group on key activity and relationships, as well as the progress against targets</td>
</tr>
<tr>
<td>Reviewed quarterly</td>
<td>Communication and engagement plan developed, implemented and evaluated</td>
</tr>
<tr>
<td>Monthly RAP working group meetings</td>
<td>Communicate at least one story from every monthly meeting</td>
</tr>
<tr>
<td>Late May – June annually</td>
<td>- Support national media campaign through the offices</td>
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<tr>
<td></td>
<td>- Register our NRW events via the NRW website each year</td>
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<td></td>
<td>- Commit to organise at least one NRW event in each region/office</td>
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<tr>
<td></td>
<td>- All staff encouraged to participate in at least one event during National Reconciliation Week</td>
</tr>
<tr>
<td>January annually</td>
<td>Identify the RAP status of all Key Accounts and select the top 10-20</td>
</tr>
<tr>
<td>March annually</td>
<td>Face-to-face engagement with selected key accounts – investigate their RAP status and commitment</td>
</tr>
<tr>
<td>June annually</td>
<td>Prepare Engagement Plans for each selected Key Account relating to the realisation of collaborative RAP opportunities</td>
</tr>
</tbody>
</table>

### Regional Engagement Strategies — building strong relationships with Aboriginal and Torres Strait Islander people, communities, organisations and businesses in each geography

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Target</th>
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<tbody>
<tr>
<td>February annually</td>
<td>Regional Aboriginal and Torres Strait Islander Engagement Strategies developed, implemented and evaluated</td>
</tr>
<tr>
<td>March annually</td>
<td>Key regional Aboriginal and Torres Strait Islander peoples, communities, organisations and businesses identified and documented in a database for each region</td>
</tr>
<tr>
<td>Quarterly</td>
<td>Quarterly engagement reports from regions reporting on activity and progress</td>
</tr>
<tr>
<td>January annually</td>
<td>National partners identified and engagement plan developed</td>
</tr>
<tr>
<td>February annually</td>
<td>Regional partners identified and included in regional engagement strategies, e.g the YOKAI Forum in WA and Infrastructure Industry Clusters in SA</td>
</tr>
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<table>
<thead>
<tr>
<th>Event Type</th>
<th>Target</th>
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</thead>
<tbody>
<tr>
<td>One annual activity/event in each region</td>
<td>Lead/host one event in each region</td>
</tr>
<tr>
<td>One in-kind opportunity in each region</td>
<td>Identify in-kind opportunities (pro bono work, secondments, etc.) to support aligned partners across the geographies, such as Reconciliation WA</td>
</tr>
<tr>
<td>March annually</td>
<td>AUD5,000 per each region to support the regional engagement strategies.</td>
</tr>
</tbody>
</table>
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 people. The Indigenous Specialist Services (ISS) team 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 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 Indigenous Australians support a range of disciplines such as planning, cultural heritage, design – graphic, architectural, urban, engineering, stakeholder engagement and digital. Our Indigenous staff 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 Indigenous 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 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 Indigenous 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.
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 people.

Aboriginal Design Principles

**Indigenous Led**

Indigenous people (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.

**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.
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. “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.

Case Study: Southern Program Alliance (SPA)

Allan Murray, Principal Aboriginal Affairs Consultant (pictured speaking)

Proud Dhudhuroa-Yorta Yorta man, Allan is playing an influential role by empowering Indigenous Australians and building a brighter future for communities. As a Principal Aboriginal Affairs Consultant and 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.”
“... I want to use my knowledge and experience to connect Australian infrastructure with our traditional values and land...”

Allan Murray
WSP Principal Aboriginal Affairs Consultant
### Action

**Cultural awareness in our organisation**

<table>
<thead>
<tr>
<th>Action</th>
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| Cultural awareness leadership  
Diversity Council to champion participation of Aboriginal and Torres Strait Islander people through employment, supplier diversity and partnerships | Diversity Council Chair |
| Senior leaders in the organisation to commit to attending the diversity training and building an inclusive and flexible workplace culture | Director of People |
| Cultural awareness training and development for employees  
Embed cultural awareness and ongoing learning as a core behaviour across the organisation. This will promote understanding and lay the foundation for the effectiveness of other strategies outlined in the RAP | Director of People |
| Regional Directors and RAP Champions | |
| Team Managers | |
| Recognition of Traditional Owners  
Ensure proper awareness and use of cultural protocols. Employees encouraged to use established protocols around Acknowledgement of Country and Welcome to Country | Indigenous Participation Director |
| Regional Directors | |
| Indigenous Participation Director | |
| Recognise and celebrate NAIDOC  
Promote NAIDOC Week cultural events to our employees | Communications Manager |
| RAP Champions | |
| Regional Directors | |
| Indigenous Participation Director | |
| Become a Recognise campaign partner  
Provide information to assist people to make informed decisions around the constitutional recognition of Australia’s First Peoples | Indigenous Participation Director |
<p>| Communications Manager | |
| RAP Champions | |</p>
<table>
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<tr>
<th>Timeline</th>
<th>Target</th>
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<tbody>
<tr>
<td>June annually</td>
<td>Diversity Council members to participate in cultural inclusion workshop</td>
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<tr>
<td>March 2020 and reviewed annually</td>
<td>All diversity policies and strategies reviewed to ensure that Aboriginal and Torres Strait Islander people are included 100% senior leadership team attends diversity training</td>
</tr>
<tr>
<td>March annually</td>
<td>Induction reviewed to include awareness of the RAP, the regional engagement plans and the RAP Champions. Establish link to Reconciliation Australia induction page (<a href="http://www.shareourpride.org.au">www.shareourpride.org.au</a>)</td>
</tr>
<tr>
<td>Quarterly</td>
<td>Quarterly program of cultural awareness sessions in each state, facilitated by local Traditional Owner Groups with 50% of staff attending over the year (attendance monitored annually)</td>
</tr>
<tr>
<td>As required</td>
<td>Locally relevant cultural awareness training for all employees working with Aboriginal and Torres Strait Islander communities, interns or employees</td>
</tr>
<tr>
<td>January annually</td>
<td>Cultural protocols published on RAP intranet site including key contacts and geographic specific office acknowledgements</td>
</tr>
<tr>
<td>Five x per year minimum</td>
<td>Traditional Owners arranged to give a Welcome to Country address at least five significant client and public events nationally</td>
</tr>
<tr>
<td>March annually</td>
<td>Signage acknowledging the Traditional Owners of the land installed in all main offices — ACT, Hunter, NSW, NT, Qld, SA, Vic, WA, Tas</td>
</tr>
<tr>
<td>July annually</td>
<td>Support national media campaign through the offices</td>
</tr>
<tr>
<td>April–July annually</td>
<td>Work with local Reconciliation Committees and NAIDOC Week Committees to support mutually-beneficial opportunities</td>
</tr>
<tr>
<td>NAIDOC Week</td>
<td>All staff supported to participate in events in the local community</td>
</tr>
<tr>
<td>January annually</td>
<td>WSP formally recognised as a Recognise campaign partner</td>
</tr>
<tr>
<td>Quarterly updates</td>
<td>Support national media campaign across the organisation</td>
</tr>
<tr>
<td>January annually</td>
<td>Add a widget to our website to provide information about the campaign</td>
</tr>
<tr>
<td>One event per region</td>
<td>Commit to support at least one Recognise event in each geography/office</td>
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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 Specialists 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 Reconciliation Action Plan. 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,” says Michael Hromek.

“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.”
“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 Reconciliation Action Plan. 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.”

Ailsa Walsh
Artist, Wulkuraka Designs
## Opportunities

<table>
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<tr>
<th>Action</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td><strong>Create opportunities for Aboriginal and Torres Strait Islander people to be employed and involved across all our business groups</strong></td>
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<tr>
<td>Provide pre-employment opportunities for Aboriginal and Torres Strait Islander high school students</td>
<td>Regional Directors in Perth and Sydney</td>
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<tr>
<td>Continue commitment to the Indigenous Australia Engineering Summer School (IAESS)</td>
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<tr>
<td>Co-deliver the Indigenous Australian Science &amp; Infrastructure Development (SID) Winter School</td>
<td>Qld Regional Director</td>
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<tr>
<td>Support other school initiatives as selected by regions</td>
<td>Regional Directors in ACT, Hunter, NT, SA, Vic</td>
</tr>
<tr>
<td>Provide pre-employment opportunities for Aboriginal and Torres Strait</td>
<td></td>
</tr>
<tr>
<td>Build our commitment to tertiary education programs, offering undergraduate opportunities to our organisation</td>
<td>Director of People</td>
</tr>
<tr>
<td>Increase Aboriginal and Torres Strait Islander employment</td>
<td>Director of People</td>
</tr>
<tr>
<td>Drive a commitment to include Aboriginal and Torres Strait Islander employees in our workforce, at least on par with the broader Australian population and our industry</td>
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| Realise opportunities to partner with Aboriginal and Torres Strait Islander businesses to deliver services in support of our operations |                                             |
| Increase Aboriginal and Torres Strait Islander corporate supplier diversity | General Manager, Corporate Services         |
| Increase Aboriginal and Torres Strait Islander corporate services supplier diversity |                                             |
| Support Aboriginal and Torres Strait Islander businesses on projects   | Indigenous Participation Director           |
| Develop Aboriginal and Torres Strait Islander partnerships on large projects (>2m) | Business Development Director, ANZ         |
| Leverage opportunities for Aboriginal and Torres Strait Islander participation in the effective planning, design and delivery of large projects (>2m) |                                             |

| Facilitate opportunities for remote and regional Aboriginal and Torres Strait Islander communities, organisations and businesses |                                             |
| Facilitate economic development opportunities in remote and regional Australia by supporting Aboriginal and Torres Strait Islander businesses, communities and organisations | Program Delivery Services Section Executive |
| Broker opportunities in Northern Australia between clients and Aboriginal and Torres Strait Islander people, businesses, organisations and communities | Program Delivery Services Project Manager   |
| Build on the Transport and Property strategic business initiatives to grow a market presence in Darwin and Northern Australia | SA/NT Regional Director, Director Property and Director of Transport |
**Timeline** | **Target**
--- | ---
January annually - IAESS | Staff members in Perth and Sydney actively participate in IAESS sessions and leaders attend IAESS events
School holidays | Host at least two IAESS students for work experience in relevant offices each year
June - August annually | Program for co-delivery of the SID Winter School in Brisbane with the Oodgeroo Unit of Queensland University of Technology; program design; sponsorship from key clients
June annually | Staff members involved in the delivery of the program
School holidays | Host at least two SID Winter School students for work experience in the Brisbane office each year
March annually | School-based work experience in regional engagement strategies
Summer and Winter annually | Offer up to 10 internships annually to Aboriginal and Torres Strait Islander students in tertiary education – through Career Trackers and other programs
March annually | Determine current levels of workforce that identify as Aboriginal and Torres Strait people, as part of a holistic diversity survey
February annually | Refreshed Aboriginal and Torres Strait Islander Recruitment and Retention strategy to ensure policies for recruiting, developing and retaining Aboriginal and Torres Strait Islander people are in place
June annually | Agreed employment targets and KPIs at the Diversity Council that commit to a 3.5% target of Aboriginal and Torres Strait Islander employees in our organisation by 2020. Workforce diversity should reflect population parity where possible: 1% by end of 2016, 1.5% 2017, 2% 2018

**Actions and/or our clients**

**January annually** | A corporate services supply diversity strategy (national and office-based)
**December annually** | For all corporate services (excluding office leases) - an agreed procurement target of 3.5% by end of 2018 for the use of Aboriginal and Torres Strait Islander suppliers (direct and indirect procurement), – 1.5% by end of 2016, 2.5% 2017, 3.5% 2018
**December annually** | For all office leases, approach the landlords regarding their RAP commitments and investigate opportunities to leverage Aboriginal and Torres Strait Islander participation
**March annually** | Develop directory of potential suppliers for each Business Group across the regions
**December annually** | Increased use of regional Aboriginal and Torres Strait Islander suppliers on projects <$2m
**January annually** | A business development strategy to drive increased Aboriginal and Torres Strait Islander participation with all projects >$2m
**December annually** | An agreed target of 3.5% revenue share to Aboriginal and Torres Strait Islander partners on selected projects <$2m – 1.5% by end 2016, 2.5% by end 2017, and 3.5% by end 2018

**Actions with relevant clients and projects**

**March annually** | Design a business development strategy to drive increased Aboriginal and Torres Strait Islander participation with clients who have a remote area focus
**Report December annually** | Facilitate opportunities for remote Aboriginal and Torres Strait Islander communities on at least three projects per year
Commit to at least three examples of pro bono work in remote areas each year
**March annually** | 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
Laying strong foundations for Indigenous STEM education and careers

Supporting the young leaders of tomorrow in STEM education and careers, particularly those from Indigenous backgrounds, 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.”
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.

IJGL 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.

Case Study: Tomerong Quarry Masterplan
WSP is one of the world’s leading engineering professional services consulting firms. We are 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 Property & Buildings, Transportation & Infrastructure, Resources (including Mining and Industry), Water, Power and Environmental solutions, as well as provide project and program delivery and strategic advisory. With 5,500 talented people in more than 50 offices across Australia and New Zealand, we engineer projects that will help societies grow for lifetimes to come.