



RECONCILIATION  
ACTION PLAN

INNOVATE

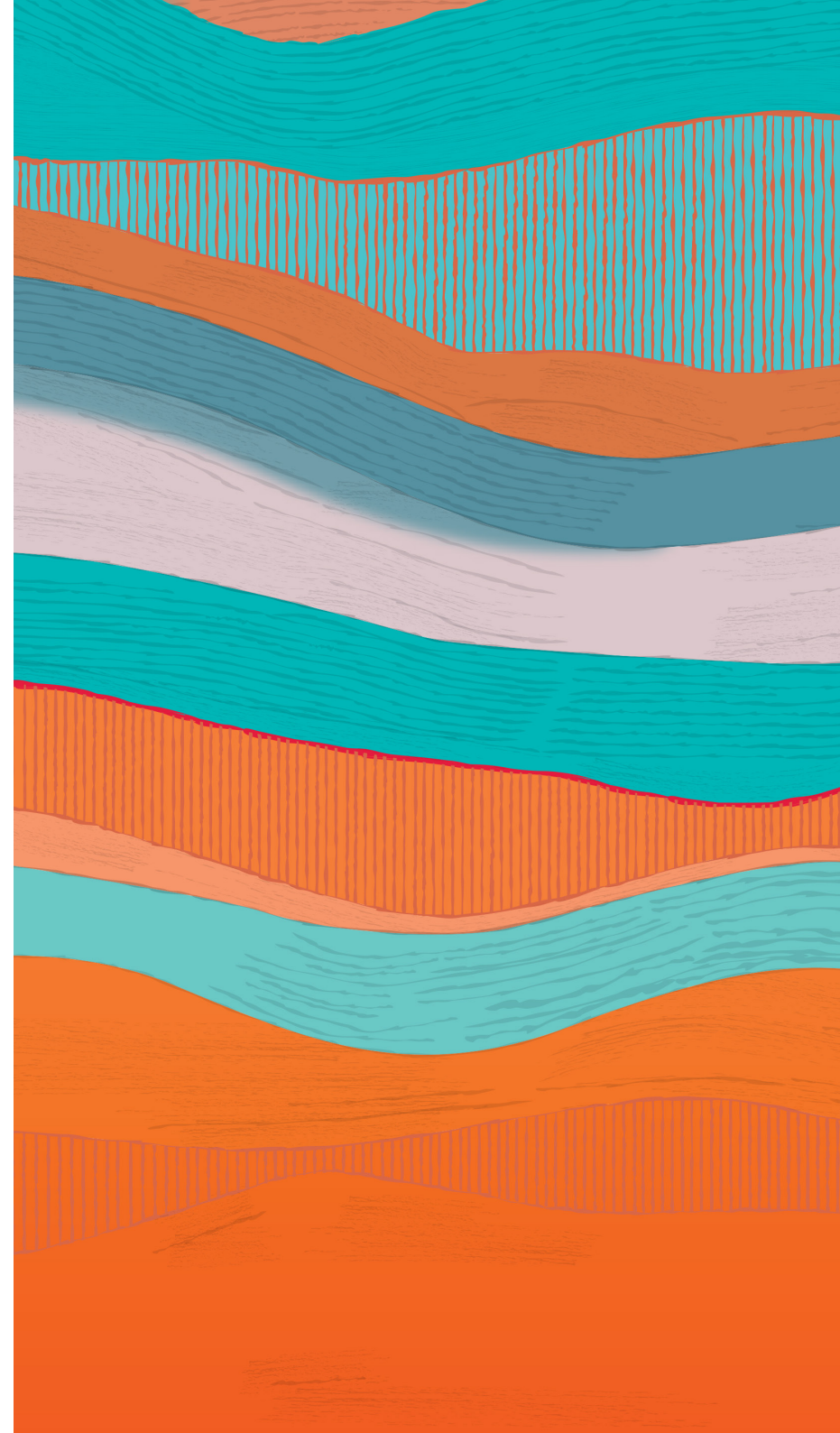


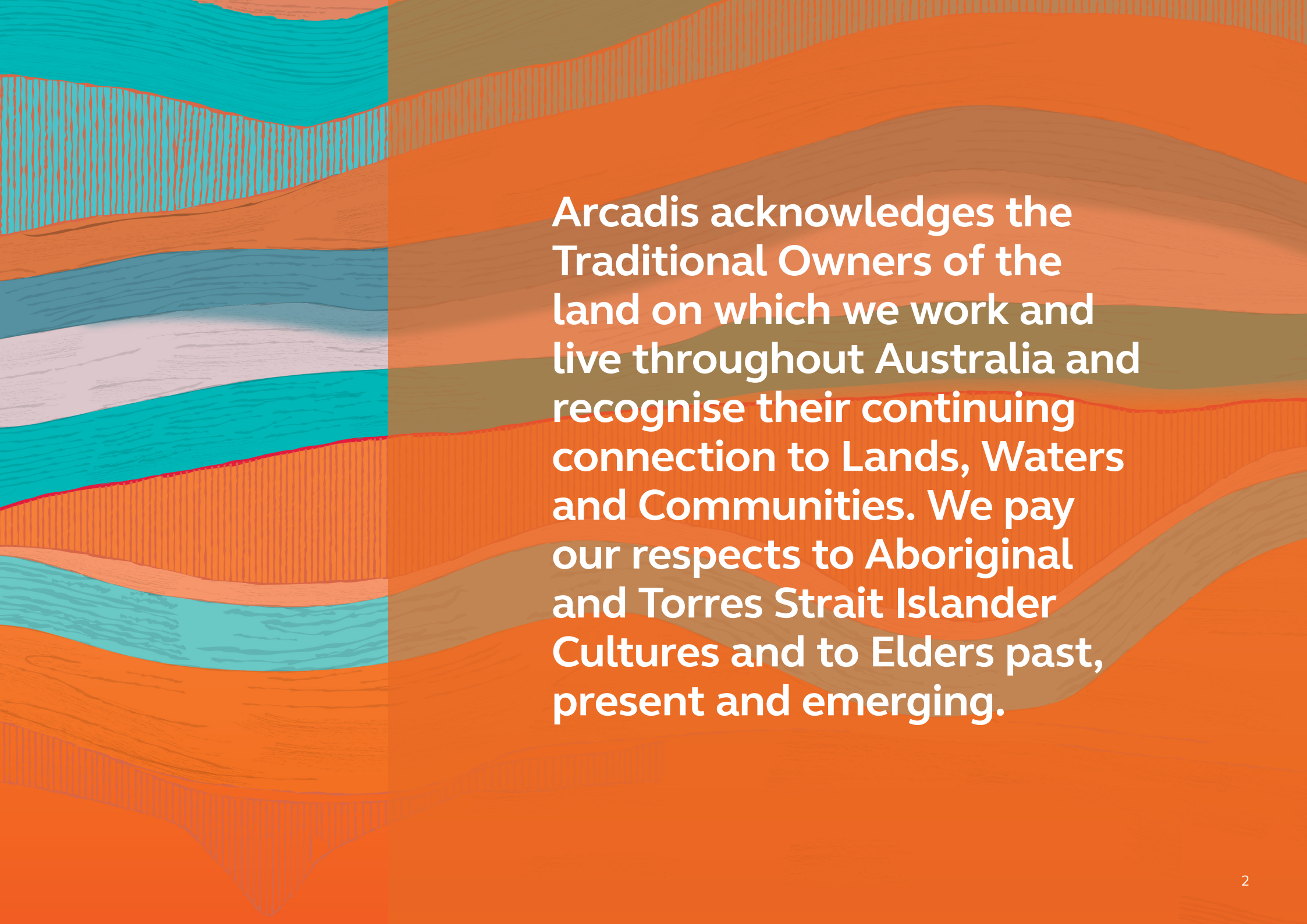
# Innovate Reconciliation Action Plan

October 2023 – October 2025

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



Our RAP Artwork

# Powaikaliko Malang – Grow Together

**Grow together** shares the story of the Arcadis reconciliation journey and their commitment to improving the lives of Aboriginal & Torres Strait Islander people. The design brings an acknowledgment to traditional custodians across our nation, inviting all to join the reconciliation journey of a shared future together. Central to the imagery, five gathering circles move across the canvas, reflective of the Arcadis footprint on country across Australia, while also highlighting the organisations five key values of People First, Client Success, Integrity, Sustainability and Collaboration.

Together Powaikaliko Malang celebrates the history, culture and heritage of Aboriginal and Torres Strait Islander people and the vision for reconciliation outcomes, within the Arcadis community, contributing to closing the gap.

## About the artist

Saretta Fielding is part of the Wonnarua Nation of the Upper Hunter Valley NSW. She enjoyed the benefit of growing up within a large and close-knit extended family and much of her work is influenced by family connection, country and relationships.

Saretta has always painted, drawn, and experimented in a variety of art mediums, as art has long been a passion of hers. She loves the challenge of conveying to others, through art, how she is influenced by people, life experiences and nature's beauty.



Saretta

# Welcome from David Raftery, Country Director Australia

Arcadis Australia Pacific's third Innovate Reconciliation Action Plan (RAP) is our continued commitment to create a sustainable, respectful, and prosperous future for all Australians.



Arcadis acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land where we live and work in Australia. We take pride in the fact that as an organisation, we are actively pursuing projects that will help to foster respect, promote education, and open doors to employment for Aboriginal and Torres Strait Islander peoples.

Arcadis continues to empower our people to build better relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community where we share and celebrate a common history and culture and understanding of our country. When we think of the word Reconciliation, we can use a quote from Senator Patrick Dodson, a Yawuru Elder from Broome, "The river is the river, and the sea is the sea. Salt water and fresh, two separate domains. Each has its own complex patterns, origins, stories. Even though they come together they will always exist. Our hope for Reconciliation is like that."

Reconciliation is about the bringing together of and establishing equality between all Australians. Most critically it is also about truth-telling and recognition of past injustices, which is essential to moving forward towards a better future for our Aboriginal and Torres Strait Islander peoples. Arcadis continues to connect with Reconciliation Australia's five dimensions to the journey to reconciliation, namely, historical acceptance, race relations, equality, institutional integrity, and unity.

Arcadis supports the Uluru Statement from the Heart and its important message to achieve justice, recognition, and respect for Aboriginal and Torres Strait Islander peoples. Our commitment to reconciliation supports our global Diversity, Belonging and Human Rights awareness about our Aboriginal and Torres Strait Islander colleagues, communities, and traditions and how we can provide support. We are also committed to reconciliation as a global organisation. Globally, we are home to many First Nations peoples who are respected and included, as well as Aboriginal and Torres Strait Islander communities, core to our People-First approach.

As the Country Lead and Champion for our Reconciliation Action Plan, I am responsible for leading our reconciliation efforts and continuing to raise awareness of our commitment and goals for reconciliation. I encourage a safe and inclusive work culture and our RAP working group, along with our Global Affinity Groups (Access & Neurodiversity, Gender, Ethnicity & Heritage, PRIDE and Age Representation), aim to ensure everyone can be their true authentic selves at work and that, as a community, we are driven by a celebration of diversity through an inclusive and respectful culture.

Collaborating with stakeholders throughout the business as well as external partners and community stakeholders, Arcadis Australia Pacific's third RAP is testament to an ongoing, united effort. This framework was created with the goal of having a lasting positive impact on both Arcadis and Aboriginal and Torres Strait Islander peoples. I am honoured to lead a company that is dedicated and passionate to advancing inclusiveness and equality.

# Message from Karen Mundine, Reconciliation Australia CEO

## Reconciliation Australia commends Arcadis on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).



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

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Arcadis continues to be part of a strong network of more than 2,700 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful

RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Arcadis will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Arcadis using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Arcadis to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Arcadis will ensure shared and cooperative success in the long-term.

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

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

# Who we are

Arcadis is a leading global company delivering sustainable design, engineering and consultancy solutions for natural and built assets. The solutions we develop address important societal challenges around resilience, places, mobility and intelligence.

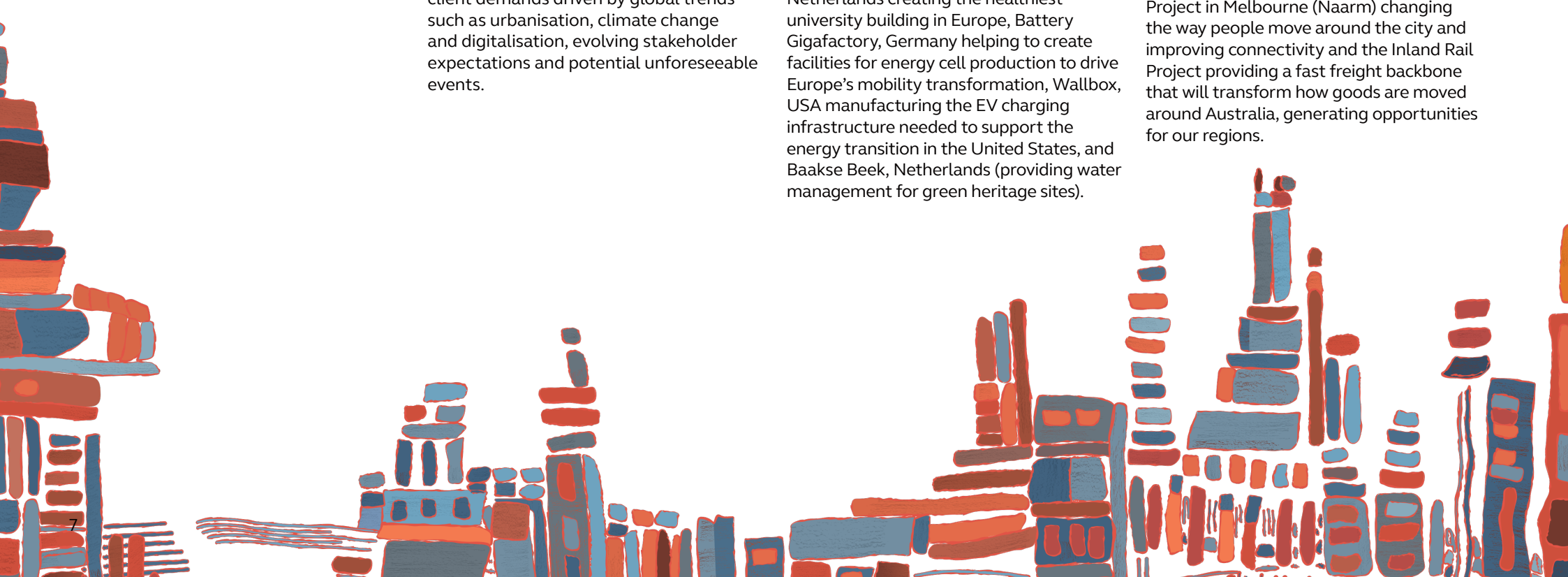
Founded in the Netherlands in 1888, we are more than 36,000 people in over 70 countries, all driven by our passion for improving quality of life. Across Australia we employ over 1300 staff, with offices located in Warrane (Sydney) on Gadigal Country, Naarm (Melbourne) on Wurundjeri Country, Meanjin (Brisbane) on Toorbal Country, Gold Coast on Kombumerri Country and Boorloo (Perth) on Whadjuk Country.

Leveraging data and technology, we have the capabilities and services to meet client demands driven by global trends such as urbanisation, climate change and digitalisation, evolving stakeholder expectations and potential unforeseeable events.

This is demonstrated in the work we do for our clients, the opportunities we create for our people, and in our efforts to enhance the communities in which we live and work. We bring together world-class resources and the latest innovative technologies to help define the solutions and experiences of tomorrow.

Some of our global projects include the John F Kennedy Terminal 8 expansion, USA helping transform the JFK International Airport into a world-class global transportation hub, Maastricht University Netherlands creating the healthiest university building in Europe, Battery Gigafactory, Germany helping to create facilities for energy cell production to drive Europe's mobility transformation, Wallbox, USA manufacturing the EV charging infrastructure needed to support the energy transition in the United States, and Baakse Beek, Netherlands (providing water management for green heritage sites).

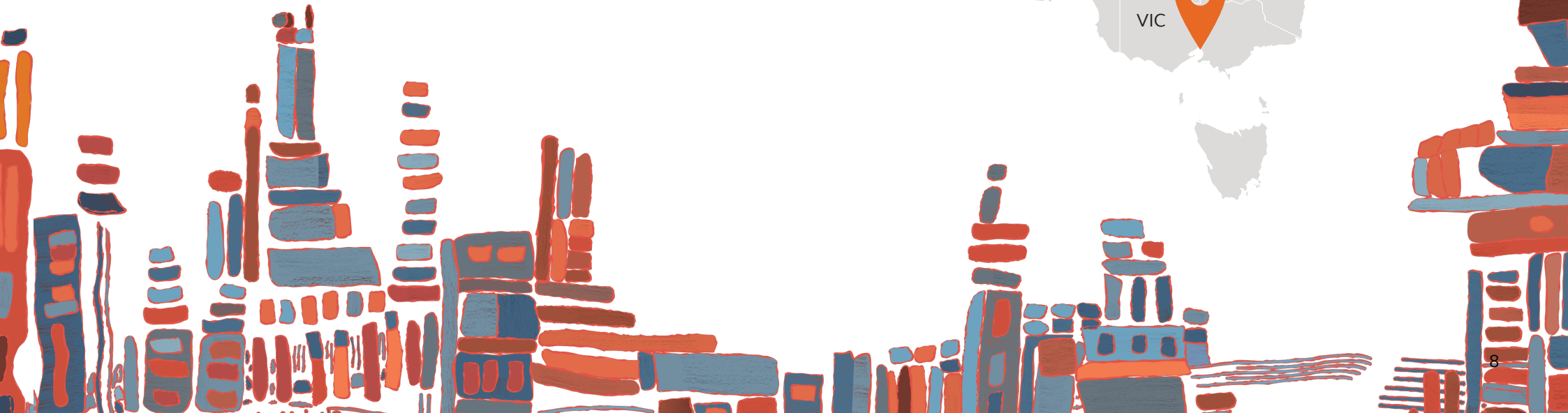
In Australia, recent projects include Coffs Harbour Bypass, providing sustainable design solutions to improve connectivity, efficiency and safety, The Living Murray, wetland understorey vegetation monitoring to help protect and restore biodiversity, Metros in Australia's two largest cities of Warrane (Sydney) and Naarm (Melbourne) improving connectivity and transforming transport systems), The WestConnex Project in Warrane (Sydney) ( underground road network with legacy green space and improving road network connectivity, the North East Link Project in Melbourne (Naarm) changing the way people move around the city and improving connectivity and the Inland Rail Project providing a fast freight backbone that will transform how goods are moved around Australia, generating opportunities for our regions.





We work with our clients on our projects to improve quality of life throughout our communities and country. Fundamental to this is respecting and promoting Aboriginal and Torres Strait Islander peoples in our projects where we can engage local communities and work with our clients to ensure knowledge and relationships are recognised and skills are developed through training and work opportunities.

**Today, in an ever-changing world, our purpose to improve quality of life has never been more important. Developing scalable solutions that are sustainable and digitally enabled is the best way we can continue addressing our biggest societal challenges. Through our projects, in our communities and in our work for clients, we enhance human experiences and foster personal, societal, and business growth.**





# Our vision for reconciliation

Our vision for reconciliation is one where Aboriginal and Torres Strait Islander peoples and the wider Australian community share and celebrate a common history and culture and understanding of our country. Arcadis will continue to empower our people to develop better relationships with Aboriginal and Torres Strait Islander peoples to build more resilient and prosperous communities for all Australians.

Arcadis is committed to improving quality of life for people around the world. In Australia, Arcadis is dedicated to building on our previous Innovate RAPs, in continuing to support education and create further employment opportunities with Aboriginal and Torres Strait Islander peoples within our business. We will continue our focus on improving our relationships with Aboriginal and Torres Strait Islander peoples, where we honour their histories, cultures, and heritages and recognise Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands in which we live and work.

This vision statement applies to all employees, Business Areas, and Business Units within Arcadis in Australia. Additionally, Arcadis will work with business partners and subcontractors that embrace the same values and respect towards Aboriginal and Torres Strait Islander peoples. Arcadis will use this as a benchmark for its expectations of business partners seeking to work with or grow relationships with Arcadis.

## Our Work

We see reconciliation as an ongoing journey of learning and growing as a community. Our First Innovate RAP built upon our relationship with Engineering Aid Australia in providing education opportunities for Aboriginal and Torres Strait Islander peoples, which we have continued to develop. We have developed initiatives to improve employment opportunities for Aboriginal and Torres Strait Islander peoples that have seen a growth in staff numbers in our Second Innovate RAP. We have also focused on building relationships with Aboriginal and Torres Strait Islander organisations providing goods and services to Arcadis, and increased cultural awareness of our staff through Cultural Awareness Training which has built a greater level of respect and understanding.

As engineers, project managers, and advisors on natural environment, infrastructure, and property projects throughout Australia, we acknowledge the role we play in the future shaping of this land. Through our projects and services, we aim to have a long-lasting positive impact on Aboriginal and Torres Strait Islander communities and empowering Aboriginal and Torres Strait Islander employees to influence project outcomes.

To achieve this, we are committed to taking a mindful approach to our projects, including engaging community stakeholders during key stages of planning and delivery. This is demonstrated in our services for the Western Sydney Start Up Hub and Parramatta Girls Memorial Garden requiring engagement with a specialised Aboriginal Cultural Heritage team and Aboriginal community representatives in a challenging, but successfully completed project

Arcadis' commitment emphasises relationships, respect, and opportunities and is founded in mutual collaboration and trust so that we can contribute positively towards creating a sustainable, respectful, and prosperous future for everyone.

## Our Culture

Arcadis' people define our culture in our commitment to improving Quality of Life for people around the world. As an organisation, we provide continuous opportunities to learn and grow as a community. This commitment is not only embedded in Arcadis' Diversity, Equity, Inclusion and Belonging (DEIB) Framework but is also at the core of our Arcadis identity. We recognise that through the work we do we have the opportunity to shape our world, and we believe that through focusing on the communities where we live and work, we can make our collective future better and brighter.

Our RAP Working Group embodies the Arcadis culture with members drawn from all business areas and office locations and representing a broad cross-section of staff in terms of roles and responsibilities. The overriding consideration is a commitment to reconciliation and to learning and developing a greater understanding of the histories and cultures of Aboriginal and Torres Strait Islander peoples throughout Arcadis. The development of our RAP has been a team effort with initial work being completed by individual teams within the RAP Working Group, ahead of a two-day face-to-face workshop to set the key elements and agree to the actions we would commit to in our RAP.

Our RAP Working Group is recognised throughout Arcadis, and we report to both our Australian Board of Directors as well as our Global Human Rights Director and Head of the DEIB Community of Excellence. We have led the way in providing guidance to the establishment within Arcadis of five Affinity Groups - Access and Neurodiversity, Age, Ethnicity and Heritage, Gender, and PRIDE. The RAP Working Group is the sixth Affinity Group in Australia.

Our people-focus and commitment to reconciliation is demonstrated by the assistance we have provided in the setting up and working with Indigenous Working Groups in both the United States and Canada and sharing of experiences of our individual reconciliation journeys. This is highlighted by a shared global webinar highlighting our experiences to the Arcadis community on 13 September annually to coincide with the United Nations Declaration of the Rights of Indigenous Peoples.

## Our Values

Our values are the foundation of our culture – People First, Integrity, Client Success, Sustainability and Collaboration. Our behaviours are the way we do things as we uphold all those values. We respect each other. We work as One Team. We deliver on our promises. We always bring our best. We dare to shape the future.

Our values and behaviors build a unique 'One Arcadis' culture that is at the centre of all we do for reconciliation in recognising and learning about Aboriginal and Torres Strait Islander culture and history. This continues to empower our people to build relationships towards an inclusive Australia, contributing to building respect, supporting education, and creating employment opportunities for Aboriginal and Torres Strait Islander peoples within our business.

# Our Journey



In the period of 2018-2020, Arcadis implemented its first Innovate Reconciliation Action Plan (RAP) and gained insights into the significance of reconciliation, as well as our capabilities and potential opportunities in this area. We worked on developing our learnings and experience over our second Innovate RAP period from 2021 – 2023. Based on what we have developed and learned, and assessing what we need to address, we have made a conscious choice to uphold an Innovate RAP for our third RAP. This will encourage our people to recognise and learn further about Aboriginal and Torres Strait Islander culture and history while empowering our people to build relationships to ensure we obtain further knowledge and strengths towards reconciliation across the entirety of Arcadis.

## Partnership with Engineering Aid Australia

Over the last ten years, Arcadis has partnered with EAA to support the organisation in contributing to increasing the number of Aboriginal and Torres Strait Islander peoples who study engineering. We have supported EAA through a combination of financial and volunteer support for the last 10 years, including the following key roles:

- Greg Steele, Arcadis Global President, Mobility, has been providing his time and expertise as Chair of EAA since November 2015
- Jonathan Taylor, Arcadis Global Business Area Financial Director, Places, is a Director and Treasurer for EAA
- Extra support and assistance provided by Samara El-Kazzi, Senior Accounts Administrator
- Hosting of boardroom meetings in our offices
- Volunteers from Arcadis organising site visits to projects in January (Summer School) in Warrane (Sydney) and July (Winter School) in Boorloo (Perth) and providing presentations to the students for the Indigenous Australian Engineering Schools
- Volunteers from Arcadis attend the student workshops and alumni networking nights.

In 2023, Arcadis were proud to welcome our first EAA alumni to the engineering department of the Arcadis Perth business.

## Indigenous Australian Engineering Schools (IAES)

Each year EAA holds an IAES in Warrane (Sydney), currently hosted by the University of Sydney, and Boorloo (Perth), hosted by Curtin University. The 2023 events were extremely successful, detailed below.

### Warrane (Sydney)

Arcadis staff embraced the opportunity to participate and support the IAES 2023 Summer School in Warrane (Sydney). They coordinated and joined a construction site inspection to the Western Sydney Airport, a project that caught the students' interest. Building on this interest at the weeks' Networking Event held at Sydney University, Arcadis engineers provided an interactive digital engineering software experience which included a 3D modelling activity. An engineer from the Arcadis Mobility team presented a talk at an open forum with the students on what it is like being a civil engineer, making highways engineering sound fun and inspiring the next generation of civil engineers.

Senior management attended the reception at Admiralty House hosted by the Governor General. Arcadis representatives also attended the graduation ceremony, sharing in the students excitement and pride at having successfully graduated.

### Boorloo (Perth)

For the Indigenous Australian Engineering School (IAES) in Boorloo (Perth) in 2023, Arcadis coordinated two site visits for 11 students. These were to the Smart Freeways Project-Mitchell Southbound, in partnership with Main Roads Western Australia and NRW Holdings and to the Yanchep Station (part of the Metronet Yanchep Rail Extension Project) in partnership with PTA-WA and NEWest Alliance.

During the week, two Arcadis Engineers performed the role of mentors to the IAES students. Young professionals from Arcadis also participated in a networking event at Curtin University, where IAES students had the opportunity to network with industry, learn about engineering pathways and opportunities, get valuable advice and contact details.

A Vice Regal Reception at Government House with the Governor General in attendance was further associated with the IAES, attended by Senior Management from Arcadis.

The week culminated with a Graduation Dinner for participating students, and involved key stakeholders from Curtin University, the local community, staff, and volunteers from the week. Representatives from Arcadis also attended the dinner in recognition of the efforts in coordinating the week and as a formal EAA partner.

## Career Trackers

Arcadis understands the need to collaborate and partner with outside organisations to widen our reach when looking to provide employment opportunities for Aboriginal and Torres Strait Islander peoples. For the past five years, Arcadis has partnered with Career Trackers, a non-profit organisation who support pre – professional Aboriginal and Torres Strait Islander university students, creating links with corporate organisations to develop their skills while continuing tertiary studies.

Since its commencement, Arcadis has seen twelve students come through the Career Tracker program. These students have been employed on a casual basis, providing opportunities for students to work during their university break and the option to continue this work during semester periods as appropriate.

Arcadis has been able to provide opportunity for students to gain professional practice that relates to their field of study, including engineering, environmental studies, project management and business studies. This experience has resulted in two of these students moving into permanent graduate roles within Arcadis at the end of their studies.

Our relationship with Career Trackers continues to grow as we welcome more students into all areas of our business.

## Aspire Group

Arcadis have embarked on a partnership with another program to support Aboriginal and Torres Strait Islander students towards professional employment. This program, established in 2020, is coordinated through the Western Sydney University and all subsidiary campuses, where upon completion of their first semester, Aboriginal and Torres Strait Islander students are able to join the program and be connected with partner companies. Arcadis are now a proud partner company of the Aspire Group and look forward to welcoming students through the program, focusing on the engineering, design, construction, and environmental areas of our business.



## Project work – a case study

As a design and engineering consultancy, Arcadis understands that some of our greatest opportunities towards reconciliation exist within the delivery of our professional services. During the delivery of our last RAP, we investigated and encouraged opportunities for both partnerships with Aboriginal and Torres Strait Islander companies and the incorporation of Aboriginal and Torres Strait engineering design solutions into our project deliverables. An example of such an opportunity was on the Metronet Western Australia project at the Nicholson Road Station as a part of the Thornlie to Cockburn Link project.

A key aspect of the design of this project involved maintaining cultural water values at the Nicholson Road Station (Noongar place name, Waitj-biddi). During the site design and as a part of the project's Aboriginal Engagement Strategy Gnarla Bididi, the project team established an Aboriginal Engagement Panel consisting of local Elders who were consulted on matters of cultural context, significance, values, and design solutions. This panel influenced the project outcomes in several ways, most significantly in the identification of a culturally significant watering hole which was not readily known prior to their engagement. Arcadis engineers were instrumental in protecting and maintaining the cultural values of this site as a place of environmental significance and a resting area through the stormwater design. Upon identification of the heritage values, stormwater features adjacent and connected to the culturally significant watering hole were redesigned in such a way that waters were diverted or subject to pollutant treatment prior to discharge. A cultural theme for the station was established through Gnarla Bididi – “The Place of the Emu”.

## The Meanjin (Brisbane) Office Journey

An immersive process for the design and transition to our new Meanjin (Brisbane) office was undertaken by engaging with Aboriginal and Torres Strait Islander community representatives and connections made through the Birrunga Gallery, based in Meanjin (Brisbane city). The process occurred over several months of planning for the new office, and immersed staff in opportunities to learn and understand more about the cultures and histories of Aboriginal and Torres Strait Islander peoples. The process was considered a journey for the Meanjin (Brisbane) office team where well-established relationships with the local Aboriginal and Torres Strait Islander community did not previously exist. The office move team established the following objectives for the journey:

**To listen:** To continuously learn and grow through our faults, championing positive forward-focus with positive impact to community;

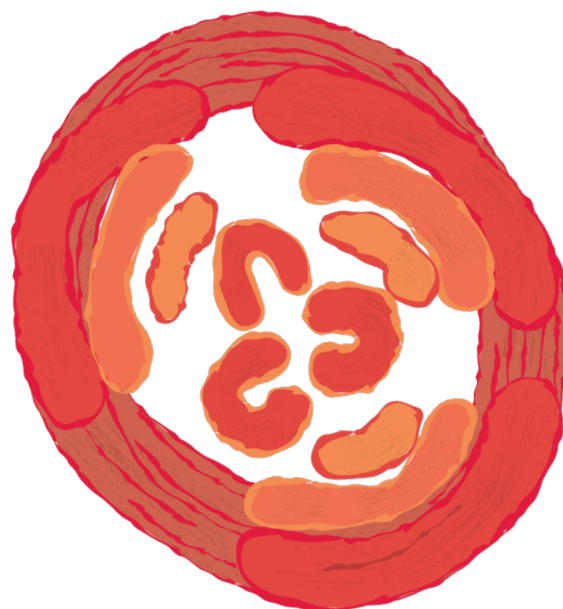
**Language:** assist in keeping the at-risk, local language and pronunciation alive through means of storytelling and symbolism with words around the office, and engagement with traditional owners;

**Education:** create cultural awareness and educate ourselves around Aboriginal and Torres Strait Islander heritage and culture with support from local communities through activities and events

**Live by Arcadis' Core Values:** People First, Collaboration and Sustainability - Unify to share and celebrate culture and an understanding of country, integration with local community to build strong relationships, caring for each other and creating a safe and respectful working environment where people can grow, and enabling and demonstrating ongoing commitment to our promises around diversity and inclusion through in-office conversations;

**Connection to environment:** bringing elements of country and the surroundings into the office, and working towards ensuring we go above and beyond to protect our planet; and,

**To work towards becoming a genuine ally as an organisation:** it is important that we understand the steps and practise these throughout the journey of engagement and support.



An immersive workshop was held to develop a bespoke Acknowledgement of Country protocol for Meanjin (Brisbane) staff, resulting in the creation of a digital display in the office with artwork by Birrunnga Wiradyuri (formerly Robert Henderson). Further cultural immersion workshops were coordinated for staff to be involved in the establishment of the Meanjin (Brisbane) Office meeting rooms. These were facilitated by representatives from both the Aboriginal and Torres Strait Islander community in Meanjin Brisbane (Madonna Thomson, a member of the Jagera People) and through the connection with the Birrunnga Gallery (Birrunnga Wiradyuri, a Wiradyuri man) from Central NSW and thus involved multiple languages being considered, which is fitting with our business operations across vast areas of the country. Meeting room names were agreed to by workshop attendees and aligned with Arcadis' core values, capturing the purpose of the space and aiming to preserve traditional languages.

A meeting room naming ceremony took place on 23 February 2023 for all staff in our Meanjin (Brisbane) office and featured dance and didgeridoo performances and a challenging speech by artist Birrunnga Wiradyuri, who also participated in the delivery of the immersive workshops. During the ceremony Birrunnga Wiradyuri expressed that the meeting room naming and other engagements with the local Aboriginal and Torres Strait Islander community as a part of the Brisbane office move journey, should be a trigger for Arcadis and all staff to further their efforts towards reconciliation with Aboriginal and Torres Strait Islander peoples. This

reflected on the intention for the Meanjin (Brisbane) office operations to continue to work on establishing and maintaining beneficial relationships with the Aboriginal and Torres Strait Islander community.

Room presentations were provided by staff members who had been engaged in the room naming workshop activities and who provided their personal messages about what they had learnt from the process. The names announced during the presentation were:

- Gallang (Jagera/Yagara, meaning holistic wellbeing of spirit, mind, body, extending to place)
- Marra Marra (Wiradyuri meaning to create)
- Bir-rin (Jagera/Yagara- A meeting place for different tribes)
- Yindyamarra (Wiraduri, Wiraduri law: To Do Slowly, To Be Gentle, To Be Polite, To Honour, To Respect) with Wian (Jagera/Yagara- East) and Burgin (Jagera/Yagara- East) annexes

The immersive workshops also resulted in the agreement on the main office and overall theme to be Milbulpu Tago (Jagera/Yagara- living all together).

David Smith, National Design Director (Facades), from the Meanjin (Brisbane) office, presented the Bir-rin room, reflecting that:

*“I was honoured to be involved in the Room Naming Workshop that was facilitated by the Aboriginal Elders, Birrunnga and Madonna. They challenged us on what we were looking to achieve and the seriousness of using the names. I personally found it confronting when presented with the ‘hard truths’ of European colonisation.”*





## The Naarm (Melbourne) Office Artwork and Room Naming

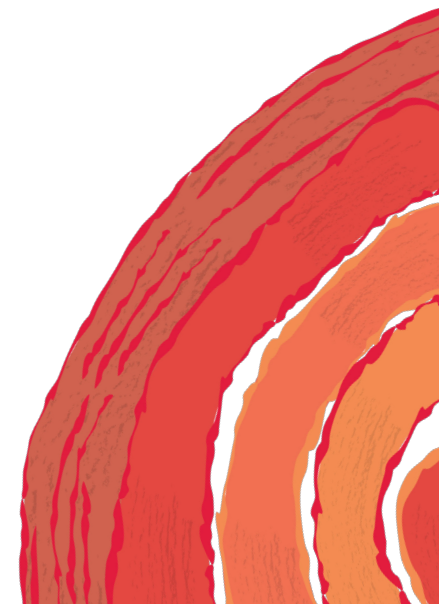
As part of our office refurbishment, we engaged with two Wurrundjeri Woi Wurrung Elders to discuss and agree initiatives. From this meeting, Arcadis has undertaken the installation of artwork sourced from The Torch from two Wurundjeri artists (four artwork designs in total), engaged Aunty Gail Smith, an Elder from the Wurundjeri Woi Wurrung, in naming our rooms and installed an Acknowledgement of Country projected at the entrance to our office.

The Torch provides art and cultural support to First Nations offenders and ex-offenders in Victoria. 100% of the artwork price goes directly to the artist. Four painting tiles were developed - Coming Together, Generations of Wurundjer, Murray/ Darling Anabranh: Culture Flowing Into Our Country, and Veins of the Outback.

The seven room names from Aunty Gail Smith are Galada (river), Biik (land), Gurrin (wind), Wiin (fire), Yayal (rain), Wurrurru (sky) and Binap (Manna gum).

## Mandated Cultural Awareness Training

In delivering on our 2021-2023 Innovate RAP commitments under the pillar of Respect, Arcadis has rolled out a Cultural Awareness Training course, mandatory for all staff. The intention of the training was to empower our people through education and encourage inclusivity in the workplace, taking them on a journey of understanding and cultural appreciation. The training course, delivered on an online, interactive platform was specific to the heritage, histories and cultures of Aboriginal and Torres Strait Islander peoples.





## Recruitment Process

During the implementation of our 2021-2023 Innovate RAP, our People Team took a number of steps to encourage an increase in Aboriginal and Torres Strait Islander employees into the Arcadis business. These focused on making the recruitment process approachable, inclusive and accessible for Aboriginal and Torres Strait Islander applicants. Every job advertisement released by Arcadis now includes the following statement as a commitment to the Arcadis culture for those applicants:

*“As an equal opportunity employer, we value and promote diversity at Arcadis and strongly encourage applications from Aboriginal and Torres Strait Islander people.”*

Job advertisement templates have also been reviewed and modified for roles which could likely be filled by Aboriginal and Torres Strait Islander applicants. These templates use language which is more open and inclusive towards Aboriginal and Torres Strait Islander applicants and are released on advertisement platforms which target the Aboriginal and Torres Strait Islander Communities.

As a further step in our recruitment process, RAP Working Group representatives within the People Team actively engage with line managers during the development of new role position descriptions and specifications to determine if those new roles are suitable to advertise as Aboriginal and Torres Strait Islander identified roles. These initiatives, as well as the continued development of our recruitment, retention and professional development strategy through engagement with Aboriginal and Torres Strait Islander staff, forms an important aspect of our 2023-2025 Innovate RAP.

## Our corporate approach

To demonstrate our commitment to reconciliation and the delivery of our RAP both internally and externally, we have included traditional place names on Arcadis Australia documents including Memorandums, Letters, Agendas and Meeting Minutes. This involved the inclusion of the relevant Aboriginal Country name in the template address block for each of the five Arcadis offices. Our pursuit and proposal templates have been amended to include an Acknowledgement of Country and commitment to reconciliation, and the traditional land in the address panel.

We also created an acknowledgement image for use in our staff's email signature blocks and encouraged people to use the RAP artwork as background for virtual meetings.

During the delivery of our previous Innovate RAP, we grew our Aboriginal and Torres Strait Islander supplier database, which is published internally and available to those responsible for business purchases. We are seeing results in an increase in annual spend on Aboriginal and Torres Strait Islander businesses and continue to encourage purchasing through such suppliers. One measure towards this is our efforts during National Reconciliation Week and NAIDOC week where our planned reconciliation celebration activities are supported by the showcase of local business and suppliers, with an overarching message to continue this support throughout the year.

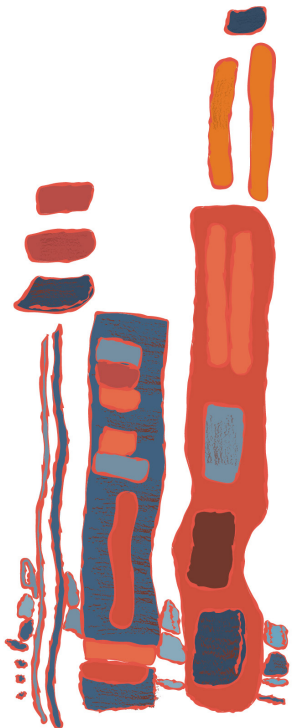
Arcadis polo shirts, designed with artwork from RAP advisor, Saretta Fielding, and supplied by an Aboriginal and Torres Strait Islander supplier, have been provided to all staff. New employees and graduates receive these hugely popular polo shirts as part of their Arcadis 'starter packs' and they are regularly worn in Arcadis offices across the country. As well as being a visual statement about Arcadis's commitment to reconciliation, the polo shirts have been an effective measure to educate staff on the journey that Arcadis is taking through the delivery of our RAP and to increase an awareness about the artwork and the messages of reconciliation that it signifies.

These corporate measures represent small changes which, combined, are a larger representation of the internal and external efforts moving Arcadis towards our vision for reconciliation. They are embedded in our whole approach to our operations and are now simply the way that we do business.



# Our Reconciliation Action Plan

The Arcadis commitment to Improving Quality of Life drives our intent to make a positive difference to the lives of Aboriginal and Torres Strait Islander peoples.



Our Reconciliation Action Plan (RAP) is founded on our vision for reconciliation, where Aboriginal and Torres Strait Islander peoples and the wider Australian community share and celebrate a common history and culture. Our RAP will continue to empower our people to build relationships for an inclusive Australia, by providing a detailed and transparent range of strategies and measurable actions that we are committed to undertake. This includes maintaining our current commitment to Engineering Aid Australia, our Scholarship Program and focus on employment opportunities throughout all areas of Arcadis services and projects. In 2023, we are moving ahead with our third Innovate RAP, acknowledging our reconciliation journey and recognising the need to build on our learnings, to continue to contribute to understanding and developing respect, supporting education, and creating employment opportunities with Aboriginal and Torres Strait Islander peoples within our business.

Our journey began in September 2017, when Arcadis Australia Pacific formed a RAP Working Group (RWG), comprising representatives from across the organisation with a strong interest in driving our reconciliation commitment. Our first RAP was launched in December 2018 with a focus on education through our relationship with Engineering Aid Australia and our own employment

processes and policies. This was renewed with our second Innovate RAP in March 2021 where we continued this focus while developing stronger community relations through suppliers of goods and services. We also strengthened our focus on our staff education and learning about Aboriginal and Torres Strait Islander culture and history.

David Raftery, Country Director, Arcadis Australia Pacific, champions our RAP and is ultimately responsible for ensuring that the organisation commits people to implementing the plan. In consultation with Saretta Fielding, our advisor to the RWG and general advisor to Arcadis on Aboriginal and Torres Strait Islander affairs we took the step to form an internal advisory group of Arcadis Aboriginal and Torres Strait Islander staff members. This commenced in April 2023 with the appointment of Jasmin Yuke to the position of RAP Advisor and RWG Advisor; Saretta Fielding will remain as an external advisor to our Arcadis advisory group.

Jasmin Yuke is a Yuibera woman from the Mackay region in Queensland and harnesses her experiences to support regional Aboriginal and Torres Strait Islander communities and works within the Arcadis RWG, in promoting culture, creating change, and overcoming adversity. This has inspired Jasmin to own her identity and be proud of her heritage.

Saretta Fielding was formally engaged as an adviser to the RWG and general adviser to Arcadis on Aboriginal and Torres Strait Islander matters. She is an award-winning Aboriginal artist of the Wanaruah Nation who has worked for many prominent national organisations across the government and corporate sectors and has numerous public art installations.

Our RAP builds upon many years of work Arcadis has performed with Engineering Aid Australia (EAA), an organisation whose principal aim is to encourage Aboriginal and Torres Strait Islander secondary school students to consider a career as a professional engineer. We have strengthened our relationship with EAA and provide direct support and assistance through our own staff holding key positions and support positions with EAA. In addition, we have worked with EAA to provide support through their Summer School in Warrane (Sydney) and Winter School in Boorloo (Perth). The experience of our staff being able to directly engage with EAA and Aboriginal and Torres Strait Island students has increased our awareness and learning of culture and history.

There continues to be a strong desire for Arcadis to build on this experience and do more to make a positive impact with Aboriginal and Torres Strait Islander peoples, to ensure greater representation within our workforce and through educating our people. In addition,

we seek to educate staff and provide cultural awareness information relating to Aboriginal and Torres Strait Islander peoples. We are currently rolling out a mandated Aboriginal and Torres Strait Islander Cultural Awareness training program for all staff online and will supplement this over the period of this RAP with face-to-face cultural training for staff.

Through our reconciliation journey, we have formed new relationships with suppliers, developed existing partnerships and relationships, and have engaged with our industry partners on projects. We have developed a deeper understanding of the need to build awareness and the time it takes to do so.

Within Arcadis we have had the opportunity to take direct engagement action with office moves that have resulted in Aboriginal artwork, sourced from The Torch from two Wurundjeri artists, being installed in our new Naarm (Melbourne) office and featured a room naming ceremony using Aboriginal place names, led by Aunty Gail Smith, an Elder from the Wurundjeri Woi Wurrung.

Our Meanjin (Brisbane) office undertook an immersive process for their new office through engagement with community representatives Birrungga Gallery, covering meeting room name development, bespoke Acknowledgement of Country protocol development and coordination of a Welcome to Country event. Four of

our staff members researched the room names, with Birrungga Gallery assistance, and presented details back to an all-staff gathering at the office opening.

We have hosted organisation-wide celebrations of NAIDOC and National Reconciliation Week, fostering an understanding of the art, food, histories, and cultures of our local Aboriginal and Torres Strait Islander communities. This has also involved three Walks on Country in 2022 and a further six in 2023 with all offices taking part and engaging with local Aboriginal and Torres Strait Islander Community representatives who led the walks.

The progress we have made with our RAP and our reconciliation journey has been recognised globally within Arcadis. We now report into our Global Director for Human Rights as well as the Community of Excellence who are responsible for the Arcadis Diversity, Equity, Inclusion and Belonging (DEIB) Framework. Through this Framework, we are now also working with the Arcadis North America Indigenous Groups in Canada and the United States and exchanging information both ways and providing greater awareness globally of what we are doing with our RAP in Australia.



### RAP Champion

**David Raftery**  
Country Director, Arcadis AusPac



### RAP Advisor and RAP Working Group Advisor

**Jasmin Yuke**  
Project Manager, Queensland and Yuibera woman



### RAP Working Group Advisor (external)

**Saretta Fielding**  
Artist of the Wanaruah Nation

### RAP Working Group Chair

**Dov Ben-Avraham**  
Principal Engineer, Mobility

**Liz Mathews**  
Major Pursuits Manager

**Amy Kirkpatrick**  
Principal Environmental Consultant

**Hanna Hartenthaler**  
Discipline Lead, Drainage

### RAP Working Group

**Amy Cotterell**  
Senior HR Business Partner, VIC

**Rian McIlduff**  
Drainage Engineer, Mobility, WA

**Ryan Thomas**  
Principal Environmental Consultant, VIC

**Bud Saroufim**  
Early Careers Programme Manager, NSW

**Jessica Rizzo**  
Talent Acquisition Specialist, NSW

**Wendy Pickering**  
Legal Operations Lead, NSW

**Jenna Nielsen**  
Internal Communications Manager, NSW

**Hasan Muttakin**  
Graduate Engineer Civil Structures, VIC

**Claudia Elfar**  
Graduate Engineer, Structural Engineering, NSW



## Relationships

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

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Work with our internal First Nations advisors to identify local Aboriginal and Torres Strait Islander stakeholders and organisations to meet with in order to develop guiding principles for future engagement. Embrace stakeholders and organisations relevant to each office location to incorporate locally respective principles of engagement.</li> </ul>	December 2023, June 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Review and update the Arcadis RAP External Stakeholder Engagement Plan to include guidelines on how we engage with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	December 2023, June 2024	RWG Chair
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff, including through the Arcadis RAP intranet site, website and social media platforms.</li> </ul>	April 2023 and 2024	Global Marketing Director
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May- 3 June 2024 and 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Encourage and support staff to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May- 3 June 2024 and 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Encourage Business Area Directors and Senior Management to attend and/ or host NRW events to drive the importance of NRW and help increase participation.</li> </ul>	27 May- 3 June 2024 and 2025	RAP Champion
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year, including an event local to each office.</li> </ul>	27 May- 3 June 2024 and 2025	Global Marketing Director
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>	May 2024 and 2025	Global Marketing Director

Action	Deliverable	Timeline	Responsibility
<b>3. Promote reconciliation through our sphere of influence.</b>	<ul style="list-style-type: none"> <li>Continuation of our “Walk on Country” event as part of our staff engagement strategy, directed towards Business Area Directions and Senior management for participation in reconciliation initiatives and their purpose at Arcadis. Communicate outcomes to the greater organisation and engage with either respective teams about learnings.</li> </ul>	June 2024	RAP Champion
	<ul style="list-style-type: none"> <li>Continue the implementation of greater public communication of our commitment towards reconciliation on our external website and social media platforms.</li> </ul>	December 2023	Global Marketing Director
	<ul style="list-style-type: none"> <li>In consultation with our internal and external First Nations advisors, continue to explore broader opportunities to positively influence our internal and external stakeholders to drive reconciliation outcomes.</li> </ul>	December 2023	RWG Chair
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. Maintain our existing partnerships with organisations like Consult Australia and Diversity Council of Australia to investigate participation in industry led RAP community groups/ councils facilitate collaboration.</li> </ul>	June, 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Publish a calendar at the beginning of each year capturing events and dates which are significant to Aboriginal and Torres Strait Islander peoples and reconciliation in Australia, such as NAIDOC Week. Make this calendar available to all staff.</li> </ul>	January 2024, 2025	Global Marketing Director
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	<ul style="list-style-type: none"> <li>Continue to regularly review current and new HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	December 2023	People Services Director
	<ul style="list-style-type: none"> <li>Implement and communicate the anti-discrimination policy for our organisation.</li> </ul>	December 2023	People Services Director
	<ul style="list-style-type: none"> <li>Continue to engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	December 2023	People Services Director
	<ul style="list-style-type: none"> <li>Continue to educate senior leaders on the effects of racism.</li> </ul>	December 2023	People Services Director



## Respect

Arcadis respects the Traditional Custodians of the land in which we work and the deep rooted Aboriginal and Torres Strait Islander cultures that dates back thousands of generations. We believe it is important to demonstrate this respect by further expanding our knowledge of Aboriginal and Torres Strait Islander achievements, history and cultural protocols.

We will continue to review & provide learning opportunities to all our staff across our internal platforms. All staff complete mandatory cultural awareness training and are invited to attend other in person and online training courses and talks to further develop their knowledge and awareness.

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Conduct regular reviews of cultural learning needs within our organisation</li> </ul>	December 2023, 2024	People Services Director
	<ul style="list-style-type: none"> <li>Continue to provide further learning opportunities for Arcadians through corporate membership of the Diversity Council Australia.</li> </ul>	December 2023, 2024	People Services Director
	<ul style="list-style-type: none"> <li>Continue to advertise links to Reconciliation Australia's Share Our Pride online tool on the Arcadis intranet and include in induction</li> </ul>	December 2023, 2024	People Services Director
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</li> </ul>	December 2023	People Services Director
	<ul style="list-style-type: none"> <li>Continue to provide opportunities for all staff to participate in formal and structured cultural learning, cultural experiences and immersion activities.</li> </ul>	December 2023	People Services Director
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<ul style="list-style-type: none"> <li>Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of all important internal and external meetings</li> </ul>	October 2023-2025	People Services Director
	<ul style="list-style-type: none"> <li>Continue to invite a Traditional Custodian to provide a Welcome to Country at significant events, including office opening events, Regional Executive Team dinners and client events.</li> </ul>	October 2023-2025	People Services Director
	<ul style="list-style-type: none"> <li>Continue providing tent cards in meeting rooms explaining how to deliver an Acknowledgement of Country and Welcome to Country and appropriate wording. For those working from home or in project offices, provide this information in a virtual setting. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	October 2023-2025	People Services Director

Action	Deliverable	Timeline	Responsibility
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	July 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Continue to provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week</li> </ul>	July 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	July 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Ensure any new HR policies and procedures are reviewed to remove barriers to staff participating in NAIDOC Week.</li> </ul>	July 2024, 2025	People Services Director
	<ul style="list-style-type: none"> <li>Continue to update and publish a calendar at the beginning of each year of significant events and dates in the year for staff such as NAIDOC Week.</li> </ul>	July 2024, 2025	People Services Director
	<ul style="list-style-type: none"> <li>Ensure Aboriginal and Torres Strait Islander staff are provided the opportunity to consult on or provide input when organizing internal or external NAIDOC Week Events.</li> </ul>	June 2024	RWG Chair
<b>8. Increase awareness within Arcadis of the impacts of projects on Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights.</b>	<ul style="list-style-type: none"> <li>Consult with Aboriginal and Torres Strait Islander stakeholders and organisations to gain knowledge, sense of environment and acknowledgment of history into the design solutions for projects.</li> </ul>	June 2024	Sales Director
	<ul style="list-style-type: none"> <li>Continue to incorporate and highlight historical information about the significance of the country into new developments.</li> </ul>	June 2024	Client Director
	<ul style="list-style-type: none"> <li>Take into consideration displaying Aboriginal artwork in all our offices with details about the art and the Artist in addition to the artwork already on display.</li> </ul>	July 2024	Global Marketing Director
	<ul style="list-style-type: none"> <li>Produce a repository of project learnings and continue to highlight internally and externally any projects that have taken into consideration changes or impacts on Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights to share and inform future projects</li> </ul>	December 2024	Sales Director
	<ul style="list-style-type: none"> <li>Provide a commitment to reconciliation and Acknowledgement of Aboriginal and Torres Strait Islander peoples and cultures in Arcadis corporate documents including bid submissions and capability statements.</li> </ul>	July 2024	Global Marketing Director
	<ul style="list-style-type: none"> <li>Implement an awareness point during bid or pursuits about partnership commitments with Aboriginal and Torres Strait Islander Stakeholders.</li> </ul>	December 2024	Sales Director



## Opportunities

Arcadis aims to boost the number of Aboriginal and Torres Strait Islander employees and suppliers within our organisation over the forthcoming two years. Our focus is not only on integrating First Nations businesses in our corporate supply chain, but also partnering on at least one large project and increasing our spend targets year on year. We aspire to leverage the expertise and energy of the Arcadis community to establish and execute initiatives that facilitate the growth of Aboriginal and Torres Strait Islander communities, with an emphasis on youth and business development. Some of the programs that we plan to support include Career Trackers, Engineering Aid Australia and the Aurora Education Foundation.

Action	Deliverable	Timeline	Responsibility
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	<ul style="list-style-type: none"> <li>Maintain understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities and include in reporting and share as part of the RAP Working Group regular meetings.</li> </ul>	January and July 2024, 2025	People Services Director
	<ul style="list-style-type: none"> <li>Continue to develop our recruitment, retention and professional development strategy through engagement with Aboriginal and Torres Strait Islander staff.</li> </ul>	October 2024, 2025	People Services Director
	<ul style="list-style-type: none"> <li>Review, update and communicate the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy with senior business leaders every RAP cycle.</li> </ul>	October 2024, 2025	People Services Director
	<ul style="list-style-type: none"> <li>Continue to advertise job vacancies through atsijobs.com.au and other relevant websites to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	December 2023, 2024, June 2024, 2025	People Services Director
	<ul style="list-style-type: none"> <li>Continue regular review and update of HR and recruitment procedures and policies to minimise barriers to Aboriginal and Torres Strait Islander participation in our workplace and implement findings.</li> </ul>	January and July 2024, 2025	People Services Director
	<ul style="list-style-type: none"> <li>Continue to run internal campaigns to encourage Aboriginal and Torres Strait Islander staff to identify, explain why this information is captured and what it means from a business perspective to identify.</li> </ul>	October 2024, 2025	People Services Director
	<ul style="list-style-type: none"> <li>Run annual Aboriginal and Torres Strait Islander cultural competency training for the recruitment team and hiring managers.</li> </ul>	December 2023, 2024	People Services Director
	<ul style="list-style-type: none"> <li>Develop an engagement and retention strategy with external Aboriginal and Torres Strait Islander recruitment providers including undergraduate students. We will continue to commit to four work placements yearly through our existing relationship with Career Trackers.</li> </ul>	January 2024, 2025	People Services Director



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Offer up to two university scholarships for and Engineering Aid Australia graduate or other Aboriginal and/or Torres Strait Islander student. Investigate advertising through the Aurora Education Foundation portal, and other First Nations specific scholarship boards, including through university Indigenous Education Centres.</li> </ul>	February 2024, 2025	People Services Director
	<ul style="list-style-type: none"> <li>Formalise a career development policy to support our entry-level Aboriginal and Torres Strait Islander employees to progress to senior roles.</li> </ul>	October 2024	People Services Director
	<ul style="list-style-type: none"> <li>Develop and implement a strategy for how we can incorporate Aboriginal and Torres Strait Islander peoples into our entry-level employment pathways (traineeships, apprenticeships, internships, graduate program). Target for 2 trainees to be engaged over the RAP period.</li> </ul>	October 2024, 2025	People Services Director
	<ul style="list-style-type: none"> <li>Establish a relationship with Universities in each Arcadis region to engage at least 1 student per region in a work experience placement program over the RAP period.</li> </ul>	October 2024, 2025	People Services Director
	<ul style="list-style-type: none"> <li>Develop a policy and scholarship brief to support students with their undergraduate studies.</li> </ul>	April 2024	People Services Director
	<ul style="list-style-type: none"> <li>Maintain major partnership status with Engineering Aid Australia, including pro-bono support by Arcadians and proactively supporting and contributing to the annual Indigenous Engineering Australia Schools (IAES) in Perth and Sydney</li> </ul>	October 2024, 2025	RAP Champion
	<ul style="list-style-type: none"> <li>Host at least two Indigenous Australia Engineering School Alumni students for work experience in relevant offices each year.</li> </ul>	December 2023 and 2024	RAP Champion
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>Work with key business stakeholders to develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	September 2024	Procurement Lead
	<ul style="list-style-type: none"> <li>Continue Supply Nation membership and investigate Indigenous Chamber of Commerce membership in at least one Arcadis region.</li> </ul>	October 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Continue to develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	March, September 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Review and update procurement practices with Enabling Functions teams to resolve procurement issues and remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	March, September 2024, 2025	RWG Chair

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Continue to build on established relationships with Aboriginal and/or Torres Strait Islander businesses while seeking opportunities to build new relationships and increase number / value of Aboriginal and Torres Strait Islander suppliers in corporate procurement.</li> </ul>	September 2024, 2025	Sales Director
	<ul style="list-style-type: none"> <li>Develop an Aboriginal and Torres Strait Islander business partnership on at least one large project (project value ~&gt;\$5m)</li> </ul>	October 2025	Sales Director
	<ul style="list-style-type: none"> <li>Continue setting spend targets that align with “Raising the Bar” for internal procurement</li> </ul>	October 2024, 2025	RWG Chair



## Governance

Action	Deliverable	Timeline	Responsibility
<b>11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	December 2023, 2024	RAP Chair
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>	November 2023	RWG Chair
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	August, September, October, December 2023, February, March, May, June, August, September, October, December 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Establish an internal Aboriginal and Torres Strait Islander advisor and supporting advisory group within Arcadis for consulting on organisational advice and guidelines on advancing reconciliation. Maintain existing external advisor role</li> </ul>	June 2024	RWG Chair

Action	Deliverable	Timeline	Responsibility
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	<ul style="list-style-type: none"> <li>Maintain resources necessary for RAP implementation. Review at 6 month intervals.</li> </ul>	June 2024 December 2023, 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Maintain engagement with our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	June, September, December 2023, 2024, 2025 March 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Maintain and upgrade appropriate systems to track, measure and report on RAP commitments.</li> </ul>	March 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Maintain an internal RAP Champion from senior management. Review position annually.</li> </ul>	December 2023, 2024	RAP Champion
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> </ul>	June 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	1 August 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September 2023, 2024, 2025	RWG Chair
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	June, September, December 2023, 2024, 2025 March 2024, 2025	Global Marketing Director
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	June, September, December 2023, 2024, 2025 March 2024, 2025	Global Marketing Director
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2024	RWG Chair
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	October 2025	RWG Chair
	<b>14. Continue our reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	April 2025

## About Arcadis

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

### For more information, please contact

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