



Innovate Reconciliation Action Plan

June 2024 – July 2026



Barbara Bynder (middle) representing the Noongar Nation provided a Welcome to Country at the Bechtel 125th celebrations at Kings Park in Perth, Western Australia. Barbara is pictured with Bechtel Chief Executive Officer Brendan Bechtel (left) and Ailie MacAdam (right), President of Bechtel Mining & Metals.

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About RAP Artwork



Artist Statement

Yawayi dungha newayi (hello my name is) Wanita Lowe.

I am a proud Dunghutti Biripi woman who was raised in the Riverina area and I am accepted in the Wiradjuri community also. I feel connected to all three countries, Freshwater and Saltwater.

I work as a Cultural Arts teacher and cultural educator. I work in both traditional and contemporary practices from weaving to working with ceramics, painting, printing and exploring with ink and drawing mediums incorporating my inspiration from my culture landscape, stories and my own life experiences that have altered and shaped the proud Aboriginal woman I am today.



Artwork Theme

A connection to Country story. All of us play a role in looking after and sustaining this beautiful part of the country. The whale is a sacred creature for the Gadigal people and other nations along the coast. It's believed that the whale is the creator of the water ways and coastlines using its body to shape the landscape. The whale navigates its way following the skies. The goanna is the totem of the land. I wanted this painting to reflect the Dreamtime and the beauty of Gadigal Country.



Bechtel and Woodside Energy employees working on the Pluto Train 2 project take part in the Reconciliation Walk on the Burrup Peninsula in Western Australia in recognition of Reconciliation Action Week.



Bechtel Pluto Train 2 Site Manager Terry Klowss meets with Juju Harry Mills at the announcement of the Ngarluma Yindjibarndi Foundation Limited (NYFL) Tutt Bryant partnership to support Bechtel's work on Pluto Train 2.

Message from Our CEO



Bechtel's company values affirm our pledge to take care of each other, build trust, and succeed together. Fostering meaningful collaboration through partnerships with First Nations communities reflects these commitments in action.

Adopted in 2022, our first Reconciliation Action Plan (RAP) has been an important step to continue bridging the gap toward reconciliation and improving the quality of life in communities where we work by respecting local cultures. Our engagement and our relationships with First Nations people and communities are stronger today as a result. Listening actively and working together, we have been able to provide greater opportunities for First Nations peoples and implement efforts that better address their needs, concerns, and aspirations.

Our RAP committee has been instrumental in building cultural awareness and sensitivity across our team in Australia, as well as among our global colleagues by increasing their understanding of the Australian First Nations cultures and promoting cultural inclusivity.

Our Innovate RAP raises the bar on our previous commitments. It sets targets that stretch us to improve our relationships with First Nations, while helping to advance Reconciliation Australia's goals through our work.

Bechtel's second RAP commits us to deepening our engagement, increasing involvement in our decision-making by First Nations communities to ensure their voices are heard and respected, and recognising and supporting First Nations-led initiatives.

These next steps will enable us to expand educational and employment opportunities through such offerings as scholarships, mentorship programs, and vocational training focused on developing skills and empowering First Nations individuals. By actively supporting and promoting First Nations talent and capabilities, we can assist in closing the gap in education and employment outcomes. Similarly, by supporting First Nations-led businesses and entrepreneurship, we can help empower First Nations people to thrive and contribute to economic development within their communities.

Thank you to our Bechtel colleagues in Australia and to Reconciliation Australia for your work on this important priority. We look forward to continued collaboration and success with First Nations communities.

Brendan Bechtel
Chair and Chief Executive Officer, Bechtel Group Inc.

“ By actively supporting and promoting First Nations talent and capabilities, we can assist in closing the gap in education and employment outcomes.

Message from Our Chair



Building relationships with First Nations people is a learning experience that cannot be underestimated. Their depth of knowledge of the Australian land and their unique technical skills are unparalleled. Over many years working alongside First Nations people, I've found that when genuine collaboration and integration is achieved, companies and cultures thrive and grow.

This RAP clearly illustrates our commitment to building greater connections and engagement with First Nations communities where we operate around Australia.

There is no doubt that recognising First Nations Peoples is the right thing to do and I was proud to be invited to serve as a director on the YES23 Board, to support constitutional recognition for Aboriginal and Torres Strait Islander people. While the referendum was defeated in 2023, we gained a lot of positive knowledge through the process:

- More than 6.2 million people* said yes, overwhelmingly in First Nations communities, and particularly high levels of support from young people who are our future leaders.
- More than 60,000 people volunteered to support the yes campaign, one of the biggest volunteer turnouts to support a democratic process in Australian history.

We can build on these positive outcomes to ensure we contribute to a better, fairer Australia for all - a priority for me personally, and for Bechtel.

We have a long way to go before we can reach true reconciliation, but the level of awareness, understanding and engagement has continued to mature.

For me, listening is the key to success. We can only learn what true reconciliation is through listening and then taking action to do what really matters. This process can't be rushed, but we do need to find more positive opportunities to engage, understand the stories that First Nations Peoples want to tell and actively support the process towards true and meaningful reconciliation.

Through this RAP, I'd like to encourage our Bechtel colleagues to make it their business to meet with and listen to First Nations people and play a personal role in helping deliver the actions within the plan.

Catherine Tanna
Chair and Director, Bechtel Australia Pty Ltd

“ Listening is the key to success. We can only learn what true reconciliation is through listening and then taking action to do what really matters.”



Bechtel welcomes the first graduates of the Work Ready program to the Red Dog Village in Karratha, Western Australia. The Work Ready program is a partnership between Ngarliyarndu Bindirri Aboriginal Corporation (NBAC), Woodside Energy and Bechtel to bolster First Nations participation in construction and operations in the Pilbara.

* Australian Electoral Commission referendum results: National results - AEC Tally Room



The Bechtel Infrastructure Team hosted a stall at the Engineering Aid Australia Careers Expo.

Message from Reconciliation Australia



Reconciliation Australia commends Bechtel Australia on the formal endorsement of its inaugural Innovate RAP.

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

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

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

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

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

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

Implementing an Innovate RAP signals Bechtel Australia readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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

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

*Karen Mundine
Chief Executive Officer, Reconciliation Australia*

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

About Bechtel

Bechtel is a trusted global engineering, construction and project management partner to industry and government. Differentiated by the quality of our people and our relentless drive to deliver the most successful outcomes, we align our capabilities to our customers' objectives to create a lasting positive impact. Since 1898, we have helped Customers complete more than 25,000 projects in 160 countries on all seven continents that have created jobs, grown economies, improved the resiliency of the world's infrastructure, increased access to energy, resources, and vital services, and made the world a safer, cleaner place.

Bechtel serves the Energy; Infrastructure; Mining & Metals; Nuclear, Security & Environmental; and Manufacturing and Technology markets. Our services span from initial planning and investment, through start-up and operations, with more than 35,000 employees worldwide.

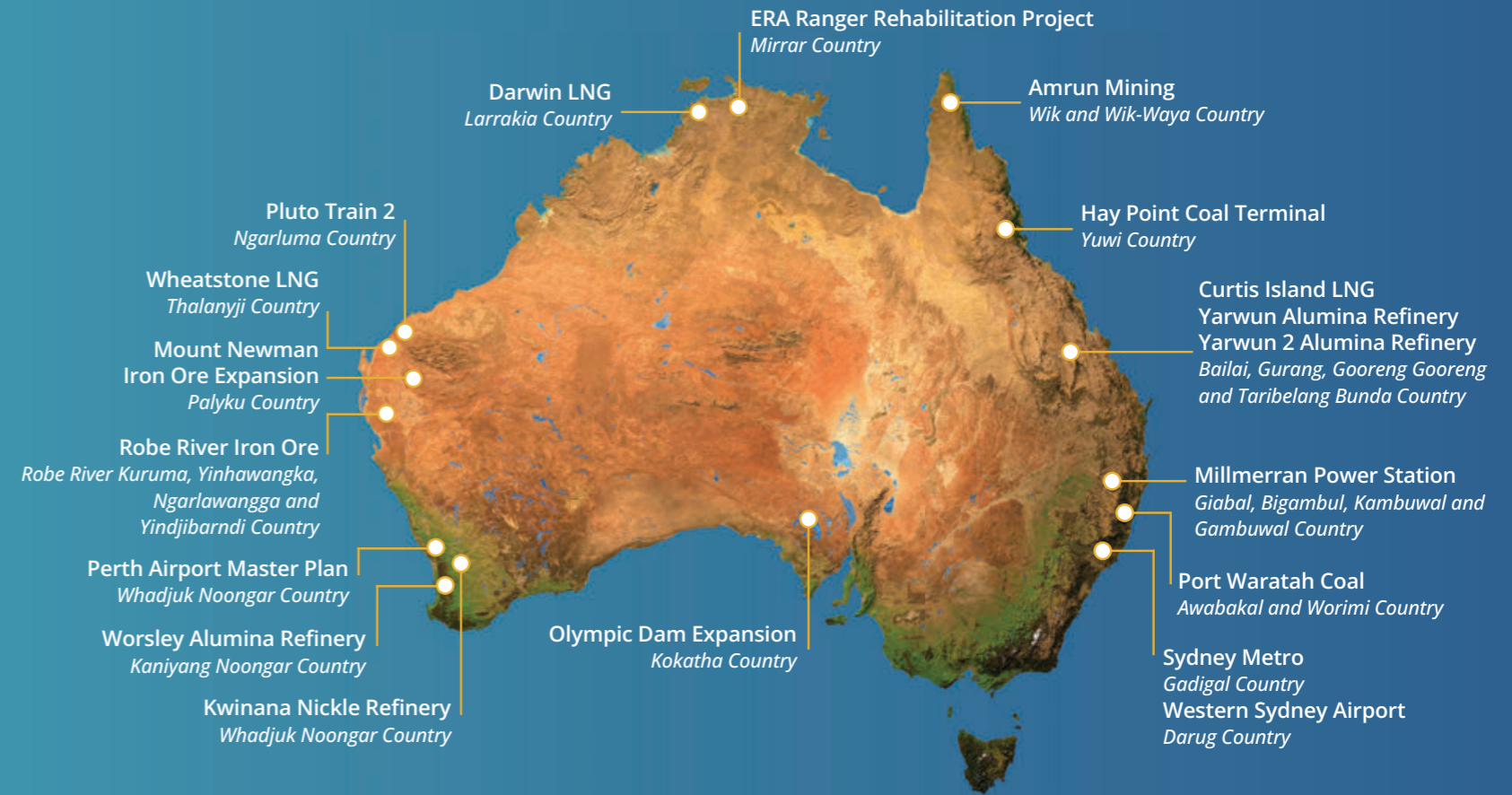
Australia is an important part of Bechtel's history and future, and for more than 70 years, Bechtel has worked to deliver projects in every Australian state and territory across a portfolio spanning rail, airports, mines, minerals processing facilities, LNG installations, refineries, chemical plants, power stations, procurement services, and telecommunications infrastructure.

Along with more than 500 Australians and 10 First Nations employees based in our Perth, Brisbane, Sydney Melbourne and Adelaide offices and working across our projects in Australia; many Australians are also delivering Bechtel projects around the world - from Iceland to the Middle East, through to northern Canada, Asia, and South America.

Our Vision, Values & Commitments

Vision	Extraordinary teams building inspiring projects.
Values	Commitments
We live for a challenge	<ul style="list-style-type: none"> • Make our customers' ambitions a reality • Adapt quickly and always look for a better way
We do the right thing	<ul style="list-style-type: none"> • Exercise the highest level of integrity and ethics • Create a positive legacy through purposeful and sustainable projects
We take care of each other	<ul style="list-style-type: none"> • Safety and wellbeing above all • Treat each other with the utmost respect
We succeed together	<ul style="list-style-type: none"> • Embrace our differences, seek diverse views, and listen to understand • Foster a deep sense of belonging
We build trust	<ul style="list-style-type: none"> • Develop lasting "One Team" relationships with our colleagues, customers, and partners • Hold ourselves accountable to deliver excellence

Selected Australian Projects



Bechtel's work has enabled us to work in partnership with many First Nations communities across Australia.

Bechtel Reconciliation Action Plan

This Innovate RAP is our second RAP, which has been developed following 12 months of reflection, strategy development and understanding our sphere of influence through the Reflect RAP progress. We have made considerable progress in our understanding of where our journey towards reconciliation should start and our Innovate RAP will be for a 2-year period from January 2024 until January 2026.

Our RAP Working Group

Our RAP Working Group is comprised of 16 employees from across multiple global business units working in Australia at all levels of the business.

Our team are all extremely committed to the reconciliation movement and share the ethos of the RAP - to make a positive difference where we can. Currently, two First Nations employees support the Working Group, with one holding the role of co-chair to provide First Nations led decision making as we develop our strategy. As our RAP journey evolves, so too will our RAP Working Group membership. Our ultimate goal is to have our Working Group majority led by our First Nations employees.

Executive Sponsors and RAP Champions



Leigh Carter
General Manager Australia & Asia Pacific
Mining & Metals

“ Participating in the RAP Working Group has reinforced to me the importance of ensuring we have an inclusive work place for all, and to ensure as a business we have programs in place to contribute to the reconciliation process.



Richard Freer
Managing Director, Public Infrastructure
Asia Pacific, Infrastructure

“ Having recently returned to Australia after an absence of seven years, I have been struck by how much progress has been made on reconciliation here, but also how much remains to be done. I joined the RAP to educate myself more deeply on these complex issues and to help the team make more rapid progress in meeting our RAP goals. Ultimately, I want to make Bechtel a company that works even more closely with suppliers with First Nations owners, that attracts and welcomes ever more people from First Nations communities into our business and that acknowledges, respects and supports the rights and interests of First Nations communities.

Working Group Chairs



Mellissa Case
Manager of Sustainable Development
Mining & Metals

“ The last 12 months of chairing the Working Group to deliver our first Reflect RAP has been an exciting journey for our teams working across Australia, and it has also inspired our work with Indigenous and First Nations peoples globally. How we work in partnership with First Nations communities is integral to our work. Our RAP is more than just a document, it is an impetus for change across our business and commitment to delivering shared value with the communities wherever we work.



Griff Faulkner
Project Manager, Gladstone and Weipa
Sustaining Capital Projects
Mining & Metals

“ Increasing our engagement with First Nations people across the country and in the communities in which we work is not only the responsible thing to do but will enable us to build a greater level of cultural awareness across our organisation. Engaging with First Nations people will allow us to better understand the challenges and opportunities present in our environments so we can tailor our RAP strategy and project plans to add the most value to our communities.

Working Group Committee



Aleeshia Baldoni
Community Relations Graduate
Mining & Metals

“ To me, reconciliation is about acknowledging the past, and working together to create an equitable future for Australia, where everyone has equal opportunities.



Tomas Beak
Engineer & Business
Development Associate
Asia Pacific, Infrastructure

“ The RAP Working Group helps us focus as a business on our commitments to First Nations Australians in the communities in which we operate. It's been positive to see colleagues from Australia and overseas alike share ideas on how we can authentically contribute to positive relationships with First Nations communities, from which we can learn so much as the first engineers and scientists of Australia.



Jeff Beckitt
Regional Security Manager
Asia Pacific

“ To be included in the RAP Working Group is a privilege that has provided an opportunity to be a part of something truly meaningful that grows awareness and education for myself and the enterprise and develops pathway opportunities in the industry.

Working Group Committee



Adam Churchward
Senior Human Resources Business Partner
Infrastructure

“ It’s vital that we develop and maintain programs that create meaningful opportunities for Aboriginal and Torres Strait Islander Australians in order to continue our reconciliation journey.



Surra Gatei
Proposals Manager
Asia Pacific, Europe & Middle East
Mining & Metals

“ As a socially responsible company we have a duty to acknowledge the First Nations people and the land we do business on. We look forward to fostering an inclusive environment whereby everyone has fair opportunities to thrive.



Deesha Gorasia
Study Manager
Kalgoorlie Smelter Renewal Project
Mining & Metals

“ Participating in the RAP builds cultural awareness, strong relationships and respect between non-Indigenous people and First Nations people. Ultimately, the RAP creates a more dynamic and diverse workplace that is more understanding and therefore more tolerant of different cultures.



Rachel Liddle
Graphic Designer
Mining & Metals

“ We have so much to learn from First Nations and their knowledge in sustainable management of natural resources, land and waters. Our RAP program is important because it provides opportunity to build inclusive relationships with First Nations People, helping this valuable knowledge to be shared and preserved.



Cameron Munday
Senior Accountant
Mining & Metals

“ Contributing to Bechtel’s RAP has been a privilege and extremely rewarding. Embracing the richness and diversity of Aboriginal and Torres Strait Islander culture is something we should all take pride in as a nation. Fostering strong relationships with our First Nations people creates a more dynamic and diverse workplace. Helping to create a community of shared values, goals, and common language through the RAP when it comes to reconciliation can turn our good intentions as an organisation into positive actions.



Heather O'Neill
Human Resources Lead
Western Sydney Airport Project
Infrastructure

“ There is lots to learn from the valuable history of science and engineering that was developed by Australia’s First Nations people over thousands of years. Through our RAP, we have an immense opportunity to engage the next generation of First Nations engineers and professionals to continue this tradition.

Working Group Committee



Mathew Ovenden
Marketing & Communications Manager
Mining & Metals

“ I hope that through the RAP process we’re able to continually shine the light on reconciliation in Australia and help Bechtel and our colleagues to build real and meaningful relationships with our First Nations communities.



Deborah Ryan
Region & Country
Human Resources Manager
Australia Pacific & South Asia

“ Being part of the RAP working group helps make a difference towards creating relationships built on trust, understanding and mutual respect. It helps me understand and be part of something significant, turning our workplaces into inclusive environments supporting First Nation peoples.



Rob Scott
Project Integration Director
Sydney Metro Project
Infrastructure

“ I participate to better understand both the history and culture of Australia’s First Nations people and to actively participate in the development of awareness and creation of opportunity for those who wish to study and work in engineering.



Jeremy Scott
Study Manager
Ranger Rehabilitation Project
Mining & Metals

“ The Ranger Rehabilitation Project mission is “To proudly restore the landscapes for those who will walk after us”. Through the RAP process we have the responsibility to reflect on the history of Ranger uranium mine, and the opportunity to innovate, stretch and elevate our reconciliation commitments as the project proceeds.



Joanna Winters
Social Performance and
Communications Manager
Pluto Train 2
Energy

“ During my time with Bechtel, particularly while working in Far North Queensland and in Western Australia’s Pilbara, I have been fortunate to meet and work with many Traditional Owners during project delivery. Implementing our RAP has enabled Bechtel to formalise and build upon many of our project initiatives that support reconciliation and sustainable community development – especially through the engagement of First Nations people and businesses.



Students from the Engineering Aid Australia program gained valuable insights into engineering and design on one of Australia's largest infrastructure projects with a Bechtel led tour of the Western Sydney International Airport project.

Outcomes from Bechtel Reflect RAP

Bechtel has a long history of working in partnership with First Nations communities around our projects and across Australia more broadly. Our Reflect RAP was the starting point for formalising this reconciliation journey. Launched in 2022, it has enabled us to develop relationships with many more communities and organisations where our projects and offices are based.

We established a RAP Working Group that includes representatives from each office and project in Australia, providing input and guidance as we deliver on our strategy.

Our RAP has been embraced by all our project sites and offices across Australia, emphasising the broad support and unity among our colleagues for bridging the gap towards reconciliation. We have seen this manifested in everything from practical and measurable actions around employment and supplier engagement targets to the delivery of Acknowledgement of Country at the start of key meetings and events, engaging with Engineering Aid Australia students, and the proud display of Jarrod Beezley's commissioned artwork in our Brisbane office and on our new team shirts.

Throughout the Reflect phase, we have looked for opportunities to enhance opportunities for greater First Nations engagement across our business, with a particular focus on working towards strategies to significantly increase First Nations employment and within our supply chain. While we made good progress over the last twelve months, we recognise that we have much more work to do as we progress on our journey. A gap we identified was the ability to easily track and measure First Nations participation across our business through our current systems and processes, and this is an area for improvement to be explored as we formalise our journey.

Relationships

- Sponsored Engineering Aid Australia, an organisation which supports First Nations high school students to pursue Science, Technology, Engineering and Mathematics (STEM) degrees at a university level.
- Became a Foundation member of the Aboriginal Business Directory of Western Australia.
- Facilitated a site visit to Western Sydney Airport by 22 Engineering Aid Australia students.
- Supported and attended a career fair-style event for Engineering Aid Australia at University of Sydney and Perth.
- Supported and attended the 2022 Engineering Aid Australia graduation event for participating students at the University of Sydney.

Respect

- Participated and volunteered at NAIDOC week and National Reconciliation Week events.
- Engaged the Noongar Nation to provide a Welcome to Country at a corporate leadership event in Perth.
- Co-designed a First Nations Engagement and Participation Plan with representatives from the Noongar Nation, where the project was located.
- Supported our customer in the co-design and realignment of a project expansion in the Pilbara with Traditional Owners' approval and consent.

Opportunities

- More than AUD\$78 million spent with Australian First Nations businesses during the Reflect RAP term.
- Partnered with Supply Nation to increase First Nations business participation across the company.
- Supported the Clontarf Foundation Gaelic football match for First Nations Youth.
- Collaborated with Aboriginal Corporations to support project delivery in the Pilbara.
- Commissioned the Bechtel story artwork by Jarrod Beezley to support the Bechtel Australia Reflect RAP.

Governance

- Launched Bechtel Australia's first Reconciliation Action Plan.
- Conducted cultural awareness training across all projects, in consultation with Traditional Owners and language groups.
- Launched an Acknowledgement of Country resource which contains a slide deck with relevant acknowledgements for Traditional Owners at all our current offices and project sites.
- Launched a Country Guidance recognising the Traditional Owners of the lands where we work and live.

Building the Next Generation of Engineers

Founded in 1996, Engineering Aid Australia (EAA) is a not-for-profit organisation that has worked to inspire and support First Nations High School students with an aptitude for math and science to complete high school and study engineering at university.

As a major partner of the initiative, Bechtel supports students to attend the First Nations Australia Engineering Schools (AIES) programs at University of New South Wales and Curtin University. During the week-long event, students are given the opportunity to meet engineers, participate in design work and gain an understanding of the job opportunities that are available within the profession.

As part of the most recent program, students were invited to visit the Western Sydney Airport project site. During the visit, students met with our Bechtel team working on the project and had the opportunity to experience construction in the field. In addition, they also had the chance to meet with Bechtel engineering graduates who shared their experience of working in the construction industry.

Since 1998, around 800 Senior High School students have attended the IAES program, with more than 95% completing their year 12 studies through the support of EAA scholarships. On average, 10 students per year continue on to study Engineering at University which has increased the number of First Nations engineers. Importantly EAA has made the top ranked Australian universities more accessible to First Nations students from regional areas.

Creating Partnerships for Prosperity

Bechtel worked with Ngarluma Yindjibarndi Foundation's Equipment Services business, NYFL-Tutt Bryant, to supply crawler cranes for the Pluto Train 2 project.

The joint venture between NYFL, the Traditional Owner representative body for the Woodside-operated North West Shelf project since 1998 and Tutt Bryant, the Australian construction machinery supplier is designed to not only leverage the expertise of both entities but also deliver social and economic empowerment for the Ngarda-ngarli Aboriginal community.

The contract includes the provision of eight 200-300 tonnes crawler cranes for the Karratha construction site, with NYFL-Tutt Bryant responsible for their service and maintenance for the duration of the contract. The company will support the daily operations of the project, including rebar and civil works, structural steel installation, and pipework.

NYFL-Tutt Bryant's social enterprise business model means that the profits they make will be put back into the community, supporting not-for-profit programs such as youth sports and a local supermarket. The partnership between NYFL-Tutt Bryant and Bechtel will help support First Nations people in the region, providing employment and training opportunities for local people.



Bechtel attended the Engineering Aid Australia student networking event at the New South Wales Government House.

Bechtel Innovate RAP Relationships



We must always acknowledge and respect that we are living and working on First Nations lands, and our relationships and partnerships with First Nations communities and Traditional Owners are integral to the successful delivery of our projects, and our customers operations.

Focus Area: We succeed together – Embrace our differences, seek diverse views and listen to understand.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	January 2025	Project Social Performance Lead
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2025	Manager of Sustainable Development
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 May 2026	Communications Manager
	RAP Working Group members to participate in an external NRW event.	May 2025 May 2026	RAP Working Group Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2025 May 2026	RAP Working Group Chair
	Organise at least one NRW event each year.	May 2025 May 2026	RAP Working Group Chair
3. Promote reconciliation through our sphere of influence.	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 May 2026	RAP Working Group Chair
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2025 March 2026	Asia Pacific Human Resources Manager
	Communicate our commitment to reconciliation publicly.	January 2025	Communications Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	January 2025 January 2026	Regional Contracts and Procurement Manager
4. Promote positive race relations through anti-discrimination strategies.	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	December 2024	RAP Working Group Chair
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2025	Asia Pacific Human Resources Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	March 2025	Asia Pacific Human Resources Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2025	Asia Pacific Human Resources Manager
	Educate senior leaders on the effects of racism.	September 2024	Asia Pacific Human Resources Manager

Bechtel Innovate RAP Respect



Diversity is our superpower. Building a culturally safe workplace where everyone can bring their full selves to work and a process where communities have a voice in our decision making will create an enabling environment for our people and host communities to thrive.

Focus Area: We take care of each other – Treat each other with the utmost respect.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	August 2024	Learning and Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	September 2024	Learning and Development Manager
	Develop, implement and communicate a cultural learning strategy for our staff.	October 2024	Learning and Development Manager
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Provide opportunities for RAP Working Group members, Human Resource managers and other key leadership staff to participate in formal and structured cultural learning.	August 2024	Learning and Development Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2025	Learning and Development Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	April 2025	Communications Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	February 2025	RAP Working Group Chair
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	February 2025	RAP Working Group Sponsor
	RAP Working Group to participate in an external NAIDOC Week event.	July 2025	RAP Working Group Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024 June 2025	Asia Pacific Human Resources Manager
	Promote and encourage participation in external NAIDOC events to all staff.	July 2024 July 2025	Communications Manager

Bechtel Innovate RAP Opportunities



Bechtel Innovate RAP Governance



At Bechtel, we act with integrity and through our actions, we have demonstrated a strong history of creating meaningful opportunities for First Nations Peoples and businesses. We will bring our culture of building extraordinary projects to raise the bar on First Nations employment and business participation.

Focus Area: We do the right thing – We will create a positive legacy through purposeful and sustainable projects.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	October 2024	Asia Pacific Human Resources Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November 2024	Asia Pacific Human Resources Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	February 2025	Asia Pacific Recruitment Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January 2025	Asia Pacific Recruitment Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	January 2025	Asia Pacific Recruitment Manager
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2025	Asia Pacific Recruitment Manager
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	November 2024	Regional Contracts and Procurement Manager
	Continue Supply Nation membership.	March 2025	Regional Contracts and Procurement Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2024	Regional Contracts and Procurement Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2024	Regional Contracts and Procurement Manager
3. Build a pipeline for talent attraction and retention.	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August 2024	Regional Contracts and Procurement Manager
	Continue to support Engineering Aid Australia through sponsorship and active participation in Perth and Sydney Graduation event.	February 2025 February 2026	Manager of Sustainable Development
	Look for opportunities to source internships and graduates through a partnership programs.	January 2025 January 2026	Asia Pacific Recruitment Manager
4. Improve outcomes for Aboriginal and Torres Strait Islander employment, business opportunities and community engagement by setting a standard for our business and delivery of our projects.	Develop a global Indigenous and First Nations Peoples Policy to operationalise our commitment to increasing engagement and opportunities for First Nations employees, suppliers and communities across our projects.	July 2024	Manager of Sustainable Development
	Develop guidance to support the implementation of the global Indigenous and First Nations Peoples Policy to support leading practice in engaging First Nations employees, suppliers and communities.	July 2024	Manager of Sustainable Development

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	January 2025	RAP Working Group Chair
	Establish and apply a Terms of Reference for the RWG.	January 2025	RAP Working Group Chair
	Meet at least eight times per year to drive and monitor RAP implementation.	January 2025	RAP Working Group Chair
	Develop a vision for our RAP journey.	January 2025	RAP Working Group Chair
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2025	RAP Working Group Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	February 2025	RAP Working Group Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2025	Digital Delivery Manager
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Appoint and maintain an internal RAP Champion from senior management.	January 2025	RAP Working Group Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2024	Manager of Sustainable Development
	Report RAP progress to all staff and senior leaders quarterly.	April 2025	RAP Working Group Chair
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2024 December 2025	M&M Communications Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2024	RAP Working Group Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	December 2025	RAP Working Group Chair
4. Continue our reconciliation journey by developing our next RAP.	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2025 May 2026	RAP Working Group Chair
	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2025	RAP Working Group Chair
	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.	December 2025	RAP Working Group Chair
5. Establish and maintain processes for the betterment of our next Reconciliation Action Plan and long-term Reconciliation strategy.	Investigate the inclusion of inviting external First Nations advisors to aid in the development of our next RAP.	May 2025	RAP Working Group Chair
	Conduct gap and opportunity assessment within our organisational policies and procedures to embed RAP outcomes within our organisation.	May 2025	Asia Pacific Human Resources Manager



25 Engineering Aid Australia students took the opportunity to take a behind the scenes tour of the construction of the Western Sydney International Airport project with the Bechtel team.



Engineering Aid Australia students enjoyed the tour of Western Sydney International Airport project.





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