



BECHTEL AUSTRALIA
INNOVATE
RECONCILIATION
ACTION PLAN

July 2026 – July 2028



Photo: Engaging with students
at the Sydney Careers Fair.

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Our Vision

Reconciliation is integral to how we build the extraordinary, grounded in respect, guided by integrity, and realised through meaningful action that creates lasting opportunities for Aboriginal and Torres Strait Islander peoples.

Bechtel Australia

Acknowledgement of Traditional Custodians and Country

Bechtel respectfully acknowledges the Traditional Custodians of the Land on which we operate, live, and gather as employees, and recognise their continuing connection to land, water, community, and culture. We pay tribute to Elders past and present.

About the RAP Artwork Process

As part of the Innovate RAP, we invited Western Australian First Nations artists to produce the artwork for our publication. We would like to express our sincere gratitude to the arts organisations who distributed the opportunity to their networks, and the artists who expressed their interest in supporting our RAP journey.

ABOUT THE
RAP
ARTWORK



Kevin Bynder is a celebrated Whadjuk-Yuet Nyungar and Widi Badimia Yamatji artist whose work is grounded in cultural heritage, storytelling, and sharing Aboriginal history through vibrant contemporary designs.

Based in Perth, Kevin has built a distinguished career spanning fine art, large-scale murals, and high-profile sporting and corporate commissions. Over the past decade, Kevin has created iconic designs for AFL, WAFL, SANFL, NBL, and other professional sporting organisations, including the West Coast Eagles, Fremantle Dockers, Brisbane Lions, Perth Wildcats, and the Western Australia Country Football League.

His work features in major public spaces such as Yagan Square, Elizabeth Quay, and Australia Post, as well as commissioned pieces for organisations including Perth Mint, RAC Arena, Department of Justice, and Development WA.

Kevin is the founder of Nyungatji Designs and co-founder and CEO of Mardaa, an Aboriginal-owned branded merchandise company that directs 100% of profits to initiatives supporting Aboriginal and Torres Strait Islander peoples. With a style defined by bold colour, symbolic storytelling, and a deep connection to Family and Country, Kevin's work celebrates Aboriginal culture while inspiring unity, respect, and positive change.



We live for a
challenge

Five tribes are sitting around the campfire where they discuss their options during the Birak season. During this season they will walk the Land to find food, shelter and trade tools to live a better way whilst trying to survive.



We do the
right thing

The top of the artwork shows the young people who are learning about their culture and strengthening them. The dotted connection circles signify whole in Aboriginal culture for 60,000 years. The middle of the artwork shows our ancestors, who are still lore grounds, speaking about culture. Below is the season who have passed on. The boomerang and culture. The U-shape symbols are the people of the Land.



We take care
of each other

The middle of this painting shows the people sitting around talking about safety issues when they go hunting, gathering from the poisonous foods and berries to the snakes and animals around in the area. They ensure all of the hunting party come home and come together, as one and safe. The artwork shows some of the bush tucker.



We succeed
together

This artwork reflects two different tribes from the same area. The colours show that it is Makuru season. This season is cold and wet. Makuru is when the tribes get together to find food, water, shelter and to help each other during the cold season. The kangaroo and emu tracks can be seen which is a vital source of food. Bush tomatoes and eucalyptus leaves as well as bracken ferns which are used to treat ailments and for medicine.



We build
trust

This artwork shows the different tribes of the area. The story of season is when the warm weather comes to play and hunting intensifies. Each tribe will allow entrants to enter their country to find food and medicine. The trust they have built with each other over decades allows for no disagreements. Each Elder is accountable for their people and to ensure they have enough food and water to meet their needs.

Artwork components

The river running through the artwork is the Derbarl Yerrigan (Swan River). The river was created by the Waugal (Rainbow Serpent spirit). When the Land was flat and countless the Rainbow Serpent gave it life and these can be called the Noongar Dreaming stories. The Waugal (Rainbow Serpent) gave life to the body of the Dreaming. The story of the painting is a natural life. The bottom of the reed can be used to heat fibre for long hours and the resin can be used to bind those together for spears, digging tools etc.

Bechtel's Five Values: The artwork is a continuous story based on Bechtel's five values combined with the six Noongar seasons in the Perth region, where BAPL has had a continuous presence for more than 30 years.



Photo: Pluto Train 2
Red Dog Village, Karratha,
Western Australia.

MESSAGE FROM BAPL CHAIR & DIRECTOR

I am proud to present Bechtel Australia's second Innovate Reconciliation Action Plan (RAP), reaffirming our continued focus to strengthening relationships with First Nations communities across Australia. This plan builds on the foundations established through our previous RAPs and reflects our ongoing efforts to listening, learning and taking meaningful action to advance reconciliation.

Building meaningful relationships with Aboriginal and Torres Strait Islander peoples to seek opportunities which create lasting social and economic outcomes in the communities where we operate is an important part of how we work in Australia. Through collaboration and respectful engagement we continue to learn valuable perspectives from their deep knowledge of Country, cultures and communities. Since the commencement of our first RAP, we have helped embed reconciliation into our organisation. Across our projects and offices, we have strengthened cultural awareness, expanded partnerships with First Nations businesses and supported education and career pathways for Aboriginal and Torres Strait Islander students.

These efforts reflect the contribution of our colleagues and partners to reconciliation. At its heart, reconciliation is about strengthening relationships between First Nations peoples and non-Indigenous Australians for the benefit of all. While we are proud of what we have achieved so far, we recognise that reconciliation is an ongoing process.

Our next RAP is intended to build on our engagement and progress to date. I firmly believe that acknowledging and valuing First Nations knowledge, cultures, and contributions makes us a stronger company and a better partner. Our new RAP is both an opportunity and a call to action to engage with open hearts and minds, to learn from First Nations perspectives, and translate intent into meaningful and practical outcomes.

I encourage all of my colleagues to play a role in delivering the commitments outlined in this plan by building relationships, listening to First Nations perspectives, and finding ways to contribute to the actions in this plan which support opportunities to contribute to meaningful and lasting change.

I thank Reconciliation Australia for their guidance, and acknowledge the First Nations leaders, communities, and organisations who continue to share their knowledge with us. We also recognise the dedication of our RAP Working Group and all of my colleagues who have contributed to advancing this important work.

With the launch of this new RAP, we reinforce our commitment to working alongside First Nations communities to support reconciliation and contribute to a more inclusive and equitable future for Australia.



Catherine Tanna
Chair & Director,
Bechtel Australia
Proprietary Limited
(BAPL)



Photo: Welcome to Country during the Perth office 2024 Innovate RAP launch.

STATEMENT FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends Bechtel Australia on the formal endorsement of its second 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 over 5.5 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 continues to be part of a strong network of more than 3,000 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 Bechtel Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Bechtel Australia 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 Bechtel Australia 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, Bechtel Australia will ensure shared and cooperative success in the long-term.

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

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



Karen Mundine
Chief Executive Officer,
Reconciliation Australia



Bechtel Australia Proprietary Limited (BAPL) is a subsidiary company of Bechtel Corporation and provides engineering, construction, and project management services to public and private sector clients across Australia. Operating across the full project lifecycle, BAPL supports projects from early planning and feasibility through engineering, procurement, construction, commissioning, and operational support, depending on client and project requirements.

OUR BUSINESS

BAPL has been active in the Australian market for more than 70 years and has delivered projects in every state and territory. Its Australian project portfolio spans rail and transport infrastructure, airports, mining operations, minerals processing facilities, LNG developments, refineries, chemical plants, power generation assets, procurement services, and telecommunications infrastructure. Projects have been undertaken in metropolitan, regional, rural, and remote settings, often involving complex operating environments and large, multi disciplinary supply chains.

The Australian business operates across multiple sectors, including energy, infrastructure, mining and metals, and industrial facilities. Delivery models range from advisory and front end studies to EPC and EPCM execution, reflecting the varied commercial, technical, and regulatory requirements of Australian projects.

BAPL maintains offices in Perth, Brisbane, Sydney, and Adelaide and employs more than 1,300 staff, working across projects and corporate functions. Australian based employees also contribute to projects outside Australia, supporting the transfer of experience, systems, and technical capability between regions.

BAPL collects voluntary self-identification information to support its understanding of Aboriginal and Torres Strait Islander workforce representation. Because employee self-identification is voluntary, the available data may not reflect a fully validated headcount or complete measure of workforce representation. BAPL will continue to work to improve the completeness and reliability of this data to support future reporting.

Through its Australian operations, BAPL applies established project delivery systems, governance frameworks, and risk management practices aligned with Australian regulatory, legislative, and workplace requirements, and works with local suppliers, contractors, and communities as part of project execution.

Photo: Pluto Train 2 team at National Reconciliation Week, Reconciliation Walk.



Extraordinary teams building inspiring projects

We live for a challenge

- Make our customers' ambitions a reality
- Adapt quickly and always look for a better way

We do the right thing

- Exercise the highest level of integrity and ethics
- Create a positive legacy through purposeful and sustainable projects

We take care of each other

- Safety and wellbeing above all
- Treat each other with the utmost respect

We succeed together

- Embrace our differences, seek diverse views, and listen to understand
- Foster a deep sense of belonging

We build trust

- Develop lasting "One Team" relationships with our colleagues, customers, and partners

Photo: Supporting early careers engagement at the Perth Careers Fair.

BECHTEL RECONCILIATION ACTION PLAN

Our previous Innovate RAP marked significant progress in advancing reconciliation. Building on this foundation, we are committed to embedding RAP actions into our daily operations over the next two years. Our focus is on deepening cultural understanding, strengthening relationships with Aboriginal and Torres Strait Islander communities, and supporting First Nations businesses. We aim to foster collaboration and create meaningful engagement pathways for lasting positive change.

Bechtel's Innovate RAP: Strengthening Our Commitment

We acknowledge the importance of working in partnership with First Nations communities across our projects and throughout Australia. Our Reflect RAP, launched in 2022, marked the beginning of our formal reconciliation journey and helped us build stronger relationships with communities and organisations connected to our projects and offices.

BAPL is now entering its second Innovate RAP stage, building on the foundations laid during the Reflect phase and the actions initiated in our first Innovate phase. This next stage focuses on embedding those actions more deeply across our business and continuing to identify opportunities for improvement.

We aspire to advance reconciliation through practical initiatives such as cultural awareness programs and partnerships with organisations like Engineering Aid Australia.

Our second Innovate RAP is about continuing this journey – embedding reconciliation principles into the way we work and creating sustainable opportunities for First Nations peoples across our projects and operations, where we can.

Our Reconciliation Action Plan Working Group

The RAP Working Group comprises employees from various business units and senior management across Australia. The group works together in five distinct workstreams to support the delivery of the RAP and includes four First Nations employees, with two serving as co-chairs to support First Nations-led decision-making. Our goal is to achieve majority First Nations leadership within the group as our RAP journey evolves.

Sponsor	Sponsor	Chair	Chair	Champion
Greg MacDonald General Manager APAC & EAM Mining & Metals	Richard Freer Managing Director & Public Infrastructure Asia Pacific Infrastructure	Griff Faulkner Operations Manager West Coast Australia Mining & Metals	Cameron Munday Cost & Commercial Engineer Mining & Metals	Diego Uzzun APAC, Sustainability Regional Lead Infrastructure
Governance Workstream	Opportunities Workstream	Communications Workstream	Relationships Workstream	Respect Workstream
Melissa Case Manager of Sustainable Development Mining & Metals	Griff Faulkner Operations Manager West Coast Australia Mining & Metals	Mat Ovenden Marketing, Comms & External Affairs Manager Mining & Metals	Deborah Ryan Senior HR Business Partner Mining & Metals	Tom Cotterill Talent Management Manager APAC & EAM

OUTCOMES FROM 2024-2026 INNOVATE RAP

Supporting First Nations Futures



Continued our **sponsorship of Engineering Aid Australia (EAA)**, an organisation which supports First Nations high school students to pursue Science, Technology, Engineering and Mathematics (STEM) degrees at a university level.



Hosted a **Thank You Reception** on behalf of EAA celebrating partnership and students' achievements.



Supported and attended **career fair events** for EAA students at universities in New South Wales and Western Australia.



Supported and attended the **EAA graduation events** for participating students at Government House, Perth.



Continued **sponsorship of the Aboriginal Business Directory** of Western Australia.



Collaborated with Woodside Energy to host EAA students for the **Indigenous Australia Engineering School program**, where students toured the Robotics Lab and engaged with Pluto Train 2 team.



Established a **First Nations peer support group** on site on the Pluto Train 2 project.



Supported Woodside Energy and the Clontarf Academy in their annual **Karratha Gaelic Football Match**.



Facilitated a site visit to **Western Sydney Airport** for EAA students.

CASE STUDY



First Nations Peer Support Group and the Work Ready Program

On Pluto Train 2, a First Nations-focused Work Ready Program worked to incorporate a culturally appropriate framework for workforce upskilling. The program was facilitated in partnership with Ngarliyarndu Bindirri Aboriginal Corporation (NBAC) and the project client. A recognised challenge in delivering these programs is maintaining consistent attendance. Together, we identified that community connection and peer support was a key driver in bolstering attendance and retention.

The training aims to build employable skills and industry experience for First Nations peoples in a variety of areas, including White Cards, pre-employment preparation, and other necessary skills for a construction site. Across the program, nearly 20 First Nations participants were engaged, leading to one Electrical Apprenticeship with our training partner, Directions WA.

A monthly First Nations peer support group headed by an onsite First Nations leader was established along with the Work Ready Program. The results included a higher completion and retention rate, largely due to a number of community-building measures. These meetings became facilitators for two-way discussions and feedback around cultural protocols, the importance of attendance, safety and input for important cultural events such as NAIDOC.

Increasing Spend and Employment Opportunities



Substantial **engagement and spend** with Australian First Nations businesses during the First Innovate RAP term.



Supported the export of **First Nations designed and manufactured t-shirts** to US affiliate operations.



200 attendees at Australia wide lunch and learn – First Nations engagement.



Continued our **partnership with Supply Nation** to increase First Nations business participation across the company.



Presented to First Nations businesses on supplying to Tier 1 Contractors in **partnership with Supply Nation**.



450 attendees at Australia wide lunch and learn – Lessons learned Pluto Train 2.



Rolled out **National Supply Nation training** for all Contracts and Procurement team members.



Presented on **supply chain opportunities** and held speed networking sessions with First Nations businesses in partnership with Aboriginal Business Directory of Western Australia and Chamber of Commerce Western Australia.



Formalised an **Indigenous Peoples Policy** to operationalise our commitment to increasing engagement and opportunities for First Nations employees, suppliers and communities across our Australian projects.



Engaged in **Supply Nation supplier events** in Brisbane and Perth.

CASE STUDY



Yilay

In 2022, Yilay was engaged by BAPL during the development of our first Reflect RAP. The artwork printed on the polo shirt was designed by Gladstone based Kabi/Bundjalung artist Jarrod Beezley.

This collaboration resulted in the shirt being launched and distributed to all employees across BAPL's Australian offices in recognition of NAIDOC Week. Due to popular demand, 100 of Yilay's t-shirts were ordered for BAPL affiliate offices in the United States making it Yilay's first international order. Since this initial order Jesse has continued to supply the Yilay printed shirts to BAPL affiliate offices with another recent international order of 150 shirts.

"The BAPL team have been amazing to work with through this whole collaborative process. These polos are a testament to the BAPL teams efforts for tangible outcomes when working with 100% Indigenous owned and operated businesses, outcomes that are then shared in the community".
Jesse Green, Managing Director, Yilay.



Photo: Welcome to Country during the Brisbane office 2024 Innovate RAP launch.

OUTCOMES FROM 2024-2026 INNOVATE RAP

Celebrating Culture



Held nation-wide **First Nations** led events to celebrate the launch of the Innovate RAP.



Invited Ngarluma Elder, Josephine Samson to perform a Welcome to Country on site at Parker Point.



Participated in annual NAIDOC Week and National Reconciliation Week events and hosted toolbox talks for International Day of Indigenous Peoples and Indigenous Business Month.



In partnership with Rio Tinto, hosted **Bush Tucker Tastings** with a Noongar Traditional Owner, Gerry Matera.



Commissioned an artwork by Wanita Lowe for the Sydney Office to support the BAPL Reconciliation Action Plan.



Renamed our corporate meeting rooms to feature First Nations words relevant to the location of each office.



Launched BAPL's first **Innovate Reconciliation Action Plan**, and second RAP overall.

CASE STUDY



New Meeting Room Names for Australian Offices

Our Australian offices in Brisbane, Perth and Sydney have revamped their meeting rooms by displaying new room signs. These new signs feature words from First Nations languages relevant to the location of each office. The signs are presented with context on the name's origin and meaning. The new signs serve not only to provide clear room identification, but as a tribute to the heritage of First Nations Peoples and follow a craft that respects tradition and authenticity.

The signs were supplied by a local First Nations-owned family business called 'The Laser Shark Shop'. The artwork for the signs was by Shannon McCann, a Torres Strait Islander woman from Erub (Darnley Island, Queensland). Shannon was an elite athlete specialising in the 100 metre hurdles and is a 2x 100m Hurdles Australian National Champion. The design of the signs is a part of 'The Bilya Maali Collective', a collection Shannon has created out of the desire to inform her children on the cultural heritage of the Land in which they were born.

2026-2028 INNOVATE RAP RELATIONSHIPS



Focus Area: **Building Trust** – Developing authentic relationships with First Nations communities where we work.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to work towards developing guiding principles for future engagement.	January 2027	Project Social Performance Lead
	• Work towards implementing project specific engagement plans to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	January 2027	Project Social Performance Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027 May 2028	Communications Manager
	• RAP Working Group members to participate in an external NRW event.	May 2027 May 2028	RAP Relationships Sponsor
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2027 May 2028	RAP Relationships Sponsor
	• Explore opportunities to organise at least one NRW event each year.	May 2027 May 2028	RAP Relationships Sponsor
	• Aim to register all our NRW events on Reconciliation Australia's NRW website.	May 2027 May 2028	RAP Relationships Sponsor
3. Promote reconciliation through our sphere of influence.	• Develop and implement a communications schedule to raise awareness of reconciliation across our workforce.	December 2026 December 2027 (Annually)	Communications Manager
	• Publicly communicate our Reconciliation Action Plan and significant outcomes.	December 2026	Communications Manager
	• Explore opportunities to positively influence our supply chain to support reconciliation objectives.	January 2027 January 2028	Regional Contracts and Procurement Manager
	• Explore opportunities to collaborate with project partners to develop ways to advance reconciliation.	July 2027	RAP Working Group Chair
4. Promote positive race relations through anti-discrimination strategies.	• Evaluate opportunities to communicate the anti-discrimination policy for our organisation.	April 2027	Asia Pacific Human Resources Manager
	• Evaluate opportunities to deliver unconscious bias training.	April 2028	Learning and Development Manager
	• Explore opportunities to train First Nations mental health first aiders.	July 2026	Environment, Safety, and Health Manager

2026-2028 INNOVATE RAP RESPECT



Focus Area: **Strengthening Foundations** – Aligning governance, policy, and organisational systems with RAP objectives.

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Consider opportunities to deliver Australia wide cultural awareness training.	January 2027	Learning and Development Manager
	• Explore opportunities to consult local Traditional Owners to develop localised project cultural awareness training.	February 2027	Project Social Performance Lead
	• Explore opportunities to facilitate peer led cultural learning by developing an employee engagement schedule.	March 2027	Project Social Performance Lead
	• Explore opportunities for project leadership to participate in immersive cultural learning.	November 2027	Project Social Performance Lead
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop, implement, and communicate a cultural learning strategy document for our staff.	October 2026	Asia Pacific Human Resources Manager
	• Explore opportunities to continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2027	RAP Working Group Chair
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at one or more significant events each year.	July 2026	RAP Working Group Chair
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2026	RAP Working Group Sponsor
3. Build respect for Aboriginal Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group members to participate in an external NAIDOC Week event.	July 2026 July 2027	RAP Working Group Chair
	• Explore opportunities to continue to pursue opportunities to encourage flexible leave considerations.	July 2027	Asia Pacific Human Resources Manager
	• Promote and encourage participation in external NAIDOC events to all staff.	July 2027	Communications Manager

2026-2028 INNOVATE RAP OPPORTUNITIES



Focus Area: **Empowering Pathways** – Driving long-term employment, business participation, education pathways, and leadership opportunities for First Nations peoples.

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Consider opportunities to develop a strategy to attract more Aboriginal and Torres Strait Islander staff.	August 2027	Asia Pacific Human Resources Manager
	• Evaluate opportunities to develop First Nations mentoring program.	September 2026	Asia Pacific Human Resources Manager
	• Explore opportunities to develop and launch First Nations leadership program.	October 2027	Asia Pacific Recruitment Manager
	• Explore opportunities to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January 2027	Asia Pacific Recruitment Manager
	• Evaluate opportunities to review employee assistance program for availability of culturally appropriate First Nations counselling.	July 2026	Asia Pacific Recruitment Manager
	• Evaluate opportunities to increase Aboriginal and Torres Strait Islander staff employed in our workforce.	August 2027	Asia Pacific Recruitment Manager
	• Explore opportunities to support improved recruitment, retention and professional development outcomes for Aboriginal and Torres Strait Islander peoples.	February 2027	Asia Pacific Recruitment Manager
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Evaluate opportunities to increase visibility of supplier diversity.	January 2027	Supplier Diversity Manager
	• Continue Supply Nation membership.	January 2027, 2028	RAP Coordinator
	• Consider opportunities to develop and communicate procurement aspirations for Aboriginal and Torres Strait Islander businesses.	April 2027	Regional Contracts and Procurement Manager
	• Evaluate opportunities to develop supplier capacity and capability training.	May 2027	Regional Contracts and Procurement Manager
	• Explore opportunities to continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	January 2028	Regional Contracts and Procurement Manager
	• Evaluate opportunities to develop and implement an Aboriginal and Torres Strait Islander procurement strategy	June 2027	Regional Contracts and Procurement Manager
3. Build a pipeline for talent attraction and retention.	• Explore opportunities to continue supporting Engineering Aid Australia through sponsorship and active participation.	July 2026, 2027, 2028	RAP Coordinator
	• Explore opportunities to source Aboriginal and Torres Strait Islander internships and graduates through university partnership programs.	October 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.	• Evaluate opportunities to develop procedures to support implementation of the Indigenous Peoples Policy to increase engagement and opportunities for First Nations employees, suppliers and communities across our projects in Australia.	July 2026	APAC Sustainability Lead
	• Consider opportunities to develop training for leaders and teams in project-level First Nations engagement and participation plans.	April 2028	APAC Sustainability Lead

2026-2028 INNOVATE RAP GOVERNANCE



Focus Area: **Accountability and Assurance** – Maintaining clear oversight, transparency, and disciplined follow-through on RAP commitments.

Action	Deliverable	Timeline	Responsibility
1. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Explore opportunities to encourage Aboriginal and Torres Strait Islander representation on the RWG.	July 2026	RAP Working Group Chair
	• Maintain a Terms of Reference for the RWG and review annually.	July 2026	RAP Coordinator
	• Meet at least four times per year to drive and monitor RAP implementation.	February 2027	RAP Coordinator
2. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation and review annually.	June 2027 June 2028 (Annually)	RAP Working Group Chair
	• Identify opportunities to engage our senior leaders and other staff in the delivery of RAP commitments.	January 2027	RAP Working Group Chair
	• Consider opportunities to strengthen systems to improve visibility and accountability of RAP commitments.	July 2026	RAP Coordinator
	• Appoint and maintain an internal RAP Champion from senior management.	July 2026	RAP Working Group Chair
	• Explore opportunities to verify the established RAP vision is embedded into the annual organisational priorities through annual review.	June 2027	RAP Working Group Chair
	• Consider opportunities to support the development of a First Nations Business Resource Group to foster an inclusive workplace.	March 2027	Asia Pacific Diversity and Inclusion Manager
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026 September 2027 (Annually)	RAP Coordinator
	• Report RAP progress to all staff and senior leaders.	December 2026	RAP Coordinator
	• Publicly report our significant RAP achievements and learnings, annually.	December 2026 December 2027 (Annually)	RAP Coordinator
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2026	RAP Coordinator
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2028	RAP Coordinator
4. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	June 2028	RAP Coordinator
	• Aim to strengthen engagement with Reconciliation Australia by maintaining up-to-date contact details and staying informed of RAP updates and opportunities.	June 2026 June 2027 June 2028	RAP Coordinator
5. Establish and maintain processes for the betterment of our next Reconciliation Action Plan and long-term Reconciliation strategy.	• Consider opportunities to invite external First Nations advisors to aid in the development of our next RAP.	May 2028	RAP Working Group Chair
	• Aim to maintain funding to support delivery of the RAP objectives.	March 2027	RAP Working Group Chair
	• Aim to maintain RAP governance guidance to support Working Group continuity and succession planning.	July 2026	RAP Working Group Chair



Photos: Engineering Aid Australia students tour the Western Sydney International Airport project site.





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