



Reconciliation Action Plan **Reflect**

September 2017 - September 2018



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On the cover – This painting was created by the Australian Leadership Team in December 2016. Under the guidance of Indigenous artist Nathan Patterson of Illuka Designs, the team developed a design that signifies Beca coming together in Australia from across the globe. The central rings symbolize a central meeting place, the semi-circles surrounding the meeting place represent the diverse team and the waved lines emerging from the central rings signify the journey we have all taken to come together. This style of painting was chosen to signify the first steps taken by the Australian business to combine global and local leadership in Australia. It also represents our first steps on our reconciliation journey with the nation's Aboriginal and Torres Strait Islander People's with the process giving the team a deeper understanding of their rich artistic heritage.



L-R – Lee Norman, Rebecca Fox, Peter McCafferty, Clive Rundle, Nathan Patterson, Damian Pedreschi, John Duffy, Peter Twomey, John Huxley, Craig Lee, Mark Spencer, Don Lyon, James Macneil, Matt Kebbell and Miranda Tulloch.



“...it is the fresh talent we’re nurturing, the innovative thinking we’re developing and the connections that we’re forging that get us most excited for the future.”

Beca is a diverse organisation with 3,000 plus talented individuals working across the Asia-Pacific to transform our clients ideas into reality. While we have been implementing strategies to improve diversity and inclusion in our workplace for many years, as a company we have recently started to formalise our approach.

Our head of Diversity and Inclusion is working hand in hand with the CEO, Greg Lowe – the company sponsor for Diversity and Inclusion – and individuals from within the business that have a passion for driving change as part of a committee who can influence across all levels and all our offices in the Asia-Pacific.

Work has already commenced on gender pay equality, flexible working, supportive parenting, accelerated leadership development for woman and education on conscious and unconscious bias across different populations in the organisation. And in Australia this has extended to how we bridge the gap with Aboriginal and Torres Strait Islander Peoples within Beca.

I’m proud to be launching our first Reconciliation Action Plan, and am confident we are on the right path to becoming the diverse and inclusive organisation we want to be. This is critical to the sustainable future of Beca and will remain a priority for the future as we continue to seek, grow and keep diverse talent within the organisation.

Craig Lee
Managing Director - Australia

01

Our business



Our business

At Beca we make things happen for our clients through advisory services, project management and delivery, and technology. We are the problem-solvers – the thinkers, the creators, the planners and practitioners – who understand our client's vision and make it a reality!

We are 3000-plus professionals spread across 19 offices within the Asia Pacific. In Australia, our team of around 400 people are located across four offices – Melbourne, Sydney, Brisbane and Canberra.

With the diversity to bring a wide range of perspectives, skills and disciplines to every client and every challenge, we provide a broad range of services such as:

- Advisory
- Civil
- Electrical and Mechanical Engineering
- Architecture
- Master Planning
- Project Management and Urban Design.

We're a team that understands the benefits of working together to bring resourceful, smart solutions from our collective experience and insights. Our commitment to our client's vision and goals holds true whether we're working on a small library for a local community or a multi-site expansion programme for a global food and beverage giant.

Through our many programmes, like keeping 28 of our Australian Defence Airfields operational via our Australian Defence National Aircraft Pavement Maintenance Programme; ensuring clarity and compliance around trade waste obligations with the management of Air Services Australia Trade Waste Agreement; and providing business, change management and technical advice to Coles for its Retail Ready meat processing facility, we combine our skills and insights with those of our clients, using the power of partnership to think, design and develop creative solutions together.

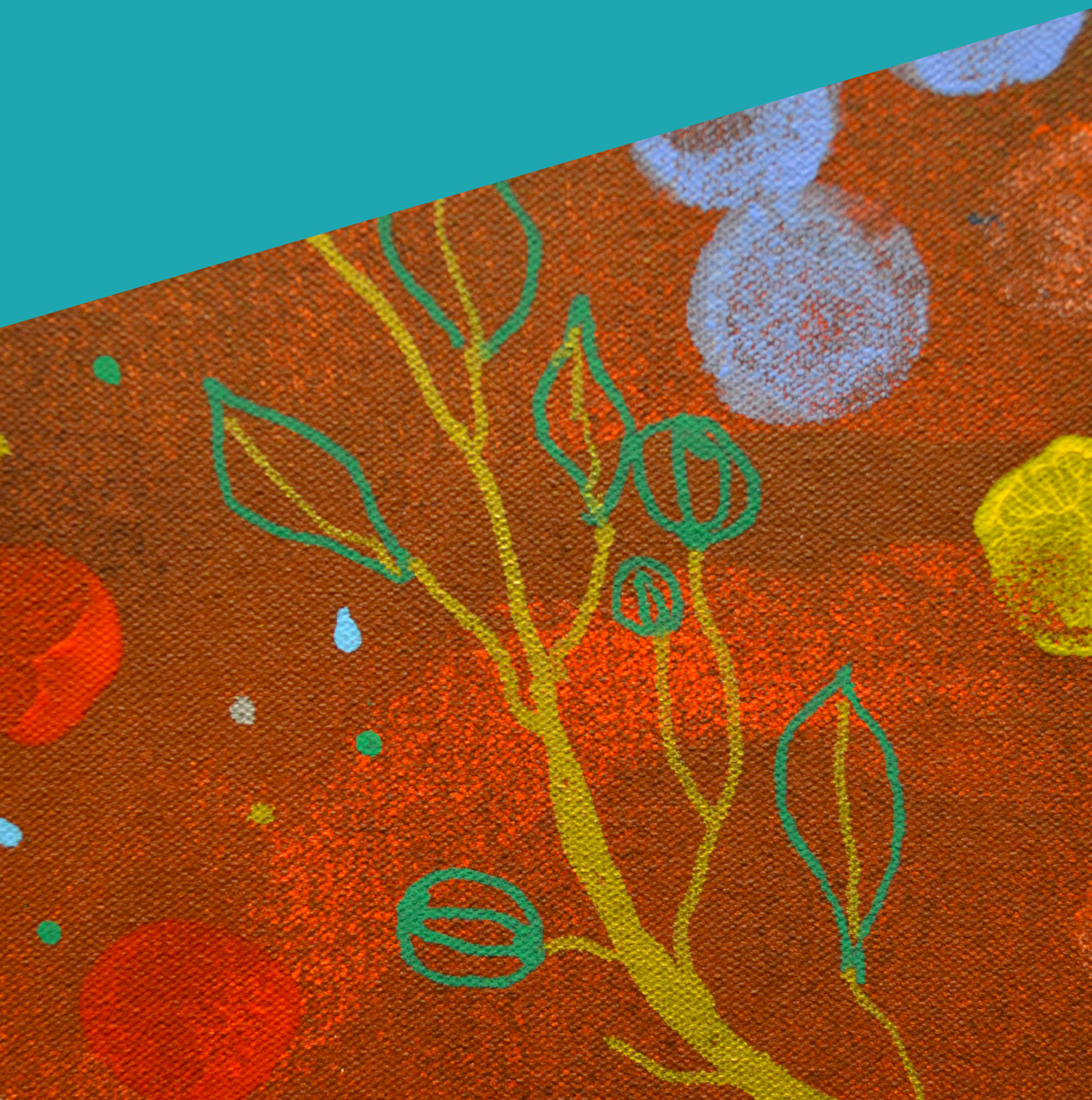
While our experience has been 98 years in the making, with nearly half this time operating in Australia, it is the fresh talent we're nurturing, the innovative thinking we're developing and the connections that we're forging that get us most excited for the future.

We are involved in a wide variety of markets, including:

- ✓ Airports
- ✓ Defence
- ✓ Food and Beverage
- ✓ Healthcare
- ✓ Oil and Gas
- ✓ Renewable Energy
- ✓ Commercial Offices
- ✓ Land Development
- ✓ Government Advisory
- ✓ Water
- ✓ Power and
- ✓ Transport

02

Our Reconciliation Action Plan



Our Reconciliation Action Plan

Beca is developing a Reconciliation Action Plan (RAP) to bridge the gap with Aboriginal and Torres Strait Islander Peoples by offering employment and training opportunities and developing business partnerships with Aboriginal and Torres Strait Islander-owned organisations, and by increasing the cultural awareness and understanding of First Australians and their languages, histories and cultures within Beca's business.

In December 2016, approval was sought from the Beca Pty Ltd Board for two matters. The first was to support Beca developing program to increase the understanding and interaction with First Nations peoples, focused around the development and implementation of a RAP.

The second was to provide approval to formally commence this program, in a pragmatic, targeted, cost effective way. The program, including the RAP, will be owned by the Regional Manager, NSW and ACT and Managing Director, Australia. The RAP will be reviewed and agreed by a Working Group established to oversee its implementation prior to its launch.

The mutual benefits of a First Australians program at Beca include:

- Creating an environment of respect and care with Aboriginal and Torres Strait Islander Peoples
- Developing opportunities for engagement with Aboriginal and Torres Strait Islander Peoples
- Increasing and improving employment and development opportunities for Aboriginal and Torres Strait Islander Peoples
- Enabling Beca to meet the Aboriginal and Torres Strait Islander Peoples content requirements needed to secure large Commonwealth and State Government contracts
- Opening new opportunities for Beca to work in the growing Aboriginal and Torres Strait Islander Peoples' Owned Economic sector, which is highly backed by National and State Governments and has potential to provide further revenue streams for Beca.

Beca is in the early stages of reconciliation.

In November 2016 the senior leadership team conducted a 'Corroboree' – a bringing together of leaders from Australia and New Zealand to develop a sense of teamwork and family. The program was opened with a Traditional Welcome to Country and Smoke ceremony performed by Corrina Eccles and Norm Stanley. The second day of the program included learning about Aboriginal art symbols and creating a large canvas art work with Aboriginal artist Nathan Patterson of Illuka Designs. The canvas has been hung in the Beca Melbourne office, with explanatory text explaining the influence and contribution of Aboriginal art and in particular, Nathan Patterson.

03

Our partnerships / current activities



Our partnerships / current activities

Beca's senior leaders worked with Corrina Eccles, Norm Stanley and Nathan Patterson on the start of our journey. Corrina, Norm and Nathan have strong connections with the Narana Aboriginal Cultural Centre.

We are also in discussions to develop a memorandum of understanding to deliver work with Clem Hansen from Ballardong, an Aboriginal company specialising in project delivery services, engineering, design and drafting, maintenance, infrastructure upgrades and redevelopment as well as a range of capacity building services to support the development of government, resource and construction projects.

We worked with Yarn'n Aboriginal Employment Services in Redfern Sydney to assist us recruit in the Sydney market. Although not successful on this occasion Beca will work with Aboriginal Employment Service Providers to source candidates as and when vacancies arise.



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Relationships





Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Establish a RAP Working Group	<ul style="list-style-type: none"> Form a RAP Working Group that is operational to support the implementation of our RAP, comprising of Aboriginal and Torres Strait Islander peoples and decision making-staff from across our organisation. Formally launch the Beca RAP Working Group responsible for supporting the implementation of our RAP. 	Sep 2017	Regional Manager, NSW and ACT
2 Build internal and external relationships	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey. 	Oct 2017	People and Culture Business Partner
	<ul style="list-style-type: none"> Develop a list of RAP organisations and Clients that we could approach to connect with on our reconciliation journey. 	Oct 2017	Regional Manager, NSW and ACT
3 Participate in and celebrate National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Run an in house event in Sydney, Brisbane, Melbourne and Canberra as part of NRW to raise awareness about Aboriginal and Torres Strait Islander Peoples. Communicate internally about the meaning of NRW. 	27 May to 3 Jun 2018	State Office Manager
	<ul style="list-style-type: none"> Encourage staff who are unable to attend office based events to attend an external event during NRW. 		Senior Marketing and Comms Advisor
	<ul style="list-style-type: none"> Ensure our Working Group participates in an external event to recognise and celebrate NRW. 		State Regional Manager
	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 		Regional Manager, NSW and ACT
4 Raise internal & external awareness of our RAP	<ul style="list-style-type: none"> Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments. 	Nov 2017	Regional Manager, NSW and ACT
	<ul style="list-style-type: none"> Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP. 	Nov 2017	Regional Manager, NSW and ACT
	<ul style="list-style-type: none"> Engage our senior leaders in the delivery of RAP outcomes. 	Dec 2017	Regional Manager, NSW and ACT
	<ul style="list-style-type: none"> Raise external awareness of our RAP. 	Sep 2018	Senior Marketing and Comms Advisor

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Respect

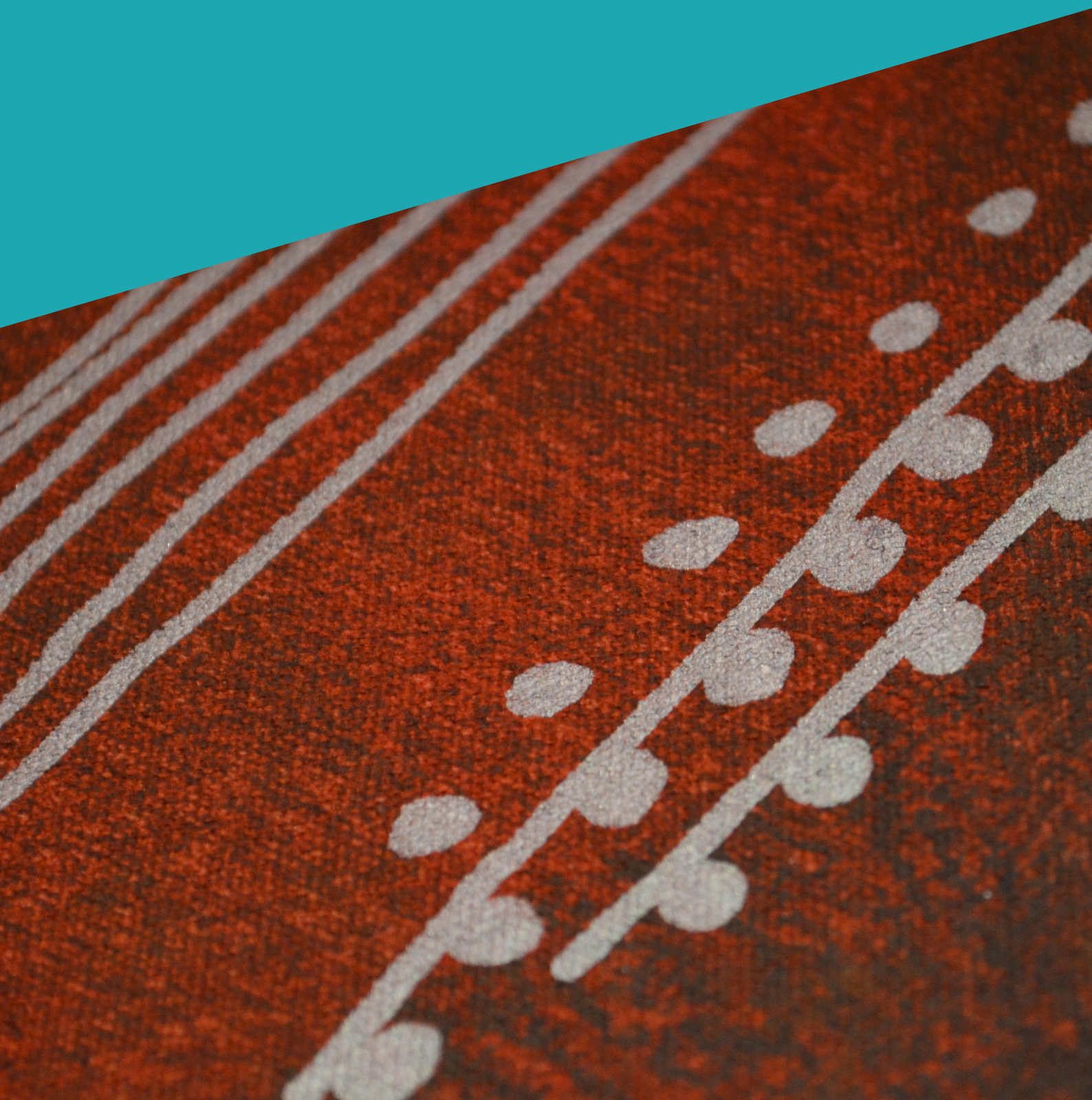




ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5 Investigate Aboriginal and Torres Strait Islander cultural learning and development	<ul style="list-style-type: none"> Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation. 	Sep 2018	Regional Manager, NSW and ACT
	<ul style="list-style-type: none"> Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievement and determine the level of cultural awareness training needed within our organisation. 	Jan 2018	Senior Marketing and Comms Advisor
	<ul style="list-style-type: none"> Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool. 	Oct 2017	Senior Marketing and Comms Advisor
6 Participate in and celebrate NAIDOC Week <i>NAIDOC Week celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. NAIDOC is celebrated not only in First Nations' communities but by Australians from all walks of life.</i>	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities. 		Senior Marketing and Comms Advisor
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting community events in our local area. 	1-8 Jul 2018	Senior Marketing and Comms Advisor
	<ul style="list-style-type: none"> Ensure our Working Group participates in an external NAIDOC Week event. 		Regional Manager, NSW and ACT
7 Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	<ul style="list-style-type: none"> Explore who the Traditional Owners are of the lands and waters in our local area. 	Dec 2017	Regional Manager, NSW and ACT
	<ul style="list-style-type: none"> Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence. 	Jan 2018	Regional Manager, NSW and ACT
	<ul style="list-style-type: none"> Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols). 	Feb 2018	Regional Manager, NSW and ACT

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Opportunities



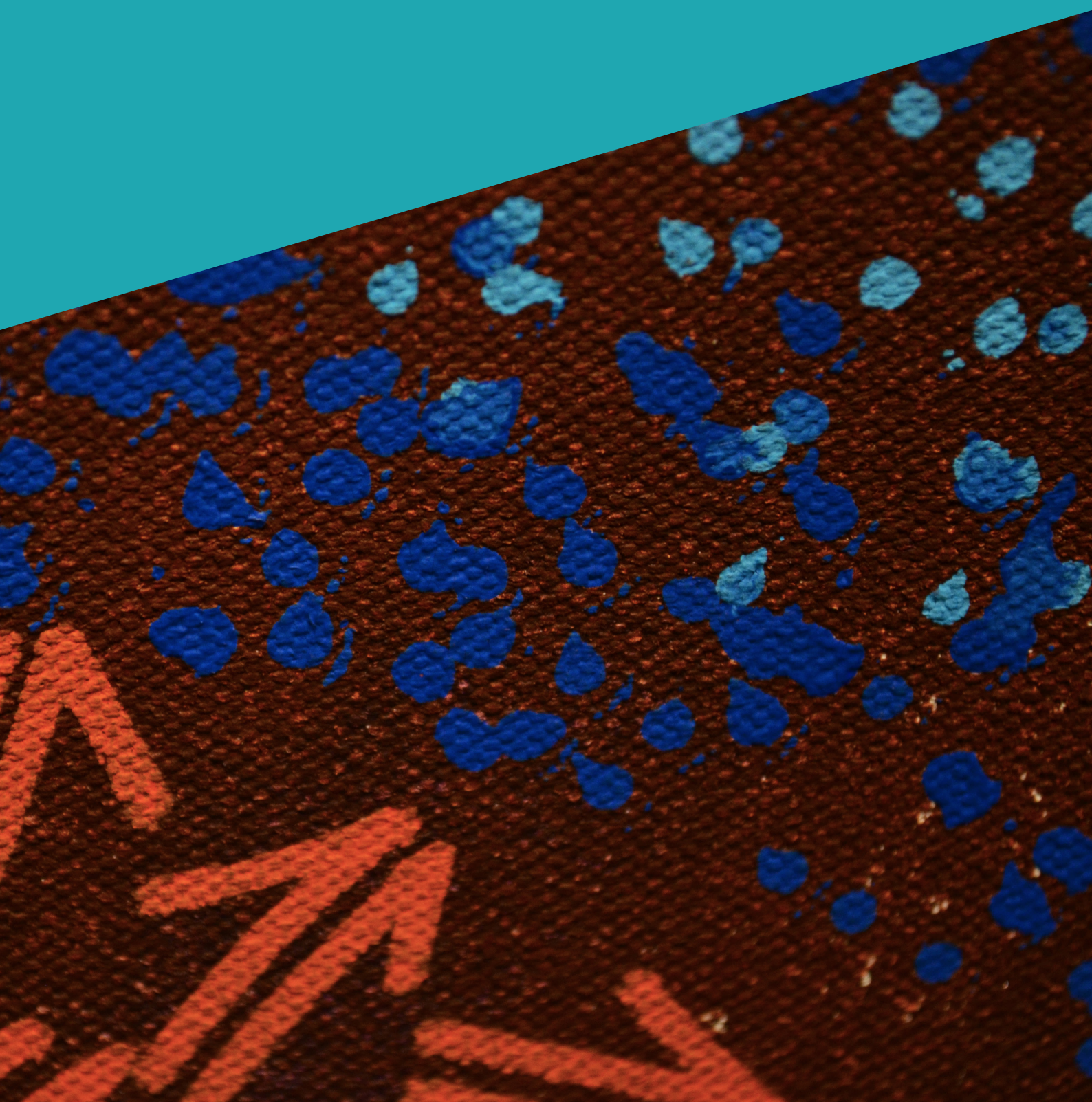


Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8 Investigate Aboriginal and Torres Strait Islander employment	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	Sep 2017	People and Culture Business Partner
	<ul style="list-style-type: none"> Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities. 	Nov 2017	People and Culture Business Partner
	<ul style="list-style-type: none"> Investigate Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships). 	Dec 2017	Group Head of Talent and Acquisition
	<ul style="list-style-type: none"> Develop protocols that encourage the engagement of Aboriginal and Torres Strait Islander people. 	Nov 2017	Head of People and Culture, Australia
	<ul style="list-style-type: none"> Investigate development opportunities for Aboriginal and Torres Strait Islander peoples. 	Sep 2017	Regional Manager, NSW and ACT
	<ul style="list-style-type: none"> Managing Director, Board and Leadership team to champion and promote Aboriginal and Torres Strait Islander Peoples employment and targeted recruitment campaigns to increase Aboriginal and Torres Strait Islander Peoples employment. 	1 Sep 2018	Managing Director
	<ul style="list-style-type: none"> Managing Director, Board and Leadership team to champion and promote the use of First Nations suppliers. 	1 Sep 2018	Regional Manager, NSW and ACT
9 Investigate Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> Develop an understanding of the benefits of procurement from Aboriginal and Torres Strait Islander owned businesses. 	Dec 2017	Regional Manager, NSW and ACT
	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	Feb 2018	Group Procurement Manager
	<ul style="list-style-type: none"> Establish national procurement processes, working with key Aboriginal and Torres Strait Islander Peoples agencies. 	Mar 2018	Group Procurement Manager
	<ul style="list-style-type: none"> Engage a number of Aboriginal and Torres Strait Islander businesses as suppliers to Beca. 	Mar 2018	Group Procurement Manager
	<ul style="list-style-type: none"> Investigate opportunities to work with members of Supply Nation. 	Oct 2017	Business Director – Defence Estate & Infrastructure

07

Tracking and progress



Tracking and progress

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
10	Build support for the RAP	• Define resource needs for RAP development and implementation.	Sep 2017	Regional Manager, NSW and ACT
		• Define systems and capability needs to track, measure and report on RAP activities.	Sep 2017	Regional Manager, NSW and ACT
		• Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	Aug 2018	Group Performance & Technology Manager
11	Review and Refresh RAP	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Sep 2018	Regional Manager, NSW and ACT
		• Submit draft RAP to Reconciliation Australia for review	Oct 2018	Regional Manager, NSW and ACT
		• Submit draft RAP to Reconciliation Australia for formal endorsement.	Apr 2019	Regional Manager, NSW and ACT

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Contact



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