



RECONCILIATION ACTION PLAN

REFLECT



Wings of Courage by Kamilaroi Artist Daniel Evans

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About the Artwork

Each one of us has a unique voice, a special talent, and a story to share. It takes bravery to step outside our comfort zones, to embrace our passions, and to create something that can make a difference in the world. One brave man did just that! All starting in Brisbane, a man's dream to create and impact others to help soar together across the globe. Eleven locations, with the black circles representing Brisbane (gathering of people), Sydney, Adelaide, Melbourne, Auckland, Wellington, Hong Kong, Dubai, London, Birmingham, and New York. Since the artwork was commissioned, we've continued to expand, proudly opening our twelfth office in Riyadh. The blues symbolising the oceans and the browns representing the rich land we all build and share our dreams. Creating a home within the company built on resilience and the attitude of "We can do it" where people have found purpose, fulfilment, and a sense of family within Robert Bird Group.

About the Artist

Daniel Evans, a proud Kamilaroi man, visionary artist and advocate for Indigenous communities has dedicated his life to promoting healing and understanding through contemporary indigenous art. Also, by engaging supporting youth through life challenges and adversities via mentoring and fitness initiatives. Through his work, Daniel seeks to reconnect Indigenous individuals with their cultural identity, values and traditions, fostering a sense of belonging and empowerment. Dan recognises the profound impacts that art can have on healing, personal growth and reconciliation and by creating and sharing this artwork, he offers a platform for reflection, and dialogue, providing a catalyst for healing and understanding.

Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes Robert Bird Group to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Robert Bird Group joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Robert Bird Group to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Robert Bird Group, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





A message from our RAP Champion:

I am thrilled to introduce our inaugural Reconciliation Action Plan (RAP). This marks a significant milestone in our journey towards reconciliation in Australia—a journey we embark upon with a sense of pride and a profound commitment to making a meaningful difference.

Robert Bird Group's first RAP is not just a document; it is a declaration of our dedication to the First Nations peoples of Australia. It acknowledges our responsibility as we operate on the ancestral lands and waters of Aboriginal and Torres Strait Islander peoples. Our commitment goes beyond words; it is a promise to integrate respect, understanding, and support for First Nations communities into the very fabric of our operations.

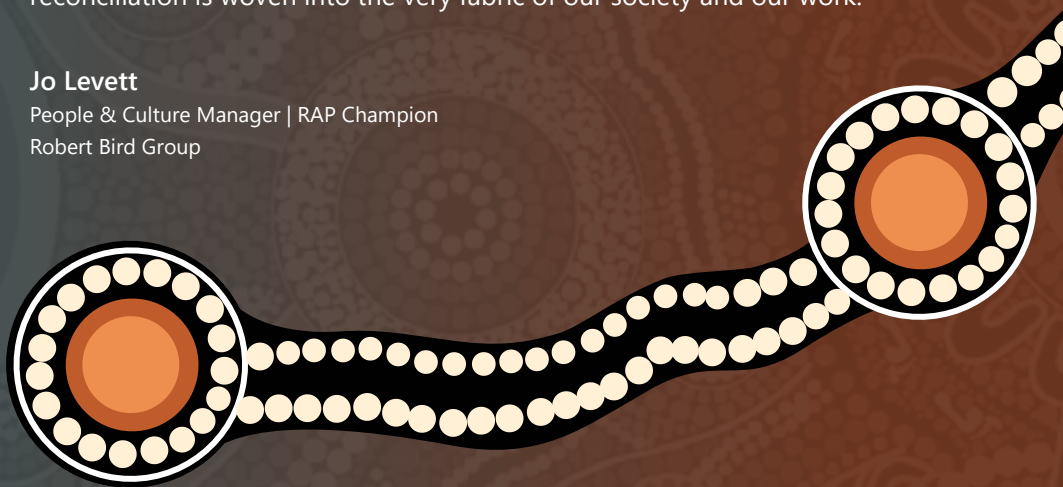
We are embarking on a series of initiatives designed to bring this commitment to life. This includes providing cultural competence training to our employees, ensuring we all have a deeper appreciation and respect for First Nations cultures, histories, and contributions. We will engage in social projects that not only benefit First Nations communities but also enrich our team's understanding and connection to the land and its original custodians. Moreover, we are dedicated to creating opportunities through employment and education initiatives aimed at supporting First Nations individuals. These efforts are a testament to our belief in the power of inclusion and the value of diverse perspectives in driving innovation and excellence in engineering.

As we present this RAP, we do so with the knowledge that it is but the first step on a long and important journey. We are committed to learning, listening, and growing as we go, always striving to contribute positively to the reconciliation movement in Australia.

Our RAP is a reflection of our values, our aspirations, and our unwavering commitment to the First Nations peoples. Together, we look forward to building a future that honours this commitment—a future where reconciliation is woven into the very fabric of our society and our work.

Jo Levett

People & Culture Manager | RAP Champion
Robert Bird Group



Robert Bird Group

Reflect Reconciliation Action Plan October 2024 – October 2025

Robert Bird Group is a global consulting engineering firm, a proud member of the Surbana Jurong Group, dedicated to engineering excellence. With over 800 employees across twelve offices worldwide, including Australia, New Zealand, the United Kingdom, the United Arab Emirates, Asia, America, and the Kingdom of Saudi Arabia, we are uniquely positioned to bring global perspectives to local challenges. Our Australian presence is strong, with 380 dedicated employees across offices in Brisbane, Melbourne, Sydney, and Adelaide, proudly including three First Nations employees. Our head office in Brisbane serves as the core of our operations in Australia, steering our commitment to innovation, excellence, and sustainable development.

Our services span five key disciplines: Structural Engineering, Civil Engineering, Construction Engineering, Geotechnical Engineering, and Virtual Design & Construction. Each discipline is infused with our commitment to innovation, sustainability, and the intelligent application of engineering science. From the design of complex structures like high-rise buildings and waterfront developments to the engineering of significant public and private sector projects, Robert Bird Group is at the forefront of creating exceptional value for our clients.

Structural Engineering

Our Structural Engineers design the vital 'skeletons' of our built environment, connecting all design disciplines from concept through to construction. We leverage our world-class designers, global reach, and innovative, sustainable solutions, including advanced digital design, to deliver award-winning projects that meet the financial, risk, and sustainability needs of our clients, our communities and our world, backed by over 40 years of global experience.

Civil Engineering

Our civil engineering services cover everything from initial concept and planning to detailed design, construction, and ongoing maintenance, with options for continuous management and advisory support throughout a project's lifespan. We offer comprehensive solutions for buildings, infrastructure, and master planning projects, all rooted in our company culture, unique value proposition, and our 'Design for Delivery' approach and ethos.

Construction Engineering

We offer expert construction engineering services for some of the world's most iconic and complex structures. Our "Design for Delivery" approach transcends traditional construction limitations, creating designs that enhance the build process and outcomes. Our global portfolio boasts significant projects which have significantly benefited from our capability and approach including London's The Shard, Abu Dhabi's Midfield Terminal, Sydney's International Convention and Exhibition Centre, and the celebrated redevelopment of Adelaide Oval. Our commission for London's Battersea Power Station redevelopment underscores our leading role in the field. The consistent return rate of our clients highlights our success and excellence in delivering construction engineering solutions that not only meet but exceed expectations.

Geotechnical Engineering

We offer Geotechnical Engineering services and capabilities providing industry-leading design solutions supporting the challenging and prestigious projects which RBG are world renowned for delivering. This service is an essential addition to any project to enable the most cost effective, and fit for purpose foundation and retention solution to support both the permanent and temporary loads and activities that are required upon every project. Our expertise is uniquely tailored to support complex building and construction challenges in the unique geotechnical conditions and construction markets where we operate

Virtual Design & Construction (VDC)

Our VDC team transforms ideas into reality, from basic explanatory visuals and animated 4D films to immersive Virtual Reality models. This is not just a powerful means to communicate our design and construction approach, but a tangible representation of our world-leading expertise and application of digital design. Our innovative approach ensures risk management, prevents cost overruns, and guarantees project completion, solidifying the rationale for tender selections. We offer these services to a broad range of clients, including project managers and contractors, for projects we engineer and those engineered by others.

Our engagement with Reconciliation Australia and the development of our RAP is a reflection of our dedication not just to engineering excellence, but to playing a proactive role in fostering reconciliation in Australia. We are committed to this journey, eager to learn, and excited about the opportunities it will bring to contribute positively to the communities we serve. As we move forward, we do so with the acknowledgment of the traditional custodians of the lands where we operate, and with a heartfelt commitment to contribute to the reconciliation journey in Australia.



Our RAP

We, at Robert Bird Group, are proud to announce our commitment to reconciliation as we embark on our first RAP. This step marks a significant milestone in our journey, aligning with our core values of respect, integrity, and social responsibility, especially towards the First Nations peoples of Australia.

As a global consulting engineering firm, we recognise our operations on the ancestral lands and waters of Aboriginal and Torres Strait Islander peoples. With this recognition comes a profound respect and a commitment to not only acknowledging but actively supporting the First Nations communities across Australia.

Our RAP is an embodiment of our dedication to creating meaningful relationships, fostering respect, and unlocking opportunities within First Nations communities, in alignment with our projects and presence in Australia. Through this plan, we aim to integrate First Nations perspectives into our business practices, enhance our workforce's understanding of Aboriginal and Torres Strait Islander cultures, and contribute positively to the communities we work within.

Key initiatives in our RAP include cultural competence training for our employees to deepen their understanding and appreciation of First Nations cultures, histories, and contributions. We are committed to developing and participating in social projects that support First Nations communities, alongside employment and education initiatives designed to provide tangible opportunities for Aboriginal and Torres Strait Islander peoples.

At Robert Bird Group, we are not just engineering structures; we are building bridges between cultures, fostering an inclusive environment where every individual is valued, and contributing to the reconciliation journey in Australia. Our RAP is a testament to our genuine commitment to this cause, laying the groundwork for sustained action and continuous improvement.

We are excited to embark on this reconciliation journey, guided by our RAP, and look forward to the positive impacts our collective efforts will bring to both our organisation and the wider community. We are committed to working collaboratively with Reconciliation Australia, First Nations communities, and our stakeholders to achieve the goals set forth in our RAP, making reconciliation an integral part of our operations and corporate identity.

Our approach to implementing our first RAP is both strategic and holistic, designed to ensure meaningful engagement and impactful outcomes. We intend to follow a structured yet flexible approach that allows us to adapt and evolve our strategies in alignment with the needs and aspirations of First Nations communities and the goals of Reconciliation Australia. Here's how we plan to proceed:

Leadership and Governance

- Establish a RAP Working Group that includes representatives from all levels of Robert Bird Group, including senior management and First Nations employees, to guide and monitor the RAP's implementation.
- Appoint a RAP Champion within our senior leadership to oversee the plan's progress and ensure it remains a priority across all business areas.

Education and Awareness

- Conduct cultural competency training for all Australia based employees to enhance understanding and appreciation of Aboriginal and Torres Strait Islander histories, cultures, and contributions.
- Include First Nations perspectives in our internal communications, highlighting the importance of reconciliation in our corporate narrative.

Engagement and Partnerships

- Foster relationships with First Nations communities, organisations, and land councils to ensure our actions are informed by and beneficial to First Nations peoples.
- Collaborate with First Nations consultants and advisors to embed First Nations knowledge into our projects and workplace practices.

Employment and Economic Participation

- Develop and implement a First Nations employment strategy to increase recruitment, retention, and professional development opportunities for Aboriginal and Torres Strait Islander peoples within Robert Bird Group.
- Explore opportunities for supporting First Nations businesses and suppliers through our procurement practices, aiming to contribute to the economic empowerment of First Nations communities.

Social and Community Investment

- Identify and support social projects that have a positive impact on First Nations communities, focusing on areas such as education, health, and cultural preservation.
- Encourage and facilitate volunteerism and engagement of our staff with First Nations-led and -focused organisations.

Monitoring, Reporting, and Continuous Improvement

- Establish clear metrics and targets to measure the effectiveness and impact of our RAP initiatives.
- Regularly review and report on our progress to all stakeholders, including Reconciliation Australia, to ensure transparency and accountability.
- Seek feedback from First Nations communities and other stakeholders to continuously refine and improve our approach.

Our RAP is a living document, and as such, we are committed to learning, listening, and adapting our approach as we progress on our reconciliation journey. We believe that through sincere engagement, respect for First Nations cultures and knowledge, and a commitment to meaningful action, we can contribute to reconciliation in Australia in a way that aligns with our values as an engineering firm and as citizens of Australia.

Our RAP Working Group

At Robert Bird Group, we are committed to fostering reconciliation and building meaningful relationships with First Nations peoples and communities. Our RAP is a testament to this commitment, and central to its success is our dedicated RAP Working Group (RWG). This group is made up of First Nations members, Senior Managers, professionals, and external First Nations Consultants, each bringing their unique perspectives and expertise to the table.

Our First Nations members provide invaluable cultural knowledge and perspectives, ensuring our initiatives are culturally appropriate and respectful. Their dedication to reconciliation is evident in their active involvement in all aspects of the RAP, from planning to implementation. Senior Managers play a crucial role in integrating RAP goals with our organisational objectives, embedding reconciliation into our corporate culture and strategic direction. Their leadership ensures that reconciliation is a priority across all levels of Robert Bird Group.

The professionals within the RWG contribute a range of skills and expertise, making our RAP comprehensive and actionable. Their commitment to continuous learning and active participation in RAP activities reflects their dedication to reconciliation. Additionally, our external First Nations Consultants offer an external perspective and additional expertise, aligning our RAP with best practices and the broader goals of reconciliation within Australia. Their involvement helps us set realistic goals and deliverables that are impactful and sustainable.

RAP Working Group Members:

Jo Levett - RAP Champion

People & Culture Manager

Wade Krueger - RAP Chair

Managing Director Krueger Consultancy Services
(Proud Ma Mu and Gooreng Gooreng Man)

Andria Waterton

Marketing & Communications Coordinator (Dharug People)

Hayden Yeo

Junior Technician (Wiradjuri People)

Mason Rawling-Jones

Structural Engineer

Ayla Hendra

Brand & Communications Manager (ANZ + Asia)

Simone Dutton

Learning & Development Lead

Silas Warhurst

Construction Engineering Manager

David Kennedy

Principal Structural Engineer

The RWG's collective dedication enables us to create a RAP that truly reflects our commitment to reconciliation and our desire to make a positive impact. With the combined efforts of our First Nations members, Senior Managers, professionals, and external consultants, we are well-equipped to create and implement a RAP that will drive genuine and lasting change within Robert Bird Group and beyond.

Our Partnerships / Current Activities

At Robert Bird Group, we are committed to reconciliation and building meaningful relationships with First Nations peoples and communities. Whilst we have not yet formalised a First Nations Plan, our actions thus far reflect our good intentions and dedication to this important cause. These intentions are manifested in various forms, including outreach, volunteer work, cultural exchange, and engagements with educational institutions.

Collaboration with Krueger Consultancy Services

Our recent collaboration with Krueger Consultancy Services (KCS), a First Nations Consultancy Business, marks a significant step in our reconciliation journey. KCS has played an instrumental role in guiding us through cultural competence initiatives and providing expert advice on how we can better engage with First Nations communities. They have assisted in developing our initial RAP framework and will continue to support us in implementing our future reconciliation activities.

Engagement with First Nations Artists

Robert Bird Group has engaged First Nations artist Daniel Evans to create a painting that captures Robert Bird Group's journey. This artwork symbolises our commitment to reconciliation and visually represents our efforts to build strong, respectful relationships with First Nations communities. It will serve as the face of Robert Bird Group, featured throughout our offices, email signatures, websites, official documents, collateral, and uniforms.

Cultural Competence Training

Understanding and respecting First Nations cultures is crucial to our reconciliation efforts. To this end, we have allocated a budget specifically for First Nations Cultural Competence Training for all our Australia based staff. This training aims to enhance our employees' understanding of First Nations histories, cultures, and contributions, fostering a more inclusive and respectful workplace.

Cultural Awareness Training for Senior Managers

Recognising the importance of leadership in driving reconciliation, our senior managers have participated in face-to-face cultural awareness training. This training equips our leaders with the knowledge and skills necessary to champion reconciliation within our organisation and ensure that our RAP initiatives are effectively integrated into our business practices.

Collaboration with First Nations Businesses

In our business operations, we have prioritised working with First Nations businesses in areas such as cleaning, maintenance, and horticulture. These partnerships not only support the economic empowerment of First Nations communities but also enrich our own business practices through diverse perspectives and expertise. We are committed to expanding these collaborations and increasing our engagement with First Nations businesses across various sectors.

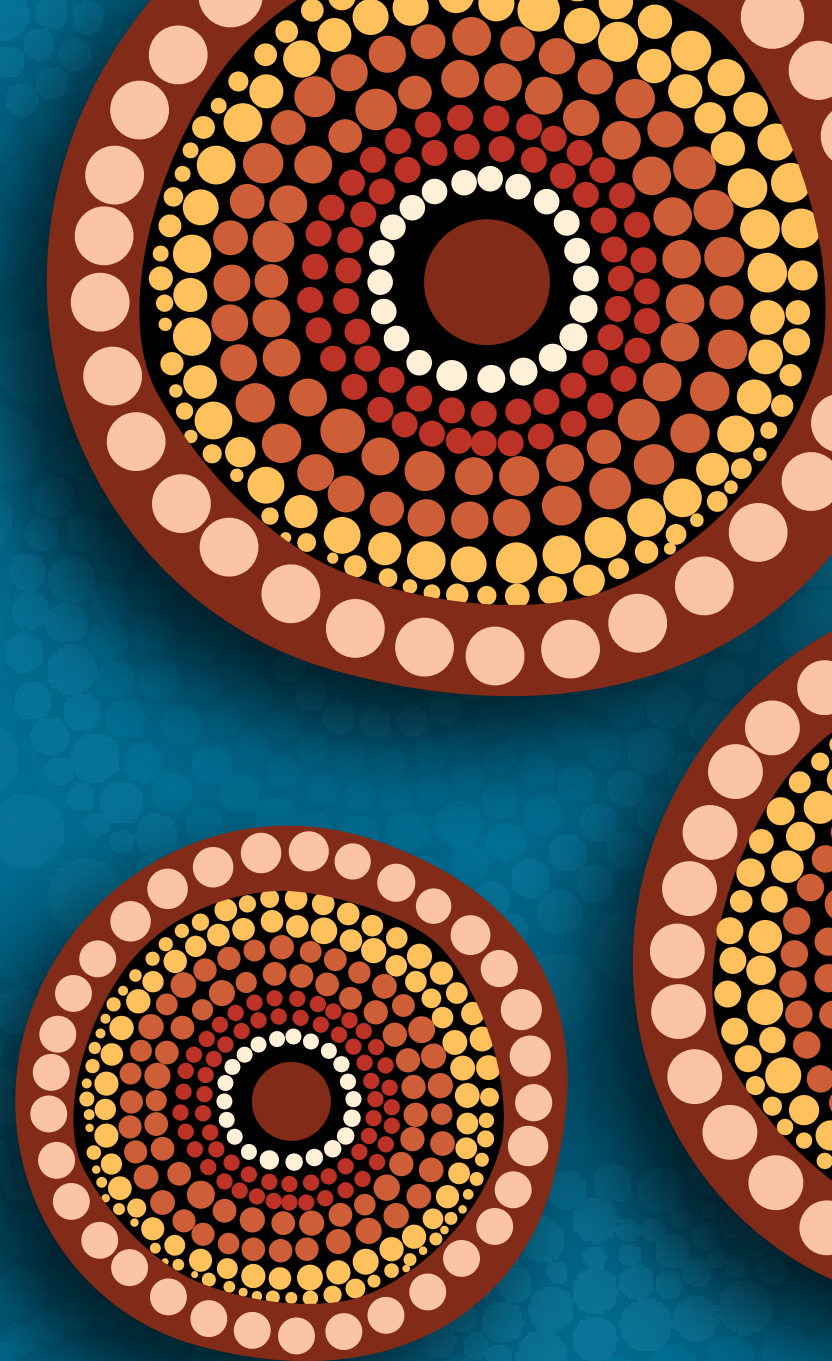
Engagement with Universities

Recognising the importance of education in driving long-term change, Robert Bird Group has initiated discussions with universities to explore collaborative opportunities. We are particularly focused on creating pathways for First Nations students in engineering and related fields. By offering internships, scholarships, and mentorship programs, we aim to support the next generation of First Nations professionals and provide them with valuable industry experience and career development.

Celebrations for National Reconciliation Week

National Reconciliation Week, held annually from 27 May to 3 June, is a time for all Australians to learn about our shared histories, cultures, and achievements, and to explore how each of us can contribute to achieving reconciliation in Australia. At Robert Bird Group, we actively participate in National Reconciliation Week activities to promote awareness and understanding among our employees. One of our key initiatives during this week is the “Wear It Yellow” campaign, where employees are encouraged to wear yellow to show their support for reconciliation. Robert Bird Group proudly matches staff donations to this campaign, up to \$3,000 AUD, demonstrating our commitment to supporting First Nations communities and promoting reconciliation.

Through these partnerships and activities, we are laying a strong foundation for our RAP. Our commitment to reconciliation is unwavering, and we are dedicated to continuing our journey towards building respectful, meaningful relationships with First Nations peoples and communities.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	October 2024	RAP Chair, Structural Engineer
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	October 2024	RAP Chair, Structural Engineer
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees. 	May 2025	Brand & Communications Manager (ANZ + Asia), Marketing & Communications Coordinator
	<ul style="list-style-type: none"> RWG members to participate in an external NRW event. 	27 May- 3 June 2025	RAP Champion, Marketing & Communications Coordinator
	<ul style="list-style-type: none"> Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June 2025	RAP Champion, Marketing & Communications Coordinator

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all employees. 	October 2024	Brand & Communication Manager (ANZ + Asia), Marketing & Communications Coordinator
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	November 2024	RAP Chair, Structural Engineer
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	November 2024	RAP Champion, Learning & Development Lead
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	December 2024	RAP Champion, Learning & Development Lead
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	December 2024	RAP Champion, Learning & Development Lead

Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	January 2025	RAP Chair, Marketing & Communications Coordinator
	• Conduct a review of cultural learning needs within our organisation.	January 2025	Learning & Development Lead
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	February 2025	RAP Champion, Learning & Development Lead
	• Increase employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2025	RAP Champion, Learning & Development Lead
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2025	RAP Champion, Marketing & Communications Coordinator
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Brand & Communications Manager (ANZ + Asia), Marketing & Communications Coordinator
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	RAP Chair, Marketing & Communications Coordinator

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	February 2025	RAP Champion, Learning & Development Lead
	• Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	February 2025	RAP Champion, Learning & Development Lead
	• Identify targeted employment and internship opportunities for First Nations peoples in the engineering sector.	February 2025	Learning & Development Lead
	• Identify First Nations Design Principles: Work with First Nations architects and designers to incorporate First Nations design principles and artwork into our projects, respecting and reflecting the cultural significance of the land and its peoples.	February 2025	Learning & Development Lead
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2025	RAP Champion
	• Investigate Supply Nation membership.	June 2025	Construction Engineering Manager

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RWG to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RWG to govern RAP implementation. Draft a Terms of Reference for the RWG. Establish Aboriginal and Torres Strait Islander representation on the RWG. 	October 2024 October 2024 October 2024	RAP Chair, RAP Champion RAP Chair RAP Chair
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. Engage senior leaders in the delivery of RAP commitments. Appoint a senior leader to champion our RAP internally. Define appropriate systems and capability to track, measure and report on RAP commitments. 	October 2024 October 2024 October 2024 October 2024	RAP Champion RAP Champion RAP Chair RAP Chair
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	June annually 1 August annually 30 September annually	RAP Champion RAP Chair RAP Chair
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	August 2025	RAP Chair



Contact

Jo Levett

People & Culture Manager

07 3319 2777

peopleandculture@robertbird.com.au

