



HDR

REFLECT

Reconciliation Action Plan

October 2024 – October 2025



In the spirit of reconciliation
HDR acknowledges the
Traditional Custodians of
Country throughout Australia
and their connections to land,
sea and community.

We pay our respect to their
Elders past and present and
extend that respect to all
Aboriginal and Torres Strait
Islander peoples today.



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Westmead Health Precinct Redevelopment, Westmead, NSW

Statement from CEO of Reconciliation Australia



Reconciliation Australia welcomes HDR Inc to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

HDR Inc joins a network of more than 2,500 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 HDR Inc 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 HDR Inc, 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



Our Business

In Australia, HDR is a professional services practice with over 230 team members. We are closely connected with our global practice of over 13,500 colleagues. We provide services with our clients across Health, Technology / Media / Telecommunications / Data, Defense, Civic, Commercial, Finance, Highways, Transit and Freight Rail sectors.

Our purpose is to make great things possible. We will achieve our purpose by using our talents and knowledge to change the world for the better, and constantly striving to grow the success of our communities, our clients, our company, and ourselves. In our case, our unique approach is codified in our values and how we live them out:

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ Live the network ▪ Listen first ▪ Hold ourselves accountable | <ul style="list-style-type: none"> ▪ Push boundaries ▪ Design smart |
|---|---|

At this time, we do not have any staff who identify as being Aboriginal and Torres Strait Islander peoples. We are engaged in the Career Trackers program, with a focus on high school student interns.

Our projects are located both in major cities where we have offices, including on Gadigal Country (Sydney), Turrbal and Jagera Country (Brisbane) and Wurundjeri Country (Melbourne), as well as many projects in regional and other city areas.

Our global colleagues are also committed to developing a deeper awareness and understanding of collaborating with First Nations peoples, particularly our teams in New Zealand and Canada.

With the majority of our sectors embedded in delivering civil and social infrastructure, designing outcomes that contribute positively to their communities is a priority for HDR globally. We have developed many tools internally to assist in delivering on that commitment, such as our Social Equity Toolkit.

To further deliver on this commitment, we actively seek to work with First Nations peoples and seek a profound understanding of their perspectives. As we build bridges

with Aboriginal and Torres Strait Islander peoples and First Nations communities worldwide, we strive for deeper connections, knowledge exchange, and a shared vision for a better, more inclusive future. Our commitment is not just to projects but to people, and it is this commitment that propels us toward a future where greatness becomes a reality for all.

We actively strive for inclusivity for both our internal operations and in our project work. As well as our proud participation in the Career Trackers program, offering internships and committing to the sustained employment of First Nations students, we also deliver on a robust internal commitment to inclusion and diversity to provide equitable career opportunities to our diverse team. Our initiatives extend beyond mere engagement; they signify our dedication to fostering diversity and empowering Aboriginal and Torres Strait Islander talent.

Committing to a RAP is entirely consistent with our ethos and values as a global business. We also have a unique opportunity to ensure First People's perspectives are considered and included in how we shape our communities through the delivery of civil and social infrastructure.

Our RAP

Our Vision of being relevant in our communities is at our core, and that translates to being inclusive, diverse and equitable employee owners and corporate citizens. At HDR, we all have a role in creating an inclusive environment where each of us are welcomed, valued, respected and empowered to bring our authentic selves to work every day.

We strive to better reflect our communities and assist the future generations to achieve their dreams and to realise their career ambitions. It's our professional obligation to pay it forward.

As early as 2023, HDR's Australian Board wholeheartedly embraced the initiative to create a Reconciliation Action Plan (RAP). This has led to the establishment of a dedicated RAP Working Group, comprising members of diverse backgrounds from different studios and business groups within the organisation. This group meets regularly to ensure that our intentions become impactful actions, shaping our RAP. Our efforts are not limited to formulating aspirations; they actively translate to commitments and tangible actions. Moreover, the group serves as a vital platform for sharing insights and knowledges gained through our meaningful engagement with the First Nations communities in the course of our projects.

We lay a solid foundation with this RAP for the extensive work we undertake throughout our practice and embrace national reconciliation in Australia for years to come. Our RAP Champion, Simone Benvenuti will lead a dedicated RAP Working Group with senior members from our offices Australia wide covering all our business groups. The Working Group will meet and report on a monthly basis ensuring that deliverables are rolled out across the organisation.

We respect and recognise the autonomy and the legacy of Aboriginal and Torres Strait Islander peoples and through consultation will ensure that their perspectives, knowledges, and aspirations are genuinely considered and incorporated into the decision-making process that creates a positive, lasting impact on the journey forward to unity and understanding. We are dedicated in creating a shared, respectful future.



Yarning Circle at Western Sydney University Bankstown Campus

Our Current Activities

Together, we build on each other's life experiences and perspectives to make great things possible every day. This shapes our collaborative culture, encourages organisational trust and connects us closer to the clients and communities we serve.

Our Inclusion, Diversity & Equity Council (IDEC) meets monthly to support the work of the Inclusion, Diversity & Equity (IDE) team globally and shares learnings with participants on a local and global scale.

A RAP is specific to an Australian context, so our RAP Working Group sits within the broader global IDEC. Ultimately, we are seeking to not only advance reconciliation in Australia, but to also elevate First Nations perspectives globally.

HDR has genuinely engaged in meaningful collaboration with numerous Aboriginal and Torres Strait Islander communities across various projects throughout Australia. The focus has been on collaboration and enrichment of project outcomes based on the multi-layered history of the land on which the projects are located. The following are some examples of some key projects where collaboration with Aboriginal and Torres Strait Islander peoples has occurred throughout the project phases.



Wall of Hands, Collaboration between Badanami Centre, WSU Indigenous Elders Advisory Group, HDR and industrial artist Anton Grimes

WSU Bankstown City Campus – Wall of Hands

With the relocation of the existing Badanami Centre from Milperra to the new Western Sydney University Bankstown campus, the relocation of an important artefact called the “Wall of Hands” was required. The tradition of painting handprints of past WSU Aboriginal and Torres Strait Islander alumni on a 5m long wall was started in the 1980s, creating a historical record of many markings, some of the same family, collected over generations. Working closely and collaboratively with the Elders in its

transformation, the traditional markings were elaborately scanned and transferred to a large steel artwork, allowing the past to be celebrated and the traditional graduation ceremony continue. The new Wall of Hands is now part of the new Badanami Centre in the centre of the student hub. The process and outcome is a successful collaboration between HDR, WSU and the WSU Indigenous Elders Advisory Group.

WESTMEAD HEALTH PRECINCT REDEVELOPMENT

Westmead, NSW, Australia

PROJECT DETAILS

Client:

Western Sydney
Local Health District

Project Value:

\$1 billion

Size:

400,000 m² on 75 ha
(whole precinct)

Completed:

2021

Awards:

*DrivenXDesign GOV Design
Awards 2022, Architecture -
Public Realm, Winner*

*Australia Institute of Landscape
Architecture Awards 2021,
Health & Education, Award
of Excellence*

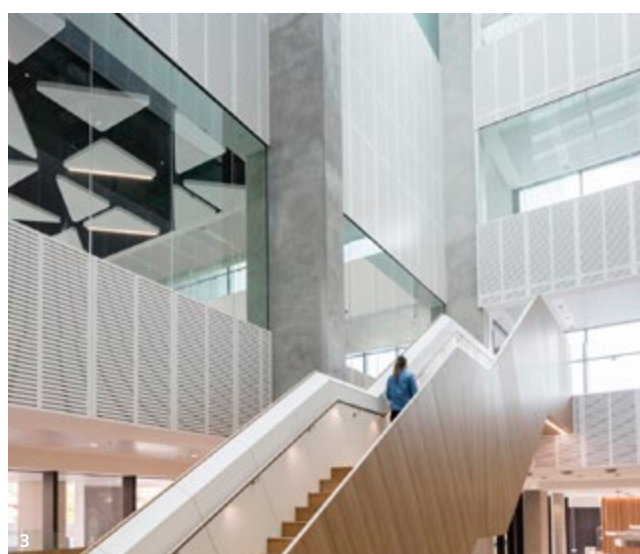
Westmead Health Precinct is more than a hospital — it is an anchor that stimulates and supports its surrounding community to foster health, wellness and growth. The redevelopment has focused on an anchor and innovation precinct concept, with a new Central Acute Services Building (CASB), Innovation Centre, and better connectivity through the campus. Our master planned solution, to locate the CASB centrally on the site between the existing Adult's and Children's Hospitals, flipped the original masterplan on its head to create shared and optimised clinical functionality for the first time in 35 years.

Connections are what make us — they support us, they help us grow, they manifest possibilities and open opportunities yet to be realised. Throughout the design process, this premise was top of mind and informed the design team's thinking. From the architectural and landscape design to the clinical planning, and more broadly, to our approach to engagement with users and the community.

The masterplan strengthens the relationship between the hospitals while maintaining a strong urban response and connection to the culture and history of the adjacent Paramatta Park and bounding Toongabbie Creek. Also introduced is the Innovation Centre - a six-level, state-of-the-art hub designed to support education and development of leading-edge clinical technologies and research, with the capacity for future development of biomedical services.

POINTS OF INTEREST

- + Strong Aboriginal and Torres Strait Islander engagement resulted in better connections to the culturally-significant Parramatta Park and Toongabbie Creek, and the design of a garden for smoking ceremonies.
- + 14 art projects integrated across the site include Aboriginal and Torres Strait Islander paintings, photography, and sculpture, informed by the history and culture of the surrounding area.



Pictured:

1. Clinical services building exterior
2. *Gumadagu Gurang (Place of our Ancestors)* by Leanne Tobin, Aunty Edna Watson, Leanne Watson and Chris Tobin
3. Innovation Centre interior
4. *Mudinga + Journeys* by Nicole Monks, Luke Russell and Scott Luschwitz

ROUSE HILL HOSPITAL

Rouse Hill, NSW, Australia

PROJECT DETAILS

Client:

Health Infrastructure NSW

Project Value:

\$700 million

Size:

30,000 sqm

Completed:

In progress – due 2027

With strong Connecting with Country principles, digital healthcare and people-centric design, this new Western Sydney healthcare project is set to be an innovative precinct designed for and by its community, staff and patients.

HDR is collaborating on the design with Bangawarra, a Consultancy providing local Knowledge Keepers and Traditional Custodians. Connecting with Country visions and spatial outcomes are central to the design process to ensure that the hospital embraces the ancient communal and healing knowledges of place and the role it plays within the broader ecological, geological and knowledge systems. Healthy Country will ensure healthy people and by embracing the priorities of Country through architecture, urban design, interior and landscaped places, we will harness the healing benefits of caring for Country and enact culturally rich connections to local Aboriginal knowledge.

The region is the land of the D'harawal eora peoples. According to Bangawarra: "Filled with the soft chirping of birds, (the facility) is a place of rest and healing. A stop along the way of all of life's journeys." They do not think of the place as a site, but rather a point within a broader ecological, geological and knowledge system that provides a point of rest for people, plants, animals, water, climate and weather.

Set to be a local health hub, the integrated and networked digital facility will deliver more than a stand-alone traditional hospital. Providing expanded clinical services and capacity to meet the healthcare needs of the growing northwestern Sydney community, it will connect to the existing HDR-designed town centre, public transport and pedestrian networks.

POINTS OF INTEREST

- + Strong Connection with Country design principles central to the design process.
- + Community-led design.
- + A major education and healthcare project in NSW demonstrating strong principal consultant expertise.



Pictured:

1. Exterior view
2. Aerial view
3. Exterior view
4. Courtyard view

VICTORIA COMMUNITY HOSPITALS PROGRAM

VIC, Australia

PROJECT DETAILS

Client:

Victoria Health
Building Authority

Project Value:

\$675 million

Size:

10 community hospitals

Completed:

In progress – due 2027

HDR is delivering ten community hospitals that will provide Victorians with improved access to a broad range of walk-in hospital, community health and social care services closer to home, as well as relieve pressure on major hospitals.

The \$675 million program will improve healthcare accessibility, both in-person and via telehealth services, across burgeoning regions. The new approach to healthcare is transforming hospitals from conventionally monolithic closed systems to community-driven infrastructure that transcends the walls of the hospital.

With a focus on community, working with local Aboriginal and Torres Strait Islander groups, including Land Councils, is imperative to the design team.

Working with Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation on Eltham & Pakenham Community Hospitals and Bunurong Land Council Aboriginal Corporation on Philip Island, the team are ensuring local First Nations people are well-presented in the design and landscaping, and feel welcomed and safe in their new community hospitals.

Other projects are at Whittlesea, Point Cook, Emerald Hill, Cranbourne, Torquay, Craigieburn, and Sunbury. This project is in collaboration with Design Inc.

POINTS OF INTEREST

- + Consultation with Aboriginal and Torres Strait Islander Council groups is ensuring First Nations people feel safe, welcomed and well-represented in their new community hospitals.



Pictured:

1. Cranbourne Community Hospital
2. Cranbourne Community Hospital - Ground level entry and waiting
3. Phillip Island Community Hospital
4. Phillip Island Community Hospital - North facade

CSIRO AUSTRALIAN CENTRE FOR DISEASE PREPAREDNESS

Geelong, VIC, Australia

PROJECT DETAILS

Client:

CSIRO

Project Value:

\$290 million

Size:

10,700 m²

Completed:

2027

Upgrades to the Australian Centre for Disease Preparedness will support Australia's response to future pandemics, while improving connection to Country.

HDR, Aurecon and Wood have formed the BioDesign Collaborative to deliver the project. The project aims to future-proof ACDP's extensive high-containment laboratories and ensure the continuation of CSIRO's capability to prevent and respond to exotic and emerging animal and zoonotic diseases in Australia.

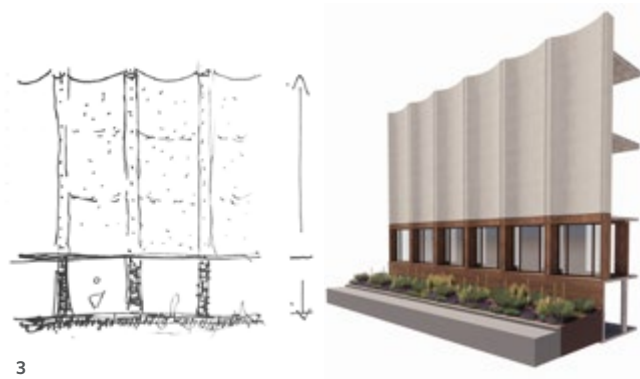
Within Wadawurrung Country, there are 25 clans with the ACDP Geelong Site in the territory of the Neerer balug clan (between Geelong and the You Yangs, the territory known as 'Youghon'). Djilang was the traditional Wadawurrung name for Geelong, Djilang meaning a "Tongue of Land" as the whole of the land of the Bellarine Peninsula is in the shape of a tongue. The word 'Corayo' is one of several derivations of the term known today as Corio for Corio Bay, meaning 'salt water' or 'sandy' in the Wadawurrung language. As part of the concept design process, the design team took the opportunity to walk the site with Corrina Eccles, a Wadawurrung woman and Traditional Owner. Among other insights, Corrina noted the multiple layers of Country (deep water, shallow water, ground level, low sky and high sky), and the remarkable diversity of wildlife inhabiting and moving across land, water and sky. This informed a number of design outcomes with a sense of movement and natural geological material is a defining characteristic of the site and place. The breeze off the ocean, the rippled motion of the waters' surface, the gentle sway of native grasses and the birds circling overhead. The facade design proposal responding to this by gently fluting the building façade, creating a sense of fluidity and movement that creates an interplay between shadow and light brings the building surface to life. The fluting also results in a dynamic rather than static parapet line — a sequence of gentle ripples that softens the line where the building meets the sky.



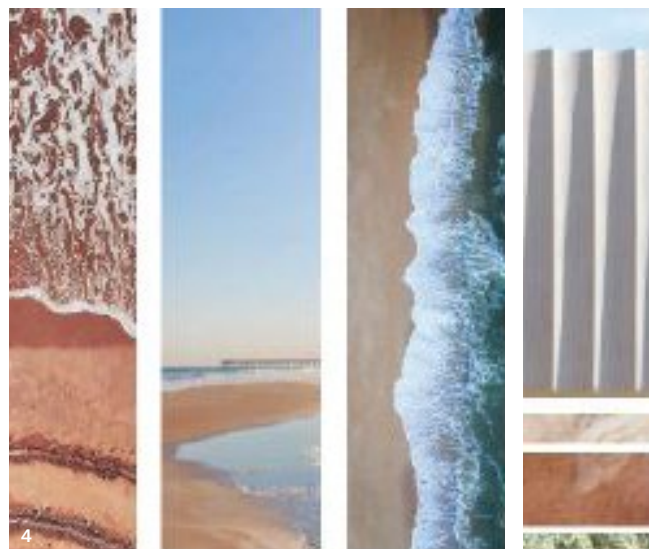
1



2



3



4



5

Pictured:

1. View from lake
2. View from lake - render
3. Concept/ detail
4. Concept
5. Exterior - detail

WSU BANKSTOWN CITY CAMPUS

Bankstown, NSW, Australia

PROJECT DETAILS

Client:

Western Sydney University

Project Value:

\$70 million

Size:

16,500 m²

Completed:

2023

Awards:

*Urban Taskforce
Australia Award for
Sustainable/Innovation
Development (2023)*

The new Western Sydney University Bankstown City Campus is set to transform the city centre, elevate WSU as a University of choice in a diverse population, and provide for future student growth.

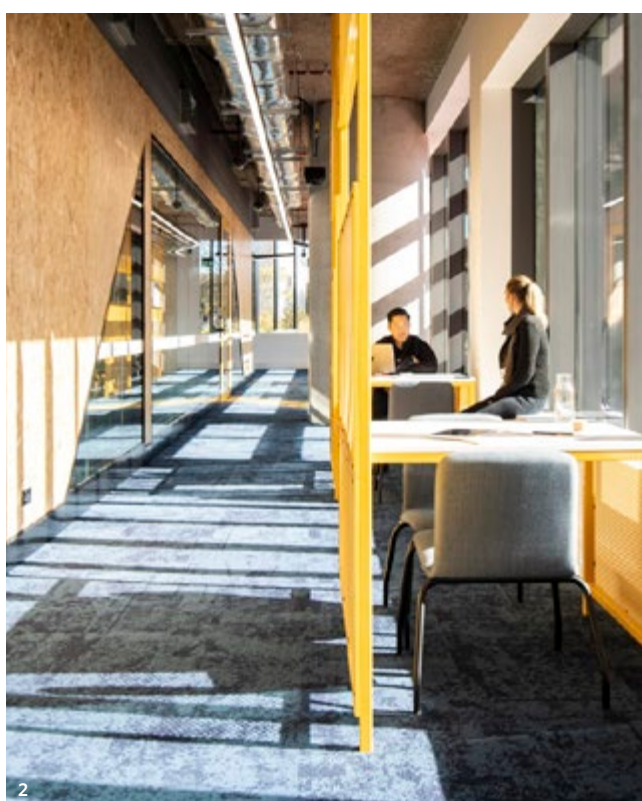
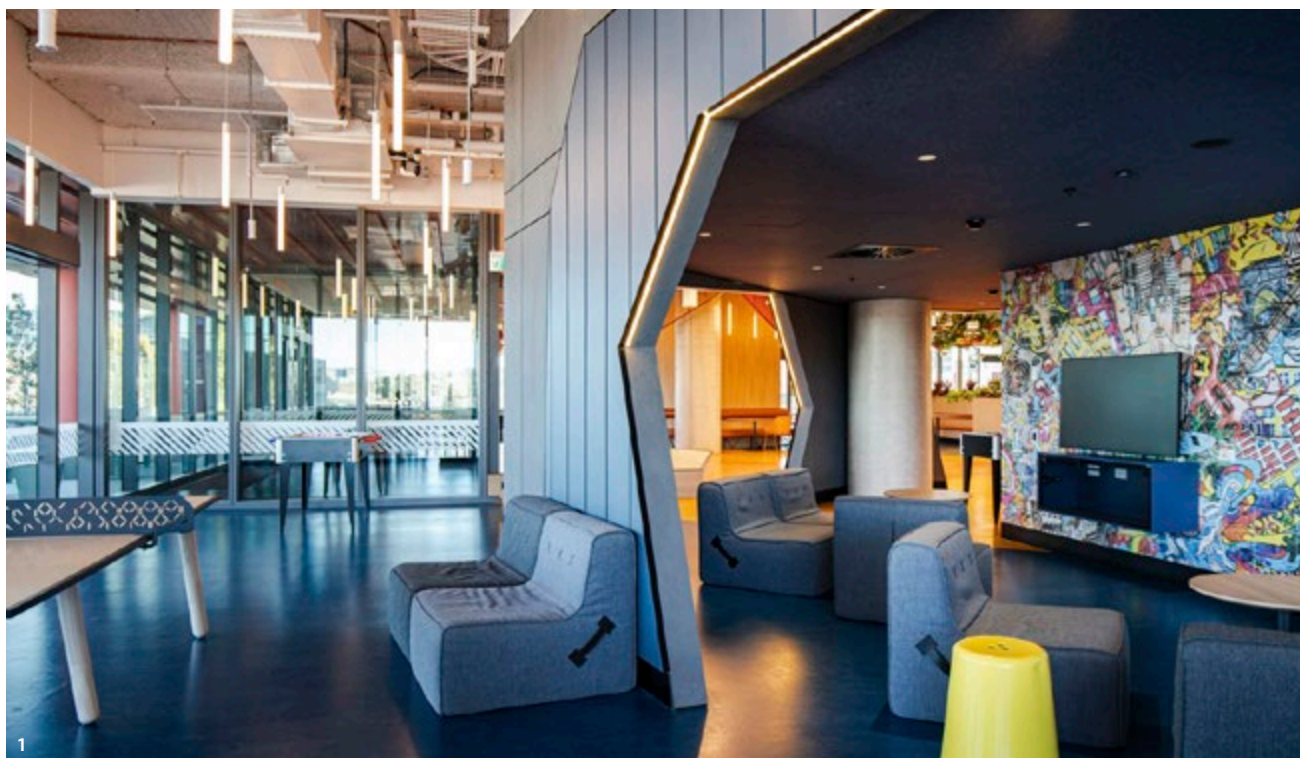
Located on the traditional land of the Dharug, Eora and Tharawal people, the new Bankstown City Campus (BCC) is the latest vertical campus for Western Sydney University (WSU) creating a new benchmark, world-class learning, education and research facility within the Bankstown CBD.

The 9-storey fitout is a reflection and celebration of the cultural heritage of the diverse student population, both past, present and emerging. Taking inspiration of “Bothways Learning” principles with the intent of celebrating the intertwining of cultures with the individual to support the well-being of the staff, student and local communities visiting and occupying the campus.

A key element of WSU’s cultural awareness and enablement is the Badanami centre in the heart of the campus. The Badanami Centre for Indigenous Education provides a culturally safe space for Aboriginal and Torres Strait Islander students to gain enrollment, study and placement support and connect with the local Elders. In the process of the campus design HDR has extensively engaged with the WSU Elders council and has created a culturally appropriate space for the students to study and the Elders to comfortably spend time. Applying the principle of “listen first”, consultation was balanced with proactive design suggestions to avoid over-consultation fatigue.

POINTS OF INTEREST

- + The Badanami Centre for Indigenous Engagement provides a culturally safe space to support First Nations students during their University career, including direct engagement with Elders.
- + Strong Aboriginal and Torres Strait Islander engagement ensures this facility is for and by its local community.
- + An Aboriginal and Torres Strait Islander alumni “wall of hands” was lovingly restored to continue tradition.



Pictured:

1. Collaboration space
2. Workspace
3. Interior view
4. *Wall of Hands*, Collaboration between Badanami Centre, WSU Indigenous Elders Advisory Group, HDR and industrial artist Anton Grimes

SYDNEY BIOMEDICAL ACCELERATOR

Sydney, NSW, Australia

PROJECT DETAILS

Client:

University of Sydney and
Health Infrastructure NSW

Project Value:

\$650 million

Size:

36,000 m²

Completed:

2026

The flexible and efficient design will cultivate knowledge transfer between biomedical research talent, support robust creativity and collaboration, and enable the acceleration of the biomedical process — from research to development and commercialisation.

Located at the University of Sydney and Royal Prince Alfred Hospital, the Sydney Biomedical Accelerator is a 36,000 m² health, research and education facility designed in collaboration with Denton Corker Marshall that is set to create an Australian benchmark for the integration of world-leading biomedical science with clinical research and innovation.

Our engagement methodology was based on building strong and lasting relationships with the local Gadigal people within the framework of the University of Sydney's Wingara Mura Design Principles. We recognised and allowed for the necessary time and culturally appropriate methodologies to be able to engage deeply with Aboriginal and Torres Strait Islander stakeholders, key representatives and local communities. We have maximised the opportunity to engage deeply through the prisms of Connection to Country, Living History and Memory, Art and Artefact, and Connection to People.

This has led to an array of opportunities acknowledging and celebrating traditional culture, including references to Orphan Creek upon which the building is sited, incorporating traditional medicinal planting throughout, and given the nature of the gross anatomy teaching activities within, embedding the symbolism of the traditional smoking ceremony in the facade shading system as a permanent feature.

POINTS OF INTEREST

- + Enabling critical research to advance animal and human health and safety, improve quality of life, and have a lasting impact on communities in Australia.
- + Sydney-based First Nations design considerations.



Pictured:

1. View of SBA from St Andrew's Oval
2. Architectural concept – Interior
3. View of SBA from Western Avenue
4. Architectural concept – Connector interior

COOMERA CONNECTOR CENTRAL

Gold Coast, QLD, Australia

PROJECT DETAILS

Client:

Department of Transport & Main Roads (TMR) – South Coast Region

Completed:

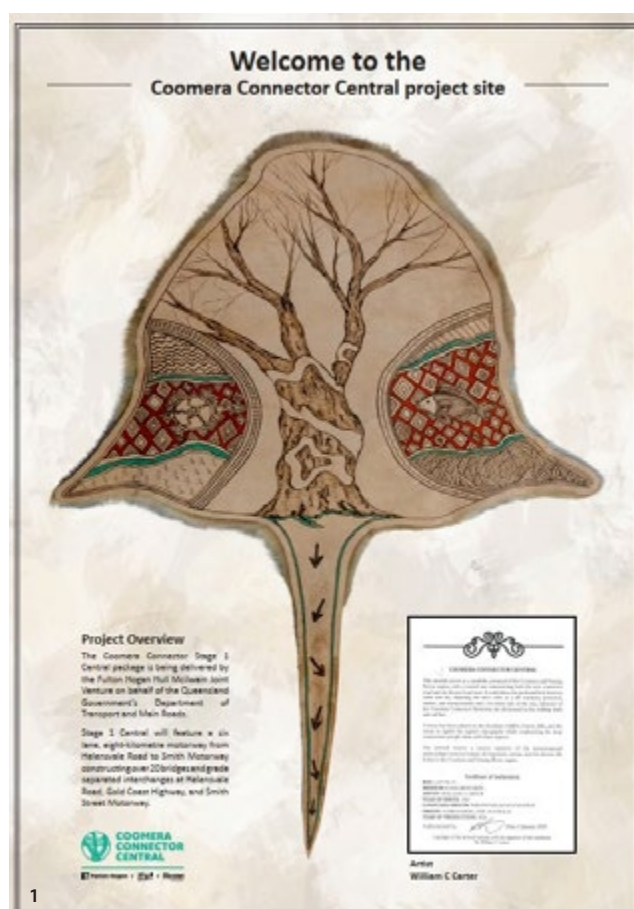
Ongoing

The Coomera Connector, sometimes referred to as the “Second M1” is a transport corridor between Loganholme and Nerang. The key purpose of the Coomera Connector is to improve connectivity and transport capacity in the fast-growing northern Gold Coast and Logan areas. HDR is supporting delivery on two of the three packages of the Southern Section – Coomera Connector Stage 1 Central and Coomera Connector Stage 1 South.

For Coomera Connector Stage 1 Central, HDR and our design joint venture partner, Aurecon, are working with our client Fulton Hogan JF Hull McIlwain Joint Venture (FHHMJV). FHHMJV have developed project branding with an Aboriginal artist to showcase a modern take on Aboriginal art featuring significant symbols relative to the Coomera Connector Central site. The project site engages with two Traditional Owner groups – Jabree and Five Rivers, to share cultural insights. Engagement to date with Jabree has involved sharing the projects branding and a Lunch and Learn with Jabree’s archaeologist Dr. Andrea Yates, to share archaeological findings that were undertaken prior to the project commencing. The project team recently commissioned an Aboriginal artwork by Aboriginal artist Will Carter, which showcases the significance of the area on a kangaroo skin which is framed and will be showcased at the site office. Additionally, this artwork will be replicated on site signage and installed at each project compound area to pay tribute to the Aboriginal origins of the area. The project is also exploring the use of culturally significant interpretive way finding signage and other artwork/mural opportunities along the corridor. Other engagement activities include ongoing business procurement with Aboriginal and Torres Strait Islander businesses, staff awareness training through the Centre for Indigenous Training and ongoing engagement with Traditional Owner groups.

POINTS OF INTEREST

- + Project logo developed by an Aboriginal artist to showcase a modern take on Aboriginal art.
- + Early and ongoing engagement with two Traditional Owner groups.
- + Aboriginal and Torres Strait Islander artists engaged to carry out artwork for the motorway noise barriers and ground treatments.



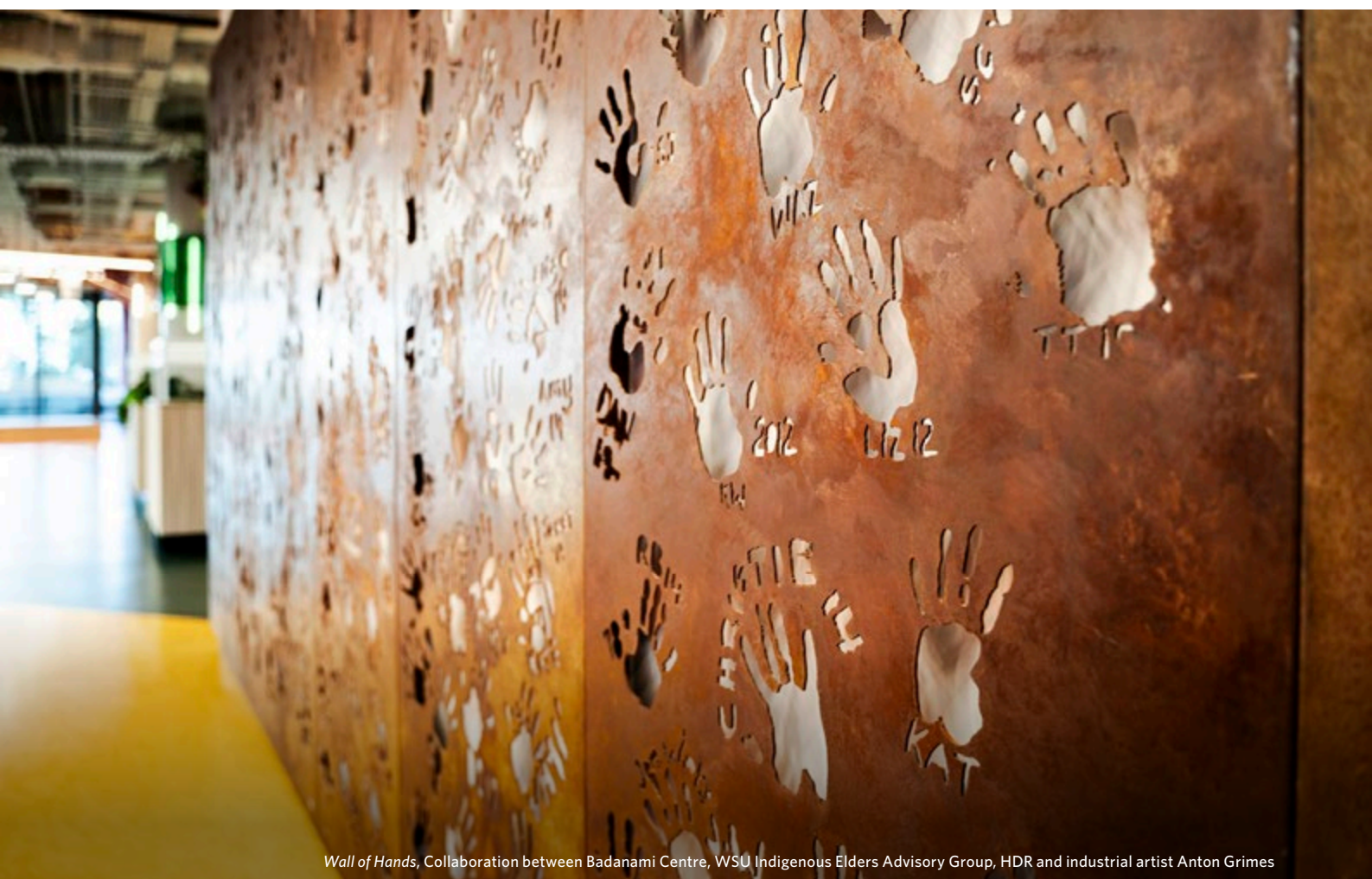
1. Coomera Connector Branding Poster with artwork by William C. Carter



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 in each state. (Sydney, Melbourne, Brisbane) 	October 2024	Lead: RAP Leader NSW Support: RAP Leader VIC RAP Leader QLD
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2024	RAP Champion
	<ul style="list-style-type: none"> Explore how Cultural Engagement opportunities could be written into every Australian project submission/plan/budget. 	December 2024	Lead: RAP Champion Support: Regional Quality Director
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 staff. 	May 2025	RAP Leader VIC
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May – 3 June, 2025	RAP Committee Members
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May – 3 June, 2025	RAP Champion
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	October 2024	Lead: RAP Champion Support: Managing Principal
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	November 2024	Lead: RAP Leader QLD Support: RAP Leader VIC RAP Leader NSW
	<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	Lead: RAP Leader NSW Support: RAP Leader VIC RAP Leader QLD
	<ul style="list-style-type: none"> Promote launch of RAP with a public statement about our commitment to reconciliation. 	October 2024	Lead: RAP Champion Support: Communications Lead

Action	Deliverable	Timeline	Responsibility
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. 	January 2025	Lead: RAP Champion Support: HR Leader
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	November 2024	Lead: RAP Champion Support: HR Leader
	<ul style="list-style-type: none"> Raise awareness of existing and/or updated policies (e.g. Discrimination/ Compassionate Leave policy) with internal communications. 	December 2024	Lead: RAP Champion Support: HR Leader
	<ul style="list-style-type: none"> Raise awareness of company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours. 	December 2024	Lead: RAP Champion Support: HR Leader



Wall of Hands, Collaboration between Badanami Centre, WSU Indigenous Elders Advisory Group, HDR and industrial artist Anton Grimes



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.	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation. 	March 2025	Lead: RAP Leader VIC Support: RAP Leader NSW RAP Leader QLD
	<ul style="list-style-type: none"> Identify and conduct a review of cultural learning needs within our organisation. 	July 2025	RAP Leader NSW
	<ul style="list-style-type: none"> Research appropriate Cultural Training workshops that could be rolled out across offices nation wide. 	December 2024	Lead: RAP Champion Support: HR Leader
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Identify office opportunities in naming meeting rooms or creating Aboriginal and Torres Strait Islander naming opportunities. 	January 2025	Lead: RAP Champion Support: Managing Principal
	<ul style="list-style-type: none"> Review email signatures for the inclusion of the name of the First Nations Country our offices are located on. 	January 2025	Lead: RAP Champion Support: Managing Principal
	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	July 2025	RAP Champion
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols. 	July 2025	RAP Champion
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2025	Lead: RAP Leader VIC Support: IDE Leader
	<ul style="list-style-type: none"> Introduce all staff to NAIDOC Week by promoting external events in local areas. 	May 2025	Lead: RAP Leader VIC Support: IDE Leader
	<ul style="list-style-type: none"> RAP Working Group to participate in external NAIDOC Week events. 	First week in July 2025	RAP Working Group
	<ul style="list-style-type: none"> As part of our NAIDOC week celebrations we will look for opportunities to learn and engage with local First Nations organisations for internal collaborative events. 	May 2025	Lead: RAP Leader VIC Support: IDE Leader



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	December 2024	Lead: RAP Champion Support: HR Leader/ National Recruiter
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	January 2025	Lead: RAP Champion Support: HR Leader/ National Recruiter
	<ul style="list-style-type: none"> Investigate developing a statement on staff diversity to include in employment vacancy advertising. 	May 2025	Lead: RAP Champion Support: HR Leader/ National Recruiter
	<ul style="list-style-type: none"> Investigate/continue Career trackers, involvement and engagement. 	October 2024	Lead: RAP Champion Support: HR Leader/ National Recruiter
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	February 2025	Lead: RAP Leader VIC Support: IDE Leader
	<ul style="list-style-type: none"> Investigate current Aboriginal and Torres Strait Islander suppliers/ partners and gather information regarding Aboriginal and Torres Strait Islander organisations in HDR's market sectors. 	March 2025	RAP Champion
	<ul style="list-style-type: none"> Investigate Supply Nation membership and utilise the Supply Nation database to explore partnering opportunities. 	March 2025	RAP Leader QLD
	<ul style="list-style-type: none"> Identify external Aboriginal and Torres Strait Islander businesses that the office could engage e.g. office catering, or team building activities. 	April 2025	Lead: RAP Champion Support: IDE Leader
	<ul style="list-style-type: none"> Presentation of project examples of Aboriginal and Torres Strait Islander consultation to all staff, including the process and outcomes. 	May 2025	Lead: RAP Champion Support: Managing Principal



Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	October 2024	Lead: RAP Champion Support: IDE Director & Global IDE Council
	• Draft a Terms of Reference for the RWG.	October 2024	RAP Champion
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	November 2024	RAP Champion
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	October 2024	Lead: RAP Champion Support: IDE Director & Global IDE Council
	• Engage senior leaders in the delivery of RAP commitments.	October 2024	Lead: RAP Champion Support: IDE Director & Global IDE Council
	• Appoint a senior leader to champion our RAP internally.	October 2024	Lead: RAP Champion Support: IDE Director & Global IDE Council
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2024	Lead: RAP Champion Support: IDE Director & Global IDE Council
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• 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.	June annually	RAP Champion
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Survey.	1 August annually	RAP Champion
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	RAP Champion
13. Continue our reconciliation journey by developing our next RAP internally and externally.	• Register via Reconciliation Australia's website to begin developing our next RAP.	Three months prior to expiry	RAP Champion



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