



JUNE 2022 - JULY 2025

STRETCH

# RECONCILIATION ACTION PLAN



**On behalf of Reconciliation Australia,** I congratulate UGL on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. Through the creation of this Stretch RAP, UGL continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill and transformed it into action.

This Stretch RAP is built on the considerable experience UGL has established on its reconciliation journey so far. UGL's previous RAPs focussed on directing its resources to support economic opportunities, agency and skills for its Aboriginal and Torres Strait Islander staff and suppliers. From 2019-2021, UGL invested over \$47 million in Aboriginal and Torres Strait Islander-owned businesses and raised its employment rate of First Nations staff from 0.8 per cent to a peak of 2 per cent. It also partnered with a range of organisations to deliver a pre-employment program for First Nations young people, providing hands-on training on the largest rail and infrastructure projects in Australia. These initiatives show UGL leveraging its business and sphere of influence to support Aboriginal and Torres Strait Islander self-determination, while also investing in the next generation of leaders.

With these learnings, UGL has built solid foundations on which to embed and expand its commitments in this Stretch RAP. The organisation is prioritising Aboriginal and Torres Strait Islander perspectives in its operations and governance, increasing the representation of First Nations staff on its RAP Steering Committee, as well as developing an Aboriginal and Torres Strait Islander networking group. UGL is building internal and external engagement with its RAP, creating an Aboriginal and Torres Strait Islander business register and working with community based First Nations organisations. It is also carrying over its focus on investing in First Nations young people, sponsoring a school-based traineeships as an employment pathway to the organisation. This Stretch RAP sees UGL responding and adapting to challenges it has faced in the past, to further build reconciliation into its work and to create substantive benefits for Aboriginal and Torres Strait Islander peoples.

On behalf of Reconciliation Australia, I commend UGL on this Stretch RAP and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**



## VISION for reconciliation

UGL believes that true reconciliation will only be achieved through ensuring equity, opportunity and respect for Aboriginal and Torres Strait Islander peoples. Through our sphere of influence, across the many projects where UGL operates throughout Australia, we undertake to supporting better life outcomes and pathways that promote positive generational social change for Aboriginal and Torres Strait Islander peoples. We will do this by providing rich, meaningful partnering with Aboriginal and Torres Strait Islander organisations and inclusive learning, business and employment opportunities.

Our vision for reconciliation is to see communities united. A world that accepts everyone and embraces the differences, as that is how we grow stronger. At UGL, when we stand together as equals, with trust and respect for all, we become the employer of choice where everyone feels safe, respected and proud to be part of this journey.

UGL will achieve this in partnership with Aboriginal and Torres Strait Islander peoples within the communities in which we operate by delivering world class asset management services for critical infrastructure in sectors including resources, Defence, utilities, power, water and transport. We will use our influence to foster a culturally safe workplace and build a stronger community across Australia. We are bringing this vision to life by building enduring and respectful relationships with Aboriginal and Torres Strait Islander communities.

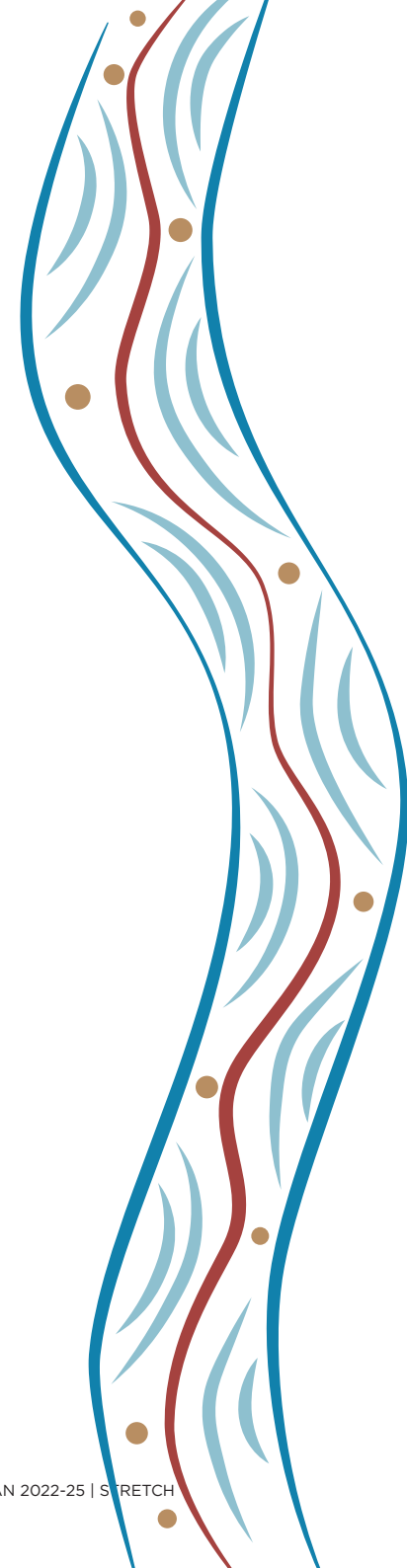
Our actions toward reconciliation are guided by Aboriginal and Torres Strait Islander voices and views, and the cultures and wisdom they hold. Through ongoing and extensive engagement with Aboriginal and Torres Strait Islander and non-Indigenous communities from across all the regions in which we operate across Australia, we continually grow our understanding of what we need to do together as we work towards reconciliation.

In addition to recognising our shared history and valuing the knowledge, experience and contribution of the world's oldest living and continuing culture, we embed practical actions throughout our business that ensure our vision is embraced and implemented by our people and partners.

### ACKNOWLEDGEMENT OF COUNTRY

**UGL recognises that Aboriginal and Torres Strait Islander peoples are the First Peoples of our country and that for over sixty thousand years Aboriginal and Torres Strait Islander communities managed and cherished the land and waters of the Countries upon which UGL works.**

**UGL acknowledges and respects the continuing contribution of the Traditional Custodians of the many lands on which we work, and recognises their continuing connection to land, water and communities in which we operate.**





## Message from our Managing Director – Doug Moss

UGL is determined to advance our relationships with Aboriginal and Torres Strait Islander communities in the regions in which we operate.

UGL operates across Australia, in most of our capital cities and with a broad historical footprint across regional Australia, including North Queensland and Gladstone, the Hunter region in New South Wales, Ballarat in Victoria and the Pilbara in Western Australia. We have also recently commenced work in the Central West and the Central Coast of New South Wales, and the Gippsland region of Victoria. This will create many new opportunities to work with Aboriginal and Torres Strait Islander organisations, businesses and the local people to grow and develop sustainable partnerships.

Within this Reconciliation Action Plan (RAP) we make new commitments to initiatives that will help to deliver equity, opportunity and respect for Aboriginal and Torres Strait Islander peoples. Initiatives such as delivering cultural awareness training across our workforce – delivered face to face and in an online format.

We will learn from local Aboriginal and Torres Strait Islander communities by participating regularly in local community events. Our leaders will participate in cultural immersion programs to continue our education as an organisation and to develop an understanding of the histories and cultures of the Aboriginal and Torres Strait Islander communities in which UGL operates.

Continuing to develop and sustain partnerships with Aboriginal and Torres Strait Islander communities is also vital. This will enable us to grow UGL's Aboriginal and Torres Strait Islander talent pipeline and to develop strong commercial relationships as a vibrant participant within the communities in which our sites and projects operate.

These practical actions, and others, are detailed throughout this RAP and form the basis for ensuring our vision for reconciliation is embraced and implemented by our people and partners. Thank you for joining us on this journey.

## Message from our RAP Champion and Chair – Sam Goldsmith

UGL is committed to a Stretch Reconciliation Action Plan. As we mature as an organisation and continue to explore the enormous opportunities in partnering with the Aboriginal and Torres Strait Islander communities; it is a time for our people to also get a deeper understanding and appreciation for Aboriginal and Torres Strait Islander cultures.

As the Chair of the UGL RAP committee, I am personally committed to the following:

- Increasing the level of direct hire employees who identify as Aboriginal and Torres Strait Islander people
- Identifying and developing long term partnerships with Aboriginal and Torres Strait Islander suppliers
- Educating our employees in the cultures and histories of Aboriginal and Torres Strait Islander peoples in this country and within the regions and communities in which UGL operates
- Partnering with local Aboriginal and Torres Strait Islander communities in local events, to understand and appreciate this perspective and to advance these relationships
- To be recognised as an employer and supplier of choice by Aboriginal and Torres Strait Islander communities, our clients and across industry.





## Our business

**UGL performs work for clients that touch all elements of our day-to-day activities which include, power, mining, oil and gas, transport, new energy, water and rail systems.**

UGL is a market leader in end-to-end asset solutions. Working across diverse sectors, what sets us apart is our focus on operational value and enhanced customer experiences. Our whole-of-life offer maximises solutions, delivery and performance, spanning engineering design, construction and commissioning, manufacturing, operations, maintenance and facilities management, upgrades and overhauls, and asset management.

We have a large operational footprint across Australia, with a presence in all capital cities. UGL is also one of the largest employers in regional Australia. This presents a unique opportunity to develop long term partnerships with the local regions, and particularly with Aboriginal and Torres Strait Islander communities.

UGL is cognisant of the relationship to Country, the songlines attached to Country, the cultural significance of Country for Aboriginal and Torres Strait Islander peoples. Connection to Country spans many thousands of years, older than 60 thousand years on the mainland.

Aboriginal and Torres Strait Islander peoples have creation stories over lands and territories that speak to Country and define the landscape. Science acknowledges the enormous contribution on the part of Aboriginal and Torres Strait Islanders to care for Country with management of the natural world whilst sustaining Australia's First Peoples for many centuries.

Across four head offices and 25 operating sites, UGL currently employs over 7000 employees across Australia, and employs approximately 2.1% (137) Aboriginal and Torres Strait Islander employees within the organisation.

# Our RAP

**UGL actively promotes diversity. It is how we grow stronger as an organisation and more widely as a nation.**

With a greater understanding of the challenges Aboriginal and Torres Strait Islander peoples may face within the industries in which we work and operate, we can move forward towards a more inclusive culture. We aim to eradicate unconscious bias, promote the talents and opportunities for Aboriginal and Torres Strait Islander peoples and celebrate the rich and diverse cultures and heritage.

During consultation throughout the development of the UGL Stretch RAP, UGL understood there was a greater necessity to ensure higher Aboriginal and Torres Strait Islander representation within the RAP steering committee and our four RAP working groups to provide that subject matter expert advice.

UGL changed the structure of the UGL RAP working groups along with implementing an overarching RAP steering committee. The RAP steering committee and working groups are an internal consulting group that is made up of a total of 32 UGL employees, six of whom identify as Aboriginal and Torres Strait Islander people. These groups were formed for the development of the new Stretch RAP with each steering committee member placed in at least one of the four RAP working groups along with other UGL employees. Each working group is led by one of four business unit General Managers. The nominated RAP working group members' responsibilities are to drive change and advise how the nominated RAP deliverables can be implemented within their lines of business.

UGL's actions towards reconciliation will be guided by Aboriginal and Torres Strait Islander voices and views and the cultures and wisdom they hold. By also creating an internal Aboriginal and Torres Strait Islander networking group, we are improving the social connection between UGL, the Aboriginal and Torres Strait Islander workforce and the communities in which we work.

By developing and implementing each deliverable of our Stretch RAP, UGL will foster sustainable relationships through ongoing guidance and consultation with Aboriginal and Torres Strait Islander employees and communities. UGL will ensure key employees within the organisation have undertaken unconscious bias, online and face-to-face cultural awareness training. Completing this training will provide UGL employees with the tools to build relationships and trust to deliver sustainable employment and procurement opportunities. UGL understands that meeting each deliverable within this RAP will allow us to contribute our part in the reconciliation journey within Australia.

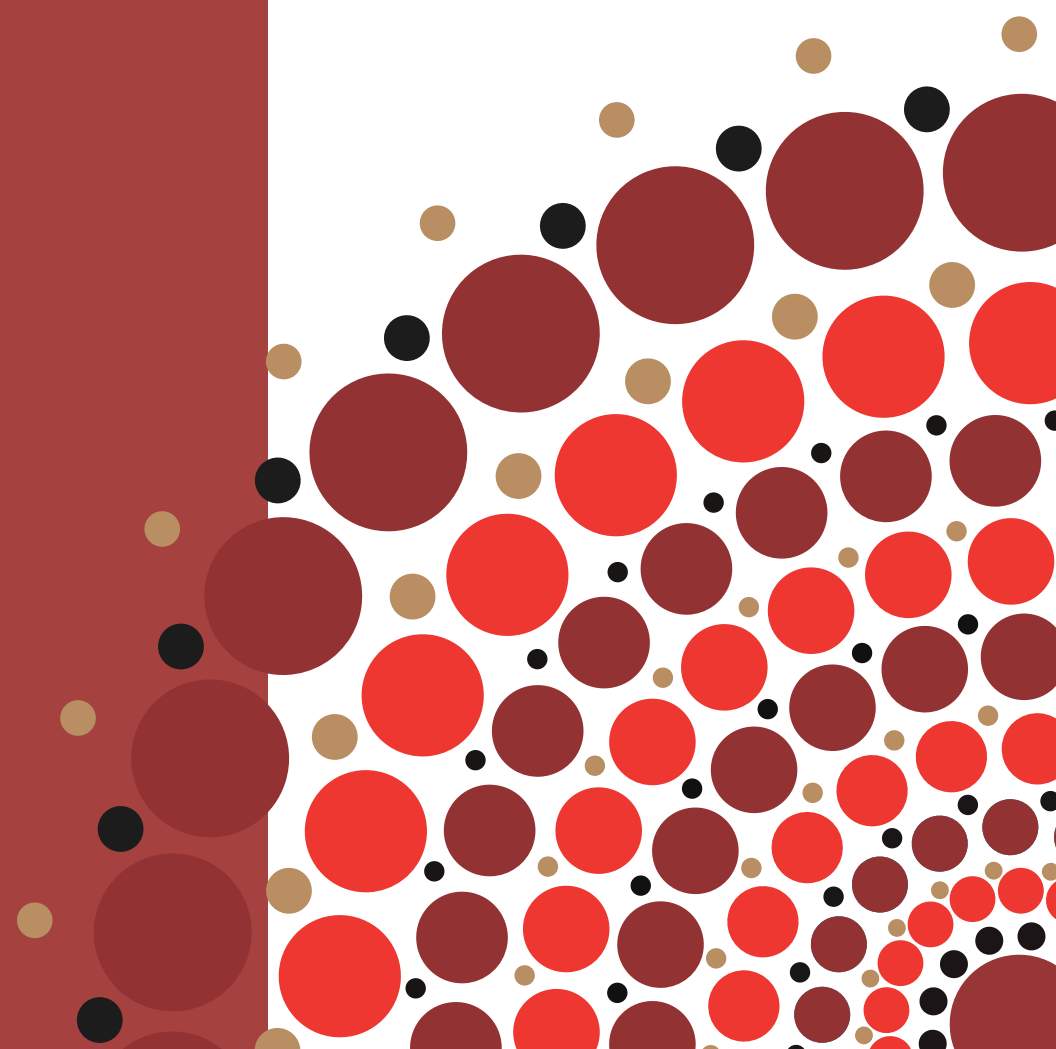
## RAP Governance

A key learning for UGL from our previous RAP was the lack of connection with our people and our reconciliation journey. Senior leaders recognised that the RAP existed, but it was not an effective guide to supporting UGL's path to reconciliation. The introduction of our Executive General Manager, Services Division Sam Goldsmith and other senior business leaders within the steering committee and RAP working groups supported by Aboriginal and Torres Strait Islander employees creates a greater understanding of where UGL can have the biggest impact not only with community but for our broader workforce.

During the implementation of the last UGL Innovate RAP, each RAP committee member would address how each pillar was rolled out in their respective business units. This created an inconsistent approach and failed to maximise the opportunity to partner with Aboriginal and Torres Strait Islander communities. This also resulted in an inconsistent and unstructured approach to reconciliation that operated in isolation from UGL's reconciliation vision.

During the close out of the Innovate RAP and after consultation with the RAP committee, UGL has decided to undertake a different approach to how the Stretch RAP will be managed. UGL will have four business General Managers along with three senior Aboriginal and Torres Strait Islander employees, a Procurement Manager, Diversity Coordinator, Communications Manager and the General Manager People and Culture on the RAP steering committee.

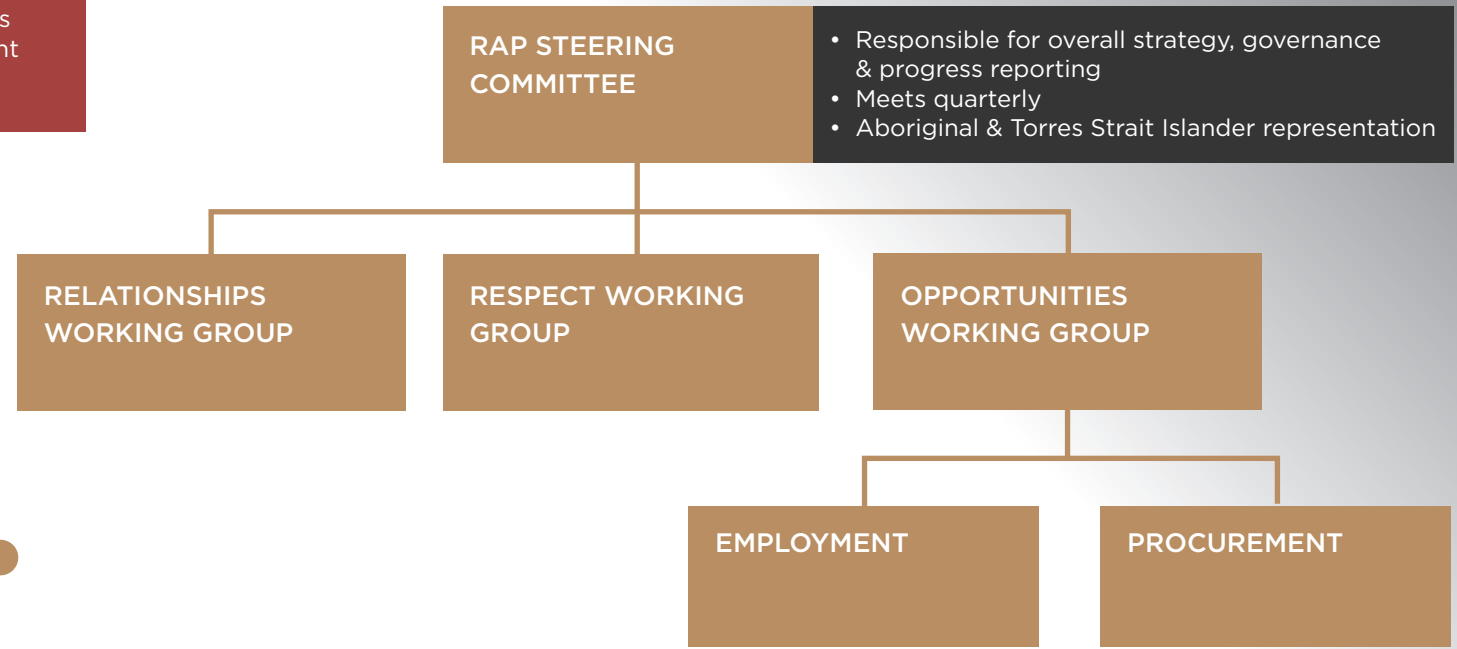
To ensure better management and outcomes of each working group pillar, each RAP working group will be managed by one of four General Managers, who are part of the RAP steering committee.





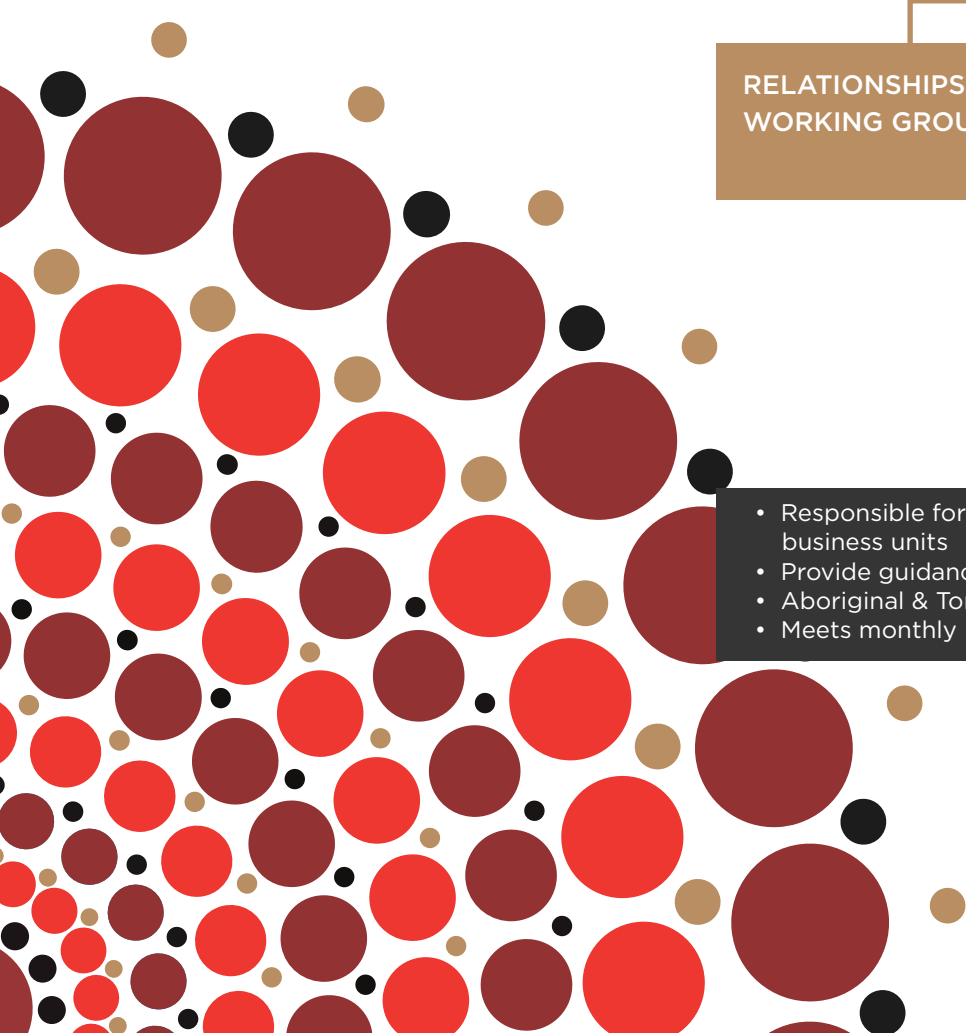
**OBJECTIVES**

- Drive accountability
- Smaller sub working groups
- Senior manager involvement
- Tangible outcomes



- Responsible for overall strategy, governance & progress reporting
- Meets quarterly
- Aboriginal & Torres Strait Islander representation

- Responsible for driving implementation of working group commitments and deliverables within divisional business units
- Provide guidance and advice of implementation
- Aboriginal & Torres Strait Islander representation
- Meets monthly



## RAP Steering Committee

---

Chair - EGM Services | Sam Goldsmith  
Aboriginal Engagement Manager (East) | Ron Jones\*  
Senior Diversity & Inclusion Advisor | Samantha Collins  
General Manager People & Culture | Douglas Mills  
Aboriginal Engagement Manager (West) | Gningala YarranMark\*  
Senior Legal Counsel | Damien Barnes\*  
Communications Manager | Adrienne Lloyd  
General Manager, Transport Major Projects | Matt Olsson  
General Manager, Renewables & Resources | Ben Cooper  
General Manager Transport | Stuart Inglis  
Supply Category Manager – Services | Aleksandar Lazarevski

Note: \* identifies the Aboriginal and/or Torres Strait Islander representatives

## Respect Working Group

---

General Manager Lead  
Aboriginal Engagement Manager  
Senior Diversity & Inclusion Advisor  
Aboriginal and Torres Strait Islander employee representative  
Divisional nominees

## Relationships Working Group

---

General Manager Lead  
Aboriginal Engagement Manager  
Senior Diversity & Inclusion Advisor  
Aboriginal and Torres Strait Islander employee representative  
Divisional nominees

## Opportunities Working group

### Employment

---

General Manager Lead  
Aboriginal Engagement Manager  
Senior Diversity & Inclusion Advisor  
Aboriginal and Torres Strait Islander employee representative  
Divisional nominees

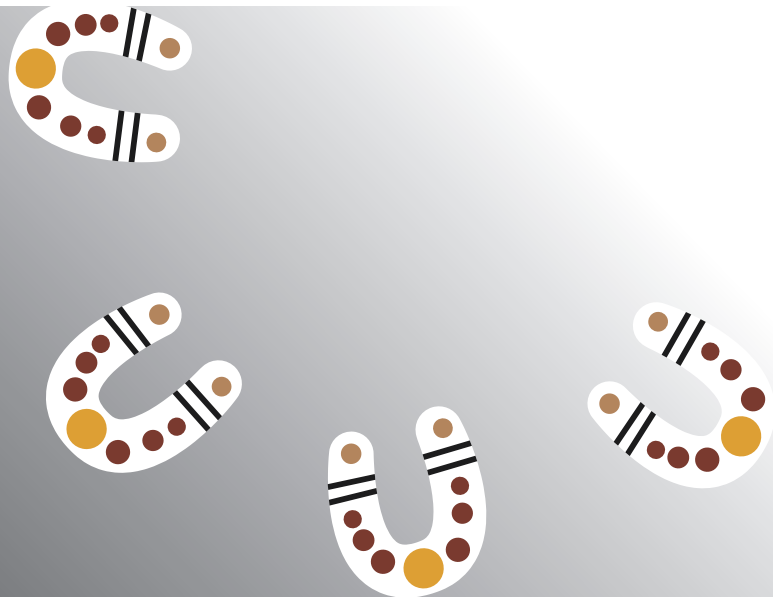
### Procurement

---

General Manager Lead  
Aboriginal Engagement Manager  
Senior Diversity & Inclusion Advisor  
Aboriginal and Torres Strait Islander employee representative  
Divisional nominees

**This RAP will enable UGL to grow the organisation’s Aboriginal and Torres Strait Islander workforce talent pipeline, along with developing strong commercial relationships with Aboriginal and Torres Strait Islander employment service providers and partnered organisations to become a vibrant participant within Aboriginal and Torres Strait Islander communities in which our sites and projects operate.**

Through an ongoing consultation and communication process with the RAP steering committee, RAP working groups and the internal Aboriginal and Torres Strait Islander networking group, UGL will implement the actions and deliverables throughout the next three years.



**We have committed to the following:**

- Creating employment opportunities for Aboriginal and Torres Strait Islander peoples.

---

- Identifying and then developing long term partnerships with Aboriginal and Torres Strait Islander suppliers.

---

- Educating our organisation and employees in the cultures and histories of Aboriginal and Torres Strait Islander peoples in this country and within the regions and communities in which UGL operates.

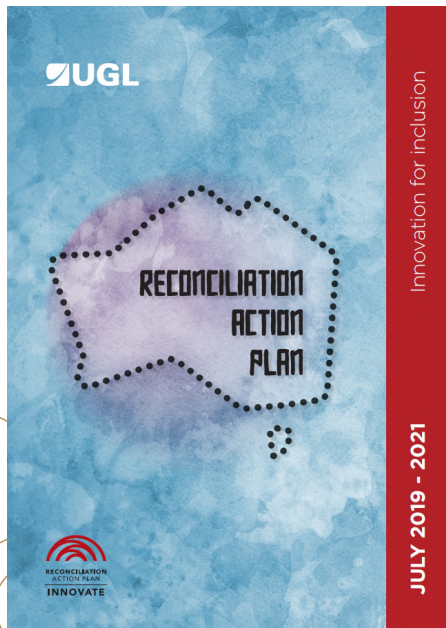
---

- Partnering with local Aboriginal and Torres Strait Islander communities in local events, to understand and appreciate these perspectives and to advance these partnerships.

Working and partnering with the right services providers will allow UGL to be known as an employer and supplier of choice for local Aboriginal and Torres Strait Islander communities, for our clients and for our industry more broadly.

# INNOVATE

## Key Learnings



Key challenges - UGL identified some key learnings from our past RAP. We acknowledge that the three areas of our reconciliation activity that could be improved are 'communication', 'engagement' and 'support' of our RAP objectives and deliverables throughout the organisation. These learnings helped shape our commitments in this Stretch RAP and are areas that have our focus and attention.

**SUPPORT to drive the RAP - As an organisation it was identified the lack of support in the area of Aboriginal participation (employment/business/community). At the time of the implementation of the RAP UGL did not have a dedicated resource to drive Aboriginal participation on the east coast. Because of this, UGL employees did not have one point of contact to obtain information regarding Aboriginal engagement.**

- Increased senior leadership visibility within the RAP steering committee
- Each business GM within the steering committee will lead a workstream/working group for our new RAP
- The working group pillars will consist of four working groups (Respect, Relationships and Opportunities will be split into both Procurement and Employment)
- UGL has also ensured direct Aboriginal representation has been included within both the RAP steering committee and each individual working group. This will drive more action, accountability and a commitment to deliver results
- Provide educational sessions regarding the RAP and why it is in place. (The Aboriginal Engagement Managers (East & West) to present this at Cultural Awareness sessions)
- Implement a national Aboriginal and Torres Strait Islander business register to support Aboriginal small to medium enterprise engagement
- Develop and sustain localised community/state partnerships with diverse range of Aboriginal and Torres Strait Islander organisations to support local engagement
- Provide a location within the UGL intranet where documentation and other Aboriginal and Torres Strait Islander engagement information is stored so all UGL people have access to when needed

**ENGAGEMENT - Through the implementation of the Innovate RAP it indicated a large element of engagement from UGL toward Aboriginal and Torres Islander peoples, both employees and communities, were fundamentally based around both NAIDOC Week and National Reconciliation Week events.**

**It was also indicated that our managers did not know who our UGL Aboriginal and Torres Strait Islander employees are.**

- Establishment of an internal Aboriginal and Torres Strait Islander networking group
- Work with a range of community-based partners NASCA/South Cares/Barra Barrang to allow better project engagement outcomes for Aboriginal and Torres Strait Islander communities
- Each People and Culture Manager will be sent an updated Aboriginal and Torres Strait employee engagement report on a bimonthly basis which identifies organisational Aboriginal and Torres Strait Islander participation
- Roll out a national face-to-face cultural awareness training strategy as a baseline to boost engagement from all areas of the organisation

**COMMUNICATION - Feedback from UGL people indicated there was a lack of understanding around who in UGL delivered on the RAP commitments, who was in the RAP working group, and how to support Aboriginal participation. UGL understands that the most important piece of the RAP roll-out is the communication element of the 'Who' and the 'How' was missing in the implementation of the UGL Innovate RAP.**

- Each business General Manager within the steering committee will lead a workstream/working group for our new RAP
- Boosted numbers in each RAP working group
- Promote/celebrate milestones throughout the life of the RAP
- Aboriginal Engagement Managers (East and West) to engage with all business units
- Review, amend and implement the face-to-face cultural awareness training strategy to address and identify the lack of understanding on how UGL supports Aboriginal participation

# ACHIEVEMENTS

2019 -2021



Supporting Aboriginal and Torres Strait Islander businesses - UGL invested more than \$47 million directly into forty-six Aboriginal and Torres Strait Islander owned and operated businesses through its supply chain.

#### **Employment and engagement of Aboriginal and Torres Strait Islander people**

During the last RAP, UGL has engaged more than 159 Aboriginal and Torres Strait Islander full time and casual employees. In 2019 UGL had an Aboriginal and Torres Strait Islander employment rate of **0.8%**. This has gradually improved during the past three years and peaked at **2.28%**.



# building the workforce OF TOMORROW

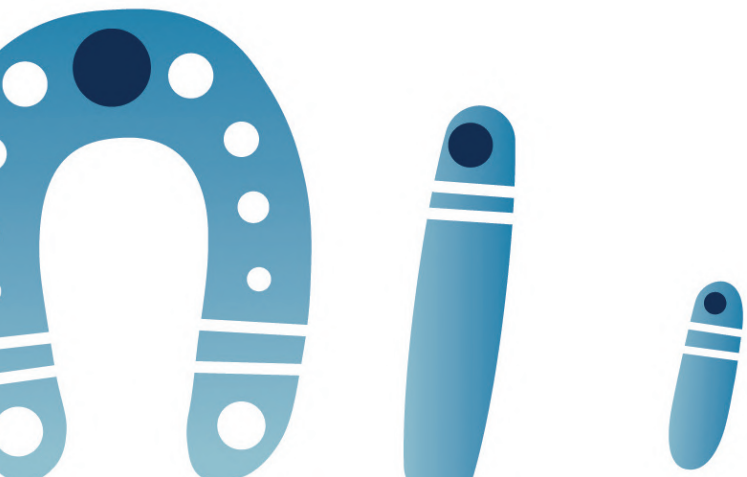
Engaging with several national and local organisations to employ school-based trainees, apprentices, graduates, and communities to develop long lasting careers and relationships. UGL engaged with capacity partners, Clontarf Foundation, Career Trackers and Maxima along with local schools in Perth, Sydney, Mackay and Newcastle to ensure we achieve the best possible outcome.






## Building a culturally competent workforce

UGL embedded a mandatory requirement for all new employees to undertake an online cultural awareness training course. This requirement during the last RAP ensured **100%** of all office-based employees completed their first introductory level of cultural awareness training. In partnership with an Aboriginal consultancy business (BC Consultancy), UGL also trained over **275** project employees in face-to-face cultural awareness training.





## Celebrating Aboriginal and Torres Strait Islander cultural knowledge

During the period of the last RAP, UGL celebrated both NAIDOC and National Reconciliation Week events at its head offices and major projects.

During these celebrations local Elders attended to perform a Welcome to Country and discuss each theme for the event held. On several major projects, local Elders also performed smoking ceremonies as part of the welcome.

## CASE STUDY 1

### UGL partnering and growing Aboriginal businesses (WA)

ARRA Group and UGL forged a relationship late 2018 soon after ARRA was established. This collaborative business relationship was created from an aligned intent to meeting our RAP operational objectives, and for the mutual benefit of our two organisations and Chevron.

Some key enabling actions to make this venture sustainable include UGL providing ARRA with:

- Fortnightly invoicing, and early payment (11 business days) to assist with the cashflow challenges of a young business.
- A platform to help ARRA Group develop and grow their capability (in particular financial strength and a reference site for pursuing other opportunities, including within the wider UGL business).

The partnership will contribute significantly to UGL's contractual target for engagement of Indigenous businesses and Indigenous employment. ARRA has committing to grow UGL's Aboriginal and Torres Strait Islander skills pool through mentorship (on the job) and apprentice intake.



## CASE STUDY 2

# Providing sustainable employment opportunities via pre-employment program (NSW)

The Sydney Metro Systems Connect Line-wide Works project partnered with Sydney Metro, Global Skills (JobActive), Health & Safety Advisory (RTO) and four project delivery sub-contractors to deliver a Transition to Work / Civil Construction Pre-employment Program (PeP).

The three-week pre-employment program consisted of interview and assessment days, employer interaction BBQ days, on-site tours, and soft skill delivery technique program.

For the selected candidates who completed the program, providing invaluable experience and employment on the largest rail and infrastructure projects in Australia will ensure sustainable and ongoing work for many years to come within the rail and infrastructure industry.

These pathways typically include on-the-job training and support, practical hands-on training including accredited technical skills, safety awareness and employability training to long term unemployed and underrepresented groups in the workforce.



Pre-employment programs are one example of how the Systems Connect project is proudly supporting the national reconciliation movement. These young Aboriginal people will soon be job-ready to help deliver Australia's biggest public transport project.

**Project General Superintendent**

### CASE STUDY 3

## Local community employment and growing Aboriginal businesses (Gladstone, QLD)

With a need to work with the local Gladstone community, Marion's Cleaning Services and UGL began developing a business relationship in early 2017 when UGL was awarded with the facilities maintenance contract on the APLNG contract.

When Marion's Cleaning Services experienced a period of financial hardship that threatened their operations, UGL provided advice and assistance to guide their company to financial stability.

UGL supported Marion's Cleaning Services through onboarding of employees and through communications with our client ConocoPhillips to ensure a sustainable operation.

Throughout the ongoing years of the Marion's Cleaning Services contract there have been a number of employment opportunities for the local Gladstone Aboriginal community which has provided exposure and experience on such a large project.

UGL is pleased that Marion's Cleaning Services is now a profitable local business that can use the experience gained from working with UGL to solidify its business operations on the APLNG site and expand into other sectors with the Gladstone region.





Over the past two years I have seen UGL make some positive progressive steps in the Aboriginal engagement space. One positive step forward is the engagement of myself within the UGL corporate team to drive Aboriginal participation on the east coast along with overseeing the implementation of the new UGL Stretch RAP. UGL's Aboriginal and Torres Strait Islander Participation Strategy is now focused on a top-down approach to allow the organisation to build the cultural competency of UGL employees. This has allowed UGL to focus on developing and ensuring strong sustainable internal and external relationships with Aboriginal businesses and communities.

**Ron Jones**  
**Aboriginal Engagement Manager (East)**



I have been with UGL for six years and the most significant change in the company has been the exponential growth in the number of Aboriginal and Torres Strait Islander businesses that form part of our supply chain in the West. The company undertook to have a more strategic and targeted approach to growing opportunities for Aboriginal and Torres Strait Islander businesses with the outstanding result being more than \$5.4 million spent for 2021 in our West Australian business. UGL continues to grow this space and the flow on effects to Aboriginal and Torres Strait Islander communities has been phenomenal.

**Gningala YarranMark**  
**Aboriginal Engagement Manager (West)**



Building and maintaining strong open and respectful relationships with Aboriginal and Torres Strait Islander people and communities is fundamental to our commitment to reconciliation and is in line with our key strategic pillar of working together within these communities. UGL will build reciprocal partnerships with the local communities and use our influence to improve social and health outcomes for the communities in which we work.



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Establish and maintain three formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations including NASCA, Kinaway Indigenous Chamber of Commerce, and Orange Aboriginal and Torres Strait Islander Community.	December 2022/23/24	Aboriginal Engagement Manager Project Managers
	Review, update and implement an Aboriginal and Torres Strait Islander engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	October 2022	Aboriginal Engagement Manager
	On long term contracts extending more than two years, engage at least once a year with local Aboriginal and Torres Strait Islander community groups to understand the skills, experiences and challenges and how UGL can meaningfully contribute.	July / November 2022/23/24	Contract Manger Project Manager
	Hold at least three consultation meetings per year with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement with organisations.	December 2022/23/24	Aboriginal Engagement Manger Project Manager
	Sustain relationships with local chambers of commerce, Supply Nation, Black Business Finder, etc to support the identification of local Aboriginal and Torres Strait Islander businesses. • Hold regular meetings - two per year per organisation.	December 2022/23/24	Aboriginal Engagement Manger
Build relationships through celebrating National Reconciliation Week (NRW)	Organise at least one internal NRW event in each head office, including one organisation wide NRW event, each year.	27 May - 3 June 2023/24/25	RAP Chair Aboriginal Engagement Manager
	Prior to NRW events the UGL communications team to send NRW communications and information packages out to all UGL head offices and project teams via email.	27 May- 3 June 2023/24/25	Communications Manager Aboriginal Engagement Manger
	Encourage and support employees and senior leaders to participate in 3 external events to recognise and celebrate NRW.	27 May - 3 June 2023/24/25	Communications Manager Aboriginal Engagement Manger RAP Chair Business Unit General Managers
	RAP working group members to participate in two external NRW events.	27 May - 3 June 2023/24/25	Aboriginal Engagement Manager
	Promote NRW via the UGL One intranet home page once a year, prior to the commencement of NRW.	27 May- 3 June 2023/24/25	Communications Manager Aboriginal Engagement Manger
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023/24/25	Aboriginal Engagement Manger
	Host three NRW events per year on UGL project sites per year.	27 May - 3 June 2023/24/25	RAP Chair Aboriginal Engagement Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence	Develop and implement a employee engagement strategy to raise awareness of reconciliation across our workforce.	December 2022	Aboriginal Engagement Manger People & Culture Managers
	Actively engage, support and promote the activities of our partner organisations (Clontarf, Career Trackers, NASCA, Souths Cares) through RAP meetings and contract/project site engagement <ul style="list-style-type: none"> <li>Meet with each partner/service provider at least 4 times per year.</li> </ul>	December 2022/23/24	Aboriginal Engagement Manager
	Provide regular internal communications to the wider UGL (4) via the UGL internal intranet throughout the year regarding RAP outcomes.	Apri/July/September December 2022/23/24	Communications Manager Aboriginal Engagement Manager
	Communicate our commitment to reconciliation publicly.	December 2022	Managing Director
	Collaborate with three RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	December 2023	Aboriginal Engagement Manager RAP Chair
	Engage with five non-Aboriginal and Torres Strait Islander subcontractor businesses to provide guidance and advice to assist with their reconciliation journey.	December 2024	Project Manager Aboriginal Engagement Manager
	Participate in two NASCA and Bara Barang volunteering events per year.	May/December 2022/23/24	RAP Chair Aboriginal Engagement Manager
	Continue to mentor Aboriginal and Torres Strait Islander youth through participating in two Inspiring the Future Australia events.	May/December 2022/23/24	Aboriginal Engagement Manager
	Develop and sustain an internal Aboriginal and Torres Strait Islander networking group. Networking group to meet at least four times per year.	December 2022/23/24	Project Manager Aboriginal Engagement Manager
Promote positive race relations through anti-discrimination strategies	Continuously improve HR policies and procedures concerned with anti-discrimination.	December 2024	General Manager People & Culture
	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	December 2022/23/24	Aboriginal Engagement Manager
	Implement and communicate an anti-discrimination policy for our organisation.	December 2022	Group Manager, Communications and Branding
	Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	December 2022/23/24	Group Learning and Development Manager
	Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	December 2024	Managing Director



# RESPECT



Respect for Aboriginal and Torres Strait Islander cultures, histories and traditions is important for the development of meaningful and respectful relationships. Ensuring we are a culturally intelligent and respectful organisation means embedding reconciliation into our business DNA. As a business operating with a large presence across Australia, particularly regional Australia, we have an obligation and an opportunity to understand and respect Aboriginal and Torres Strait Islander cultures and build our understanding of traditional knowledge systems and practice.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Review, amend and implement the next phase of the UGL cultural learning strategy.	July 2022	Aboriginal Engagement Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	December 2022/23/24	Aboriginal Engagement Manager
	Provide face to face cultural awareness training for all Corporate, Engineering and project leaders (400ppl) over the life of the RAP, improving non Indigenous workforce cultural competence. 2022 - 100 participants 2023 - 150 participants 2024 - 100 participants 2025 - 50 participants	July 2025	Aboriginal Engagement Manager Group Learning and Development Manager
	Commit all senior executive group, including RAP steering committee and RAP working groups to undertake formal and structured cultural learning.	October 2022	Aboriginal Engagement Manager RAP Chair
	Conduct a review of cultural learning needs within our organisation.	December 2022/23/24	Aboriginal Engagement Manager
	90% of new UGL office employees to complete the CIMIC online cultural awareness training.	December 2022/23/24	Group Learning and Development Manager
	Implement at least one cultural immersion session per year for the UGL executive leadership team and within each line of business.	December 2022/23/24	RAP Chair
	At least one project per year will undertake cultural learning experiences with the local Aboriginal and Torres Strait Islander Elders / Land Council / relevant organisation to deepen its knowledge of its local environment and its cultural/spiritual significance.	December 2022/23/24	Contract Manger Project Manager
	Display a map of Indigenous Australia at all state head offices.	July 2022	Site Facilities Managers Project Managers
	Provide a body of knowledge available within the UGL intranet with reading references and cultural information that can be accessed by the broader business.	September 2022	Aboriginal Engagement Manager Group Manager ICT
Include information on Aboriginal and Torres Strait Islander cultural education into the project induction process as part of mobilisation and onboarding.	December 2022	Site Facilities Manager Project Managers	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Celebration of Aboriginal and Torres Strait Islander cultures through providing opportunities to engage with culture and community during NAIDOC	Use organisation-wide communications to encourage/support Aboriginal and Torres Strait Islander employees to celebrate in two NAIDOC Week events in our local communities in which we work.	First week in July 2022/23/24	Executive General Manager, People & Culture
	Review HR policies and procedures to ensure no barriers to employees participating in NAIDOC and National Reconciliation Week.	June 2022/23/24	Executive General Manager, People & Culture
	RAP working group members to participate in three external NAIDOC Week events including knowledge sharing sessions and team events.	First week in July 2022/23/24	RAP Chair
	UGL leadership and management teams to participate in a minimum of two NAIDOC events per year.	First week in July 2022/23/24	Managing Director
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support two external NAIDOC Week events each year.	December 2022/23/24	RAP Chair Aboriginal Engagement Manager
	Support all employees to participate in two NAIDOC Week events in our local area per year.	First week in July 2022/23/24	Aboriginal Engagement Manager
Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols in the functioning of our organisation	Employees and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at public events.	December 2022/23/24	General Managers
	Display an Acknowledgement of the Traditional Custodians at each facility and site through signage and/or renaming of a meeting room.	December 2024	Site Facilities Manager Project Managers
	Implement and communicate a cultural protocol document (tailored for all local communities and detailing approach for sites, projects, business areas), including protocols for Welcome to Country and Acknowledgement of Country.	July 2022	Aboriginal Engagement Manager
	Display three Acknowledgment of Country plaques in our office/s or on our buildings.	December 2022	Site Facilities Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at four significant events each year.	December 2022/23/24	Site/Facility/Project Leader
	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2022	Aboriginal Engagement Manager
	Encourage all employees to share an Acknowledgment of Country in their email signatures.	September 2022	Group Manager ICT



Support Aboriginal and Torres Strait Islander communities across Australia in new ways with infrastructure projects that will improve the liveability of our cities and regions. We will also provide educational and career opportunities that ensure we partner with Aboriginal and Torres Strait Islander communities by attracting, developing and retaining talent and supporting Aboriginal and Torres Strait Islander businesses by bringing two-way learning to our business.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase Aboriginal and Torres Strait Islander employment, recruitment and professional development, talent and career pathways to offer rewarding careers and enhance our business	Engage with Aboriginal and Torres Strait Islander employees to consult on the effectiveness of our recruitment, retention and professional development strategy.	December 2022/23/24	People & Culture Managers Contract Managers
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	December 2022/23/24	People & Culture Managers Contract Managers
	Utilise the existing leadership programs to build leadership capacity for Aboriginal and Torres Strait Islander employees. Engage with 10 Aboriginal and Torres Strait Islander employees per year to participate in the leadership program.	December 2022/23/24	Business Unit General Managers People & Culture Managers
	Increase Aboriginal and Torres Strait Islander employment to a minimum of 3% in March 2023, 3.5% 2024 and 4% in July 2025.	March 2023/24/25	Business Unit General Manager Project Manager
	Actively support and engage with local schools to implement Aboriginal and Torres Strait Islander employment programs to provide training and employment outcomes within the communities in which we operate. Meet with five schools per year.	April/July September/ December 2022/23/24	Aboriginal Engagement Manager
	Establish an Aboriginal and Torres Strait Islander networking group to provide an avenue for support and engagement for our employees. Five networking meetings to be held each year.	May/July/ August/October/ December 2022/23/24/25	Aboriginal Engagement Manager
	Provide Aboriginal and Torres Strait Islander employees access to UGL's executive leadership team and senior operations leaders through regular networking meetings. At least three ELT managers to present at meetings.	July/December 2022/23/24	Managing Director Aboriginal Engagement Manager
	Conduct an annual survey of Aboriginal and Torres Strait Islander employment experiences and implement action plans to address grievances or concerns.	December 2022/23/24	Aboriginal Engagement Manager and RAP Chair General Managers
	Review and increase by three the number of Aboriginal and Torres Strait Islander recruitment and labour hire companies utilised on the UGL PSA panel.	December 2024	General Manager People & Culture Aboriginal Engagement Manager
	Identify recruitment strategy to attract and engage Aboriginal and Torres Strait Islander candidates for head office, project-based roles within the construction, infrastructure, power and service industries.	December 2022	People & Culture Managers Business Unit General Managers
	Identify and develop mentorship and pastoral care programs for Aboriginal and Torres Strait Islander employees.	December 2022	Aboriginal Engagement Manager
	Engage with Aboriginal and Torres Strait Islander employees annually to consult on our recruitment, retention and professional development strategy.	December 2024	General Manager People & Culture Aboriginal Engagement Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2024	General Manager People & Culture
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2022	Aboriginal Engagement Manager	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase Aboriginal and Torres Strait Islander employment pathways for students and early-career employees	Recruit at least five Aboriginal and Torres Strait Islander undergraduate interns per year through Career Trackers or other programs.	December 2022/23/24	Aboriginal Engagement Manager Business Unit General Managers
	Engage with three Aboriginal and Torres Strait Islander peoples per year to undertake traineeship programs.	December 2022/23/24	Learning and Development People & Culture Manager
	Engage with three Aboriginal and Torres Strait Islander school students per year to undertake a school-based apprentice traineeship (SBAT) programs.	December 2022/23/24	Learning and Development People & Culture Manager
	Engage with three Aboriginal and Torres Strait Islander school students per year to undertake work experience as a school to work program.	December 2022/23/24	Learning and Development People & Culture Manager
	Sponsor four school-based traineeships in total, to work with the UGL supply chain to gain work experience prior to being offered direct employment by UGL.	December 2024	People & Culture Manager Project Manager
	Implement a high school careers program with involvement of UGL employees by attending two career expo sessions each year targeting potential new Aboriginal and Torres Strait Islander employees.	December 2022/23/24	Aboriginal Engagement Manager People & Culture Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop and implement a national UGL Aboriginal and Torres Strait Islander procurement strategy.	July 2022	National Procurement Manager
	Increase Aboriginal and Torres Strait Islander procurement spend to a minimum of 4% by June 2023, 4.5% by 2024 with the goal of reaching 5% by June 2025.	June 2023/24/25	National Procurement Manager
	Create a set of KPIs that report on performance at General Manager level to ensure accountability.	December 2022	Aboriginal Engagement Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2022	National Procurement Manager
	Promote procurement opportunities to Aboriginal and Torres Strait Islander businesses by hosting or participating in external forums. (Yarper Hub, Supply Nation)	December 2024	Aboriginal Engagement Manager
	Ensure all UGL RAP requirements are passed down to the UGL supply chain, embedding RAP requirements into all subcontractor subcontract requirements.	December 2022/23/24	Business Unit General Manager Commercial Managers
	Review current areas of procurement and select five Aboriginal or Torres Strait Islander businesses as preferred suppliers to procure goods and services from.	December 2024	Business Unit General Manager
	Maintain memberships with Aboriginal and Torres Strait Islander business directories nationally. (Supply Nation, Kinaway - The Victorian Aboriginal Chamber of Commerce)	December 2022/23/24	Aboriginal Engagement Manager & Business Unit General Managers
	Establish a national UGL Aboriginal and Torres Strait Islander business register.	October 2022	Aboriginal Engagement Manager
	Provide annual training for UGL procurement and project employees through UGL partnerships such as Supply Nation to identify ways to procure goods and services and work with Aboriginal and Torres Strait Islander-owned businesses.	July and December 2022/23/24	Aboriginal Engagement Manager National Procurement Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Identify Aboriginal and Torres Strait Islander businesses to partner in UGL projects	Identify and engage with one Aboriginal and Torres Strait Islander company per year to work with UGL as a partner in key bids and tenders.	December 2022/23/24	Business Unit General Manager Business unit Commercial Manager
	Ensure consultation with and guidance from Aboriginal and Torres Strait Islander employees in the development and implementation of project level Aboriginal participation plans.	December 2022/23/24	Aboriginal Engagement Manager Project Manager
	Ensure all major contracts in excess of \$100m revenue per annum engage an Aboriginal engagement advisor to work with the team.	December 2024	Pre-Contracts, Contract Manager, People & Culture Manager
	Partner with four Aboriginal and Torres Strait Islander companies to deliver against the identified scope of works.	December 2022/23/24	Business Unit General Manager Business Unit Commercial Manager
	Develop two Aboriginal and Torres Strait Islander business' capability and capacity per annum in regional Australia to become an essential part of the UGL supply chain. This will be done through business mentoring, developing tender writing capabilities and providing procurement opportunities that builds the working and employment capacity of Aboriginal and Torres Strait Islander businesses.	July/December 2022/23/24	National Procurement Manager
	Implement a 14-day payment term for all Aboriginal and Torres Strait Islander businesses that enter the UGL supply chain.	December 2022/23/24	Business Unit General Manager
	Review the UGL prequalification subcontractor onboarding process to ensure there are no barriers to prevent Aboriginal and Torres Strait Islander businesses from registering.	July 2022	National Procurement Manager
Increase community engagement, social and community outcomes	Support Aboriginal and Torres Strait Islander peoples in at least two activities with Sydney Regional Aboriginal Corporation. Such activities can be undertaken in normal working hours	December 2024	Aboriginal Engagement Manager Project Manager
	Support Aboriginal and Torres Strait Islander peoples in at least two activities With Bara Barrang.	December 2024	Aboriginal Engagement Manager Project Manager
	Provide project / facility educational tours on three UGL sites to Aboriginal and Torres Strait Islander school student and community members.	December 2023/24	Aboriginal Engagement Manager Project Managers





Being open, transparent and accountable to our reconciliation outcomes with good governance and reporting to guide us.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain effective RAP working groups (RWG) to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on the RWGs.	December 2022/23/24	RAP Chair
	Apply a Terms of Reference for the RWGs.	July 2022	Aboriginal Engagement Manager
	RWGs to meet at least four times per year to drive and monitor RAP implementation.	March/July/September/December 2022/23/24	RAP Chair General Managers
Provide organisational oversight through the RAP steering committee (RSC) who actively monitors RAP development and implementation	Meet four times per year to monitor and report on RAP implementation.	April/July/September/December 2022/23/24	RAP Chair
	RWGs to report to the RSC four time per year.	March/June/September/December 2022/23/24	RAP Chair Aboriginal Engagement Manager
Provide appropriate support for effective implementation of RAP commitments	Embed resource needs for RAP implementation.	March 2023/24/25	Business Unit General Manager
	Embed key RAP actions in performance expectations of senior management and all employees.	December 2022/23/24	RAP Chair Business Unit General Manager
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	December 2022	Aboriginal Engagement Manager
	Maintain an internal RAP champion from senior management.	December 2022/23/24	Managing Director
	Include our RAP as a standing agenda item at senior management meetings.	July 2022	RAP Chair
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 2022/23/24	Aboriginal Engagement Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2022/23/24	Aboriginal Engagement Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022/23/24	Aboriginal Engagement Manager
	Report RAP progress to all employees and senior leaders quarterly.	April/July/September/December 2022/23/24	RAP Chair Aboriginal Engagement Manager
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	December 2022/23/24	Aboriginal Engagement Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June 2022/24	Aboriginal Engagement Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2025	Aboriginal Engagement Manager
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2024	Aboriginal Engagement Manager



National Reconciliation Week 2022, Bennets Green

## Reconciliation Journey, (2021) | Lani Balzan

Commissioned by UGL. The artwork represents the journey, pathways and connections UGL has with its employees and the communities it operates in now and into the future.

The artwork was designed focusing on the states and territories it conducts its business in and the ten core business areas. These are represented in the artwork with icons.

The eight states and territories are represented through the artwork with the four main areas coloured in ochre, red, blue and green. The other four in brown show UGL works all over Australia.

The middle of the artwork represents the full connection to UGL for the reconciliation journey. The dots symbolise the people and the company.

The reconciliation journey is shown throughout the artwork focusing on establishing and connecting with Aboriginal and Torres Strait Islander people, and actively promoting awareness of the cultures and their people.

The pathways represent the journeys and steps UGL has taken and as well as the ongoing ones. When creating this artwork, I wanted it to symbolise the importance of reconciliation and how proud UGL is of its journey and for the future.





**Professor Liz (Belanjee) Cameron**  
**Ngaramurra.** (See the way)

Commissioned by UGL. The artwork aspires to contribute to UGL's reconciliation efforts, recognising that it is critical to work with Aboriginal and Torres Strait Islander peoples, committees, and organisations in the road to achieving reconciliation.

These paintings provide a First Nations approach and interpretation using cultural symbolic representation and language. The symbols, language and knowledge used in these paintings belong to the Dharug Aboriginal Nation (located around the north west area of Sydney, NSW).

The viewers should be aware that many other Aboriginal and Torres Strait Islander languages across Australia have unique dialects and ways of knowing.

The artwork is interlinked by winding and meandering lines that connect each state with one another. The larger lines are representational of the Aboriginal songlines and ancient trade routes one travelled.

The four sections of Ngaramurra are displayed across UGL's major offices, representing our connection to each other and the lands on which we operate.

**CONTACT**

**Ronald Jones**  
**Aboriginal Engagement Manager (East)**  
0466 866 739  
[Ronald.jones@ugllimited.com](mailto:Ronald.jones@ugllimited.com)



For more information please contact UGL:

Level 8, 40 Miller Street, North Sydney, New South Wales, 2060, Australia  
T (02) 8925 8925

**[UGLLIMITED.COM](http://UGLLIMITED.COM)**

Published by UGL Pty Limited | 2022