



A MEMBER OF THE CIMIC GROUP
 CIMIC


RECONCILIATION
ACTION PLAN
STRETCH

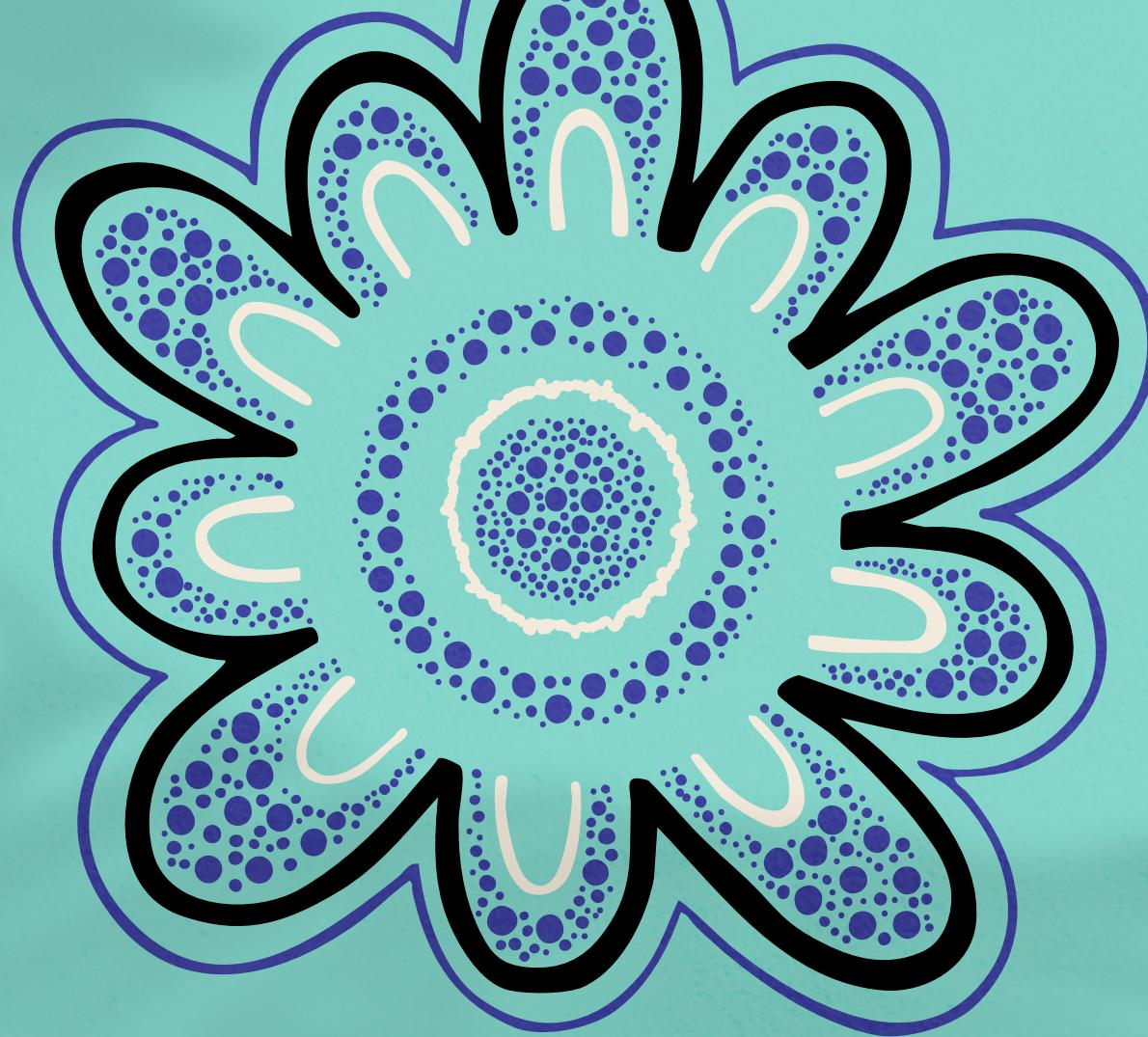


STRETCH

RECONCILIATION ACTION PLAN

JANUARY, 2026 – DECEMBER, 2028

UGLLIMITED.COM



UGL is a large organisation with approximately 9,000 employees working in our offices and on our project sites across Australia. We recognise the importance of leading by example when it comes to excellence in project delivery, safety, and diversity.

Since 1899 we have been at the heart of many communities across Australia with our diverse operations. Our footprint spans across metro and regional areas of every state in Australia where we create opportunities to work with Aboriginal and Torres Strait Islander organisations, businesses, and local communities to grow and develop sustainable partnerships.

As we embark on our fifth Reconciliation Action Plan, we will continue our journey across our four pillars of Respect, Relationships, Opportunities and Governance.

We will continue our commitment to learning more about histories and cultures of the Aboriginal and Torres Strait Islander communities in which UGL operates.

Our partnerships with Aboriginal and Torres Strait Islander communities will continue to be nurtured and developed. This approach has been successful for UGL throughout our RAP journey, where we have seen growth in our Aboriginal and Torres Strait Islander talent pipeline and the creation of strong commercial relationships.

We continue to advance our standing as an employer and customer of choice with Aboriginal and Torres Strait Islander communities. We are proud to have created more opportunities with our sponsorship and internship programs and look forward to watching these future leaders grow.

Doug Moss
Managing Director
UGL





I am proud to be the Chairman of the UGL Reconciliation Action Plan (RAP) for a fourth year, and I'm also pleased to lead as the RAP chair for our second Stretch RAP, and fifth in total.

Our commitments are embedded throughout the organisation and the dedication from our RAP working groups shows the passion for reconciliation across the business.

As we continue our journey, I am pleased to see our stretch commitments develop in this new RAP and show how we are maturing as an organisation.

We aim to push ourselves further and continue to build on the great opportunities we have enabled in partnering with Aboriginal and Torres Strait Islander communities.

As the Chairman of the UGL RAP, I am personally committed to championing the following:

- Building an inclusive, safe and open work environment for all UGL employees.
- Increasing the level of direct hire employees who identify as Aboriginal and/or Torres Strait Islander peoples.
- Identifying and developing long-term partnerships with Aboriginal and Torres Strait Islander suppliers.
- To be recognised as an employer and supplier of choice by Aboriginal and Torres Strait Islander communities, our clients and across industry.
- Increasing the education of 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 we at UGL operate.
- Partnering with local Aboriginal and Torres Strait Islander communities in local events, to understand and appreciate this perspective and to advance these relationships.
- Acknowledging and celebrating successes.

Sam Goldsmith
EGM Services
UGL

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

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.

UGL is represented in capital cities and regional areas and its influence spans economic, social, environmental, and industrial sectors, positioning it as a key driver of reconciliation efforts. Through its commitment to fostering long-term partnerships with Aboriginal and Torres Strait Islander communities, UGL contributes to building inclusive and sustainable relationships between non-Indigenous and First Nations communities.

This Stretch RAP is built upon the considerable experience in relationship-building and cultural awareness UGL garnered in previous RAPs. This work included establishing a networking group for Aboriginal and Torres Strait Islander staff and facilitating in person cultural awareness training for over 1000 employees. Both initiatives helped to connect First Nations staff with senior executive leaders and increase leadership's understanding of cultural protocols. Building this two-way understanding ensures all levels of UGL's workforce appreciate and understand the lived experience of Aboriginal and Torres Strait Islander peoples and enables them to use this knowledge to strengthen the organisation's approach to reconciliation.



Maintaining focus on these learnings, UGL is building on this work by expanding on relationship building and embedding its RAP actions within its governance model to ensure reconciliation becomes ingrained in its day-to-day operations. Notably, UGL is addressing unconscious bias to further champion the talents of Aboriginal and Torres Strait Islander peoples and recognise how their rich cultures and heritage shape their unique contributions to the workplace.

UGL has the potential to drive considerable reconciliation outcomes across its sphere of influence. 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

Our vision for reconciliation

UGL sees a future where reconciliation is deeply embedded into its organisational culture, operations, and relationships, creating an environment of mutual respect, understanding, and opportunity. Guided by the principles of inclusion and equity, UGL strives to build a workforce and workplace that acknowledges and celebrates the rich cultural heritage and contributions of Aboriginal and Torres Strait Islander peoples. Through meaningful long-term partnerships, respectful consultation, and collaboration, UGL is committed to listening to Aboriginal and Torres Strait Islander voices to inform its reconciliation journey and drive positive social and economic outcomes.

Our vision includes advancing sustainable reconciliation by raising cultural awareness and competency throughout the organisation while addressing unconscious bias and promoting inclusive behaviours. UGL aims to provide tangible opportunities for Aboriginal and Torres Strait Islander peoples by prioritising equitable access to employment, training, procurement, and leadership pathways.

UGL aspires to lead by example with senior leadership demonstrating strong and sustained commitment to reconciliation, inspiring all levels of the organisation to actively support these efforts.

Through continual investment in RAP initiatives, enhanced communication, and the allocation of appropriate resources, UGL seeks to build trust and continue to strengthen relationships with Aboriginal and Torres Strait Islander communities. Our end goal is to create a legacy of lasting social change where reconciliation is not only a commitment but a shared responsibility driving the success and unity of the organisation and the communities it serves.

integrity accountability innovation delivery | **SAFETY**



» Telco Cultural immersion tour – Bull Caves (Kentlyn) – Koorier Enterprises

Acknowledgment of Country

UGL acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and honours their connection to Country, which has been nurtured and preserved for over 60,000 years.

We recognise and deeply respect the Traditional Custodians of the many lands and waters where we operate, and we acknowledge their enduring connection to these places, their communities, and their cultures.

» Smoking ceremony at Peter Jensen from Circles in the Sand

Celebrating culture and connection through art

My name is Peter Jensen, and I'm a proud Thungutti man with family ties to Mapoon. My connections stretch from the Torres Strait all the way down to Sydney. I was raised on Jirrbal Country in the Atherton Tablelands, where my love for culture and community began.

I have a deep passion for working with young people, using art and culture as powerful tools to connect, inspire, and build meaningful relationships. I love participating in my culture — but even more, I love sharing it. Through the journey of reconciliation, we begin to realise that the First Nations story is the Australian story — one that belongs to all of us.



'Connection Across Country Our Shared Journey'

by Peter Jenson

This artwork embodies UGL's mission of fostering connection, resilience, and unity through vibrant floral motifs inspired by First Nation symbolism. Honouring the landscapes and cultural heritage of Western Australia, New South Wales, Victoria, and Queensland, it celebrates diversity and UGL's commitment to community and cultural respect.

At its heart, a central circle symbolises UGL's core values—our people, stories, and collective mission—surrounded by dots representing collaboration, teamwork, and unity. Unique colours and patterns in each corner reflect the distinct identities of each state, unified by shared shapes that underscore reconciliation and unity.

Kangaroo footprints, signifying connection, adaptability, and resilience, weave through the artwork, while flowing aqua blue lines represent the waterways uniting our communities. This powerful piece tells a story of strength, respect, and shared purpose, celebrating the places we call home and UGL's dedication to diversity, teamwork, and progress.

This painting symbolises UGL's commitment to walking forward together—with culture, strength, and pride.





9000

UGL employees

3.03%

Identify as Aboriginal or
Torres Strait Islander

» Maragle site on the Snowy 2.0
Transmission Connection project

Our business

UGL is a specialist end-to-end engineering, services and operations provider, with a rich history dating back to 1899 and now a market leader in many of the sectors in which it operates.

UGL stands out for its focus on creating operational value and enhancing customer experiences. Our comprehensive, whole-of-life approach ensures the delivery of solutions that optimise performance and outcomes across engineering design, construction and commissioning, manufacturing, operations, maintenance, facilities management, upgrades and overhauls, and asset management.

With a strong operational presence across Australia, UGL is represented in every capital city and is one of the largest employers in regional areas, with a workforce of over 9,000 people. UGL's influence spans economic, social, environmental, and industrial sectors, positioning the organisation as a key driver of progress in job creation, infrastructure development, reconciliation efforts, and sustainability. Through its commitment to fostering long-term partnerships, particularly with Aboriginal and Torres Strait Islander communities, UGL contributes to building inclusive and sustainable relationships while shaping the industries it serves.

UGL recognises the deep relationships Aboriginal and Torres Strait Islander peoples have with Country, including the songlines and cultural significance tied to the land. This connection to Country has existed for more than 60,000 years on the Australian mainland. Aboriginal and Torres Strait Islander peoples hold creation stories that define the landscape and reflect their enduring care and connection to the natural world. Their management of Country has been instrumental in sustaining Australia's First Peoples for countless generations, an approach that modern science also acknowledges and values.

Our Reconciliation journey to date

UGL has demonstrated a strong commitment to reconciliation and engagement with Aboriginal and Torres Strait Islander peoples through both formal and informal initiatives. Guided by our Stretch Reconciliation Action Plan (RAP) for 2022-25, UGL is actively working to foster a more inclusive culture, address unconscious bias, and celebrate the rich heritage of Aboriginal and Torres Strait Islander peoples. These efforts are reinforced by partnerships and actions aimed at building trust, promoting opportunities, and creating sustainable relationships with Aboriginal and Torres Strait Islander communities.

The successful implementation of UGL's Stretch RAP stemmed from addressing key learnings from previous iterations. Through our internal RAP employee feedback surveys, it was identified that past UGL RAPs lacked a meaningful connection with both its people and the broader reconciliation journey. Senior leaders recognised that while the RAP existed, it was not effectively guiding UGL's efforts in reconciliation. The key to this success lay in the redesigned governance structure for the Stretch RAP. The introduction of strong leadership from our Executive General Manager, Services, Sam Goldsmith, alongside other senior leaders in the steering committee and working groups, supported by Aboriginal and Torres Strait Islander employees, whose cultural insights are critical to shaping our reconciliation initiatives. This not only deepened the understanding of how UGL could make a meaningful impact within communities but also strengthened the connection to its workforce.

The strategic hierarchy of reporting within the RAP steering committee enabled alignment, better collaboration, and a sharper focus on actionable outcomes. These enhancements to the RAP process allowed UGL to maximise opportunities to partner with Aboriginal and Torres Strait Islander communities while embedding reconciliation more deeply into the company's culture.

By separating the UGL's RAP governance structure into three working groups it allowed key employees within the organisation to bring value by

focusing on areas they are familiar with, along with facilitating long-term partnerships with Aboriginal and Torres Strait Islander peoples, providing opportunities for meaningful employment, nationally recognised training programs, and supplier diversity through procurement initiatives.

Our formal and informal partnerships with Aboriginal organisations and local communities deepen connections and social engagement through our formal relationships with NSW Aboriginal Chamber of Commerce, Kinaway Victorian Aboriginal Chamber of Commerce, NASCA (National Sporting Chance Academy) and Clontarf Academy.

Through our bi-monthly internal Aboriginal and Torres Strait Islander networking group gatherings we create connections for our employees, spaces for collaboration and relationship building while supporting cultural understanding within the organisation. Ongoing consultation with this community ensures that our reconciliation actions are guided by Aboriginal and Torres Strait Islander voices, perspectives, and knowledge.

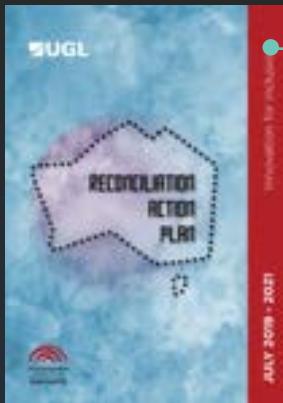
Beyond governance and partnerships, UGL has implemented initiatives to increase awareness and cultural competency. This includes a three-phase cultural competency building strategy with online training, face-to-face cultural competency sessions for key personnel and on Country cultural immersion experiences for our senior leaders equipping our workforce with the tools to support reconciliation and foster inclusive behaviours. In addition, we are committed to increasing Aboriginal and Torres Strait Islander peoples' participation within our workforce through targeted recruitment efforts and mentoring programs that provide career pathways.

Overall, UGL's reconciliation journey reflects our dedication to creating an environment that builds upon mutual respect, trust, and meaningful collaboration with Aboriginal and Torres Strait Islander communities. These partnerships, alongside our initiatives, position us as an organisation striving to make tangible contributions towards reconciliation in Australia.

A look back at our achievements

2013 - 2015

UGL develops first Reflect Reconciliation Action Plan



2019 - 2020

- UGL launches second Innovate Reconciliation Action Plan - focusing on existing partnerships promoting awareness and creating opportunities
- UGL hires their first national Aboriginal engagement manager at completion of RAP
- Employment - 1.79%
- Aboriginal business spend - \$22m



2023

- UGL wins NSWICC partner of the year award
- UGL hosts multiple partner industry visits across country
- UGL partners with NSWICC to conduct procurement training
- UGL engages with 101 Aboriginal and Torres Strait Islander businesses



2023

- UGL employment at 2.79% (230 First Nation employees)
- UGL spends over \$33m with First Nations businesses
- UGL conducts over 32 face-to-face cultural awareness training (CAT) sessions (375 people trained)
- UGL hosts 3 x cultural immersion tours



2024

- UGL signs first ever MOU agreements with Aboriginal businesses, ARRA Group & iDiC
- UGL supports over 10 school base employment events across the country
- UGL launches first undergrad scholarship program



2025

- UGL partners with Adam Goodes and iDiC to host NRW and NAIDOC week events across all head offices
- UGL nominated for NSWICC corporate partner of the year for the 2nd year



2026

UGL launches second Stretch RAP

2024

- UGL employment hits an all-time high of 3.2% (275 First Nation employees)
- Face-to-face CAT - 418 employees trained
- First Nation business spend - over \$45m in total
- UGL holds 5 x corporate capacity partners being, Supply Nation, Kinaway, NSWICC, Clontarf Foundation & NASCA



2024

- UGL employment 2.93% (223 First Nation employees)
- First Nation business spend - over \$40m in total
- UGL maintains 5 x corporate capacity partners



2025

- UGL spends over \$166m on Aboriginal and/or Torres Strait Island businesses
- UGL trains over 1450 employees in face-to-face cultural awareness training in 3 years

Summary of key learnings

Shifting away from the inconsistencies of the 2019-2022 Innovate RAP, where committee members applied the pillars independently across business units, UGL adopted a more structured and impactful approach. This new alignment within the RAP ensured that efforts were no longer isolated but fully integrated with UGL's broader reconciliation vision. By forming the steering committee and working groups, UGL ensured that every aspect of the reconciliation journey was strategically managed and effectively aligned to its vision.

To develop a comprehensive understanding and accurate findings for the 2022-25 Stretch RAP, all business units were engaged through an internal feedback survey to share their perspectives on Aboriginal participation and UGL's reconciliation journey. The feedback revealed that while most respondents had a solid understanding of the RAP's goals, there were gaps in awareness of specific details. Communication during the RAP implementation was generally seen as sufficient, but improvements in accessibility and clarity were suggested. In terms of resources, many respondents felt that adequate funding and support were provided, though there were calls for increased resources across all business units to better achieve RAP deliverables. Opinions on educational materials were mixed, with some employees indicating they could easily access materials, while others were unaware or requested additional resources.

Senior leadership was recognised as actively encouraging RAP participation, but feedback also highlighted that only a small number of leaders were consistently supportive. Additionally, there was a perception that some lines of business were more engaged and committed to achieving RAP outcomes than others. These findings, coupled with a full end-of-RAP analysis, provide valuable insights for driving future reconciliation initiatives.



Key challenges

UGL identified several key learnings from its previous RAP, recognising three main areas for improvement: fostering career growth and opportunities for Aboriginal and Torres Strait Islander employees, enhancing engagement and awareness across the organisation, and strengthening cultural safety initiatives.

These challenges highlighted opportunities to better align RAP objectives and deliverables throughout the organisation. These valuable insights have directly influenced the development of UGL's 2026-2029 Stretch RAP, ensuring these areas receive focused attention and remain a priority in driving meaningful reconciliation goals.



KEY LEARNING

Enhance career development programs: Implement targeted career development programs to improve opportunities for growth and development.

Targeted career development programs may not have been implemented due to factors such as:

- Limited resources
- Unclear goals
- Insufficient line of business commitment, or
- Competing priorities.

Challenges can also arise from resistance to change, lack of expertise or knowledge, insufficient engagement with workforce, or misalignment with the UGL Stretch RAP strategies.

COMMITMENT

- **Allocate adequate resources:** Secure sufficient budget, people, and time for career development programs by integrating them into organisational strategic plans and priorities.
- **Define clear goals and metrics:** Establish specific, measurable, and time-bound objectives for the programs to ensure clarity and accountability throughout the implementation process.
- **Gain leadership commitment:** Secure support from leadership by demonstrating the long-term benefits of career development, such as employee retention, engagement, and organisational growth.
- **Prioritise cultural awareness:** Continue to incorporate cultural competency building through the UGL three-phase cultural learning strategy ensuring alignment with the needs of Aboriginal and Torres Strait Islander employees.
- **Engage stakeholders:** Actively involve employees, communities, and other stakeholders.
- **Align with broader UGL strategies:** Integrate career development programs into diversity, inclusion, and workforce planning strategies to strengthen alignment and impact.
- **Continue with monitoring and reporting:** Measure and report on the progress and outcomes of career development initiatives.
- **Create flexible and sustainable models:** Develop adaptive, scalable programs that can evolve alongside organisational needs while maintaining focus on long-term sustainability.

KEY LEARNING

Increase awareness and engagement including strengthening cultural safety initiatives.

Promote internal awareness of the Reconciliation Action Plan and the role of the Aboriginal engagement manager.

COMMITMENT

- **Increase on site visits:** Include presentations to team members.
- **Increase communications:** Broaden to ensure every site and project has visibility.
- **Highlight and reward individuals:** Within each line of business, recognise teams or individuals who are constantly driving and achieving outcomes.
- **Increase our online presence:** Increase online forums such as lunch and learns.
- **Continue with cultural learnings:** Drive the initiative throughout the organisation.
- **Continue to build the UGL internal Aboriginal and Torres Strait Islander networking group:** Encourage senior leaders to also attend and build connections.
- **Ensure executive leadership commitment:** In person or online statements.
- **Boost numbers in each RAP working group:** Ensure a minimum of five active participants are within each working group.
- **Celebrate milestones:** Throughout the life of the RAP, celebrate the achievements that stem from the RAP commitments.
- **Increase engagement of the Aboriginal engagement team:** The Aboriginal engagement managers (east and west) to consistently connect with all business units.
- **Line of business leader champions:** Leadership to support the message of the Reconciliation Action Plan increasing visibility and credibility.
- **Visible line of business leader's engagement:** Leadership to visibly collaborate with Aboriginal engagement managers to showcase their role and importance.

KEY LEARNING

Broaden engagement with Aboriginal businesses.

It has been noticed that a large majority of engagement has been through the Aboriginal engagement team. It has also been noted that Aboriginal and Torres Strait Islander businesses are engaged in a lot of tendering with not much work winning with larger type packages.

COMMITMENT

- **Conduct regular check-ins:** Explore new opportunities and provide ongoing support where needed.
- **Increase awareness** of Aboriginal and Torres Strait Islander businesses after the onboarding process to align them with both project and line of business work packages.
- **Provide regular feedback:** When businesses are not successful with work winning, provide relevant feedback.
- **Utilise the Aboriginal Procurement Policy:** Prioritise Aboriginal and Torres Strait Islander businesses for quotes and tenders (sole sourcing opportunities under \$250k).





» MobReady and UGL Pre-employment Program Rutherford, NSW

Creating employment opportunities at Hunter Power Project

On September 12, 2023, seven candidates from the MobReady group training organisation graduated from UGL's inaugural Pre-Employment Program. The four-week program, which began the month prior, was held at the New South Wales Aboriginal Chamber of Commerce in Rutherford, NSW. This initiative was specifically designed to prepare participants for trade assistant roles at the Hunter Power Project (HPP).

The program included a range of practical, work-related modules, which covered critical skills such as obtaining the Work Health and Safety (WHS) White Card, working safely at heights, workplace communication, carrying out measurements and calculations, conducting local risk control, work readiness, and the effective use of power tools. Upon completing the program, all seven candidates successfully graduated and secured full-time positions as trade assistants at HPP.

The Hunter Power Project itself features two state-of-the-art, heavy-duty open cycle gas turbines, recognised as some of the world's most efficient technologies. Designed to operate on natural gas and be hydrogen-ready, the turbines also maintain on-site diesel as a backup fuel ensuring the NSW power grid remains operational in rare or extreme circumstances. Throughout the project's lifespan, diesel usage is expected to remain minimal.

Key to the pre-employment program's success was the leadership of UGL People and Culture Business Partner, Tegan Johnstone, who played a pivotal role in preparing the candidates for site readiness. Tegan ensured that all necessary paperwork was completed, and candidates successfully finalised their medical assessments, enabling them to transition seamlessly into their new roles.

This initiative demonstrates UGL's commitment to providing meaningful employment opportunities while supporting workforce development for important infrastructure projects like the Hunter Power Project.



» Adam Goodes at the UGL Sydney office, UGL and iDiC sign MOU

UGL & iDiC strategic MOU agreement

UGL was proud to finalise a strategic partnership with the Aboriginal Defence & Infrastructure Consortium (iDiC) to further strengthen our commitment to Aboriginal and Torres Strait Islander procurement and community engagement. iDiC serves as a single-point project, deployment, and account manager, connecting clients to a diverse network of over 140 Aboriginal and Torres Strait Islander partner businesses.

Through this partnership, UGL will expand its already extensive network of Aboriginal and Torres Strait Islander businesses, enabling the delivery of high-quality Defence and infrastructure projects. By working with iDiC, UGL aims to support Aboriginal entrepreneurs in building sustainable businesses, fostering self-determination, and driving economic independence for Aboriginal and Torres Strait Islander peoples and communities.

“We’re really excited to be working with UGL, which already demonstrates strong procurement practices with Aboriginal and Torres Strait Islander businesses and meaningful engagement with Aboriginal and Torres Strait Islander communities,” said iDiC CEO Adam Goodes. “UGL isn’t starting from scratch, and together we aim to take their efforts to the next level.”

Sam Goldsmith, UGL Executive General Manager - Services, shared similar enthusiasm for the partnership, saying, “It’s great to start our relationship with iDiC. Their extensive experience in supporting Aboriginal enterprises will help us significantly broaden the number of businesses we can engage with. This marks an exciting step forward for UGL in our commitment to reconciliation and delivering real change.”

This collaboration reinforces UGL’s dedication to partnering with exceptional Aboriginal and Torres Strait Islander businesses and contributing to long-term social and economic outcomes for Aboriginal and Torres Strait Islander communities across Australia.



» ARRA Group visit. UGL Perth office

UGL partnering and growing Aboriginal businesses in Western Australia

Since late 2018, UGL has been a proud to partner with ARRA Group, an Aboriginal-owned business dedicated to building a skilled workforce and fostering opportunities for Aboriginal and Torres Strait Islander peoples. This partnership has now been formalised through a Memorandum of Understanding, reinforcing UGL's commitment to developing young talent through apprenticeships and traineeships on UGL projects.

This collaboration was established with a shared vision of achieving UGL's Reconciliation Action Plan objectives while benefiting ARRA Group, UGL, and key clients such as Chevron. It exemplifies how aligned values and goals can create meaningful and sustainable ventures that drive both operational success and social impact.

Enhanced cash-flow support

UGL provides fortnightly invoicing and early payment terms (within 14 business days) to help mitigate the cash-flow challenges often faced by young businesses.

Capability development platform

UGL offers ARRA Group a platform to develop financial strength and build technical capability while serving as a reference site to help them pursue future opportunities.

Commitment to Aboriginal inclusion

This partnership significantly contributes to UGL's contractual targets for engaging Aboriginal businesses and increasing Aboriginal employment across its operations. As a key outcome of this partnership, ARRA has committed to growing the skill base of Aboriginal and Torres Strait Islander peoples by providing on-the-job mentorship and actively increasing their intake of apprentices.



» First Nations Traffic Management - Gippsland rail upgrade

Gippsland Line Upgrade and First Nations Traffic Management

The Gippsland Line Upgrade, part of the Victorian and Australian Governments' \$4 billion Regional Rail Revival program, is a Rail Projects Victoria (RPV) initiative that enables more frequent and reliable train services between Traralgon and Melbourne. The project includes track duplication, level crossing upgrades, improved signalling, and additional platforms at key stations. Delivered by the VicConnect Alliance (UGL Limited, Decmil, and Arup), the project will create over 500 jobs while benefiting more than 30 local businesses, including 20 Aboriginal businesses.

Partnership with First Nations Traffic Management

As part of the project's commitment to social procurement, First Nations Traffic Management was engaged as the preferred traffic management contractor, selected for their alignment with project objectives and social and local impact.

Local employment and community impact

First Nations Traffic Management has partnered with Latrobe City Council, employing 24 local Aboriginal and/or Torres Strait Islander employees as traffic controllers and apprentices for the project. The Council's Aboriginal Employment Program has been instrumental in sourcing, training, and mentoring these workers, with 14 Aboriginal participants recruited locally in the Latrobe Valley.



UGL Community Empowerment Expo in Perth

UGL's resources and energy west business hosted the UGL Community Empowerment Expo, a milestone event showcasing its dedication to empowering local Aboriginal communities. Focused on strengthening engagement with Aboriginal businesses and job seekers, the event reflected UGL's commitment to fostering meaningful relationships and employment opportunities in the regions it operates.

The expo aimed to achieve three core objectives: enhancing visibility and support by providing a platform for Aboriginal businesses and job seekers to connect with UGL hiring managers; building community networks by strengthening relationships and collaboration within Western Australia; and diversifying the talent pool to create a more inclusive and diverse approach to recruitment and procurement.

The event was divided into two components:

Business showcase

Fourteen local Aboriginal businesses presented their services and capabilities to UGL hiring managers, sharing expertise, exploring collaboration opportunities, and discussing how their offerings could support future UGL projects.

Candidate interviews

Thirty-one local job candidates participated in interviews with professional recruiters, receiving feedback and career guidance to help them transition into meaningful employment within the industry.

The UGL Community Empowerment Expo demonstrated UGL's proactive efforts to foster inclusion, strengthen Aboriginal business connections, and create sustainable employment opportunities. By nurturing talent and building networks, UGL continues to drive lasting impacts across the communities it serves.



» Clontarf Foundation visit,
Kangy Angy maintenance
facility, NSW

UGL hosts Clontarf Foundation

UGL welcomed eight Year 12 students from the Clontarf Foundation representing Matraville Sports High School and Chifley College for an industry visit at our corporate office in North Sydney.

During the visit, the students had the opportunity to engage with UGL Managing Director, Doug Moss, alongside members of our Aboriginal engagement team, including Ron Jones, and Caleb Walton, a school-based apprentice and trainee in our rail and technology systems business. The session provided the students with invaluable insights into UGL's operations, our involvement in various industries, and the exciting career opportunities available within our organisation.

The visit featured a corporate office tour, offering the students a behind-the-scenes look at how UGL delivers major infrastructure projects. They also had the chance to connect with industry experts from our Defence and new energy teams, gaining first-hand knowledge of the innovative work we do across these critical sectors.

UGL is proud to support initiatives like this, which inspire the next generation of talent, showcase pathways for future careers, and strengthen our engagement with Aboriginal and Torres Strait Islander communities.



clontarf
foundation



Ron Jones

National Aboriginal Engagement Manager

I feel honoured to lead our reconciliation journey. Strong leadership at the top has allowed UGL to make significant strides in Aboriginal engagement over the past three years. My role focuses on driving the UGL RAP strategy and overseeing its implementation.

UGL's Aboriginal and Torres Strait Islander Participation Strategy takes a top-down approach, and I firmly believe that delivering our cultural competency strategy has strengthened cultural proficiency across all levels of the organisation. This approach has enabled us to build strong, sustainable relationships both internally and externally.



Nathan Weldon-Bowen

Aboriginal Engagement Manager (East)

As a proud Wiradjuri Bidjigal man, it's been incredibly rewarding to see UGL take real steps forward—not just in words, but in action.

Being part of the corporate team and helping to roll out UGL's Stretch RAP has given me the opportunity to influence how we embed cultural competency into our everyday work. This work goes beyond compliance and targets - it's about laying the foundation for lasting change.

I am excited about where we're heading and proud to be part of the next Stretch RAP journey.



Denzel Thorne

Project Administrator (Aboriginal Engagement WA)

As a proud Noongar, Whadjuk man and Clontarf Alumni, UGL offered me my first ever opportunity through a school-based traineeship.

UGL has shown great faith in me and has provided me the opportunity to assist our teams across Western Australia in all areas of Aboriginal engagement.

It is inspiring to see how our targets and commitments continue to grow year after year—clear evidence of UGL's dedication to closing the gap for Aboriginal and Torres Strait Islander people in Australia.



Hayley Dawson

Aboriginal and Torres Strait Islander Recruitment Business Partner

My role is about more than recruitment, it's about fostering genuine community connections along with building a strong and sustainable talent pipeline.

Looking ahead, I am excited to continue making a difference.

I am proud to champion opportunities within my community, creating meaningful change and empowering future generations. Together, we build a foundation of respect and opportunity for a better future.

Relationship & respect

From 2022 to 2025, UGL has made important progress in advancing reconciliation and fostering meaningful relationships with Aboriginal and Torres Strait Islander communities. Through key partnerships with organisations like NASCA, Kinaway VIC Indigenous Chamber of Commerce, Clontarf, and Supply Nation, UGL embedded cultural engagement across its operations, hosting tours, community events, and consultations with Traditional Owners and advisory groups.

Over 1,400 employees participated in face-to-face cultural awareness training, alongside strong engagement in online training, with leadership teams and project groups also participating in annual cultural immersion activities with local businesses and Elders from the communities in which we work.

Visible demonstrations of respect, including the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) map of Australia, Acknowledgment of Country plaques, and cultural education within induction processes, further embedding cultural recognition across UGL's offices and projects.

Employee participation in NAIDOC Week and National Reconciliation Week was actively encouraged, with leaders delivering Acknowledgments of Country at events and coordinating Welcome to Country ceremonies for major milestones. Internally, UGL established an Aboriginal and Torres Strait Islander networking group, promoted youth development through mentoring programs, and strengthened anti-discrimination policies. With ongoing advocacy, innovative approaches, and extensive cultural learning initiatives, UGL has showcased a strong commitment to reconciliation, cultural respect, and supporting Aboriginal and Torres Strait Islander employees and communities through the work we do.





» Clontarf employment forum, Dubbo, NSW



Employment

UGL has made significant progress in advancing Aboriginal and Torres Strait Islander employment, professional development, and community engagement initiatives. Employment numbers have steadily increased year-on-year, rising from 117 employees in 2022 to 245 in 2025 (employment peaked at 275 in 2024), though annual targets of 3% (2023), 3.5% (2024), and 4% (2025) were slightly underachieved. Leadership and professional development programs have seen growth, with 10 Aboriginal and Torres Strait Islander employees engaging in leadership up-skilling opportunities and attendance in national leadership summit events in 2024.

School engagement activities have been consistent, with UGL attending 26 events between 2022 and 2024 and hosting 11 industry site visits in partnership with organisations like NASCA and Clontarf Academies across Australia. Pathway programs for students and early-career employees have seen two undergraduates recruited annually resulting in hosting UGL's first ever undergraduate scholarship program which provides these students financial support throughout their time in university. UGL has also engaged with two school-based traineeships through the time of the RAP.

UGL has successfully established a networking group for Aboriginal and Torres Strait Islander employees, both monthly and bi-monthly meetings annually and facilitating engagement with 11 senior executive leaders since 2022. To assist with boosting employment, UGL has added nine Aboriginal businesses to its supplier panel to further support recruitment efforts. While progress has been made across these areas, continued focus is required to meet targets for employment percentages and student pathway sponsorships by the end of 2025.

Procurement

Between 2022 and 2025, UGL made solid advancements in increasing Aboriginal and Torres Strait Islander supplier diversity through the development and execution of a national procurement strategy, engaging 102 businesses at its peak. During this period, UGL achieved a cumulative spend of \$116.2 million with Aboriginal and Torres Strait Islander businesses, exceeding procurement targets in 2023 and 2024. To ensure accountability, a performance tracking dashboard was introduced in 2023, with quarterly reports shared with general managers and senior leaders. Procurement practices were also reviewed and updated to remove barriers, embedding RAP commitments into subcontractor agreements and providing tailored support to smaller businesses.

UGL actively participated in forums and events such as the (NSW Indigenous Chamber of Commerce) Industry Construction Forum and Kinaway Indigenous Chamber of Commerce, fostering meaningful engagement. Key partnerships were established with suppliers including Luke Penrith Designs for personal protective equipment, Kooya for fleet vehicles, and Thread Group for uniforms. Additional achievements included the creation of a supplier register and the delivery of annual training sessions to equip employees with the skills needed to work effectively with Aboriginal and Torres Strait Islander businesses. Strategic partnerships were formed with businesses like ARRA Group and Warrmarra during bids and tenders, while mentoring and tender assistance supported capability-building efforts.

To further demonstrate commitment, UGL introduced 14-day payment terms for Aboriginal and Torres Strait Islander businesses and streamlined the onboarding process through the Felix system. Highlighting its success in the procurement space, UGL was honoured with the NSWICC Partner of the Year award, showcasing its dedication to fostering economic opportunities and meaningful partnerships.



» Supply Nation, Canberra, Transport



» Supply Nation, Sydney



» Luke Penrith Arts & Design, Supply Nation, Sydney

Our RAP

UGL is committed to fostering diversity, as it is essential to strengthening both our organisation and the communities we work in. By deepening our understanding of the challenges that Aboriginal and Torres Strait Islander peoples face in the industries we operate in, we aim to build a more inclusive culture. Our focus is on addressing unconscious bias, empowering the talents and opportunities of Aboriginal and Torres Strait Islander peoples, and celebrating their rich cultures and heritage.

Through consultations during the development of UGL's Stretch Reconciliation Action Plan (RAP), we recognised the need to continue Aboriginal and Torres Strait Islander representation within the RAP steering committee and our three RAP working groups to ensure expert cultural insights are embedded in our initiatives.

To meet this need, UGL restructured its RAP governance model, creating an overarching RAP steering committee alongside the working groups. These working groups comprise over 20 UGL employees, including 5 members of the working groups who identify as being Aboriginal and Torres Strait Islander persons.

This arrangement was established specifically to guide the development of our new Stretch RAP. Each member of the RAP steering committee is also part of at least one RAP working group, which includes other UGL employees, with each group led by one of three business unit general managers. Our RAP steering committee led and championed by our RAP chair Sam Goldsmith meet four times per year (once in each quarter), giving our

RAP working group leads the opportunity to report on what initiatives have been achieved over the three-month period.

The working groups are responsible for driving change and advising on the implementation of RAP deliverables within their respective business lines.

Our reconciliation efforts are guided by Aboriginal and Torres Strait Islander voices, perspectives, and cultural knowledge. To keep our commitment strong, UGL understands that continuing our internal Aboriginal and Torres Strait Islander networking group must be front of mind. This initiative enhances social connection between the company, our Aboriginal and Torres Strait Islander workforce, and the communities where we operate.

By implementing the actions outlined within our second Stretch RAP, UGL will continue to build sustainable relationships through ongoing consultation with Aboriginal and Torres Strait Islander employees and communities. We are ensuring that key personnel across the organisation participate in unconscious bias training, as well as online and face-to-face cultural awareness sessions. These programs provide our people with the tools to foster trust, build meaningful relationships, and deliver sustainable employment and procurement opportunities.

UGL understands that meeting the deliverables in this RAP is essential for contributing meaningfully to Australia's reconciliation journey.

RAP Governance

Our approach from our 2022-25 Stretch RAP to introduce strong leadership from our RAP champion, Executive General Manager, Services, Sam Goldsmith, alongside other senior leaders in the steering committee and working groups, supported by Aboriginal and Torres Strait Islander employees, will continue through in this new RAP. These voices will guide and advocate our reconciliation efforts internally and externally.

UGL's more structured approach ensured our commitments and initiatives were better integrated with the business.

Each RAP working group pillar will be overseen by a general manager, fostering accountability and consistent communication. The strategic hierarchy of reporting within the RAP steering committee enables alignment, better collaboration, and a sharper focus on actionable outcomes. These enhancements to the RAP process allows UGL to maximise opportunities to partner with Aboriginal and Torres Strait Islander communities while embedding reconciliation more deeply into the company's culture.



» Cultural awareness session,
UGL Brisbane office, QLD

Relationship and Respect working group

- General Manager Lead
- Aboriginal Engagement Manager
- Aboriginal and Torres Strait Islander employee representative
- Divisional nominees

Employment working group

- General Manager Lead
- Aboriginal Engagement Manager
- Aboriginal and Torres Strait Islander employee representative
- Divisional nominees

Procurement working group

- General Manager Lead
- Aboriginal Engagement Manager
- Aboriginal and Torres Strait Islander employee representative
- Divisional nominees

Objectives

- Drive and accountability
- Sub working Groups
- Senior Leaders involvement
- Tangible outcomes

RAP STEERING COMMITTEE

- Responsible for all RAP strategy, governance & progress reporting
- Meets quarterly
- Aboriginal and Torres Strait Islander participation

RELATIONSHIP & RESPECT WORKING GROUP

EMPLOYMENT WORKING GROUP

PROCUREMENT WORKING GROUP

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

RAP steering committee

Chair – Executive General Manager Services
National Aboriginal Engagement Manager
General Manager Telecommunications
Communications Manager
General Manager Utilities Operations & Maintenance
National Resourcing Manager
Group Manager, Performance & Talent
Supply Chain & Procurement Manager

Sam Goldsmith
Ron Jones*
Con Kourtis
Adrienne Lloyd
Phil Jose
Jane Wood
Katherine McPherson
Aleksandar Lazarevski

NOTE: * IDENTIFIES THE ABORIGINAL AND TORRES STRAIT ISLANDER REPRESENTATIVES

RELATIONSHIPS



» Celebration NAIDOC week on the Endeavor Energy project

UGL is committed to maintaining and building respectful, collaborative relationships with Aboriginal and Torres Strait Islander communities to support reconciliation.

Through strong partnerships and dedicated programs, we aim to enhance community outcomes while investing in lasting relationships with Traditional Owners and Aboriginal and Torres Strait communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	September 2026/27/28	Aboriginal Engagement Manager Project Managers
	Review, update and implement the UGL line of business (LOB) Aboriginal participation plan to work with Aboriginal and Torres Strait Islander stakeholders.	March 2026/27/28	People & Culture Manager Procurement Manager
	Each year establish and maintain four formal, two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations, including NASCA, NSWICC, Kinaway Chamber of Commerce, Noongar Chamber of Commerce, QIBN (QLD Aboriginal Business Network).	February 2026/27/28	National Aboriginal Engagement Manager
	Commit to holding at least two meetings per year with NASCA, NSWICC, Kinaway Chamber of Commerce, Noongar Chamber of Commerce and QIBN (QLD Aboriginal Business Network) individually.	March/November 2026/27/28	National Aboriginal Engagement Manager
	Where the UGL client contract specifies the need for a dedicated role to oversee the delivery of the project's Aboriginal Participation Plan, UGL will support the project in securing a suitable resource to ensure compliance with the outlined contractual obligations.	December 2028	Bid teams Aboriginal Engagement Manager
	This support may include, but is not limited to, the engagement of UGL's Corporate Aboriginal engagement team or the services of an external consultant, in cases where a direct hire for the project is not feasible.		
2 Build relationships through celebrating National Reconciliation Week (NRW).	Ensure consultation with and guidance from Aboriginal and Torres Strait Islander employees in the development and implementation of project level Aboriginal participation plans.	November 2026/27/28	Aboriginal Engagement Manager
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees.	April 2026/27/28	National Aboriginal Engagement Manager
	RAP working group members to participate in five external NRW events.	27 May - 3 June 2026/27/28	Aboriginal Participation Manager
	Encourage and support employees and senior leaders to participate in at least three external events to recognise and celebrate NRW.	27 May - 3 June 2026/27/28	Aboriginal Participation Manager
	Each year organise internal NRW events, including: <ul style="list-style-type: none"> • 3 project-based events • At least two head office events across UGL. 	27 May - 3 June 2026/27/28	National Aboriginal Engagement Manager Project Manager Office Manger
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026/27/28	National Aboriginal Engagement Manager
3 Promote the importance of NRW to the UGL community.	Promote NRW via the UGL intranet homepage once a year, prior to the commencement of NRW.	27 May - 3 June 2026/27/28	Communications Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3 Promote reconciliation through our sphere of influence.	Review and continue the implementation of the UGL employee engagement strategy to raise awareness of reconciliation across our workforce.	March 2026	National Aboriginal Engagement Manager
	Publicly communicate our commitment to reconciliation.	December 2028	RAP Chair
	Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	March 2026	National Aboriginal Engagement Manager
	Engage with four non-Aboriginal and Torres Strait Islander subcontractor businesses to provide guidance and advice to assist with their reconciliation journey.	December 2028	National Aboriginal Engagement Manager
	Attend a minimum of two RAP Leadership Gatherings hosted by Reconciliation Australia per year.	December 2026/27/28	National Aboriginal Engagement Manager
	Collaborate with four RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	December 2028	National Aboriginal Engagement Manager
	Participate in two volunteering activities or events within the Aboriginal and Torres Strait Islander communities our nominated partner organisation or UGL works.	December 2026/27/28	National Aboriginal Engagement Manager
	Maintain the UGL internal Aboriginal and Torres Strait Islander networking group. Networking group to meet at least four times per year.	March/June/August/ November 2026/27/28	National Aboriginal Engagement Manager
	Host at least one in person group gathering per year for the UGL Aboriginal and Torres Strait Islander employees. ie: 2026 - NSW, 2027 - QLD, 2028 - VIC/WA	November 2026/27/28	National Aboriginal Engagement Manager
4 Promote positive race relations through anti-discrimination strategies.	Continuously improve HR policies and procedures concerned with anti-discrimination.	December 2028	Group Performance & Development Manager National Aboriginal Engagement Manager
	Engage with Aboriginal and Torres Strait Islander employees and Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	May 2026/27/28	Aboriginal Engagement Manager People & Culture Managers
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	May 2026/27/28	Aboriginal Engagement Manager People & Culture Managers
	Provide ongoing education to senior leaders and managers on the effects of racism.	December 2028	Group Performance & Development Manager
	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	December 2028	Executive General Managers
	Through our cultural learning strategy, raise awareness of UGL expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.	December 2026/27/28	Aboriginal Engagement Manager
5 Build stronger connections with internal and external Aboriginal and Torres Strait Islander peoples.	Conduct an annual survey of Aboriginal and Torres Strait Islander employee experiences and implement action plans to address grievances or concerns.	December 2026/27/28	National Aboriginal Engagement Manager
	Apply the recommendations from the perspective of UGL Aboriginal and Torres Strait Islander employees to improve their engagement and network opportunities.	December 2028	Executive General Managers

RESPECT



Respecting Aboriginal and Torres Strait Islander cultures, histories, and traditions is vital to building meaningful relationships. To be a culturally intelligent and respectful organisation, we must embed reconciliation into the core of our business. With a significant presence across Australia, especially in regional areas, we have both a responsibility and an opportunity to understand and value these cultures and deepen our knowledge of traditional practices.

» NAIDOC week at Auburn in partnership with Gandangara LALC (Photo features elders from the Gandangara Local Aboriginal Land Council)

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Building cultural competency - Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	February 2026	National Aboriginal Engagement Manager
	Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	March 2026/27/28	Group Manager Comms & Branding National Aboriginal Engagement Manager
	Implement and communicate a cultural learning strategy for our employees.	June 2026	Group Manager Comms & Branding National Aboriginal Engagement Manager
	100% of RAP working group members, P&C managers, senior leadership team, and all new employees to undertake formal and structured face-to-face cultural awareness training. 100% of all new managers who lead UGL teams such as employment, procurement or project work teams to undertake the face-to-face cultural awareness training.	December 2028	Group Manager Comms & Branding National Aboriginal Engagement Manager
	Provide face-to-face cultural awareness training for all corporate, and project leaders (~300 people) over the life of the RAP, improving non-Aboriginal workforce cultural competence. 2026 - 100 participants 2027 - 100 participants 2028 - 100 participants Note: UGL employees are to do this training every three years.	December 2026/27/28	National Aboriginal Engagement Manager
	Implement at least one cultural immersion activity per year for the UGL leadership teams within each line of business. 100% of the RAP working group members will attend at least one on Country immersion tour.	December 2026/27/28	National Aboriginal Engagement Manager
	Implement at least one cultural immersion experience for up to 10-15 UGL Aboriginal and Torres Strait Islander employees.	December 2028	National Aboriginal Engagement Manager
	As part of the UGL mandatory onboarding training, all new UGL office employees are encouraged to complete the group online cultural awareness training module.	December 2026/27/28	Group Performance & Development Manager
	At least one project per year will undertake cultural learning experiences with the local Aboriginal and Torres Strait Islander Elders, Land Council, or relevant organisation to deepen its knowledge of its local environment and its cultural and spiritual significance.	December 2026/27/28	Project Director & Manager
	Maintain and promote the body of knowledge available through the UGL intranet with reading references and cultural information that can be accessed by the broader business.	March 2026	National Aboriginal Engagement Manager
2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	December 2028	National Aboriginal Engagement Manager
	Continue to implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgment of Country.	December 2028	National Aboriginal Engagement Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3 Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at two significant events each year, including: 2026 - RAP Launch, UGL Finance Summit 2027 - MD Town Hall, project-based NAIDOC Week and NRW events 2028 - Project-based NAIDOC Week and NRW events.	December 2026/27/28	Project Managers Group Manager Communications & Branding Aboriginal Engagement Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2028	Senior Leaders
	Employees and senior leaders to provide an Acknowledgement of Country or other appropriate protocols at all public events.	December 2028	Senior leaders
	Continue to display Acknowledgment of Country plaques in our offices or on our buildings.	December 2028	Office managers
	Encourage all employees to share an Acknowledgment of Country in their email signatures.	April 2026	Communications Manager
4 Raise awareness about The Uluru Statement from the Heart.	RAP working group members to participate in an external NAIDOC Week event.	July 2026/27/28	RAP Working Group Leads
	Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	April 2026	People & Culture Managers National Aboriginal Engagement Manager
	Support all other employees not in the RAP working groups to attend NAIDOC Week events in their local areas ensuring UGL presence in at least four different events per year	July 2026/27/28	Senior leaders
	In consultation with Aboriginal and Torres Strait Islander stakeholders, support three external NAIDOC Week events each year.	July 2026/27/28	Line of business General Managers
5 Enhance the cultural safety of Aboriginal and Torres Strait Islander employees and contractors on UGL projects.	Develop and promote educational material to employees on the Uluru Statement from the Heart.	December 2026	National Aboriginal Engagement Manager
	Host one information session inviting external parties to come and present to UGL either in person or via MS Teams.	December 2026	National Aboriginal Engagement Manager
	100% of all managers and supervisors of Aboriginal and Torres Strait Islander employees to complete inclusive leadership training.	November 2026/27/28	Group Performance & Development Manager
	During the week of celebrations, display the National Reconciliation Week and NAIDOC Week logos and banners as UGL screen savers	June 2026/27/28	Senior Communications Advisor ICT Service Delivery Manager
	Ensure projects have an element of Aboriginal and/or cultural education within project-based inductions for all employees commencing on the project.	December 2026/27/28	Project Managers

OPPORTUNITIES



» VIC cultural immersion tour of Mt William walk track - Wunrundjeri Cultural Heritage Aboriginal Corporation

We support Aboriginal and Torres Strait Islander communities by enhancing livability through infrastructure projects and creating opportunities in education, employment, and business. By partnering with Aboriginal and Torres Strait Islander peoples and businesses, we foster shared growth and two-way learning.

We are committed to driving change by ensuring equal access to opportunities and sharing the value created through our operations, with a focus on meaningful, lasting impact.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Continue to engage with Aboriginal and Torres Strait Islander employees to consult on the effectiveness of our recruitment, retention and professional development strategy.	March 2026/27/28	National Aboriginal Engagement Manager
	Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy. Conduct one review annually.	March 2026/27/28	Group Manager, Performance & Development Aboriginal Engagement Manager
	Develop a leadership program using both internal and external stakeholders to build leadership capacity for Aboriginal and Torres Strait Islander employees.	March 2026	Performance and Development Group Manager National Aboriginal Engagement Manager
	Engage with five, with a stretch of ten, Aboriginal and Torres Strait Islander employees per year to participate in the leadership program.	December 2026/27/28	P&C Manager National Aboriginal Engagement Manager
	Advertise targeted job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2028	Senior Recruitment Managers
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2026/27/28	Group Manager, Performance & Development
	Support Aboriginal and Torres Strait Islander employees to take on management and senior level positions by offering internal secondments or shadowing current senior employees.	December 2028	Group Manager, Performance & Development National Aboriginal Engagement Manager
	Maintain Aboriginal and Torres Strait Islander employment to a minimum of 3% Dec 2026 with a stretch target of 4% by December 2028	December 3% - 2026/27 4% - 2028	Line of business People and Culture Managers
	Actively support and engage with local schools to implement Aboriginal and Torres Strait Islander employment-based programs to provide workplace experience which would increase their ability to obtain employment opportunities – UGL will meet with five schools per year.	December 2026/27/28	Line of business People and Culture Managers
	Develop and maintain a UGL internal talent pool database of external candidates.	December 2028	National Resourcing Manager
	Provide continuous training to the recruitment team in the areas of diversity, bias reduction, and effective interview techniques. This will help ensure the team is well-prepared to make informed decisions and create more inclusive hiring practices. By fostering these skills, the recruitment team will be better equipped to engage with candidates professionally and effectively, promoting a positive and inclusive candidate experience.	December 2026/27/28	National Resourcing Manager
	Aboriginal and Torres Strait Islander candidates that have been qualified and deemed suitable for the role, will be presented as part of the shortlist and must be interviewed by the hiring manager.	December 2028	National Resourcing Manager
	Explore a partnership and promote UGL job opportunities through external and Aboriginal and Torres Strait Islander partners.	December 2026	National Resourcing Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Hiring manager education - provide ongoing hiring manager training for education in diversity, bias reduction, and interview techniques to lead to more informed decisions and better engagement with candidates to be effective and ensure a positive experience.	December 2026/27/28	National Resourcing Manager Group Manager, Performance & Development
2 Support education and career development and embed Aboriginal and Torres Strait Islander employment pathways for young people and early-career employees.	Engage with at least four Aboriginal and Torres Strait Islander undergraduate interns per year through direct engagement with universities or other programs.	December 2026/27/28	National Resourcing Manager Group Manager, Performance & Development
	Provide financial support for four university students of up to \$8,000 per year through the UGL undergraduate scholarship program	December 2026/27/28	National Resourcing Manager Group Manager, Performance & Development
	Employ at least two, with a stretch of four, Aboriginal and Torres Strait Islander graduates by 2028.	December 2028	National Resourcing Manager Group Manager, Performance & Development
	Engage three, with a stretch of six, Aboriginal and Torres Strait Islander peoples to undertake a structured traineeship program.	December 2028	Line of business People & Culture 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 2026/27/28	Line of business People & Culture Manager
	Engage with at least 10, with stretch of 15, Aboriginal and Torres Strait Islander apprentices through direct employment or an external party.	December 2028	National Resourcing Manager Group Manager, Performance & Development
3 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review, update and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2026	Supply Chain and Procurement Manager
	Each year maintain working contracts with over 50 Aboriginal and Torres Strait Islander suppliers engaged within the UGL supply chain.	December 2026/27/28	Procurement Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2026	Supply Chain and Procurement Manager
	Provide annual Aboriginal business procurement training for UGL's procurement team. Training to be conducted through either UGL partnerships such as Supply Nation or others to identify ways to procure goods and services and work with Aboriginal and Torres Strait Islander owned businesses.	October 2026/27/28	Supply Chain and Procurement Manager National Aboriginal Engagement Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees twice per year.	December 2026/27/28	Aboriginal Engagement Manager
	Create 3-5 new commercial relationships each year with Aboriginal and Torres Strait Islander businesses.	December 2026/27/28	Supply Chain and Procurement Manager National Aboriginal Engagement Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<p>Maintain annual memberships with Aboriginal and Torres Strait Islander business directories nationally, including Supply Nation, Kinaway Chamber of Commerce, and NSWICC.</p> <p>Expand our current procurement-based partnerships and explore further partnerships with the following state-based organisations such Noongar Chamber of Commerce, QIBN (QLD Aboriginal business Network).</p>	March 2026/27/28	Supply Chain and Procurement Manager National Aboriginal Engagement Manager
4 Advance economic and social outcomes in business for Aboriginal and Torres Strait Islander peoples.	Commit to spending 2% of the total UGL procurement spend on Aboriginal and Torres Strait Islander businesses per annum, with a stretch of 3%, by December 2028.	March 2026	Supply Chain and Procurement Manager National Aboriginal Engagement Manager
	Host at least one business supplier forum to allow Aboriginal and Torres Strait Islander businesses and suppliers the opportunity to meet with line of business and projects procurement teams to discuss current and upcoming work packages and pipelines of UGL works.	December 2028	Project Managers
	UGL tenders to include elements of the UGL RAP procurement and employment percentage requirements.	December 2028	Commercial Managers
	Implement a 14-day payment term for all Aboriginal and Torres Strait Islander businesses that enter the UGL supply chain.	December 2028	Commercial Managers
	Selected employment and procurement percentage requirements to be passed down to the UGL supply chain through subcontractor contract requirements for all service-based contracts above \$1m per year	December 2028	Commercial Managers
	Sponsorship of a Business Assistance Program - the Aboriginal Business Assistance Program enables small business to gain business certifications to increase their capability to become supplier within a Tier 1 supply chain.	December 2028	Supply Chain and Procurement Manager National Aboriginal Engagement Manager



GOVERNANCE

» Koorier Enterprises at the U-Go Mobility Reflect RAP Launch, Kingsgrove Depot, NSW



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

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Establish and maintain an effective RAP working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	January 2026/27/28	RAP Chair
	Review and update the Terms of Reference for our RWG.	March 2026	National Aboriginal Engagement Manager
	RAP working groups to meet at least four times per year to drive and monitor RAP implementation.	March/July/September/December 2026/27/28	RAP working group leads
2 Provide organisational oversight through the RAP steering committee who actively monitor RAP development and implementation.	RAP steering committee to meet four times per year to monitor and report on RAP implementation. Meetings will be held each quarter	March/July/September/December 2026/27/28	RAP Chair – Executive General Manager Services
	RWGs to report to the RSC four times per year.	March/July/September/December 2026/27/28	RAP Chair – Executive General Manager Services
3 Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation. Maintain the UGL Aboriginal and Torres Strait Islander SharePoint page. One full review of SharePoint page per year to ensure currency.	December 2026/27/28	National Aboriginal Engagement Manager
	Embed key RAP actions in performance expectations of senior management and all employees.	January 2026/27/28	Executive General Manager
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	March 2027	National Aboriginal Engagement Manager
	Maintain an internal RAP champion from senior management.	January 2026/27/28	National Aboriginal Engagement Manager
	Include our RAP as a standing agenda item at senior management meetings.	March 2026	Managing Director
4 Build accountability and transparency through reporting RAP achievements internally & 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 2026/27/28	National Aboriginal Engagement Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2026/27/28	National Aboriginal Engagement Manager
	Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation.	May/August 2026/27/28	National Aboriginal Engagement Manager
	Report RAP progress to all employees and senior leaders quarterly through the RAP Chair quarterly report.	March/July/September/December 2026/27/28	RAP Chair – Executive General Manager Services
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	December 2026/27/28	National Aboriginal Engagement Manager Communications Manager

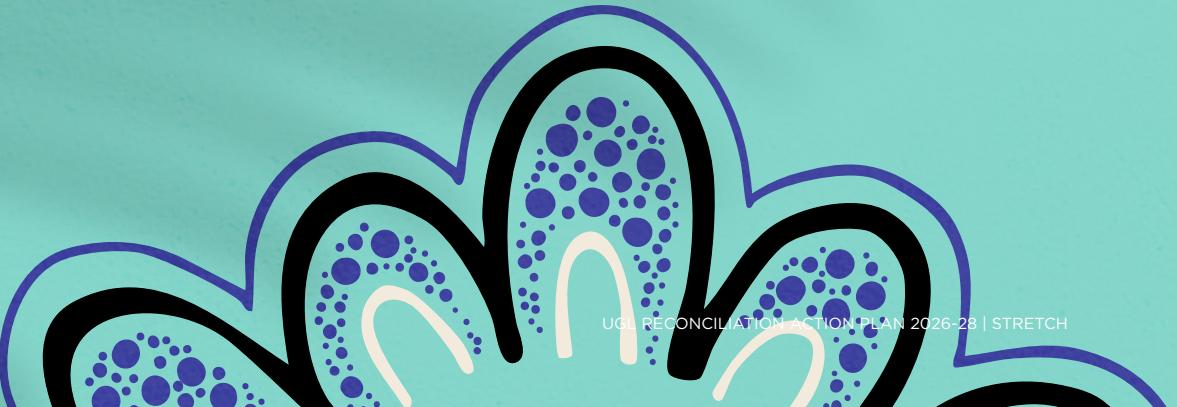
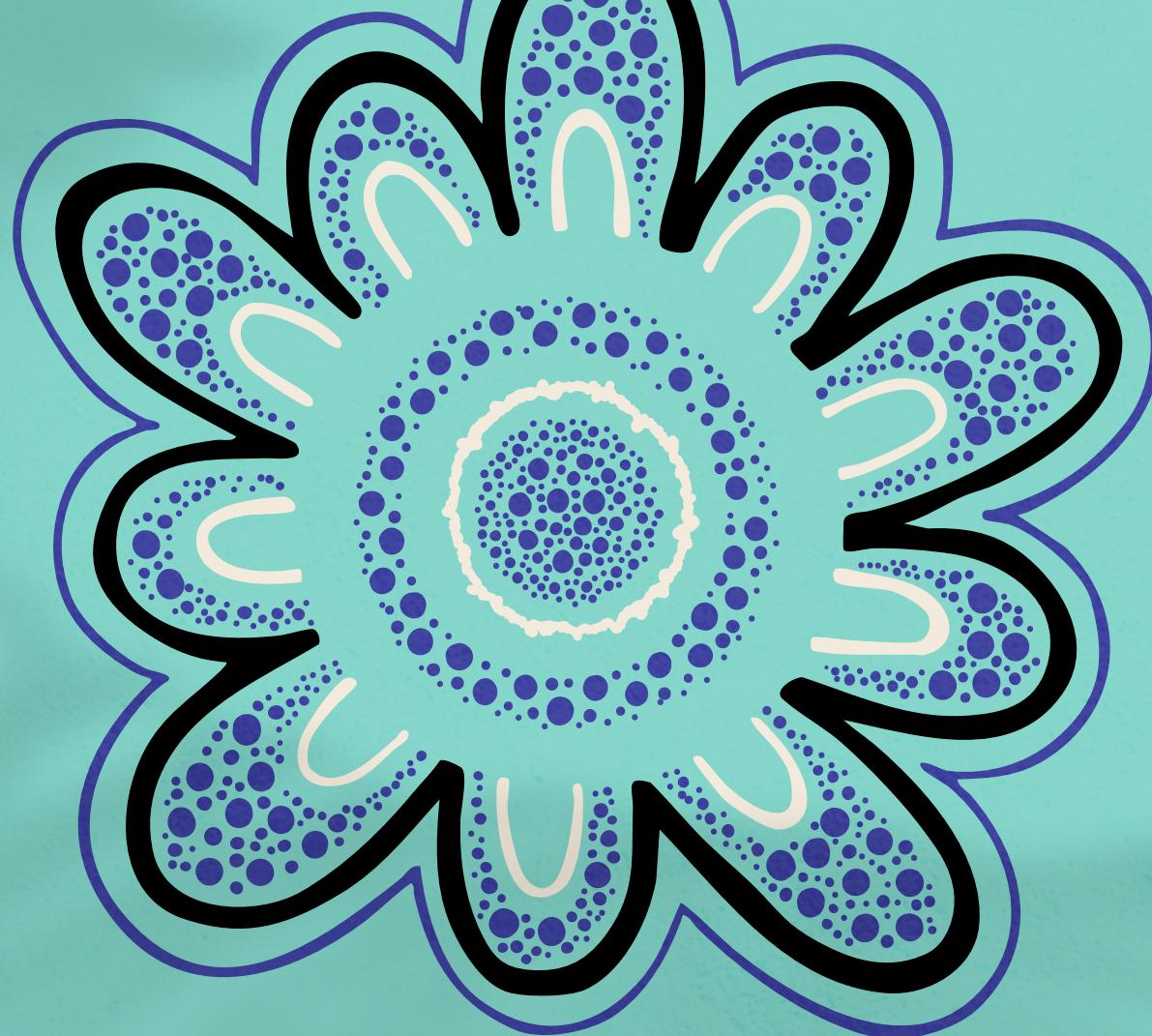
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5 Continue our reconciliation journey by developing our next RAP.	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	National Aboriginal Engagement Manager
	Maintain the UGL employment and procurement dashboard reporting.	December 2026/27/28	National Aboriginal Engagement Manager
	UGL to showcase RAP employment percentage and total Aboriginal business spend within the UGL intranet.	December 2028	National Aboriginal Engagement Manager
	Report RAP progress to all Aboriginal and Torres Strait Islander employees quarterly at internal Aboriginal and Torres Strait Islander networking meeting.	March/July/Sept/December 2026/27/28	Aboriginal Engagement Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2028	Aboriginal Engagement Manager
	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2028	Aboriginal Engagement Manager
	Submit a close out report to Reconciliation Australia at the conclusion of this RAP.	December 2028	Aboriginal Engagement Manager



Contact:

Ronald Jones

National Aboriginal Engagement Manager
0466 866 739
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

Published by UGL Pty Limited | 2026