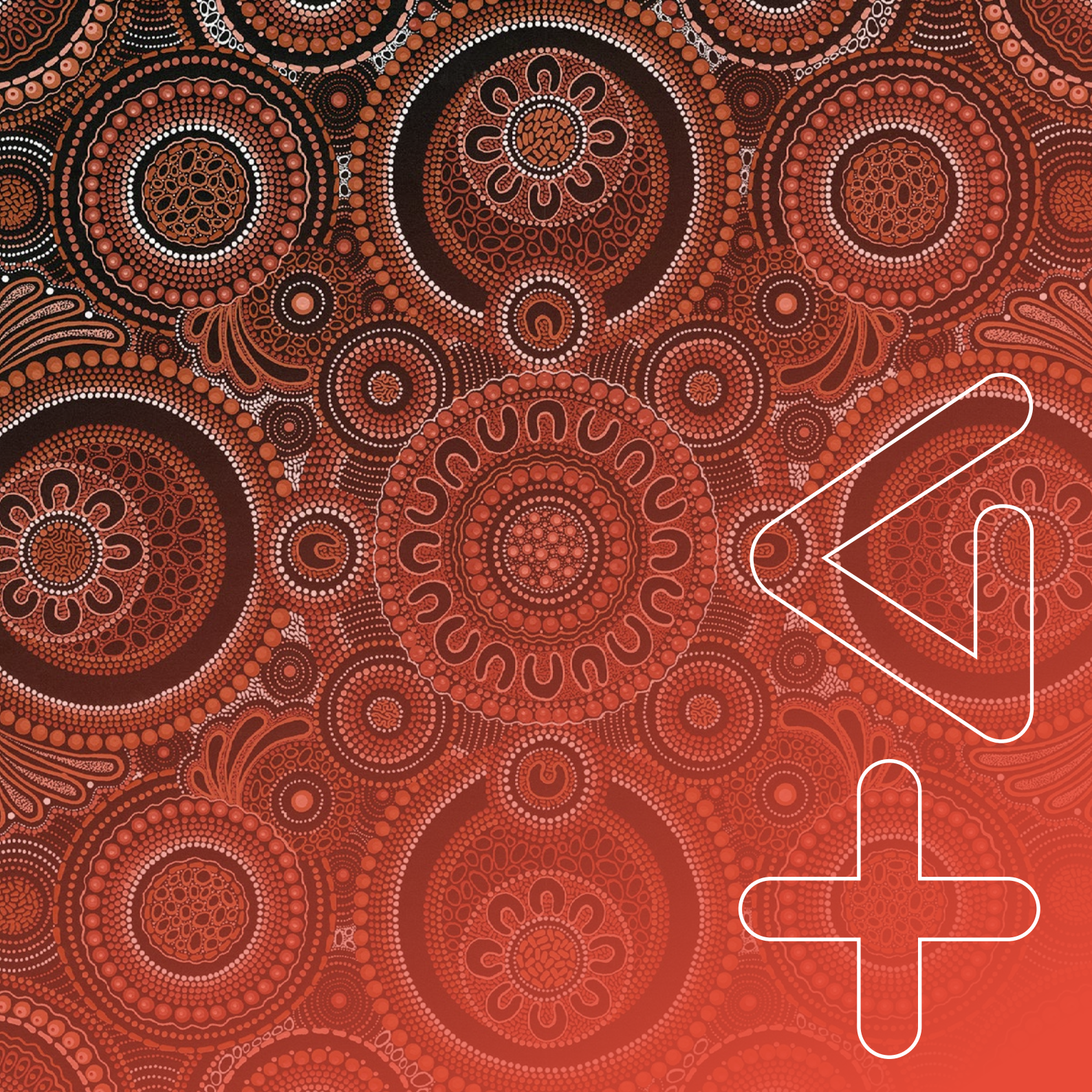


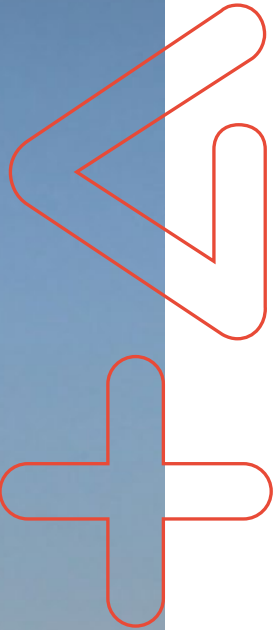


Reconciliation Action Plan

June 2026 – June 2028



HATCH



Contents

Message from Hatch Australia Executive	4
Acknowledgement of Country.....	5
Awernekenhe Ayeye	6
Message from Reconciliation Australia CEO	8
Our vision for reconciliation	10
Our Business.....	11
Our Reconciliation Journey so far	12
Our Partnerships	14
Our RAP	18
Innovate Plan	20

Message from Hatch Australia Executive



At Hatch, we are proud to reaffirm our commitment to reconciliation and to the journey of building meaningful relationships with Aboriginal and Torres Strait Islander peoples. As part of this commitment, we are excited to launch our Innovate Reconciliation Action Plan (RAP), a significant step forward in our ongoing efforts to foster respect, create opportunities, and drive positive change.

The Innovate RAP provides a structured framework for Hatch to deepen our understanding of First Nations cultures, histories, and contributions. It guides us in embedding reconciliation into our business practices, partnerships, and community engagement. Through this plan, we aim to:

- Strengthen relationships with Aboriginal and Torres Strait Islander communities.
- Create culturally safe and inclusive workplaces.
- Support economic participation through employment and procurement opportunities.
- Promote education and awareness across our organisation.

We recognise that reconciliation is a shared responsibility and a continuous journey. We are committed to listening, learning, and acting with integrity and purpose. Together, with our people, partners, and communities, we will work to create a more inclusive and equitable future for all Australians.

We thank Reconciliation Australia for their guidance and support, and we look forward to delivering on the commitments outlined in our Innovate RAP.

Claude D'Cruz,
Regional Managing Director, Australia-Asia



Acknowledgement of Country

Hatch would like to acknowledge the Traditional Owners of the lands upon which our company operates and pay respect to their Elders past, present and emerging, and their enduring connection to land, waters and culture.

Further, Hatch is committed to ensuring our communities thrive sustainably, now and in the future, and we acknowledge the importance of the rich and diverse traditions and cultures held by Aboriginal and Torres Strait Islander peoples.

Awernekenhe Ayeye (A-nuna-kun Aye-yee)

Painted by Amunda Gorey 2022

Hatch commissioned an Aboriginal artist to create an artwork that would be specific to Hatch Australia and represent our connection to the land, and relationship with the communities in which we and our clients operate. Awernekenhe Ayeye was proudly launched leading up to our inaugural Reflect RAP, the artwork is a proud centre piece of our workplace, providing all staff and visitors to sit with the artwork, listen to the story and learn the origins of the design. The unique design is used for all First Nations events at Hatch, communications, signage, and our corporate wear range. The painting is the visual endorsement of our commitment to the recognition of, and reconciliation with, Aboriginal and Torres Strait Islander Peoples, among staff, clients and other office visitors.

Artist and proud Arrernte woman, Amunda Gorey, has incorporated the Hatch corporate colour palette, creating vibrancy and instant recognition. The orange closely resembles ochre, a natural clay earth pigment and more traditional art palette, that is not only symbolic of our respectful connection to heritage and country, but also exudes warmth and passion, reflective of the way we work.

Awernekenhe Ayeye illustrates the Hatch vision—articulated through our Manifesto—that we are passionately committed

to the pursuit of a better world through positive change. The mission, values and personality of Hatch that form the core of our Manifesto are depicted at the centre of the painting and guide all that we do. Hatch continues to evolve over time, but our Manifesto remains at the heart of who we are and how we move forward to meet the world’s toughest challenges. Our exceptional people, represented by the U-shape symbols featured throughout the painting, are also central to our success. They are shown gathering in teams, interacting across groups and (where the U-shapes face in and out at the core) coming and going, yet always remaining a part of the Hatch story. This notion of coming and going highlights how Hatch, and the way we operate, is made up of moving parts.

This includes not only our internal teams, but also our clients, vendors, partners and the broader communities in which we live and work. Circles—including sets of concentric circles—represent individuals, teams and groups coming together, whilst connections between them are expressed through the configuration of dots, lines, circles and waves. The pattern in the artwork is harmonious and deliberately symmetrical, but the subtle difference in the symbols within the circles reflects the diversity of our teams. Hatch values a diverse and inclusive work environment

because of the simple belief that it fosters a plurality of thought and perspective to solve challenging problems. Recognising, too, our commitment to ensuring we have a culturally safe workplace and achieve no harm, the collection of windbreaks and borders scattered across the painting signify protection and shelter.

Hatch would like to thank Amunda Gorey for her interpretation of our history and culture as told through this incredible artwork. As Amunda herself articulated: every dot has its place, like every person has their role to play, but it is only when they are all brought together, that the whole story—and the artwork—can be appreciated.

We are immensely proud of Awernekenhe Ayeye and so grateful for the thought and composition that Amunda has given to her work.



Amunda Gorey

Artist Acknowledgement

Amunda is an Arrernte artist who was raised in the remote community of Santa Teresa, an hour Southeast of Alice Springs. Growing up in a time before all the crazy technology and the internet, Amunda and her family spent a lot of time going out bush. Amunda experienced her introduction to art by her mother as a means of keeping her and her siblings busy. Some of the techniques Amunda experimented with include pottery, batik, sketching, painting, and drawing. After finishing boarding school in 2002 she took up painting with acrylics, which quickly became more than just a hobby as Amunda’s art career took off.

Painting brings Amunda much joy and relaxation, she calls it her “me” time. The subjects of Amunda’s paintings mainly include strong women, children, families, and flora and fauna. Amunda also draws on the fond memories of her childhood and she has passed her passion to her own three daughters, all of whom paint, with the older two also receiving commissions.

Amunda continues to reside in Alice Springs where she dedicates her time to community and family, her work as an experienced community health researcher, and her love of painting.



Hatch provided financial compensation to Amunda Gorey for the artwork and paid additionally for a commercial license.

Message from Reconciliation Australia CEO



First Innovate RAP

Reconciliation Australia commends Hatch on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Hatch to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Hatch will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Hatch is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Hatch's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Hatch on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

*Chief Executive Officer
Reconciliation Australia*





Our vision for reconciliation

At Hatch our vision for reconciliation is a future where First Nations peoples are respected, empowered, and meaningfully included in shaping places, communities, and systems. Guided by our Manifesto — a passionate commitment to building a better world through positive change — we recognise reconciliation as a vital part of that journey.

We honour the deep cultural knowledge and enduring connection to Country held by First Nations communities, and seek to embed this wisdom into the heart of our practice. Through inclusive design, meaningful partnerships, and opportunities that elevate First Nations voices and leadership, we aim to co-create environments that reflect truth, unity, and shared custodianship.

As entrepreneurs with a technical soul, we bring curiosity, integrity, and innovation to the world's toughest challenges. Our diverse teams work

together to deliver practical, sustainable solutions that serve communities. Reconciliation, for us, means listening deeply, acting with integrity, and creating space for truth-telling awareness — helping build a more just, inclusive, and unified Australia.



Our Business

Hatch has been creating positive change for clients for over 70 years with project experience in more than 150 countries across the globe. With over 11,000 people in 70+ offices globally, Hatch in Australia has over 800 staff across offices in Brisbane, Perth, Melbourne, Sydney, Adelaide, Wollongong, and Newcastle. While the number of staff who identify as Aboriginal and/or Torres Strait Islander peoples is currently not known, this RAP will help us better understand and capture this information. Our goal is to create a safe space for self nomination and recognition. Hatch is currently in the process of renewing the self-nomination for existing staff members who identify as Aboriginal and Torres Strait Islander people, as well as candidates in the recruitment and onboarding process.

Hatch is an employee-owned, multidisciplinary professional services firm that delivers a comprehensive array of technical and strategic

services, including consulting, information technology, engineering, project & construction management, urban planning, and community engagement to the Metals, Energy, and Infrastructure sectors.

As stated in our Manifesto, we are passionately committed to the pursuit of a better world through positive change. Our Manifesto also includes our values, which guide everything that we do. They are the foundation from which we run our business, integral to how we express ourselves as a group, and direct our engagement with stakeholders and partners, as we seek to inspire their trust and deliver real value to their businesses. Our people are passionate about our corporate purpose and values. We believe in long-term relationships with our partners and are committed to our clients' lasting success. We are “entrepreneurs with a technical soul.”

Our Reconciliation Journey so far

2023

2024

2025

2026

REFLECT RAP 2023 – 2024

NRW 2023: “Be a Voice for Generations”

In 2023, Hatch hosted Shantelle Thompson, as our guest speaker in an event that was broadcast across all offices. Our staff also attended NRW sponsored walks and runs in Brisbane and Perth.



IMPACT Report April 2024

NRW 2024: “Now More Than Ever”

In 2024 Hatch hosted in our Sydney office a talk with Tracey Dennis, the Chief Executive Officer at Engineering Aid Australia, broadcasted across our Australian offices.



NAIDOC Week 2023: For Our Elders

In 2023, Hatch organised an internal information event aligned with “For Our Elders” theme, as well as sponsoring, attending, and assisting with external events, including:

- Kal’ang Respite Care Centre NAIDOC Open Day
- Careways Community NAIDOC Event
- Habitat for Humanity Australia NAIDOC Event



Lessons Learned:

Early engagement and the use of varied approaches such as prizes and games is key to increasing staff attendance at National Reconciliation Week (NRW) and National Aboriginal and Islanders Day Observance Committee (NAIDOC) events. Strong leadership support and visible commitment have also been critical in driving broader organisational engagement. Additionally, there is a need for greater coordination within the Associates group to address gaps in management participation. Establishing a network of RAP allies across the organization—geographically distributed, spanning all levels, and embedded across business units—would further strengthen engagement and impact.



NAIDOC Week 2024: Keep the Fire Burning! Blak, Loud & Proud

During 2024 NAIDOC Week we launched an updated Acknowledgement of Country slide and a new email signature banner for staff to use. We also invited staff to attend an external NAIDOC week event and share stories and photos, the best entry was judged by our RAP Working Group and the winner received gifts sourced from local Indigenous businesses.



NAIDOC Week 2025: The Next Generation: Strength, Vision & Legacy

In 2025, each region focused on inviting staff to a local NAIDOC event near the office. A RAP working group representative from each office led and attended the event.



NRW 2025: “Bridging Now to Next”

In collaboration with The Smith Family —Hatch hosted an event in Brisbane to celebrate National Reconciliation Week. This event featured panellists from Indigenous Women in Mining and Resources Australia (IWIMRA) and The Smith Family, as well as our very own RAP Champion Julie Delaforce.

In person or online, it was a great opportunity to learn how we can amplify Indigenous voices and create lasting pathways towards a more unified future.

Our Partnerships

Passionately committed to the pursuit of a better world through **positive change**

Indigenous Women in Mining and Resources Australia (IWIMRA)



We are pleased to announce our partnership with Indigenous Women in Mining and Resources Australia (IWIMRA). This is the exciting next step in our collaboration.

Our RAP working group and IWIMRA worked closely together, undertaking a range of reconciliation initiatives as part of our journey to progress Indigenous engagement.

IWIMRA is an organisation dedicated to supporting First Nations women in the mining and resources sector. As founders of a digital platform that promotes culturally safe professional development tools, it provides access to a community of mentors and opportunities to build greater relations with key industry stakeholders. As partners, our aspirations for First Nations engagement are well aligned. In taking these next steps on our reconciliation journey, the support of IWIMRA through our partnership will provide crucial insight necessary to achieve demonstrable outcomes of our commitment to reconciliation and our continued support of First Nations activities, engagements, and opportunities for our employees and the wider community.



Engineering Aid Australia



In 2023, at a reception held at Government House in Perth, Governor Chris Dawson expressed his gratitude to Hatch as one of Engineering Aid Australia (EAA)'s principal partners. This sponsorship is a significant milestone for us and reflects our commitment to supporting initiatives that directly contribute to the development and advancement of the engineering profession.

Engineering Aid Australia is a not-for-profit organization dedicated to providing educational opportunities and support to young engineers, particularly those from disadvantaged backgrounds. Through their program, they aim to bridge the knowledge and skills gap, enabling aspiring engineers to access quality education and training opportunities.

By sponsoring EAA, we aim to create a positive impact on the lives of future (aspiring) engineers and contribute to the growth and prosperity of the engineering industry as a whole. It too fosters a positive and enriching impact on Indigenous communities and helps build a foundation from where First Nations people can become Engineers and Designers who can participate professionally in Hatch.

In 2025, Hatch was approached by EAA, to run a collaboration Minerals Mining Session at Curtin University.

Reece Della Franca, Beau Wright, and Thomas Hogarth rose to the challenge of giving up some of their time to meet a group of 25 First Nations students during a week-long winter school in Perth. Reece, Beau and Thomas exposed the students to "Life as an Engineer" around the Arafura Nolan Rare Earth project. Reece and his colleagues covered tasks highlighting the various career exploration pathways within mining including surveying, geology, metallurgy, geotechnical, chemical, and mechanical engineering complete with aerial images. Other images included showcasing different types of equipment and different industries.

Beau and Thomas presented a short description of their roles which are always of interest to high school students as it gives them real life exposure. Reece spoke passionately about the pathway he had taken to his current position at Hatch. The students then had the opportunity, via activity groups, to apply what they had heard. EAA was very impressed with this session. Anne, EAA Director said,

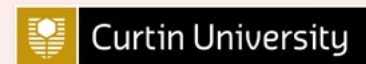
The feedback scores from the students for this session was extremely positive. Many thanks for the input from Hatch, which Rebecca Barilya (Curtin Project Manager) said was perfect! We are most appreciative.



Our Partnerships

Passionately committed to the pursuit of a better world through **positive change**

Curtin University



The Hatch Indigenous Scholarship is a strategic initiative aligned with Hatch's Reflect Reconciliation Action Plan (RAP), which outlines our commitment to creating real and sustainable improvements in employment and education outcomes for Aboriginal and Torres Strait Islander peoples.

The scholarship supports First Nations students that demonstrate strong leadership capability and are pursuing tertiary qualifications in disciplines aligned with Hatch's core capabilities, including engineering, environmental science, and technical trades. It is designed to reduce financial barriers, improve retention rates, and strengthen the pipeline of First Nations talent entering STEM professions. The scholarship includes financial support and opportunity for workplace experience at Hatch within their chosen field.

These activities reflect Hatch's RAP goals of fostering respectful relationships, promoting cultural learning, and supporting long-term capacity building.

Research shows that financial support significantly improves retention rates for Aboriginal and Torres Strait Islander students—from 55.9% attrition to 9.5% (source: Curtin University Scholarship Program). The Hatch Indigenous Scholarship is a tangible example of our commitment to reconciliation through opportunity, inclusion, and impact. This initiative supports Hatch's broader vision to empower First Nations professionals and communities, ensuring our projects and partnerships contribute positively to Australia's reconciliation journey.



In 2025, the scholarship was awarded to Cate Hollingsworth, a Wilman Nyoongar woman who completed a double degree in Chemical Engineering and Extractive Metallurgy at Curtin University.



Cate has demonstrated consistent academic performance, transformational leadership, and a strong commitment to community development through her involvement in Indigenous STEM education and sustainability initiatives.

Cate contributes to Curtin's Indigenous Australian Engineering School and supports the Indigenous Ranger Program through micro-credential training.

The Smith Family



Since October 2021, we have partnered with The Smith Family—Australia's leading children's education charity – helping young Australians in need to get the most out of their education and enabling them to create better futures for themselves. Annually, we have contributed A\$50,000 towards the Learning for Life program. Annually, approximately 3,500 students across Australia benefited from our \$50,000 investment in these Learning for Life communities. Of these, around 400 identify as Aboriginal and/or Torres Strait Islander people.

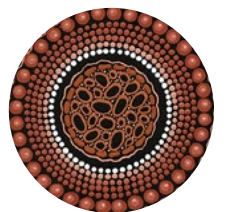
The program provides educational support for children experiencing disadvantage living within our communities. We know education is key to breaking the poverty cycle, so we are proud to partner with The Smith Family in creating positive change for so many young Australians.

Hatch supports The Smith Family's Learning for Life communities in Brisbane (QLD), Mirrabooka (WA), Collingwood (VIC), Auburn & Dapto (NSW), to improve access to and education for Australian students, some of whom are from First Nations communities.

Other programs included:

Indigenous Youth Leadership Program Gathering

Event participation where 45 First Nations students from around the country in years 9 and 10 come together to plan and strategise their career paths.





Our RAP

Hatch’s Innovate RAP reflects our commitment to building a better world through positive change. Guided by our Manifesto, over the next two years we aim to deepen relationships with Aboriginal and Torres Strait Islander peoples, embed respectful practices across our organisation, and create opportunities that support First Nations self-determination.

Our vision for reconciliation is grounded in equity, inclusion, and mutual respect. We recognise the importance of acknowledging histories, cultures, and rights, and we strive to reflect this in our workplace culture and strategic direction.

Our Innovate RAP was developed collaboratively with input from senior leaders, our staff, First Nations advisors, and our RAP Working Group led

by Julie Delaforce, our RAP Champion. It reflects our strategic intent to build a culturally safe and inclusive organisation and to influence positive change beyond our workplace.

Our RAP Group is made up of our RAP Champion – Julie Delaforce, RAP Officer – Marta Francisco, Karina Lynch (First Nations Representative and IWIMRA Director), Christina Coleman (First Nations Representative and IWIMRA Director), and eight staff members with representation across all Australian Hatch offices.

This RAP marks a significant step in our reconciliation journey, laying the foundation for long-term impact and continued growth in partnership with First Nations communities.

Structured around three pillars of relationships, respect, and opportunities based on a foundation of governance, our RAP outlines tangible actions:



Relationships:

We will engage with Aboriginal and Torres Strait Islander stakeholders, celebrate National Reconciliation Week, and promote reconciliation across our sphere of influence.



Respect:

We will deepen cultural learning, observe protocols such as Welcome to Country, and celebrate NAIDOC Week.



Opportunities:

We will improve employment outcomes and supplier diversity through inclusive recruitment and procurement strategies.



Innovate Plan



OUR ACTIONS: RELATIONSHIPS

KEY GOALS AND ANTICIPATED OUTCOMES

- Sustained and positive relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
- Be known as an industry leader in relation to reconciliation and Indigenous recognition

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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 develop guiding principles for future engagement.	September 2026	Lead: EP&P Representative - Support: HR Director
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2026	Lead: EP&P Representative - Support: HR Director
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May-June 2027 and 2028	Lead: RAP Officer Support: RAP Champion
	RAP Working Group members to participate in an external NRW event.	27 May-3 June 2027 and 2028	Lead: RAP Champion Support: RAP Officer
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2027 and 2028	Lead: RAP Champion Support: RAP Officer
	Organise at least one NRW event each year.	March 2027 and 2028	Lead: RAP Champion Support: RAP Officer
	Register all our NRW events on Reconciliation Australia's NRW website.	April 2027 and 2028	Lead: RAP Officer Support: RAP Champion
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2026	Lead: RAP Champion Support: RAP Officer
	Communicate our commitment to reconciliation publicly.	June 2026	Lead: RAP Champion Support: RAP Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2026	Lead: RAP Champion Support: RAP Officer
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	January 2027	Lead: RAP Champion Support: RAP Officer
Promote positive race relations through anti-discrimination strategies.	Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2027	HR Director
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2027	HR Director
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2026	HR Director
	Educate senior leaders on the effects of racism.	February 2027	HR Director

Innovate Plan



OUR ACTIONS: RESPECT

KEY GOALS AND ANTICIPATED OUTCOMES

- Increase the respect for and recognition of Aboriginal and Torres Strait Islander culture and protocols
- Increase Aboriginal and Torres Strait Islander employment

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	August 2026	Lead: RAP Champion Support: IWIMRA
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2027	Lead: RAP Champion Support: IWIMRA
	Develop, implement, and communicate a cultural learning strategy document for our staff.	January 2027	Lead: RAP Champion Support: IWIMRA
	Conduct a review of cultural learning needs within our organisation.	July 2026	Lead: RAP Champion Support: IWIMRA
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March, June, September, December 2026 and 2027	Lead: RAP Champion Support: IWIMRA
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2026	Lead: RAP Champion Support: IWIMRA
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review March, June, September, December 2026, 2027 and 2028	Lead: RAP Champion Support: IWIMRA
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review March, June, September, December 2026 and 2027	Lead: RAP Champion Support: IWIMRA
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	December 2026	Lead: HR Director
	Promote and encourage participation in external NAIDOC events to all staff.	June 2026 and 2027	Lead: RAP Officer
	RAP Working Group to participate in an external NAIDOC Week event.	July 2026 and 2027	Lead: RAP Officer

Innovate Plan



OUR ACTIONS: OPPORTUNITIES

KEY GOALS AND ANTICIPATED OUTCOMES

- Increase Aboriginal and Torres Strait Islander employment
- Increase use of Supply Nation registered business
- Be known as an industry leader in relation to reconciliation and Indigenous recognition

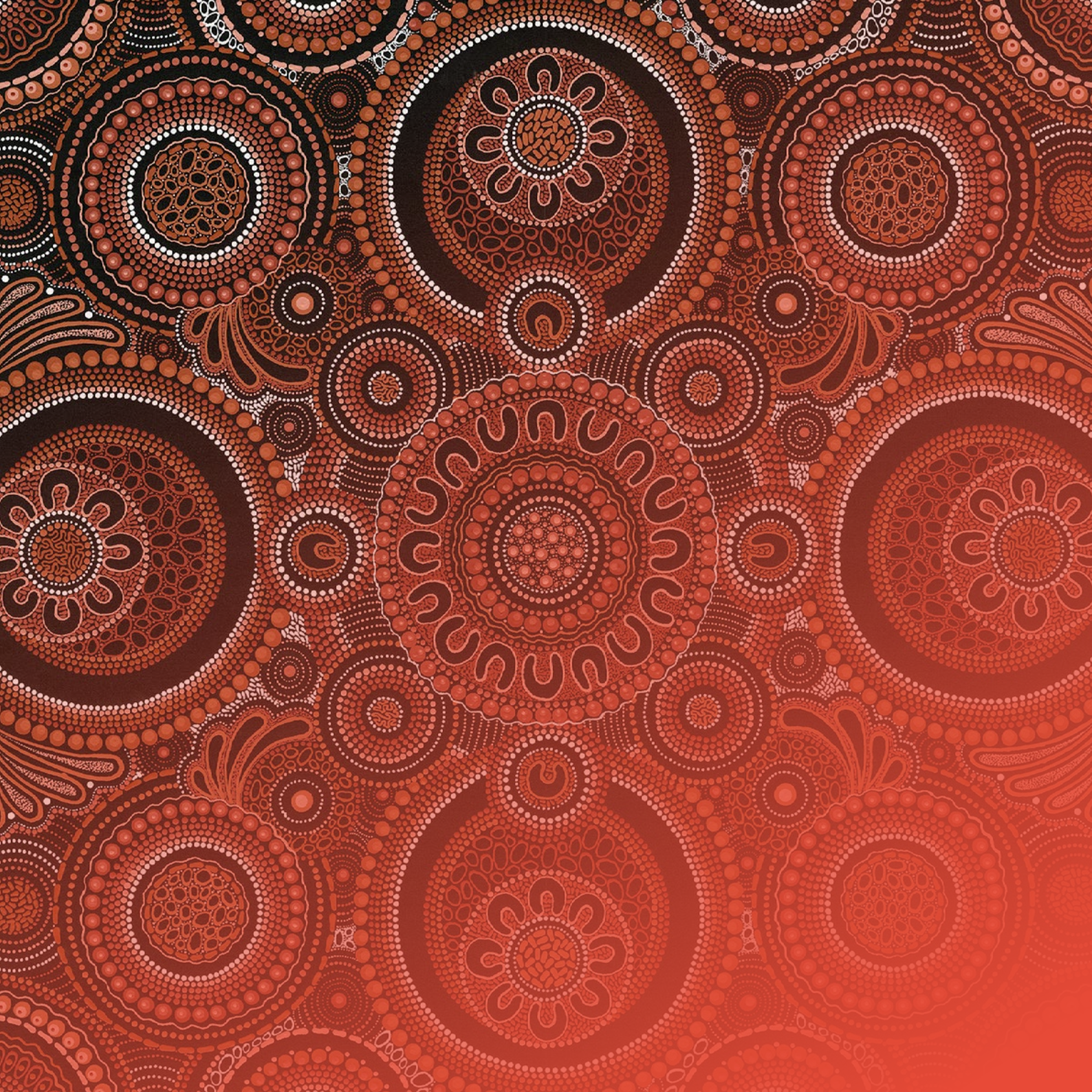
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2026	Lead: HR Director Support: IWIMRA
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2026	Lead: HR Director Support: IWIMRA
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	January 2027	Lead: HR Director Support: IWIMRA
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2027	Lead: HR Director Support: IWIMRA
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2026	Lead: HR Director Support: IWIMRA
	Develop framework and opportunities to Support career pathways for Aboriginal and/or Torres Strait Islander students at Hatch.	December 2026	Lead: HR Director Support: RAP Champion
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2026	Procurement Regional Manager
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2026	Procurement Regional Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	January 2027	Procurement Regional Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Review June 2026 and 2027	Procurement Regional Manager
	Register for a Supply Nation membership.	July 2026	Procurement Regional Manager
Embed commitment to reconciliation and Indigenous recognition across the organisation and within projects.	Review top 20 projects and offices and identify how First Nations engagement can occur within each specific location and project context.	September 2026	Lead: EP&P Senior Urban Designers
	Develop a policy to identify the social value and incorporate the relevant First Nations context into the project design and due diligence process.	January 2027	Lead: EP&P Senior Urban Designers
	Review Designing with Country framework to understanding opportunities and implications for Hatch projects.	July 2026	Lead: EP&P Senior Urban Designers

Innovate Plan



Our Actions: Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Review & Maintain a Terms of Reference for the RWG.	Review June 2026 and 2027	RAP Officer
	Meet at least four times per year to drive and monitor RAP implementation – Working Group Quarterly meetings.	January, April, July, and October, 2026 and 2027	RAP Champion
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review June 2026 and 2027	RAP Champion
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Establish and recruit for an inclusion and reconciliation dedicated role.	June 2027	HR Director
	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.	December, 2026 and 2027	RAP Officer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2026 and 2027	RAP Officer
	Report RAP progress to all staff and senior leaders quarterly at Town Halls.	March, June, September, and December, 2026 and 2027	RAP Champion
	Publicly report our RAP achievements, challenges and learnings, annually via Impact Report.	30 September, 2026 and 2027	RAP Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	September 2026	RAP Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2027	RAP Officer
	Define resource needs for RAP implementation.	June, 2026 and 2027	Lead: RAP Champion Support: RAP Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments at Australian CEO and leadership yearly visit.	February, 2027 and 2028	RAP Champion
Provide appropriate support for effective implementation of RAP commitments.	Appoint and maintain an internal RAP Champion from management.	January 2027 and 2028	RAP Champion
	Define and maintain appropriate systems to track, measure and report on RAP commitments (e.g. Weaver).	August 2026	RAP Officer
	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2028	RAP Champion



Contact

Claude D'Cruz, Regional Managing Director, AUA

Address

61 Petrie Terrace, Brisbane Queensland 4000, Australia
P.O. Box 425, Spring Hill Queensland 4004, Australia

Tel: +61 39 916 6709

Email: claudio.dacruz@hatch.com

hatch.com

HATCH