

Reconciliation Action Plan

August 2025 – August 2027





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Acknowledgement of Country

We acknowledge all First Nations peoples of this place we call Australia and recognise the many Aboriginal and Torres Strait Islander peoples who have looked after Country for more than 60,000 years. We pay our respect and acknowledge the Traditional Custodians of all the unceded lands, skies and waterways on which we work and operate.

As we design, investigate, innovate and construct places across time, we pay our deep respect to the Elders, past and present who have cared for this country. We recognise their deep knowledge, cultural and spiritual connections, and their sustainable practices.



About the Artist

Pat Caruso's family background is of an Eastern Arrernte person whose connection to country and community was disrupted by his mother's removal in Alice Springs in the mid-1950s. Despite this event, Pat strongly identifies as both a person of Eastern Arrernte background and the Sultan family. Pat has spent 20 years reconnecting with his roots, taking his children, community and clients on a profound journey of knowledge sharing and reflection, and encouraging us all to embrace all facets of our unique identity.

Pat was born creative, a skill he has expertly applied in product creation and life cycle management across his career working with well-known brands. In 2015, Pat founded an advertising and business agency We Create Print Deliver, building a legacy that honours his cross-cultural identity. As Founder and Director of We Create Print Deliver, Pat is in his element, working passionately with a range of industries. Pat is also a Board member of Operation Flinders Foundation, a leading provider of remote outback adventure programs for young people from challenging backgrounds.

A sought after First Nations artist, Pat is passionate about creating individual pieces, either with painted medium or digitally. Pat has worked with SMEC to develop the artwork for SMEC's second Innovate RAP.



Pat Caruso
First Nations Graphic Designer
and Artist



Our Artwork

Our new artwork 'To Make Life Better for All' presents a narrative deeply rooted in the themes of environmental sustainability and the legacy of SMEC. Three bodies of water depicted in the piece symbolise the challenges of the circular water economy, highlighting the complex ways in which water management systems are evolving to create a more resilient future. The artwork reflects the pressing need to address climate change and resource sustainability.

Central to the artwork is the theme of truth-telling, a cornerstone of SMEC's legacy. This is represented with an orange pathway that winds through the artwork, changing in colour, thickness and pattern. This pathway represents the continuous journey of understanding, learning, and educating – it links the past, present and future in a cycle of renewal. It carries vessels of knowledge, symbolising the flow of insight and the ongoing process of reflection and action.

Surrounding the pathway, intricate circles of varying sizes, colours and shapes represent SMEC's global teams and the organisation's impact on communities and the environment. Together, the elements of the artwork encapsulate SMEC's commitment to sustainable practices and SMEC's role in fostering a connected and resilient future.



Our Vision

Our vision for reconciliation is an Australia that embraces, respects, celebrates and elevates the contribution of First Nations peoples. We envision a sustainable, thoughtful future where we work together to create impactful outcomes and a positive footprint for future generations to thrive.

Acknowledging and learning from our shared histories, we aim to work collaboratively to strengthen relationships, increase understanding awareness and knowledge, and enhance participation, representation and opportunities for Aboriginal and Torres Strait Islander peoples across Australia. The SMEC story began with the creation of the iconic Snowy Mountains Hydroelectric Scheme, providing water to communities through engineering innovation and diverse skills. SMEC continues this tradition, working with lands and waters to help sustain communities.

SMEC is committed to working with First Nations peoples and acknowledge there is much to learn from those who know the land best. We are committed to lifting the standards for engagement across our sphere of influence and advancing the self-determined interests of Aboriginal and Torres Strait Islander peoples. We must look forward, with the learnings of our past, to achieve better outcomes.





Message from Reconciliation Australia

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

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

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

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that SMEC will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to SMEC using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program’s emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for SMEC to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, SMEC will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of SMEC’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

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



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Business

For over 75 years, SMEC has built a reputation as a trusted partner on major Transport, Water, Urban Development and Energy projects around the world. Our long and proud history dates back to the iconic Snowy Mountains Hydroelectric Scheme in 1949, one of the largest and most complex hydroelectric schemes in the world. The scheme highlights SMEC’s earliest commitment to diversity, bringing together over 100,000 workers from 30 countries to construct 16 dams, seven power stations, 145 km of tunnels, 80 km of aqueducts and 2,000 km of roads.

SMEC is committed to positively impacting the people, the environment and the clients and communities we serve. Through our network of global specialists, our teams draw upon deep expertise and systems thinking to simplify the complex and deliver integrated engineering solutions across a range of diverse environments.

A member of the Surbana Jurong (SJ) Group, founded in diversity, SMEC is part of a global organisation with 16,000 people working across 120+ offices in more than 40 countries. In Australia, SMEC has more than 1,800 people working across 17 offices. We provide our people the opportunity to self-identify, and as of June 2025, four SMEC employees identified as being Aboriginal or Torres Strait Islander people.

As a leading design and consulting firm, SMEC’s sphere of influence is considerable. We know that the greatest outcomes are achieved when parties collaborate openly, honestly and professionally. We prioritise open communication and collaboration throughout the entire project lifecycle to ensure that our clients, partners and communities are informed and involved every step of the way.

Our Corporate Social Responsibility (CSR) framework reflects and supports our values and focuses on People, Community, Sustainability and Environment. SMEC promotes sustainability and community engagement through nurturing local talent and investing in local operations.

We are committed to partnering with clients and industry stakeholders to advance reconciliation principles, particularly those centred on equity and equality. This includes advocacy for the procurement of First Nations services and engagement with Aboriginal and Torres Strait Islander community groups and professional enterprises to enhance project outcomes.

SMEC supports and respects the protection of internationally proclaimed human rights. We work closely with clients to ensure the rights and heritage of Aboriginal and Torres Strait Islander peoples are protected.





Our Reconciliation Action Plan

The SMEC Reconciliation Action Plan (RAP) Working Group was created through SMEC's innate belief that building stronger relationships between the Australian community and Aboriginal and Torres Strait Islander peoples is everyone's responsibility. We envision a nation built on trust, understanding and mutual respect.

Our RAP journey began in 2017, with Reconciliation Australia's endorsement of our Reflect RAP. This first RAP laid the foundation for implementing and measuring practical actions that build respectful relationships and create opportunities with Aboriginal and Torres Strait Islander peoples. In 2020 we progressed to an Innovate RAP, deepening our commitment to reconciliation by embedding more robust and sustainable practices within our organisation. In 2023, SMEC underwent a significant structural transformation. Following this in 2024, a new RAP Working Group was formed to support the development, finalisation and implementation of our second Innovate RAP, building on our foundations and relationships for sustainable, thoughtful and impactful outcomes for the future.

The key objectives of the RAP Working Group are:

- **Strengthening relationships:** fostering and expanding partnerships between SMEC and Aboriginal and Torres Strait Islander groups, strengthening mutual understanding and collaboration.
- **Increasing awareness, understanding and knowledge:** Recognising and valuing Aboriginal and Torres Strait Islander histories, cultures and experiences. Providing learning opportunities, amplifying Aboriginal and Torres Strait Islander voices and opportunities for truth-telling. Operating with the values of respect, trust, cultural competence to underpin our progress towards reconciliation.
- **Enhancing participation, representation and opportunities:** Promoting meaningful, equitable and sustainable employment and business opportunities for Aboriginal and Torres Strait Islander peoples, championing participation and representation within our organisation and broader networks.

Championed by our SJ ANZ Regional Head Virginia Anderson, our RAP Working Group includes people from a variety of roles across business lines and locations.



Our RAP Working Group



Chair

Sophie Quinn

Manager Urban Communities/
Area Manager, ACT



Deputy Chair

Tanya Pearson

Manager Water, Damns and
Hydropower, VIC



RAP Project Manager

Venelina Kostourkov

Senior Advisor – Equity, Diversity,
Inclusion & Belonging, WA



Laura Burgess

Adviser Partnerships &
Procurement, WA



Dina Bacvic

Studio Leader, Urban Design, VIC



Caroline Swartz-Zern

Senior Legal Counsel, VIC



Tanya Cain

Adviser Panels & Social Procurment,
Pursuits & Submissions SA



Eryn Cubillo

Workplace Lead, NT
(Larrakia/Wadjigan)



Davie Frazier

Team Administrator Pursuits
& Submissions, QLD



Richard Maxwell

Manager Roads & Highways,
QLD



Rebecca Miller

Manager Sustainable Futures,
QLD



David Oei

Senior Associate Engineer,
IV & Construction, QLD



Henry Morrow

Graduate Engineer – Urban
Communities, QLD



Christopher Westacott

Local Sector Manager
Geotechnics, NSW



Bob Kenderes

Principal Engineer – Structures,
NSW

Our RAP Champions



Virginia Anderson

SJ ANZ Regional Head



Geraldine Quinlan

General Manager Stakeholder
Relations, ANZ

A Message from Virginia Anderson

I'd like to begin by acknowledging the Traditional Custodians of the land on which we live and work and recognise the unique spiritual and cultural connection to the land, waterways and skies, and celebrate the contributions and achievements of First Nations peoples. I'd like to also acknowledge any First Nations peoples reading this document.

I'm pleased to share SMEC's Reconciliation Action Plan (RAP) 2025–2027, our third RAP and our second Innovate RAP. Since the start of our reconciliation journey in 2017, with the endorsement of our Reflect RAP by Reconciliation Australia, SMEC has made strong progress in building respectful relationships and creating opportunities for Aboriginal and Torres Strait Islander peoples. Each RAP has laid the foundation for implementing and measuring practical actions across the core pillars of Relationships, Respect and Opportunities.

We remain committed to working with Reconciliation Australia as we develop the next phase of our RAP, building on the valuable learnings, challenges, and achievements of our previous RAPs. At SMEC, we recognise that the path to reconciliation is a shared responsibility and we view this as an opportunity to contribute to meaningful change through shared understanding, mutual respect and the empowerment of Aboriginal and Torres Strait Islander peoples.

This RAP reaffirms our dedication to engineering positive change towards reconciliation. Key actions include:

- expanding cultural awareness training;
- increasing procurement from First Nations businesses;
- developing equitable and sustainable employment opportunities for Aboriginal and Torres Strait Islander peoples;
- implementing Country-led design through engagement with local communities.

I want to sincerely thank everyone involved in developing this Reconciliation Action Plan, from our employees and senior leadership team to our stakeholders and the RAP Working Group. Together, we will continue to drive progress, embedding reconciliation into our everyday business practices and ensuring these commitments become part of our standard operations over time.



Virginia Anderson

SJ ANZ Regional Head



Our Commitment to Reconciliation

At SMEC, we are committed to continuing our legacy of diversity and strengthening our relationships with Aboriginal and Torres Strait Islander peoples. Our goal is to lead by example – to promote and facilitate respect, trust and positive relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples, and to support Australia's growth as a nation built on trust, understanding and respect.

Our organisation has experienced significant change since the beginning of our RAP journey in 2017. This change has expanded our sphere of influence and broadened our capacity to create positive change, however it has also impacted the continuity of our RAP journey. A structural transformation in 2023 disrupted the progress of our second Innovate RAP, which resulted in the formation of a new RAP Working Group in 2024. This presented its own set of challenges, as new RAP Working Group members were learning about the RAP process while developing the RAP.

Further challenges were experienced in capturing Aboriginal and Torres Strait Islander employment data and engagement data with businesses. SMEC's systems don't sufficiently capture projects that have engaged with Aboriginal and Torres Strait Islander businesses, stakeholders and communities. This creates challenges when assessing rates of engagement, whether best practice processes are followed and whether further protocols are required. The development of the RAP has highlighted opportunities for SMEC to improve how the organisation captures data. Our future focus is to advance in our reconciliation journey and make a real contribution as an industry leader.

To date, we have undertaken three RAP submissions prior to this RAP:

- January 2017 – Reconciliation Australia endorsed our Reflect RAP. This RAP outlined our commitment

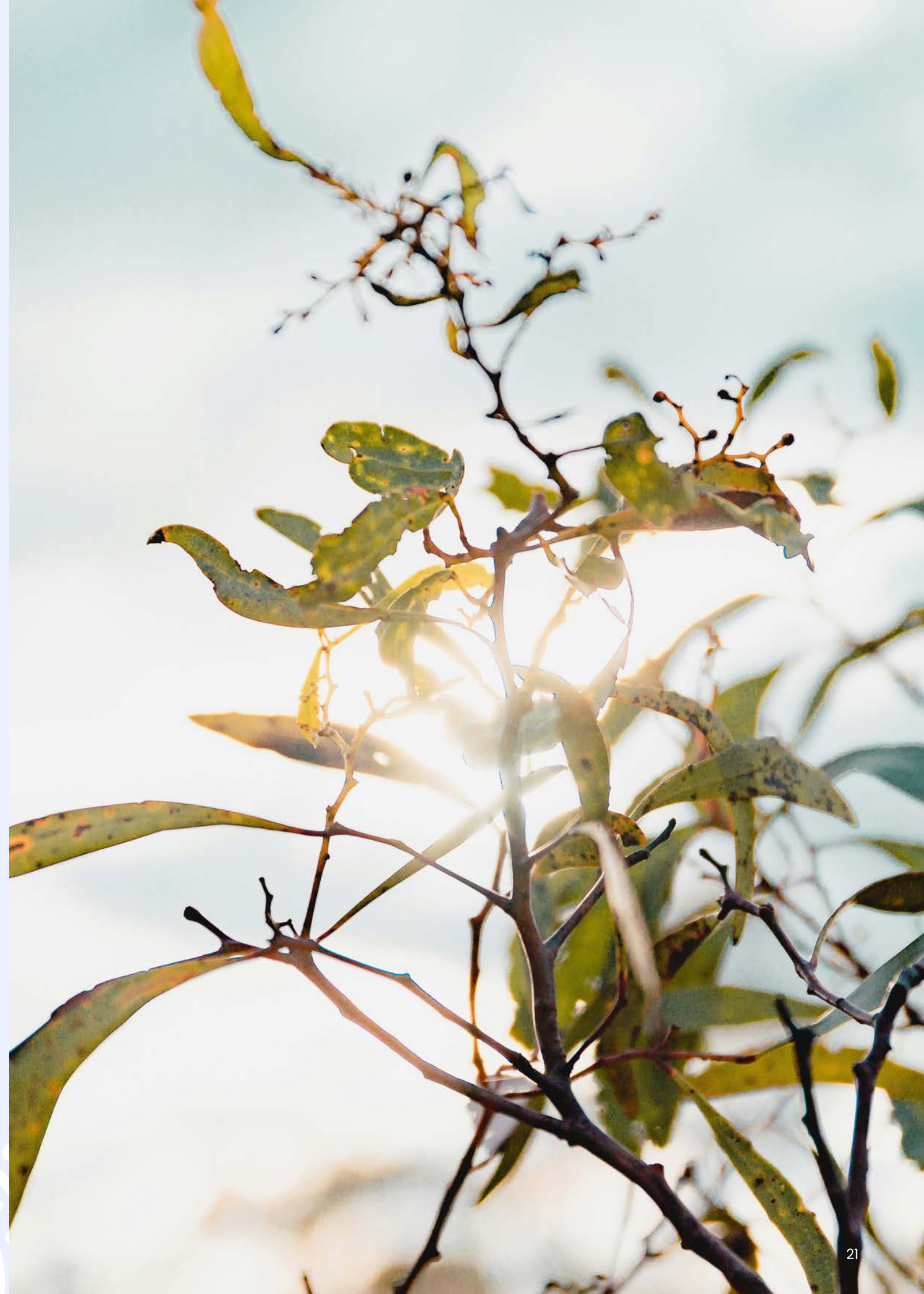
to implement and measure practical actions that create opportunities to build respectful relationships with Aboriginal and Torres Strait Islander peoples, focusing on what we can do as an organisation to achieve this.

- May 2020 – SMEC proudly advanced to an Innovate RAP, which helped SMEC strengthen its cultural awareness and improve project outcomes and create opportunities for Aboriginal and Torres Strait Islander peoples. September 2023 – Reconciliation Australia provided feedback on our second Innovate RAP, which draws on the learnings from our last two RAPs and builds on our commitment to implement practical actions that create opportunities for Aboriginal and Torres Strait Islander peoples.

To date, our previous RAP phases have enabled us to:

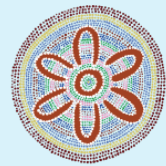
- Develop partnerships with Aboriginal and Torres Strait Islander suppliers, charities and organisations.
- Strengthen cultural awareness within our organisation.
- Strengthen relationships with business partners who are committed to reconciliation.

SMEC is committed to expanding its understanding of our shared histories, cultures and achievements. SMEC will actively work towards equal opportunities for Aboriginal and Torres Strait Islander peoples. To achieve reconciliation as an organisation, and a nation, we must acknowledge our history and work together towards a more equal society. Our employees will lead the way, with support from our senior leaders, by increasing their understanding of Aboriginal and Torres Strait Islander cultures and promoting these values in the workplace, as well as in their own communities.



Our Partnerships

Since SMEC's reconciliation journey began we have actively developed partnerships to strengthen our relationships with Aboriginal and Torres Strait Islander peoples.



EngineeringAid Australia
Building futures

SMEC has been a partner of Engineering Aid Australia (EAA) for the past seven years through our CSR program. Established in 1996, EAA is a not-for-profit organisation that aims to increase the participation and outcomes of First Nations young people in engineering and technology. Through this partnership, SMEC strives to encourage and inspire Aboriginal and Torres Strait Islander high school students to consider engineering and science career pathways.

Since 2018, we have supported the delivery of EAA's Indigenous Australian Engineering School (IAES) program in Warrane (Sydney) and Boorloo (Perth). SMEC has hosted students in its offices, delivered presentations on project and career pathways and participated in workshops and networking events. Through this partnership, SMEC has made connections with IAES alums, who are looking to commence careers in engineering.

'It was such a privilege for the students to be able to see engineers designing in real life and hear about what they are working on right now. It is the behind the scenes experiences that help shape their understanding of engineering and fills in the big picture that they take home from their week of activities and site visits.'
Anna Vans-Colina, Director, Engineering Aid Australia.



At SMEC we have established a meaningful partnership with the Indigenous Literacy Foundation (ILF), a national charity dedicated to improving literacy among Aboriginal and Torres Strait Islander communities in remote areas across Australia. The ILF focuses on provides culturally relevant books and resources and supports communities in creating and publishing their stories in languages of their choice.

To date, SMEC has contributed over \$80,000 to assist the ILF in supplying 8,000 books to 20 remote communities, thereby enhancing literacy for children and their families. Beyond financial support, SMEC collaborates with ILF representatives to speak at key events, fostering employee awareness of the impact of their contributions. SMEC employees actively participate in ILF initiatives, including the Indigenous Literacy Day concert at the Sydney Opera House and volunteer sessions at Kinokuniya bookstore in Gadigal (Sydney). These engagements not only bolster the ILF's mission, they enrich our understanding of Indigenous cultures and the transformative power of literacy. Through this partnership, SMEC reaffirms its commitment to the education and cultural preservation within Indigenous communities.



CareerTrackers is a national purpose-driven organisation dedicated to supporting pre-professional Aboriginal and Torres Strait Islander university students by connecting them with employers to participate in paid, multi-year internships. In 2023 we proudly joined their Friends of CareerTrackers program to deepen our understanding of how to build and sustain a diverse workforce and foster a sense of belonging for First Nations professionals.

The CareerTrackers impacts are far-reaching, empowering First Nations students to excel in their studies and transition seamlessly into their careers. By prioritising the needs and aspirations of its students, the program has created a network of skilled professionals who are shaping industries and inspiring future generations. This legacy of success underscores the transformative power of education and opportunity for Aboriginal and Torres Strait Islander communities.



The vision of the Murrup is simple, yet ambitious: Aboriginal and Torres Strait Islander children have the best education outcomes and optimal opportunities in life. The charity empowers over 1,600 students in remote communities to achieve their potential in school, and beyond. Since being involved with Murrup, SMEC has donated \$60,000.



Since joining Supply Nation in November 2017, SMEC has remained an active member, strengthening its commitment to supplier diversity and economic empowerment for Aboriginal and Torres Strait Islander businesses. Supply Nation connects First Nations businesses with corporate, government and not-for-profit procurement teams, fostering long-term, sustainable opportunities.

As a corporate member, SMEC benefits from a dedicated Supply Nation representative, who provides strategic advice, supports supplier diversity advocacy and helps integrate inclusive procurement practices into company policies. This includes goal setting, reviewing procurement frameworks and delivering training to enhance employee engagement with Indigenous businesses. SMEC also leverages Supply Nation's supplier matching services and business directories to build meaningful partnerships.

Over the past three financial years, SMEC's procurement spend with Indigenous businesses has exceeded \$1.8 million, reinforcing our commitment to fostering a more inclusive economy. We will continue expanding our engagement with Supply Nation, identifying new opportunities to collaborate with Aboriginal and Torres Strait Islander businesses nationwide.



Our Engagement

Our senior leaders provide support to our employees to increase their understanding of Aboriginal and Torres Strait Islander cultures and promote these values in the workplace and in their own communities. The following initiatives have raised employee awareness of and engagement with Aboriginal and Torres Strait Islander cultures:

- Implemented a mandatory online learning module and conducted a cultural awareness workshop with senior leaders in the business (with content developed in collaboration with John Briggs Consultancy, a Supply Nation certified business). On a project level, incorporated site-specific cultural awareness training into our tenders / proposals by working with nominated Traditional Owner(s) of the lands of that particular project.
- Introduced a dedicated intranet webpage for employees to utilise resources and learn more about Reconciliation.
- Developed content that provides an *Acknowledgment of Country* for all reports, submissions and presentations.
- Supported Aboriginal and Torres Strait Islander-owned companies whenever possible and organising local representatives to speak at events such as National Reconciliation Week and NAIDOC Week.
- Commissioned artist, Narelle Urquhart to help celebrate SMEC's 70-year anniversary by painting *New Dawn*, which is on display in our Melbourne office and prints (of *New Dawn*) on display in our other Australian offices.
- Implemented Traditional Country names to our SMEC email signatures across all 17 Australian office locations.
- Partnered with The Good Box Charity to provide care boxes to support Aboriginal women and children escaping domestic violence.

National Reconciliation Week

Annually, SMEC hosts events across each of its Australian offices in recognition of National Reconciliation Week. Initiatives have included:

- First Nations guest speakers attending staff engagement events providing enriching storytelling.
- Morning tea events where all staff are invited to attend and learn about the historical and present day.
- Hosting ILF 'Great Book Swap' events in offices during National Reconciliation Week, raising funds for the ILF.

- Internal email and SharePoint resource pages educating employees about the history and meaning of National Reconciliation Week.

NAIDOC Week

Annually, SMEC celebrates NAIDOC week across Australian offices. Initiatives have included:

- Various office-based events to raise awareness and celebrate NAIDOC week.
- RAP Working Group members (and SMEC leaders) attending industry and local NAIDOC week events.
- Engineering Aid Australia representatives speaking at SMEC webinars discussing the impact of their work.
- Internal email and SharePoint resource pages educating employees about NAIDOC Week.
- SMEC's Yugambah (Gold Coast) office hosted a live discussion with special guest Jeremy Donovan, a successful musician and artist and proud Kuku Yalanki man which was streamed virtually for all Australian employees. Jeremy shared an incredibly honest, touching and inspirational story about his life and his experiences. SMEC believes it is important to hear these stories of truth, showcasing strength and resilience. Understanding the challenges faced by Aboriginal people so that we as individuals, and as an organisation, can make a real difference to reconciliation in Australia.

Other activities

- SMEC's Darwin office supported the 10th Annual Aboriginal Economic Development Forum, and had multiple employees attend the event. The forum provides an opportunity for Aboriginal businesses from across the Northern Territory to showcase their products and services to key stakeholders with a vested interest in progressing Aboriginal economic development. The forum has an emphasis on encouraging the sharing of knowledge, experiences and strengthening relationships between Aboriginal entrepreneurs and industry government and non-government organisations.
- SMEC's Townsville employees participated in the NRL Cowboys House 5050 Volunteer opportunity – working with the Cowboys Community Foundation. NRL Cowboys House is a unique, culturally safe boarding facility for young Aboriginal and Torres Strait Islander men and women attending partner schools in Townsville.

Our Projects



Kimberley Clean Energy Project Power & Energy (WA)

SMEC is proud to have delivered planning, environmental, engineering and design services associated with the solar generation facility for the East Kimberly Clean Energy Project. The Project is likely to be Australia's only 100% renewable energy, green hydrogen and ammonia project and was developed in partnership with Aboriginal Clean Energy (ACE) Partnership, Balanggarra Ventures Limited, Kimberley Land Council Aboriginal Corporation, and Pollination.

Stage 1 involves a ~1228MWdc greenfield solar farm and co-located hydrogen production facility on Miriung Gajerrong freehold land near Kununurra, utilising a small amount of fresh water from Lake Kununurra. It includes integration with the Ord River Hydro Power Station, a ~122 km hydrogen pipeline to Wyndham, an ammonia production facility converting ~50,000 tonnes of green hydrogen to ~255,000 tonnes of ammonia annually, and export via Wyndham Port.



Northern Peninsula Area Climate Resilience Centre (NPARC) Climate and Economic Planning – Stage 1 Power & Energy (QLD)

The Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships, Remote Indigenous Land and Infrastructure Program Office has engaged SMEC and is working in partnership with Northern Peninsula Area Regional Council (NPARC) to develop a climate and economic response master plan.

SMEC has provided support to this master plan and aims to support NPARC in meeting State and Federal Government affirmative climate action targets by; identifying the current carbon footprint for the region, identifying viable projects and initiatives to reduce carbon emissions (that are practical in context) and identifying opportunities for investment, employment and job opportunities within the region.



Porronggitj Karrong Project Culture led Conservation Environment (VIC)

Porronggitj Karrong, meaning 'place of the brolga' in Wadawurrung language, is a lignum swamp on the Barwon River at Breakwater, Geelong, and the site of the heritage-listed Ovoid Sewer Aqueduct. As a key project partner, SMEC is walking alongside Wadawurrung and Barwon Water to transform 66 hectares into a living Cultural landscape, creating a balanced ecological system and incorporating Wadawurrung values for community to connection to listen and learn from Country.

Since 2018, SMEC has contributed through ecological assessments and monitoring, statutory planning, environmental approvals and contaminated land assessments. SMEC is also facilitating the implementation of Traditional Custodian land management practices and the development of a Healthy Country Plan. Collaborating with the Wadawurrung Gobata Dja (Healthy Country) team, SMEC recorded the first-ever sighting of a Tawny Grassbird identified in the Barwon region, reflecting the project's positive ecological impact.



Arundel Creek Rock Protection Works Water Resources & Irrigation (VIC)

SMEC was engaged by the Wurundjeri Council to complete an engineering design for rock protection works on the Arundel Creek. The area was being eroded due to increased flows from development in the catchment. The area is known as Murrup Tamboore, or “Spirit’s waterhole” in the Wurundjeri tribe’s traditional language, Woi wurrung. The works were required to protect an area designated as high archaeological importance (formerly known as the Keilor Archaeological Site) due to the discovery of a cranium and many artefacts, as well as megafauna remains.

The design developed was innovative in that it minimised “keying in” of the rock protection that would potentially affect the in-ground heritage material. The Wurundjeri Council decided to manage the construction phase themselves, while SMEC’s Project Manager provided site surveillance and materials inspection to ensure the protection of this important cultural heritage site.



Ballarat Line Upgrade Rail & Metro (VIC)

SMEC collaborated with local Aboriginal artists to create five unique designs for Rail Project Victoria’s Ballarat Line Upgrade. These designs, reflecting the Kulin calendar’s traditional seasons, were incorporated into the forecourts of five train stations, from Rockbank to Wendouree, through stencilling and concrete sandblasting. The result is a cohesive yet distinct set of artworks that celebrate culture and history while creating welcoming public spaces.

SMEC’s landscape architecture team played a key role in facilitating the artists’ vision and ensuring the authenticity of their work. Using vector linework software, the team enlarged the artists’ hand-drawn designs to create laser-cut steel stencils, which were used to sandblast the intricate designs into the concrete forecourts.

The project exemplifies a meaningful integration of art and infrastructure, offering travellers and the community a space that acknowledges and honours Aboriginal culture through thoughtful and creative engagement.

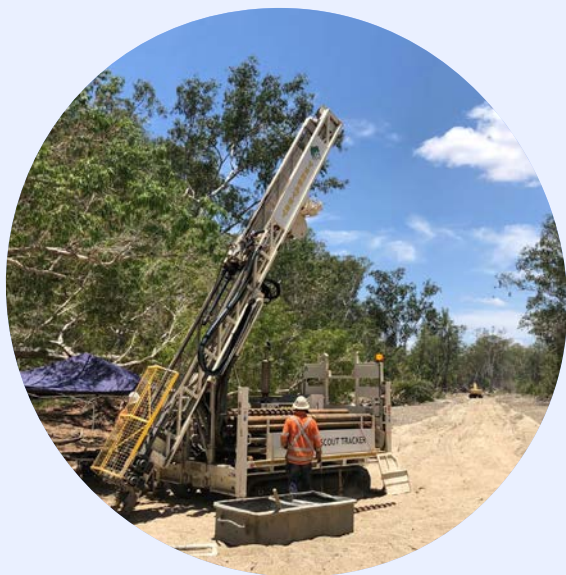


Hells Gate Dam Irrigation Scheme Business Case Water Resources & Irrigation (QLD)

SMEC delivered the Hells Gates Irrigation Scheme business case, providing a comprehensive foundation to guide the scheme’s direction and provide a clear pathway for the project’s development into subsequent construction staging phases.

The delivery process encompassed a wide range of critical components, including an Environmental Impact Statement (EIS), Field Investigations and Survey, Engineering Designs, Agricultural and Agronomy studies, Water Resources Assessment and Economic and Financial Assessment. Cultural Heritage Management was a vital component of the business case.

SMEC established a Cultural Heritage Management Agreement with the Gudjala and Gugu Bardhun peoples. Together, they conducted collaborative inspections to identify and protect culturally significant areas and artefacts within the dam and weir sites. This partnership highlights SMEC’s commitment to integrating cultural heritage preservation into the project’s development and ensuring that traditional knowledge and values are respected and incorporated throughout the planning process.



Lakeland Irrigation Area Feasibility Study Water Resources & Irrigation (QLD)

The Lakeland Irrigation Area Scheme aims to provide a reliable water supply to unlock the region's rich basalt soils for high-value agriculture. By capturing high-water flows from the upper Palmer River, the project has the potential to significantly expand the established horticultural industry, creating employment opportunities and driving regional prosperity.

SMEC was engaged by Regional Development Australia Tropical North to assess the feasibility of constructing a dam approximately 23 km southwest of Lakeland. The business case provided a comprehensive, evidence-based evaluation of the scheme's engineering, environmental, financial, social and cultural impacts and opportunities.

As part of the business case, SMEC conducted a cultural heritage inspection in agreement with Western Yalanji clans to facilitate drilling works. This collaboration led to the negotiation of a Cultural Heritage Management Agreement, ensuring ongoing respectful and cooperative project development.



Sydney Metro West, Western Sydney Airport Rail & Metro (NSW)

On the Sydney Metro West Station, Systems, Trains, Operations, and Maintenance (SSTOM) Project, SMEC has applied Designing for Country principles. The material, colours and relationship of land with the stations, have strongly been influenced by the local Aboriginal community. The architectural design has been developed with specialist Design for Country consultants who led consultation with the local Aboriginal community group. The design themes are related to air, water, land and community spirit, while the earthy colour themes of each station reflect the land on which they are built.



2026 Commonwealth Games – Landscape Architecture Designing with Country Urban Development (VIC)

For the Victoria 2026 Commonwealth Games, SMEC collaborated with the client – Office of the Commonwealth Games (OCG) and Traditional Owners to develop design principles for the accommodation hubs. Guided by the ethos of 'Healing Country', this process emphasised deep listening and partnership with the Traditional Owners to honour and heal the land.

Our commitment to this partnership began with a 'Walk on Country' and workshops with the Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC). Inspired by the belief that "Gunaikurnai culture is in the landscape," our design principles led us to formulate a design for a network of open spaces, connected by a 'Healing Corridor' – a dry creek which includes an Aboriginal medicinal and edible plants garden, a yarning circle and a star gazing platform, all of which are envisaged to encourage meaningful community engagement during and after the Games.

Curated artworks depicting Borun and Tuk: The Gunaikurnai creation story, enhance the connection to their Country. SMEC continues collaborating with GLaWAC, supporting initiatives like native procurement and landscape maintenance.





Our Actions: Relationships

Building strong relationships with Aboriginal and Torres Strait Islander peoples and all Australians is important to SMEC as we want to lead by example to foster a spirit and sense of reconciliation nationally. To deliver on our commitment to positively impact the people, the environment and the clients and communities we serve, we need to continue to develop relationships, partnerships and engagement across our organisations that enrich our ability to deliver engineering solutions for all Australians. Our drive and commitment to continue stronger relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community is highlighted through our existing partnerships and elected charity partners. Equally, we want to ensure our business practices align with our goals and commitments. SMEC acknowledges the Traditional Owners of the lands on which we live, work and learn and honours the cultural foundations on which our lives and livelihoods have been built.

At SMEC, we work hard to attract a diverse workforce and client base, to help expand not only our project portfolio but also our collective worldview. As we aim to increase our representation, we build authentic connections and understanding of First Nations knowledge and perspectives. As a company, we are committed to not only fostering good relationships within the organisation but also reaching out to others to actively seek out partnerships and opportunities that will continue to make meaningful impacts to our workforce, the communities in which we operate and across Australia as a whole.

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 develop guiding principles for future engagement.	December 2025	GM Stakeholder Relations
	Review a First Nations engagement strategy to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2026	GM Stakeholder Relations
	Develop and implement an engagement plan for each capital city (office) to work with local Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2026	GM Stakeholder Relations

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	First week May 2025, 2026, 2027	RAP Working Group Chair
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025, 2026, 2027	RAP Working Group PM
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025, 2026, 2027	ANZ Regional Head
	Organise at least one NRW event each year.	27 May- 3 June 2025/26	RAP Working Group Chair
	Register all our NRW events on Reconciliation Australia’s NRW website.	May 2025, 2026, 2027	RAP Working Group PM
	NRW Resources and Reconciliation Materials to be accessible to staff throughout the year via the RAP SharePoint site and communicated on Viva Engage.	May 2025, 2026, 2027	Corporate & Internal Communications Lead
3. Promote reconciliation through our sphere of influence.	Review and update staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2025	Corporate & Internal Communications Lead RAP Working Group Chair
	Communicate our commitment to reconciliation publicly, through promotion of the RAP on our website with a blurb from our RAP Champion.	27 May – 3 June 2025, 2026, 2027	Corporate & Internal Communications Lead
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2026	RAP Working Group Chair
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	December 2025	RAP Working Group Chair
	Promote reconciliation through sharing and celebrating partnership and project case studies, utilising various Marketing/Communication platforms and channels.	September 2025, 2026	Marketing & Communications Manager, ANZ Corporate & Internal Communications Lead
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2026	Senior Advisor EDIB
	Review and update, implement, and communicate an anti-discrimination policy for our organisation.	June 2026	Manager Workforce Planning and Capability
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy during our policy reviews.	January 2026	Senior Advisor EDIB
	Provide ongoing education opportunities for senior leaders on the effects of racism.	September 2026	Manager Workforce Planning and Capability
5. Educate our staff on the Uluru Statement of the Heart and its relevance and significance to our organisation.	Collate a range of resources around Uluru Statement of the Heart, including the statement (that can be accessed online and printed copies for the office), Books, and other suggested resources.	January 2026	Corporate & Internal Communications Lead
	Hold lunch and learn sessions to educate staff on the aims of the Uluru Statement of the Heart.	November 2026	RAP Working Group Chair Marketing & Communications Manager, ANZ



Our Actions: Respect

At SMEC, ‘People’ is one of our core values. Respect and People go hand in hand. Recognising and showing true appreciation for Aboriginal and Torres Strait Islander peoples, culture, country, history, rights and beliefs is of great importance to SMEC. Expanding our understanding of the diverse culture, history and knowledge will deepen our respect. We are committed to the education of our staff and the implementation of these values throughout our operational practices as a part of our Reconciliation Action Plan journey.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of current cultural awareness modules and cultural learning needs within our organisation.	September 2025	Senior Advisor – Learning & Organisational Development
	Engage with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2025	Senior Advisor EDIB Manager – Learning & Organisational Development
	Review, update, implement, and communicate a cultural learning strategy document to/for our staff.	November 2025	Manager – Learning & Organisational Development
	Provide opportunities for RAP Working Group members, managers and other key leadership staff to participate in formal and structured cultural learning.	March 2026	Manager – Learning & Organisational Development
	Promote self-education resources to staff.	April 2026	Senior Advisor – Learning & Organisational Development, Senior Advisor EDIB
	Continue to provide cultural awareness training as a mandatory learning module for all staff with ongoing refreshers.	January 2026	Senior Advisor – Learning & Organisational Development



Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase our employee’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2025	RAP Working Group Chair
	Review, update, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2025	RAP Working Group Chair
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August 2025 and ongoing	RAP Champion
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2025	ANZ Regional Head
	Design and distribute resources for meeting rooms to encourage staff to include an Acknowledgement of Country at the commencement of appropriate meetings.	November 2025	RAP Working Group Chair ANZ Manager Property & Workplace
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group and RAP Champion(s) to participate in an external NAIDOC Week event.	First week in July 2026, 2027	RAP Working Group Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2026	Manager Workforce Planning & Capability
	Promote and encourage participation in external NAIDOC events to all staff, including SMEC Australia’s Board.	First week in July, 2026, 2027	ANZ Regional Head
	Promote NAIDOC week in all offices to support participation.	June 2026, 2027	RAP Working Group Chair
9. Celebrate and recognise Aboriginal and Torres Strait Islander dates of Significance	Investigate whether additional localised dates should be added to these dates of significance (to be able to promote, educate and add to SMEC’s internal calendars).	October 2025	RAP Working Group Chair
	Promote other local community events, recognising dates of significance to local employees.	January 2026	ANZ Manager Regional Operations
	Organise internal and external events throughout the year to celebrate dates of significance. These events can include talks, presentations, the Reconciliation Film Club sessions and visits from the Indigenous Literacy Foundation.	August 2025, August 2026	Corporate & Internal Communications Lead Manager Marketing & Communications ANZ
	Add Aboriginal and Torres Strait Islander dates of significance to internal calendars.	December 2025	Corporate & Internal Communications Lead
10. Explore incorporating Aboriginal and Torres Strait Islander knowledge and learnings into projects.	Research best practice as to how to incorporate Aboriginal and Torres Strait Islander knowledge and learnings into project design.	January 2026	RAP Working Group Chair
	Identify and share case studies where First Nations knowledge has been incorporated into technical implementation of projects.	April 2026	RAP Working Group Chair



Our Actions: Opportunities

SMEC supports Aboriginal and Torres Strait Islander peoples by creating an inclusive and supportive work environment with opportunities that provide growth and empowerment. We are committed to making meaningful impacts for Aboriginal and Torres Strait Islander peoples, stakeholders and the environments in which we work. Opportunities to support equity, community relationships, supplier diversity and education are key drivers in our engagement of Aboriginal and Torres Strait Islander-owned companies and consultants.

Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Conduct a review of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2025	Senior Advisor – EDIB
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2025	Senior Advisor – EDIB
	Review and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, (including investigating opportunities for partnerships/ pathways with local Universities).	January 2026	Manager Workforce Planning & Capability
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	September 2025	Talent Acquisition Lead ANZ
	Review HR and recruitment procedures and policies to acknowledge diversity and remove barriers for Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	Manager Workforce Planning & Capability
	Review current partnerships with Aboriginal and Torres Strait Islander charities and organisations; and investigate opportunities for increased participation and sponsorship.	January 2026	ANZ Regional Head Senior Advisor – EDIB

Action	Deliverable	January 2026	Responsibility
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Maintain Supply Nation membership over duration of the RAP and identify opportunities for enhanced utilisation.	October 2025, 2026	Advisor – Partnerships & Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Ongoing	Manager – Partnerships & Procurement Corporate & Internal Communications Lead
	Review and update SMEC’s Aboriginal and Torres Strait Islander procurement strategy and practices. Investigate ways to expand the type and range of goods and services from Aboriginal and Torres Strait Islander businesses.	December 2025	Manager – Partnerships & Procurement
	Expand our support of Aboriginal and Torres Strait Islander owned businesses within the SMEC supply chain for project delivery; and increase the number of partnerships with smaller companies to support their capacity for growth.	January 2026	Manager – Partnerships & Procurement Project Management Committee
	Establish and develop meaningful relationships with Aboriginal and/or Torres Strait Islander businesses within each State. Review quarterly.	December 2025, June 2026, December 2026	Manager – Partnerships & Procurement
	SMEC’s Area Managers, Workplace Leads, RAP Committee members and Sector managers to participate in state-based networking opportunities with Aboriginal and Torres Strait Islander businesses i.e. Blak Coffee (WA), First Nations Entrepreneur Hub (SA) and Supply Nation Tradeshow.	May 2026	Manager – Partnerships & Procurement
	Utilise social procurement providers with specialist expertise in engaging with Aboriginal and Torres Strait Islander business. Particularly those that provide relevant and meaningful services to the project. This will include engagement with providers such as Societal Outcome Solutions (SOS) and Supply Nation.	January 2026	Team Leader – Pursuit & Submissions
13. Continue to strengthen partnerships which support Aboriginal and Torres Strait Islander students into STEM pathways	Continue to partner with Engineering Aid Australia and explore further engagement opportunities.	September 2025	Senior Advisor EDIB
	Investigate partnerships with Clontarf Foundation and similar organisations.	July 2026	RAP Working Group Deputy Chair
	Develop and implement internship programs for Aboriginal and Torres Strait Islander university students with select University Engineering Faculties.	October 2026	Talent Acquisition Lead ANZ
	Investigate localised partnerships with programs that support Aboriginal and Torres Strait Islander students in their education and general wellbeing.	August 2026	RAP Working Group Chair



Our Actions: Governance

Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group (RWG).	September 2025	RAP Working Group Chair
	Review the Terms of Reference for the RWG at duration of the RAP.	August 2025, 2026	RAP Working Group Chair
	Meet at least four times per year to drive and monitor RAP implementation.	August, November, February, May 2025, 2026, 2027	RAP Working Group PM
	Maintain a RAP SharePoint site to provide a central repository of resources for the RAP Working Group to access.	August 2025, 2026	RAP Working Group PM
15. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2025, 2026	RAP Working Group Chair
	Engage our senior leaders and other staff in the delivery of RAP commitments.	August, November, February, May 2025, 2026, 2027	RAP Working Group Champion/s
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2025	RAP Working Group PM
	Maintain an internal RAP Champion from senior management.	August 2025	RAP Working Group Chair
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RAP Working Group Deputy Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RAP Working Group Deputy Chair
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Working Group Deputy Chair
	Report RAP progress to all staff and senior leaders quarterly.	September, December, March, June 2025, 2026, 2027	RAP Working Group Chair
	Publicly report our RAP achievements, challenges and learnings, annually.	May 2026, 2027	Corporate & Internal Communications Lead
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Manager Marketing & Communications ANZ
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2027	RAP Working Group Chair
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2026	RAP Working Group Chair



Contact

For public enquiries about our RAP please contact:

RAP Working Group Chair

reconciliationactionplancommittee@smec.com

engineering positive change

SMEC simplifies the complex. We unlock the potential of our people to look at infrastructure differently, creating better outcomes for the future.

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