

Ausenco

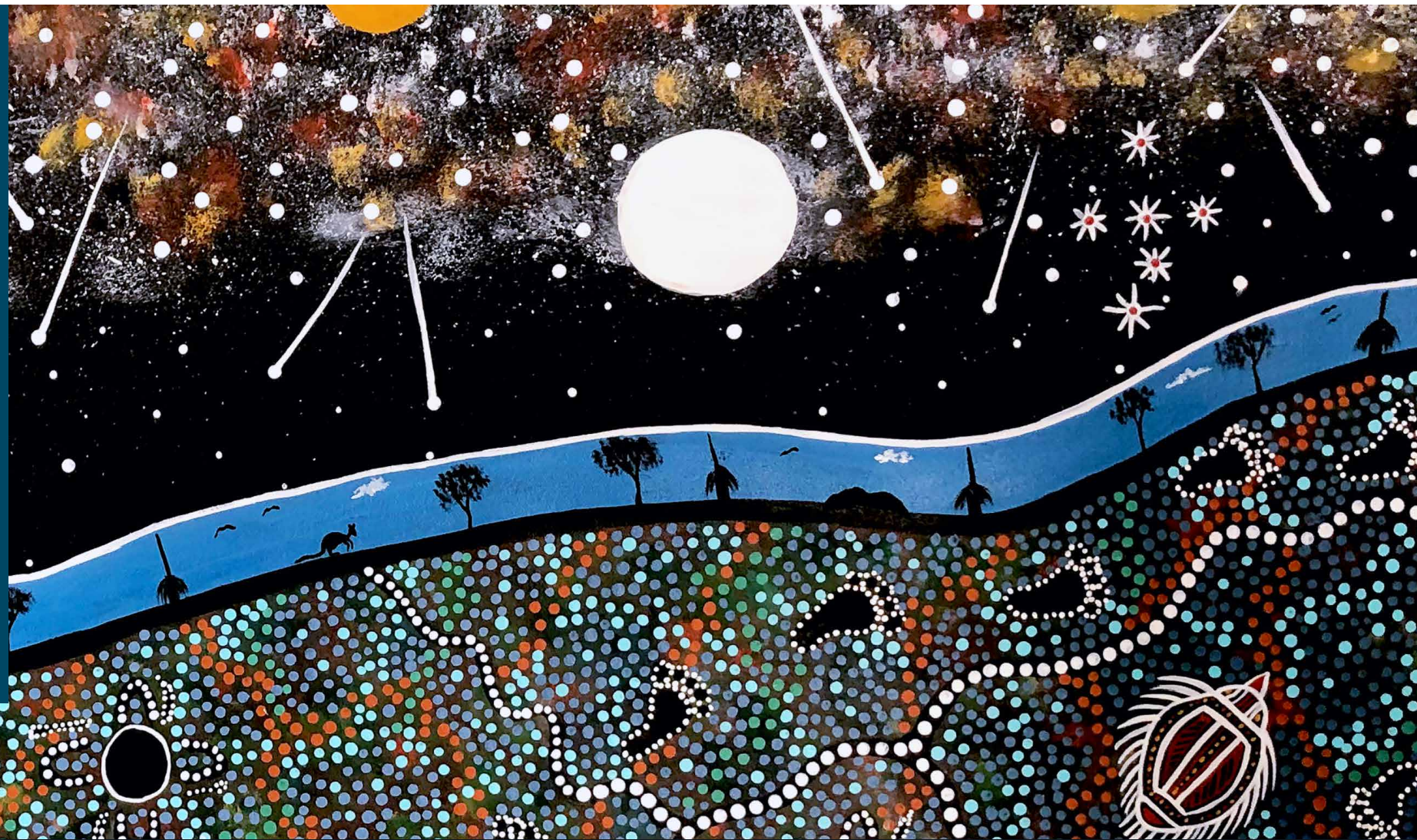
Innovate RAP

May 2023 – May 2025



RECONCILIATION
ACTION PLAN

INNOVATE



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Ausenco acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual and educational practices of First Nations Peoples. We recognise we work on what is, and will always be, First Nations Land. We further acknowledge the important contribution that First Nations People make in creating a strong and vibrant Australian society.

This plan was developed with support from the team at Regional Economic Solutions (RES).



Reconciliation Australia CEO endorsement



Reconciliation Australia commends Ausenco 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 Ausenco 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, Ausenco 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 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. Ausenco is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Ausenco'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 Ausenco on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Sincerely,

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Acknowledgments

We would like to thank and acknowledge the artist whose original painting "Gulbay Dreaming" is featured in this document, Barry 'Rainman' Boland. Barry is a contemporary and Aboriginal artist based in St George, Queensland, who has been delivering cultural and art activities for more than 30 years.

Barry is a descendant of the Kamilaroi Nations (Gamilaraay/ Yuwuluraay) language groups of South West Queensland and New South Wales on his Mother's heritage line. Their totem is the Dhinawun (emu) and their secondary totems are wallaby, snake and long neck turtle. His Father's heritage line is Northern Kamilaroi, Bigambul Clan. Their totems are goanna (Dhulaay) and snake (Nhuraay). Barry's language group (IPAI), is also the dialect of the Kamilaroi, South West Queensland and Northern New South Wales on his Father's heritage lines.

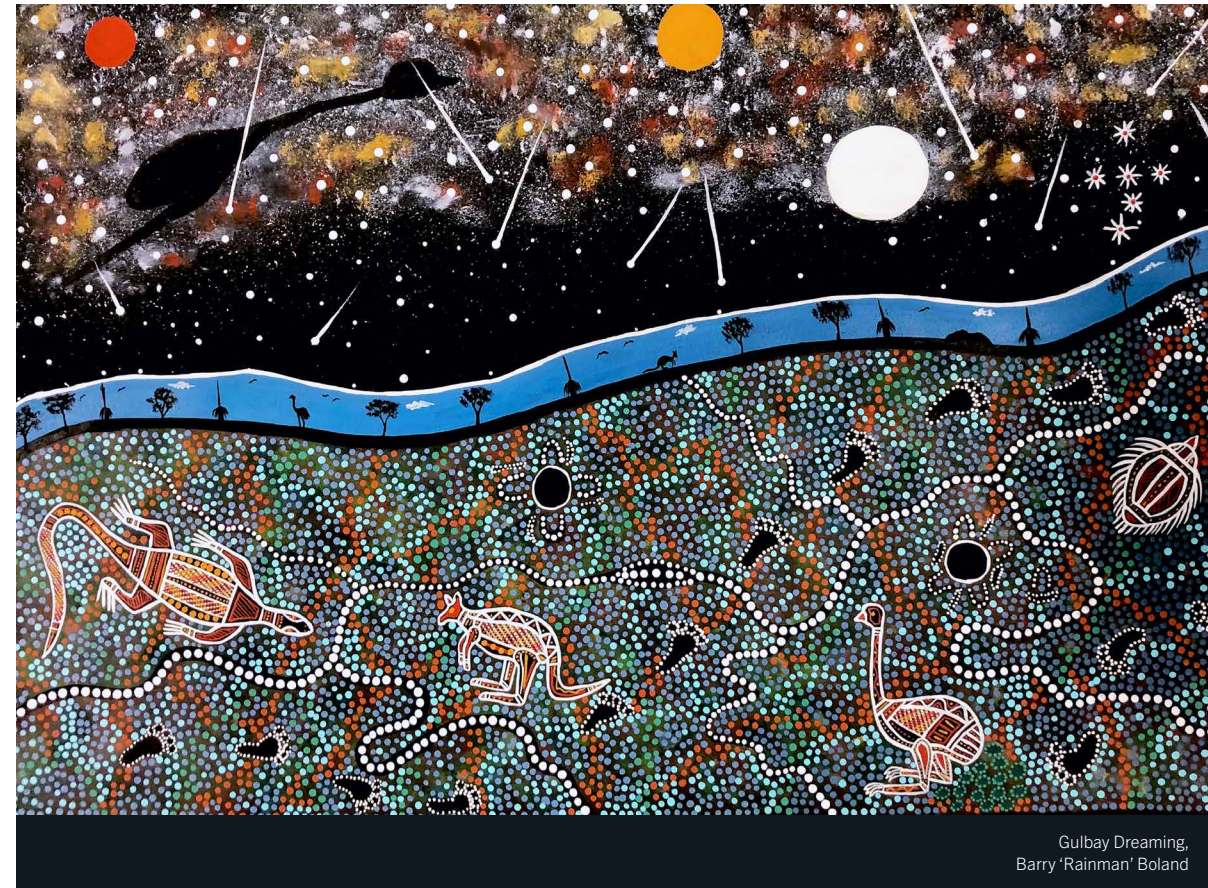
The following is the story of the painting in Barry's words.

The painting is about the star mapping and the breeding season of the Gulbay (emu) in the Bidjara/Kara Kara language. The story also depicts how Regional Economic Solutions and Ausenco play a vital part in providing advancement opportunities in the business world.

The bottom section of the painting depicts the natural environment and the daily life of how First Nations People looked after the land and animals where they lived for thousands of years. The white dots running through the painting represent the rivers and creeks that were boundaries for different tribes and also how water represented life for the people and the animals. The footprints represent the hunter trying to track the Gulbay to get the eggs. Also the meeting place on the top left is the men's camp (or business) and the meeting place on the right mid-section is the women's camp (or women's business).

The middle landscape snapshot is a contemporary outline that depicts daylight and the animals moving around feeding as they are aware the hunter is trying to track them. Also, it then fades into the night sky.

The top section of the painting represents the reflection on the ground, the big red circle represents Mars (men), the big yellow circle represents Venus (women) and the big white circle is the moon. The night sky reflection also represents the Bidjara/Kara Kara people engaging with men and women in the business world, in this case in partnership with Ausenco to find solutions to create and enhance opportunities for their descendants and other traditional clans. The Milky Way with the black emu is Gulbay when he comes in March and starts to form. That means Gulbay is looking for a mate and then they will eventually have eggs to keep the Gulbay cycle going.



Gulbay Dreaming,
Barry 'Rainman' Boland

| From our Chief Executive Officer

Reconciliation Action Plan



Our company was founded in Australia, and so we have always prioritised maintaining a close tie to the people who first called it home.

Deep, respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities is important and necessary for our success as a company, a country and a society.

While the geographic focus of this RAP is Australia, we also commit to identifying opportunities to develop and implement actions that help us build respectful and collaborative working partnerships with First Nations Peoples, organisations, businesses and communities in other countries in which we work. Localised plans have been developed in Canada with South American countries to follow.

The two-year plan set out in our Innovate RAP-A is the next step in our ongoing reconciliation journey and is focused on three themes:

- Building understanding
- Demonstrating respect
- Creating opportunities

Under these pillars are 15 specific actions to which we hold ourselves accountable.

We do not do this alone and thank the RES team for their support, Barry Boland for contributing his beautiful art and our partners for their mentorship.

Everywhere we work, we are committed to making significant and lasting contributions to reconciliation with Indigenous people. This means building strong connections based on trust, partnership, and delivering concrete actions that lead to real change.

We will always strive to find a better way.

Sincerely,

Zimi Meka
Chief Executive Officer



| Our vision for Reconciliation

Reconciliation Action Plan

We acknowledge the unique connection that First Nations Peoples have to the lands and seas, and we will build genuine and long-lasting respectful relationships with First Nations Peoples, organisations and businesses.

Our vision

Our vision is to overcome racism and develop positive, respectful and mutually beneficial relationships with First Nations Peoples and achieve economic and social parity. When we reach our destination:

- In addition to demonstrating respect for First Nations cultures, our employees and delivery partners will demonstrate admiration for the resilience of First Nations cultures to survive the trauma caused by European settlement.
- We will acknowledge both the 65,000 year story and the 250 year story of First Nations Peoples and develop a shared and united future as a result.
- The value we add extends beyond the work we do directly with our clients and will be felt by the local community.

Our business

Ausenco is a global company providing consulting, engineering, project delivery and asset operations, management and optimisation solutions to the minerals & metals and industrial sectors. We help our clients maximise the value of their operations from feasibility studies, through to design, engineering and construction management of processing plants and pipelines.

We currently employ close to 3,000 people across 26 offices in 15 countries. Approximately 400 of these people support clients from our offices in Brisbane, Newcastle and Perth. We are aware that only 1% of our workforce identify as Aboriginal and/or Torres Strait Islander people. While this is reflective of the wider engineering industry, we have committed to actions in this plan to increase First Nations employment.

Our engineering, design and construction management services sees us engage a variety of clients in the mining and minerals processing industry. Additionally, we deliver solutions to our clients with the assistance of a diverse range of suppliers and contractors. Through these networks, we have identified opportunities to learn and share our experiences to advance reconciliation and drive sustainable change on our projects. We have observed this with our involvement in delivering OZ Minerals' Carrapateena project. Working with our delivery partners, we achieved 10% First Nations People employment during construction and several First Nations companies provided goods and services to the project.

Our partnerships

Through our existing relationship with RES, we can positively influence new entrants into the Australian mining industry and help them with starting or continuing their own reconciliation journey. RES is an Ausenco-backed First Nations company that partners with organisations whose projects impact First Nations' communities and works to ensure those impacts deliver social and economic outcomes that are sustainable, ethical and responsible. RES was formed in 2013 by Leann Wilson and Mal Meninga with a desire to bring about real economic changes and social parity for First Nations People.

Since 2013, Ausenco's support for RES has been significant and has included financial support, mentoring, business development, marketing, human resources, project support and in-kind services, as well as introduction to our clients, inclusion in project proposals and promotion of RES via our local and global marketing activities.



REGIONAL
ECONOMIC SOLUTIONS

| Our work with communities

Books in Homes® is a charitable foundation that provides books-of-choice to children living in remote, disadvantaged and low socio-economic circumstances, ensuring crucial early literacy engagement and the development of reading skills needed for lifelong achievement.



Since our last RAP, we have continued our support for Durack State School students (20 minutes from our Brisbane, Australia office) via the Books in Homes program and began support for the program at Dianella Primary College (20 minutes from our Perth, Australia office). Both of these schools were selected based on their large proportion of First Nations students. Our contribution has provided a total of 1,100 book packs to the students across the two schools - meaning students received a total of 3,300 labelled books of their choosing, 1,100 named, waterproof book bags and six–48 book 'catalogue preview packs' for their libraries.

The Books in Homes program has played a key role in our Reconciliation journey. Not only has it afforded us a tangible means to play a role in closing the gap in education outcomes, but the awareness of the existing gap has also led to the development of a deeper understanding of the need for community-owned solutions amongst our employees.

In late 2019, our New Professional Program (NPP) participated in community outreach work supporting a school on Masig Island in the Torres Strait. The NPP, a cohort of recent graduates and other employees who are early in their careers, worked with the local community to design and install a chicken coop, gardens and associated materials for the improvement of community facilities. The NPP is exploring further opportunities in this area and the approach has been developed into a framework for planned future community co-designed solutions in First Nations communities.



Durack State School students,
Books in Homes

| Our RAP journey to date

Since its inception in 1991, Ausenco has sought to respect and contribute to the people and communities where we live and work. Our value of respecting the community and environment has meant we work proactively to support local communities where our offices or projects are based, all over the world. We do this by employing and training locals, using local contractors and suppliers, giving back to local communities and partnering with communities and other businesses who have similar values.

Continuing our Reconciliation journey with the development of our Innovate RAP embodies our organisational values and represents the next step in our Reconciliation Journey.

When developing our Innovate RAP, our RAP Working Group reflected on the learnings from the decade long relationship with RES.

The learnings include:

Respect comes from understanding

Our Reconciliation journey to date has prompted us to consider how we instil genuine and meaningful respect for First Nations Peoples throughout our organisation. In addition to embedding respect protocols to demonstrate respect for First Nations Peoples and cultures, we continue to be committed to building an understanding of both the 65,000-year story and the 250-year story of our First Nation Peoples, as both storylines provide an understanding of the need for respect.

There is a thirst for knowledge

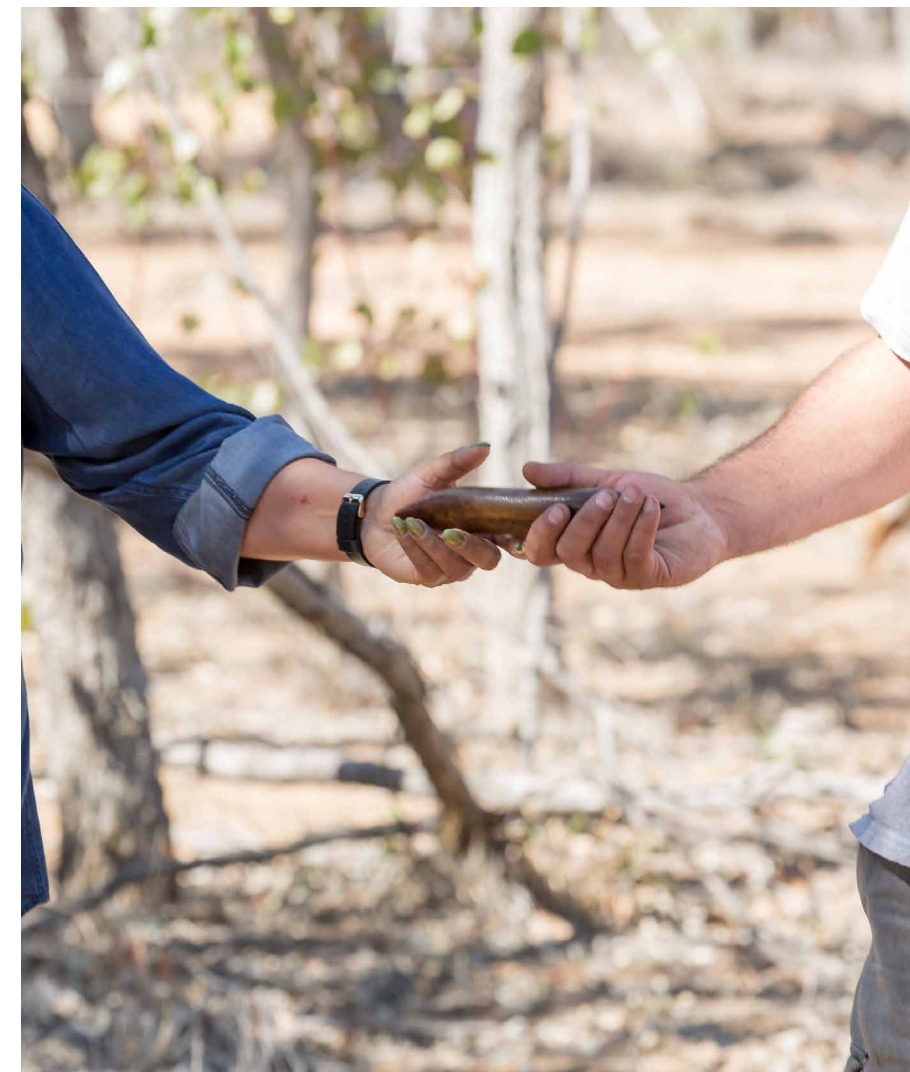
We acknowledge and respect the role we play to actively share stories to facilitate a deeper understanding of First Nations Cultures. A cornerstone of this is the integration of cultural agility into the curriculum for our New Professionals Program. This program provides a structured career development pathway and the inclusion of a truth-telling session to deepen the cohort's understanding of our country's history along with its impact on First Nations Peoples. As a result, the group has been able to explore the role they play in reconciliation and allyship with First Nations Peoples.

Individuals are on their own Reconciliation journey

The RAP Framework allowed us to recognise that our employees are at different places in their own reconciliation journey; as we experience in broader society. We explored this theme during NAIDOC Week 2022 and some employees shared their past experiences and why reconciliation is important to them. We take this learning forward into our Innovate RAP and explore our role in a time of potential social and legislative change.

Support within the broader RAP community

Exploring our sphere of influence led to connections with First Nations business within our supply chain, fellow organisations with Reconciliation Action Plans and communities where we work. This process has allowed us to engage with a range of organisations to share learnings and experiences.



Our RAP working group

Our RAP Working Group includes Leann Wilson, a Bidjara/Kara-Kara and South Sea Islander descendant, along with enthusiastic employees representing our geographical footprint, business lines and discipline groups.



Matt Wallace | HSE Manager (RAP Leader)
(Jagera and Turrbal Country)

Matt credits a three-day immersion on Kamilaroi Country as a critical point on his reconciliation journey. During this experience, he saw both the beauty of Kamilaroi Culture and the devastating impact of hundreds of years of social and political agendas.



Shenesse Dempsey | Graduate Structural Engineer
(Jagera and Turrbal Country)

Shenesse joined the RAP committee to mentor other Indigenous students who may intern at Ausenco and/or still be at school. During her studies, she was mentored and supported by the CareerTrackers program, which helped her find vacation work and further develop soft skills. Shenesse thinks it's important to give back to Indigenous students through a variety of objectives and believes in the importance of young Indigenous students seeing Indigenous people in a wide variety of roles, demonstrating, that if you see it, you can do it.



Leann Wilson | Managing Director RES
(Iningai Country)

Leann is a Bidjara/Kara-Kara and South Sea Islander descendant. An experienced executive, business owner and First Nations leader who has been at the pioneering forefront of opening dialogue with, and delivering outcomes that are agreeable, sustainable, ethical and beneficial to all parties.



Dean Ainsworth | Senior Mechanical Designer
(Quandamooka Country)

Dean's reconciliation journey began through his interest in Baseball having developed a Baseball program aimed at creating pathways for First Nations youth to participate in the game. Having spent time learning and understanding more about First Nations Cultures and practises, Dean is keen to continue to learn and share lessons and continue his journey to reconciliation.



Rachel Korziuk | Executive Assistant to Vice President of WA / Africa
(Whajuk Noongar Country)

Rachel grew up in the Pilbara region of Western Australia, on Banjima Country and has always had a deep respect for the Culture and lands. Rachel actively looks for opportunities to continue her own reconciliation journey as well as encouraging and enabling others to do the same.



Jamie McErval | Senior Business Partner People and Performance
(Jagera and Turrbal Country)

Jamie's commitment to reconciliation is taking opportunities presented to him to further his education and knowledge about Indigenous history and culture. Jamie wants to incorporate cultural commitment and awareness in the workplace and the wider community.



John Marx | Project Director
(Jagera and Turrbal Country)

John's experience working and living in Larrakia Country showed him how large scale projects can assist in providing opportunities for First Nations communities. This exposure started John on his own Reconciliation journey, seeking out opportunities to understand more about the First Nations stories from where he works and lives.



Sam Crane | Graduate Process Engineer
(Jagera and Turrbal Country)

Sam's reconciliation journey was kick started when completing a cultural awareness training program as part of the graduate cohort. Sam is passionate about helping to create equality, learning from our previous mistakes and working towards a future free from discrimination.

Relationships

We recognise the importance of developing relationships and working with First Nations Peoples to co-design solutions in the communities in which we work. We understand the need to develop these relationships to build the knowledge and capabilities of our leaders to drive reconciliation in our workforce, in our industry and broader society.



Reconciliation Action Plan

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 2023, September 2024	RAP Leader
	• With the guidance of RES, develop and implement a strategy to enhance engagement with Aboriginal and Torres Strait Islander stakeholders and communities in the States and Territories we operate.	June 2023	RAP Leader and RES Managing Director
Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and Reconciliation materials to our staff.	May 2023, 2024	RAP Deputy Leader and P&P Representative
	• RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023, 2024	RAP Leader
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2023, 2024	RAP Leader
	• Organise at least one NRW event each year.	27 May- 3 June, 2023, 2024	RAP Deputy Leader and P&P Representative
	• Register all our NRW events on Reconciliation Australia's NRW website .	May 2023, 2024	RAP Deputy Leader and P&P Representative
Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2023	RAP Leader
	• Communicate our commitment to reconciliation publicly through avenues including community projects, email signatures and external reports.	September 2023	Project Director and Process Engineering Representatives
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2024	RAP Leader
	• Continue to collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	February 2024	RAP Leader
Promote positive race relations through anti-discrimination strategies.	• Continue to implement and communicate our Diversity Policy, Indigenous Peoples Policy and Fair Treatment Policy which include anti-discrimination strategies.	June 2024	Director, People & Performance
	• Engage RES to review our Diversity Policy, Indigenous Peoples Policy and Fair Treatment Policy to identify existing anti-discrimination provisions, and future needs.	April 2024	Director, People & Performance
	• Communicate changes to HR policies and procedures as a result of the review.	September 2024	Director, People & Performance
	• Provide cultural agility training to the Regional Leadership Team to educate them on the effects of racism.	September 2023	RAP Deputy Leader and P&P Representative

Respect

We understand that the work we perform across Australia is undertaken on the traditional lands and waters of Aboriginal and Torres Strait Islander peoples and respect the ongoing connection Traditional Custodians have. We accept that respect and inclusion is driven by understanding and we will continue to develop the cultural competency of our employees and stakeholders and demonstrate this through the projects we deliver for our clients.

Reconciliation Action Plan



Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of our organisational cultural learning needs.	July 2023	RAP Deputy Leader and P&P Representative
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors, including RES, to inform our cultural learning strategy.	July 2023	RAP Deputy Leader and P&P Representative
	Develop a cultural learning framework and communicate this to staff.	September 2023	RAP Deputy Leader and P&P Representative
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	September 2024	RAP Leader
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.	April 2024	RAP Leader
	Document and implement a Cultural Protocols / Respect document to build on existing Acknowledgement of Country guidelines and provide further detail on appropriate language for use in reports.	May 2023	RAP Leader and Process Engineering Representative
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol for the launch of our Innovate RAP and major projects.	May 2023	RAP Leader and Process Engineering Representative
	Ensure an Acknowledgement of Country continues to be undertaken at the commencement of important meetings.	September 2024	RAP Leader
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023, 2024	RAP Leader and Process Engineering Representative
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024	Director, People & Performance
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2023, 2024	RAP Leader
Demonstrate our respect to current and potential Aboriginal and Torres Strait Islander business partners.	Investigate the inclusion of First Nations recognition statement as part of our email signature block and report templates.	September 2023	RAP Leader and Process Engineering Representative
	Review project nomenclature with the aim of including recognition of the First Nations Country where it is located.	September 2023	Project Director Representative
	Work with Traditional Custodians to update project site inductions to include information on First Nations Peoples and awareness of cultural significant areas.	July 2023	Project Director Representative

I Opportunities

Our words are powerful and our reconciliation activities need to also be felt by First Nations Peoples. We acknowledge that our actions need to include, but not be limited to, those that directly benefit our organisation. Our goal is to see greater participation of First Nations Peoples across our industry and throughout our supply chain. We will work with communities to co-design solutions that result in sustainable employment opportunities and thriving communities.



Reconciliation Action Plan

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Survey existing staff to build an understanding of current Aboriginal and Torres Strait Islander staffing.	August 2024	Director People & Performance
	• Develop and implement a First Nations recruitment, retention and professional development strategy.	August 2024	Director People & Performance and RAP Leader
	• Engage with Aboriginal and Torres Strait Islander staff and RES to consult on our recruitment, retention and professional development strategy.	August 2024	Director People & Performance RAP Leader
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August 2024	Director People & Performance
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2024	Director People & Performance
	• Review the Cadet Program to increase First Nations involvement.	September 2024	Director People & Performance
	• Engage with Australian Universities and organisations such as Engineering Aid Australia to provide support for two First Nations engineering students.	August 2024	Director People & Performance
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy for projects and base business.	September 2023	RAP Leader and RES Managing Director
	• Investigate Supply Nation membership.	June 2024	RAP Leader
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	November 2023	RAP Leader
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2023	RAP Leader
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2024	RAP Leader
Develop a mutually beneficial relationship with First Nations communities to build capacity and promote careers in engineering.	• Consider organisational assistance to the newly-formed Qld State Indigenous Body to support First Nations business throughout the State.	March 2023	RAP Leader and RES Managing Director
	• With support of the Ausenco Foundation, complete an engineering project in a community. This project will be co-designed with the community to address a current need and engage with local school students to demonstrate and promote engineering as a career option.	December 2024	Project Director Representative

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Jan, Apr, Aug, Oct, 2023, 2024	RAP Leader
	• Establish and apply a Terms of Reference for the RWG.	March 2023	RAP Leader
	• Meet at least four times per year to drive and monitor RAP implementation.	Jan, Apr, Aug, Oct, 2023, 2024	RAP Leader
Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation and include in business planning processes.	Sept, 2023, 2024	RAP Leader
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	Feb, May, Sept, Nov, 2023, 2024	RAP Leader
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	March 2023	RAP Leader
	• Maintain an internal RAP Champion from senior management.	Jan, Apr, Aug, Oct, 2023, 2024	RAP Leader
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, 2023, 2024	RAP Leader
	• Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024	RAP Leader
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2023, 2024	RAP Leader
	• Report RAP progress to all staff and senior leaders quarterly.	Feb, May, Sept, Nov, 2023, 2024	RAP Leader
	• Publicly report our RAP achievements, challenges and learnings, annually.	November 2023, 2024	RAP Leader
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Leader
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2024	RAP Leader
Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	RAP Leader



Find a better way.

Contact details

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