



# Innovate Reconciliation Action Plan

MAY 2024 - MAY 2026

[WORLEY.COM](http://WORLEY.COM)





# Acknowledgement of Country

Worley acknowledges and pays respect to the lands of the Traditional Owners of all the locations in which our employees live and work on.

We recognise their continuous connections, for over 65,000 years, to the lands, waterways and constellations through ancestral stories and cultures which remain strong in contemporary Australian society.

Worley values the strength, determination and resilience of all First Nations peoples and communities in Australia and is committed to the ongoing journey of listening and learning.

# Description of artwork and Acknowledgement of artist

The artwork reproduced throughout our RAP was created by Marlie Albert and is titled **"Stronger Together"**. The artwork was commissioned by Worley and was unveiled during National Reconciliation Week in 2022.

Stronger Together represents Worley's values and connection to the land. These values include Life, Rise to the Challenge, Stronger Together and Unlock Brilliance.

On each side of the painting the connect web of circle and lines represent the network of each person that works for Worley, these connections create a stronger and better workplace for all and promote employees to rise to challenges as a collective.

This is a foundational value; Worley can unlock brilliance in what they aim to achieve and to better work with First Nations communities collaboratively and respectfully, this is represented in the middle with the large circle and people around it.

Just outside the web and large circle are the First Nations communities represented in blue and orange, the colours of Worley. These colours also represent the differing First Nations communities, blue for saltwater people and orange for inland or desert people.

"In the background I have used an ochre red colour to represent the soil of Australia that gives life to everything around us especially the native flora and fauna which is represented in leaves, gum nuts, honey ants and animals that travel this Country".



**Marlie Albert**  
Artist





# Message from Reconciliation Australia



Reconciliation Australia commends Worley 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 Worley 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, Worley 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.

Worley 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 Worley'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 Worley on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# Message from Worley

It is an honour to introduce Worley's first Innovate Reconciliation Action Plan (RAP). In my time as Worley CEO, I have witnessed a growing eagerness and urgency among our people to listen, learn, and find a shared path to reconciliation in Australia.

The vision of reconciliation aligns with our belief that we are stronger together. As a values-inspired organisation, we seek to unlock brilliance through belonging, connection, and innovation.

The Innovate RAP reaffirms Worley's commitment to reconciliation, and outlines our steps to build respectful and trusted relationships and improve the social and economic wellbeing of Aboriginal and Torres Strait Islander peoples.

We recognize as well the importance of national efforts regaining momentum to pursue a better future together.

## WHERE WE BEGAN

In 2020, we established our inaugural Reflect RAP. We engaged The Minderoo Foundation to identify gaps in our employment and procurement processes.

We collaborated with community and business partners, customers, and our people to create sustainable employment pathways for Aboriginal and Torres Strait Islander people at Worley, and with our customers.

We have also built partnerships with Traditional Owners to increase cultural awareness across our sites.

We have hired to increase the participation and representation of Aboriginal and Torres Strait Islander people in the workforce and create an environment where all feel they belong, are safe to be themselves, and have their voices heard.

Additionally, we highlighted cultural celebrations to share the rich history, tapestry, and lived experience of Aboriginal and Torres Strait Islander colleagues and culture.

**Chris Ashton**  
Chief Executive Officer  
Worley

## WHERE WE WILL GO

Our inaugural RAP sought to broaden our role and form partnerships to make a difference.

Now, our Innovate RAP moves from intent to impact, setting tangible and measurable actions and a framework to report our progress. We envision movement in three key areas:

- Leveraging partnerships to connect employment and procurement pathways directly to projects
- Building cultural competence among our people for a more inclusive workplace that is stronger together
- Recruiting and collaborating with Traditional Owners to lead the energy transition in Australia.

This collective investment will help us recruit and retain talent through opportunities close to home and where there is room to grow.

Similarly, we can maximise our potential and foster innovation in a workplace where First Nations people feel they belong, with equal access to opportunities as employees and suppliers.

We recognise reconciliation is a determined and challenging journey. Through our RAP, we pledge to evolve and contribute to an inclusive and equitable future for Aboriginal and Torres Strait Islander peoples. Our values will guide us to meet our commitments.

I extend my thanks to all who contributed to the development of this RAP, and look forward to reporting on our progress and a brighter future for all.





# Our Vision for Reconciliation

Worley's vision of reconciliation consists of an Australia that embraces and celebrates Aboriginal and Torres Strait Islander peoples, stories, traditions, cultures, and is involved in the active process of truth-telling.

It is also to foster an inclusive workplace that values relationships with Aboriginal and Torres Strait Islander peoples through meaningful engagement.

We strive to work collaboratively to build a culture of learning from, and working with, First Nations peoples and businesses to be a part of creating positive economic, social, and cultural outcomes to deliver a more sustainable world.



# OUR BUSINESS

Worley is a global professional services company of energy, chemicals and resources experts headquartered in Australia.

Right now, we're bridging two worlds as we accelerate to more sustainable energy sources, while helping our customers provide the energy, chemicals and resources that society needs now.

We partner with our customers to deliver projects and create value over the life of their portfolio of assets.

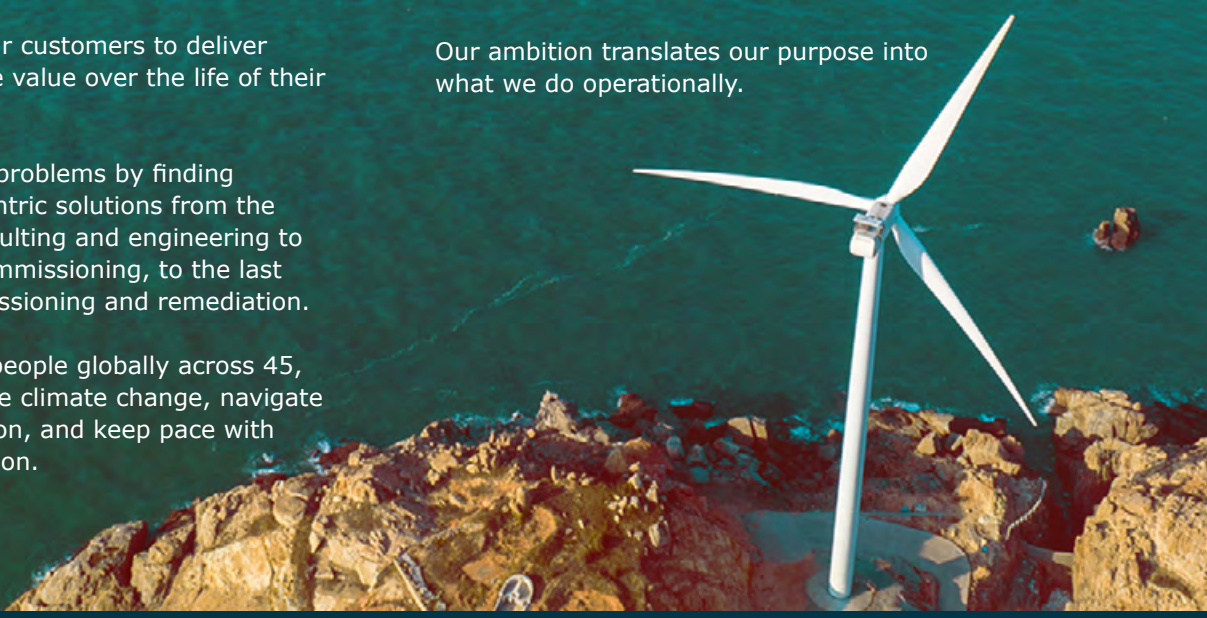
We solve complex problems by finding integrated data-centric solutions from the first stages of consulting and engineering to installation and commissioning, to the last stages of decommissioning and remediation.

With over 49,000 people globally across 45 countries, we tackle climate change, navigate the energy transition, and keep pace with digital transformation.

We support our customers as they transition to achieve their commitments across both their traditional businesses and their sustainability investments.

Everyday, we come to work driven by a common purpose of delivering a more sustainable world.

Our ambition translates our purpose into what we do operationally.



## Worley's four values underpin our attitudes and behaviours that drive our culture within Worley.



### We Value Life:

We believe in the safety, health and wellbeing of our people, communities, and environment.

Without it nothing else matters.



### We Rise to the Challenge:

We love a challenge.

We go the extra mile, delivering new and better solutions to complex problems.



### We are Stronger Together:

We thrive in real relationships and partnerships.

We nurture networks and collaboration.

We recognise our differences make us stronger.



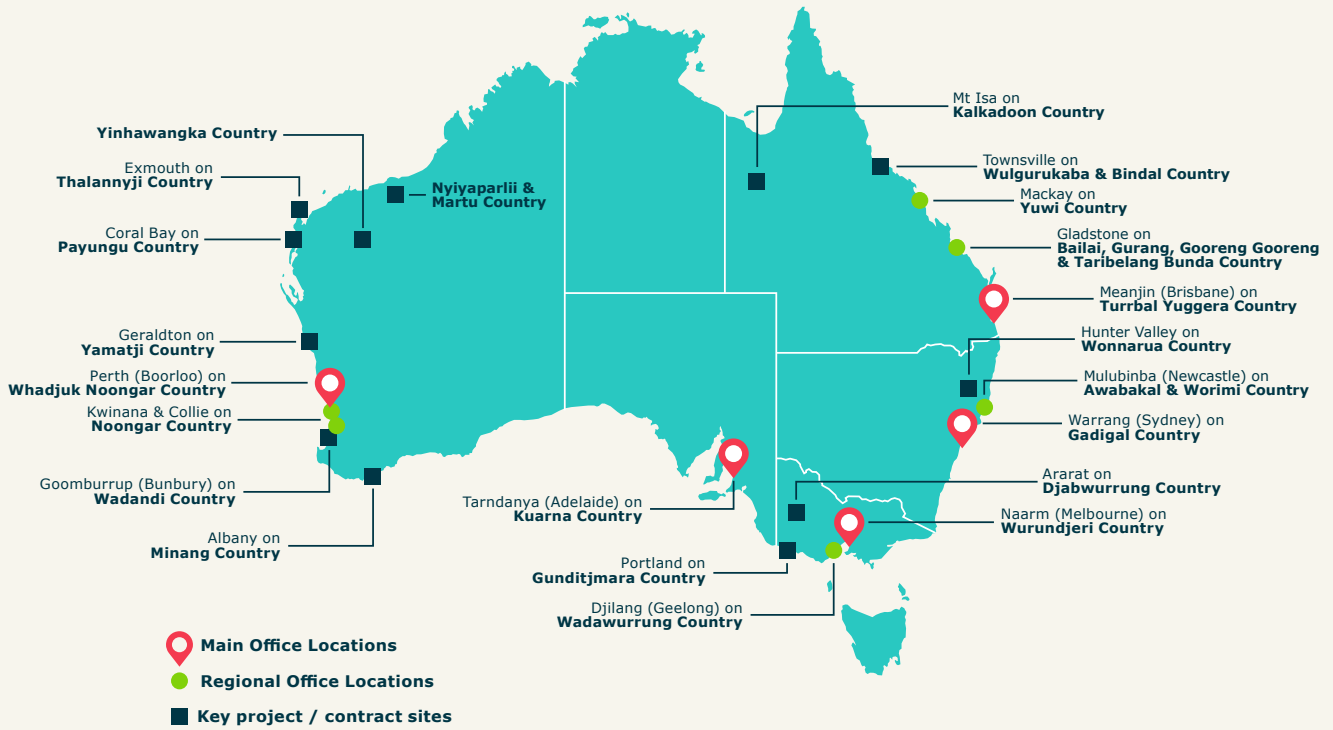
### We Unlock Brilliance:

We are passionate about innovating and learning.

We value, share, and grow our expertise.

**Worley delivers engineering, project, and asset services, and is a global consulting business providing advisory, consulting and early project development services.**

**Among the services provided by Worley is supporting engagement with First Nations peoples and communities for major companies that are executing large resources and energy projects in Australia.**



Worley has a proud Australian heritage and is listed on the Australian Securities Exchange (ASX).

We employ 4,000 people in Australia, including 10 people who identify as Aboriginal and or Torres Strait Island Peoples.

We have five offices in capital cities Gadigal (Sydney), Boorloo (Perth), Meeanjin (Brisbane), Naarm (Melbourne), and Tardanya (Adelaide) as well as in six regional locations including Mulubinba (Newcastle), Yuwi Country (Mackay), Goomburrup (Bunbury), Nyoongar Country (Kwinana), Djilang (Geelong) and, Bailai, Gurang, Gooreng Gooreng and Taribelang Bunda Country (Gladstone).

We also have project teams located at multiple major project sites throughout Australia.

We make a positive impact in the communities in which we operate and build robust, sustainable partnerships with the local businesses and the Traditional Owners of the land in which we operate.

We are proud that our partnerships help deliver sustained economic, social, and environmental progress, creating opportunities for individuals, companies, and communities to find and realise their own futures.

Worley recognises that our sphere of influence for reconciliation is with our people, our customers, and the communities where our projects are being delivered.

We are committed to meaningful engagement with First Nations communities in all the regions where we operate, and we have established joint venture partnership.



# Our Reconciliation Action Plan

## key roles

**Worley has developed an Innovate RAP to have a framework to guide our journey towards reconciliation.**

**Through engagement and participation of First Nations peoples, we are committed to ongoing learning and to creating positive impact for Aboriginal and Torres Strait Islander communities through employment, procurement, training, development, and partnerships.**

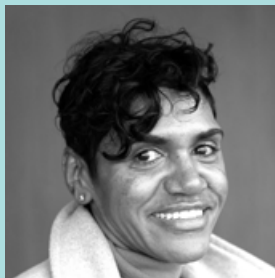
**Our aim is to build and strengthen respectful relationships between our business and Aboriginal and Torres Strait Islander peoples.**

Our RAP Working Group consists of people from our Australia and New Zealand (ANZ) executive leadership team who will be held accountable to support our ANZ Leadership team to deliver the commitments within Worley and support our RAP Working Group and RAP Champion Network.

At Worley, Gillian Cagney serves as our esteemed RAP Champion. In her role as the dedicated President, ANZ, she is committed to wholeheartedly leveraging her position to seamlessly integrate the components of the RAP.

With the guidance of the RAP, Gillian aims to create enhanced opportunities and positive outcomes for both current and future First Nations employees. Moreover, she is dedicated to fostering a culturally safe environment where individuals from all backgrounds can thrive, learn, and grow.

**Gillian Cagney | President ANZ**



Kyra Galante is Worley Australia's First Nations Participation Director. As a proud Kaparn Woman from the Goldfields region of WA she has over 20 years' experience. Kyra is facilitating partnerships between Worley Australia and Aboriginal and Torres Strait Islander businesses to create positive socio-economic impact.

Kyra's role also involves providing guidance to Worley and our customers to facilitate the energy transition's alignment with Aboriginal and Torres Strait Islander cultural values to protect land, water, and heritage.

**Kyra Galante | First Nations Participation Director**

Peggy Swindle is Worley Australia's First Nations Talent Acquisition Advisor. Peggy is a Wiradjuri woman who has a Masters' Degree in Indigenous Business Leadership with Monash Business School and has spent more than 10 years developing her career within First Nations Advisory roles.

Peggy works closely with all of Worley's leaders to develop career pathways and talent acquisition strategies to allow First Nations peoples career opportunities within Worley.

**Peggy Swindle | First Nations Talent Acquisition Advisor**



# Our Reconciliation Action Plan Working Group

Our RAP Working Group brings together a diverse group of people from across our business who are responsible for overseeing the development and effective implementation of our RAP.

Our large team will contribute in different capacities to different initiatives we have committed to in this RAP depending on where they sit in our business.

Our RAP Working Group consists of the following people, including six who identify as First Nations peoples:



**Kyra Galante**  
First Nations Participation  
Director



**Russell Claxton** Senior  
Vice President Worley  
Power Services



**Lea Stewart**  
Inside Sales Manager



**Damien Brandon**  
Assurance Project  
Initiation Lead, ANZ



**Eric Resch**  
Vice President Operations



**Belinda Campbell**  
People Group Director, ANZ



**Elena Miceski**  
Environment & Social  
Transformation



**Shirley Hedland**  
First Nations Career &  
Education Advisor



**Marc Scardilli**  
General Counsel, ANZ



**Kerrie Atkinson**  
Business Manager



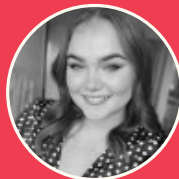
**Allison Hanly**  
Director Environment &  
Water



**Ned Baxter**  
Vice President Green  
Hydrogen



**Sarah Mansell**  
Environment &  
Sustainability Consultant



**Gorgi Hyatt**  
Site Support Officer



**Megan Lee**  
Talent Acquisition Lead  
Australia East



**Peggy Swindle**  
First Nations Talent  
Acquisition Advisor



# Our Journey

For Worley, reconciliation is a long-term journey that requires investment through resources.

We remain focused on embedding and further building cultural awareness across our business through training and other initiatives as well as increasing our engagement and expenditure with Aboriginal and Torres Strait Islander suppliers. Some highlights of our Reflect RAP implementation and organisational changes include:

2020

Expanded our relationships with the Polly Farmer Foundation (established 2020), **CareerTrackers** Indigenous Internship Programs, Supply Nation, and Aboriginal organisations that support First Nations employment pathways.

2021

We affirmed in 2021 then reaffirmed in May 2023 and declared our support of the principles embodied in the Uluru Statement from the Heart.

2021

Completed an Inclusion Survey of our people to obtain a baseline of our demographics, including in relation to cultures that our employees identify with. Participated in NAIDOC and National Reconciliation Week events.

June 2021

Networking and Sharing event during National Reconciliation Week in our offices where we brought together representatives from Traditional Owners, suppliers, education programs, customers and contracting peers to express our appreciation for their advice and support, share experiences, create new connections and look for opportunities to assist and encourage one another as we go forward together.

2022

Hosted an Introduction Session outlining the significance of the Uluru Statement from the Heart including an expert panel comprised of Kenny Bedford and Professor Colleen Hayward who were members of the 250 delegates who jointly drafted the Uluru Statement from the Heart.

Participated in the Minderoo Foundation Indigenous Employment Index that gave Worley a baseline of how culturally safe and competent Worley is and highlighted areas to improve and build on as a part of our Reconciliation journey.

September 2022

Engaged a First Nations Participation Director into the ANZ Leadership team.

2023

Established new partnerships with the Johnathan Thurston (JT) Academy, Murlpirrmarra Foundation and Warrikal Engineering.

May 2023

Developed a First Nations Yarning Page with specific Acknowledgement of Country for our people on our online learning portal.

June 2023

Hosted 'Building a Stronger Australia' forums: Understanding the Uluru Statement from the Heart and Creating Meaningful Change – Session One on 'The Voice to Parliament' with Nolan Hunter (Co-Convener of Uluru Statement from the Heart), Professor Fiona Stanley (Ally and 2003 Australian of the year) and Kyra Galante (First Nations Participation Director & WA Ambassador for Yes23).

## Ongoing

Story telling events held by local Elders sharing Stories of their Dreaming to our employees and their families.

Continue to build awareness within our business on the meaning of Reconciliation as well as celebration of Aboriginal and Torres Strait Islander cultures.

Cultural Awareness training for senior executives, and progressive roll-out of training throughout Australia.

# Polly Farmer Foundation | Innovation Challenge Initiative

## CASE STUDY 1

Polly Farmer Foundation is committed to academically enriching the lives of First Nations students by creating pathways and programs to further education and employment beyond their schooling years.

Worley partnered with Polly Farmer in 2020 to create opportunities for First Nations students to learn and grow around STEM pathways.

Follow the Dream is a flagship program of the Polly Farmer Foundation which provides Aboriginal and Torres Strait Islander students with tutoring, mentoring and wrap around support services to enhance their learning experience.

In November 2022, Follow the Dream students from Broome Senior High School, St Mary's Broome, Governor Stirling High School, and Derby District High School, came together for a 'Worley innovation challenge' in Broome. Students were asked to investigate what makes a company carbon-net zero and how is it achieved, with groups pitching their innovative ideas in reducing carbon emissions.

Tangible and exciting projects like the Innovation Challenge exposes First Nations students to STEM subjects which can ultimately bring a positive impact to their interests and values towards the learning areas of science, technology, engineering and mathematics.

This challenge also showcased to students the opportunities of studying STEM subjects and working in the field with representatives of Worley.

Ned Baxter and Jessica Pringle conveyed to students the commitment Worley has to sustainability, the future energy resourcing sector and how the effect of carbon and hydrogen will play a key role in the future of manufacturing.





# Lead Like a Girl Program | Johnathan Thurston (JT) Academy

## CASE STUDY 2

JTLeadLikeAGirl is a remarkable program designed specifically for young women, emphasizing the cultivation of essential skills such as leadership, teamwork, and various other competencies essential for lifelong success in both personal and professional realms.

Worley actively engages with young women through dynamic and motivational workshops, fostering personal growth and development.

Throughout the program, participants had the opportunity of learning from esteemed figures in various industries, benefitting from their insights and experiences. They actively engaged in discussions aimed at goal attainment, adeptly preparing for life's inevitable challenges, and mastering tools that are indispensable for personal, educational, and professional growth.

This standout program aims to have a beneficial impact on young First Nations women, promoting confidence to effect positive change.



# CareerTrackers - Next Generation of Leaders

**CareerTrackers is a non-for-profit organisation which provides First Nations students with opportunities to grow professionally in the workplace through paid internships and career development opportunities.**


**Worley has partnered with CareerTrackers to establish an ongoing relationship to provide job opportunities for First Nations students, mentoring and training, in the aim of facilitating the next generation of First Nations leaders.**

So far, Worley has on average 2-3 CareerTrackers interns per year work in various teams across the business to enhance their professional knowledge.

## CASE STUDY 3

Marnee West is a proud Wangkatha (Wongi) woman who started working for Worley Consulting in November 2022, joining the Society, Governance and Engagement team in the Perth office.

Marnee initially started a 12-week placement over the summer period, and transitioned into part-time work whilst she was completing her last semester of her bachelor's degree in Behavioural Science.



My time with CareerTrackers has been nothing short of transformative and immensely meaningful. Throughout the course of five remarkable years, they have not only provided me with unparalleled career development opportunities and pathways, but they have also instilled in me an unwavering sense of gratitude.

Interning with CareerTrackers allowed me to forge profound connections with some of the most inspiring leaders, with who I keep in contact with today. CareerTrackers emphasis on cultivating a new generation of leaders, particularly for me, has been a source of endless motivation and aspiration. It's an endeavour that fuels my drive to work relentlessly towards a brighter future.

The sense of community I experienced at CareerTrackers was warm. They have been instrumental in providing First Nations youth like myself with invaluable opportunities to learn and grow professionally. Their dedication to closing the social and economic gap between First Nations and non-First Nations peoples and communities is a powerful stride towards empowerment and self-determination.

I can't help but feel forever grateful for CareerTrackers for shaping my journey in ways I could have never imagined. Their initiative is revolutionary, and I firmly believe that they are contributing to a profound transformation, one that will echo through generations to come.





## CASE STUDY 4

Sarah Mansell is a proud Palawa woman working as a consultant in Worley Consulting's sustainability team. Sarah joined Worley Consulting as a summer vacation student in November 2021 through CareerTrackers.

After completing her degree in Plant Science and finishing the summer vacation program, Sarah was offered a full-time role as a graduate.

Sarah has recently successfully completed the graduate program and is working as a sustainability consultant, advising our key customers on a range of sustainability issues.



I started my first CareerTrackers internship in 2018, since then my mentors and fellow interns have been instrumental in the development of my personal and professional development.

Throughout university, CareerTrackers offered support through many avenues, most importantly actively supporting academic success, running events and camps to get to know likeminded and inspiring mob, providing promising career avenues, and promoting us to do what we love.

I'm so proud of how far I have come, and I attribute much of this to the support from my CareerTrackers community.

I'm excited to see how CareerTrackers continues to support young First Nations people in their diverse journeys, attributing to the overall success of our mob.



# Reflecting on Worley's Journey

Worley is deeply committed to the journey of reconciliation, recognising that it is a long-term endeavour that demands substantial investment in terms of resources and effort.

The company is steadfast in its dedication to infusing cultural awareness throughout its operations.

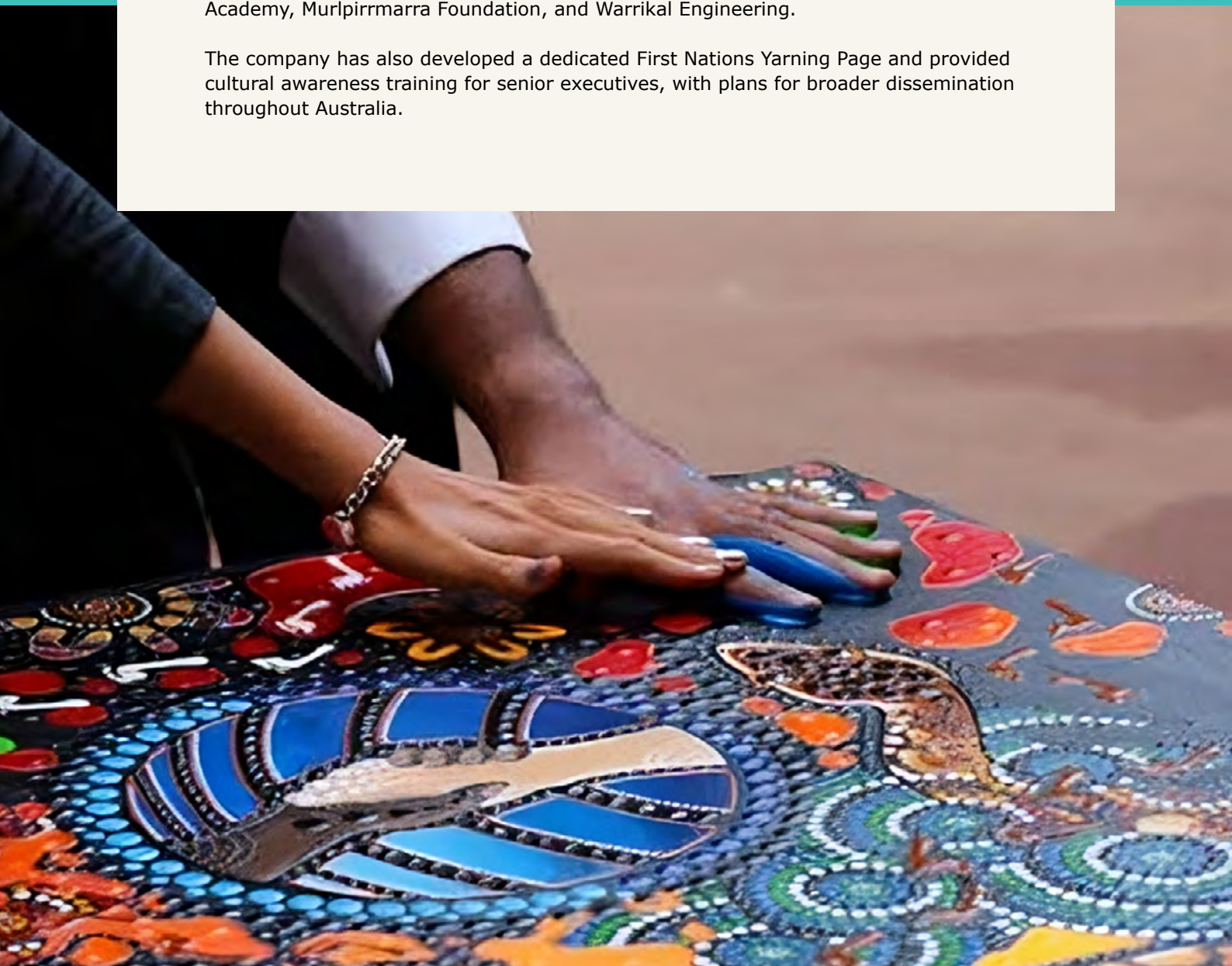
This commitment is demonstrated through various initiatives, such as training programs, engagement activities, and increased engagement of Aboriginal and Torres Strait Islander suppliers.

These actions formed an integral part of Worley's RAP implementation and the broader organisational changes aimed at fostering inclusivity and understanding.

Noteworthy milestones in Worley's reconciliation journey include the appointment of a First Nations Participation Director to the ANZ Leadership team, the expansion of partnerships with organisations like the Polly Farmer Foundation, Career Trackers Indigenous Internship Program, Supply Nation and Aboriginal organisations that support First Nations employment pathways.

Furthermore, Worley has forged new alliances with the Johnathan Thurston (JT) Academy, Murlpirrmarra Foundation, and Warriikal Engineering.

The company has also developed a dedicated First Nations Yarning Page and provided cultural awareness training for senior executives, with plans for broader dissemination throughout Australia.





**As our ambition translates our purpose into what we're going to do at an operational level, and how we're going to do it, our RAP outlines our commitments to empower Aboriginal and Torres Strait Islander peoples in the communities in which we operate.**

**This includes commitments focused on:**



## PEOPLE

Building respectful and meaningful relationships that are mutually beneficial for First Nations peoples and communities.



## PORTFOLIO

Building knowledge of First Nations education and learning traditions and customs for activities undertaken on the lands, skies, and waters.



## PLANET

Building knowledge and education of First Nations practices and responsibilities of looking after Australia's whole eco-system to be sustainable through the natural resources of sun, wind, and water essentially renewable natural energy.

We aim to take a collaborative and co-design approach to Aboriginal and Torres Strait Islander participation and build relationships based on trust, respect, and transparency. We remain focused on Cultural Awareness training for Australian staff and embedding cultural awareness in our business, as well as increasing our engagement and use of Aboriginal and Torres Strait Islander suppliers.

Implementation of our RAP will be overseen by our RAP Working Group which has been responsible for the development of this RAP. Our RAP Working Group is led jointly by Russell Claxton, Senior Vice President – Worley Power Services and Kyra Galante, First Nations Participation Director.

Our RAP Working Group brings together a diverse group of people from across our business including Aboriginal and Torres Strait Islander employees. Our large team will contribute in different capacities to different initiatives we have committed to in this RAP depending on where they sit in our business. Our RAP Working Group will be supported by our RAP Champion Network and our ANZ Leadership Team.

We will leverage the passion and commitment of our RAP Working Group, as well as the considerable expertise that we have within our Worley Consulting line of business which provides services to major energy, chemicals, resources, and infrastructure companies relating to Aboriginal and Torres Strait Islander peoples' participation and engagement.









## RELATIONSHIPS

Relationships and partnerships underlie one of Worley's core values that we are "Stronger Together". We recognise our differences make us stronger. We nurture networks and collaboration.

As an Australian company, Worley acknowledges the importance of working alongside Aboriginal and Torres Strait Islander communities and we continue to build strong partnerships.

Continuing to grow strong and trust-based relationships with Aboriginal and Torres Strait Islander peoples will allow us to draw on First Nations' wisdom, talents, skills, and perspectives.

By communicating these and incorporating them into new ways of working, we will be better placed to achieve our purpose of delivering a more sustainable world.

### Focus area:

We are driven by a common purpose: delivering a more sustainable world. Our partnerships help deliver sustained economic, social, and environmental progress for communities across the world.

In Australia, we acknowledge and are committed to the engagement and partnership with Aboriginal and Torres Strait Islander peoples.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Develop guiding principles for future engagement with local Aboriginal and Torres Strait Islander stakeholders and organisations.</li> <li>Develop and implement an engagement strategy and plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	<p>October 2024</p> <p>September 2024</p>	<p>First Nations Participation Director, Australia</p> <p>Australia East and Location Manager Services, Corporate</p>
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> <li>RAP Working Group members to participate in an external NRW event.</li> <li>Encourage and support Worley people and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> <li>Organise at least one NRW event each year.</li> <li>Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>	<p>May 2024, 2025</p> <p>27 May- 3 June 2024 &amp; 2025</p> <p>27 May- 3 June 2024 &amp; 2025</p> <p>27 May- 3 June 2024 &amp; 2025</p> <p>May 2024, 2025</p>	<p>President, ANZ</p> <p>Australia East and Location Manager Services, Corporate, Senior Vice President Worley and Senior Vice President WPS</p> <p>President, ANZ</p> <p>President, ANZ</p> <p>First Nations Participation Director, Australia</p>
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation and to measure it across our workforce.</li> <li>Communicate our commitment to reconciliation publicly.</li> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	<p>November 2024 &amp; August 2025</p> <p>May 2024, 2025</p> <p>December 2024</p> <p>December 2024</p>	<p>First Nations Participation Director, Australia</p> <p>President, ANZ</p> <p>Vice President Business Development</p> <p>Senior Director, General Counsel and First Nations Participation Director, Australia</p>



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of people policies and procedures to identify existing anti-discrimination provisions affecting the future needs of Aboriginal and Torres Strait Islander peoples in Worley in consultation with Worley's First Nations Advisors.</li> </ul>	November 2024, 2025	People Group Director, ANZ
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> </ul>	May 2024, May 2025	People Group Director, ANZ
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	August 2024	People Group Director, ANZ
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	March 2025	Senior Vice President, Worley Power Services





## RESPECT

Two of Worley's core values are 'Life' and 'Stronger Together'. 'Life' guides us to prioritise the safety, health, and wellbeing of ourselves and others, to choose what is right, and to face into important issues and understand and learn from them. Through 'Life' Worley aims to foster care and respect in all our relationships, including those in the communities that we work.

With extensive operations in Australia our relationships with Aboriginal and Torres Strait Islander peoples are particularly important. We acknowledge that respect is not just a one-time action but an ongoing commitment that requires sustained effort and engagement.

'Stronger Together' recognises that through diversity and inclusion, which includes embracing the unique knowledges and perspectives of Aboriginal and Torres Strait Islander peoples, we will deliver better solutions and build better communities in which we live and work.

Worley is committed to promoting respect for Aboriginal and Torres Strait Islander peoples, cultures, knowledge, customs, histories, rights, and perspectives - within our organisation, through our relationships, and through the work we deliver for our customers and partners.

### Focus area:

We are Stronger Together, and we thrive in real relationships and partnerships. We nurture networks and collaboration. We recognise our differences make us stronger.





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> <li>Review of cultural learning needs within our organisation.</li> </ul>	May 2025	First Nations Participation Director, Australia
	<ul style="list-style-type: none"> <li>Review and update the cultural learning plan for Worley Australia people, based on the identified cultural learning needs.</li> </ul>	October 2024	Senior Vice President, Worley Power Services
	<ul style="list-style-type: none"> <li>Consult and seek input from First Nations peoples regarding the development and implementation of our cultural learning strategy.</li> </ul>	February 2025	First Nations Participation Director, Australia
	<ul style="list-style-type: none"> <li>Incorporate mandatory e-learning cultural awareness training for all new Worley Australian people as part of the onboarding process.</li> </ul>	June 2025	People Group Director, ANZ
	<ul style="list-style-type: none"> <li>Implement, and communicate our cultural learning strategy to Worley people.</li> </ul>	August 2024	First Nations Participation Director, Australia
	<ul style="list-style-type: none"> <li>Provide Aboriginal and Torres Strait Islander culture awareness training to all Worley Australia people via a hybrid of both face-to-face and e-learning modules.</li> </ul>	April 2025	People Group Director, ANZ
	<ul style="list-style-type: none"> <li>Achieve 25% of all Worley Australian people undertaking cultural awareness by January 2025 and 50% of all Worley Australian personnel undertaking cultural awareness training by August 2025.</li> </ul>	January 2025 August 2025	People Group Director, Australia
	<ul style="list-style-type: none"> <li>Develop and maintain a central register of First Nations contacts that can provide cultural awareness training across Australia.</li> </ul>	September 2024	First Nations Participation Director, Australia
	<ul style="list-style-type: none"> <li>Continue to provide opportunities for RAP Working Group members, managers, and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	April 2025	Location Director, Australia East and Location Manager Services
	<ul style="list-style-type: none"> <li>Continue to work with Worley project teams to implement culturally safe practices in day-to-day project delivery.</li> </ul>	January 2025 May 2025 November 2025 May 2026	Senior Vice President, Corporate Services
<ul style="list-style-type: none"> <li>In the lead up to January 26, share First Nations perspectives on 'Australia Day'.</li> </ul>	2025, 2026	President, ANZ	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Review barriers to enabling Worley Australia people to take leave on an alternative day to Australia Day (January 26) public holiday should they prefer.</li> <li>Provide opportunities to educate our team members on the Voice, Path to Treaty, The Uluru Statement of the Heart, and other historical timelines to enable us to reinforce our commitment to the reconciliation journey.</li> <li>Promote to Worley people that they can purchase Worley shirts exhibiting Aboriginal artwork and understanding the significance of the artwork (engagement and conversation) via the First Nations Yarning page.</li> </ul>	<p>2025 January 2026</p> <p>September 2024</p> <p>September 2024</p>	<p>People Group Director, ANZ</p> <p>President, ANZ</p> <p>Group Director Marketing and, Director, Marketing Creative Services</p>
<p>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</p>	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> <li>Promote Worley Australia's cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> <li>Invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> <li>Develop and maintain a central register of Traditional Owners and Custodians who can provide Welcome to Country.</li> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	<p>July 2024, 2025</p> <p>June 2024, 2025</p> <p>June 2024 December 2024 January 2025 June 2025</p> <p>June 2024 December 2024 June 2025</p> <p>June 2025</p>	<p>President, ANZ</p> <p>President, ANZ</p> <p>Senior Vice President, Worley Power Services</p> <p>Senior Vice President, Worley Power Services</p> <p>Director Communications</p>
<p>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</p>	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> <li>Continue to promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	<p>First week in July 2024, 2025</p> <p>June 2024</p> <p>First week in July 2024, 2025</p>	<p>First Nations Participation Director, Australia</p> <p>People Group Director, ANZ</p> <p>President, ANZ</p>



## OPPORTUNITIES

Aligned to our broader Human Rights, Sustainability and Diversity & Inclusion Policies, our Indigenous Peoples Engagement Policy outlines our commitment to respectful and meaningful engagement with Indigenous communities globally.

Our Australian Indigenous Participation Policy further outlines our commitment to the engagement and partnership of Aboriginal and Torres Strait Islander peoples through the ongoing identification, management and promotion of employment, career development and commercial opportunities.

As an Australian company, Worley has a proud history working alongside Aboriginal and Torres Strait Islander communities and we have built strong partnerships that exist to this day. Our RAP builds on these existing connections through initiatives developed and nurtured by our Australian business over many years.

These include paid Worley internships, the creation of academic plans for school and post-school pathways, and ongoing support to build capability and scale of First Australian-owned businesses to supply essential products and services to our sites and offices.

Worley has a recognised national team of Local Content and Aboriginal and Torres Strait Islander Participation specialists who have extensive expertise in local and Aboriginal and Torres Strait Islander engagement, participation planning and implementation, including employment, training, and procurement programs. The team works directly with our Worley corporate and project teams, as well as our customers to increase participation outcomes for Aboriginal and Torres Strait Islander peoples.

We have successfully engaged in and developed Aboriginal and Torres Strait Islander employment programs within a number of sites through Australia including in Western Australia, Queensland, New South Wales and Northern Territory.

Building on this demonstrated experience, we will continue to maximise Aboriginal and Torres Strait Islander Participation engagement through direct employment opportunities, initiatives designed to improve future employment outcomes for Aboriginal and Torres Strait Islander students, and through our sustainable procurement strategy focused on engaging Aboriginal and Torres Strait Islander businesses.

### Focus area:

Worley's purpose is delivering a more sustainable world; and who not better to learn from than our First Nation's peoples who are the oldest continual living cultures in the world.



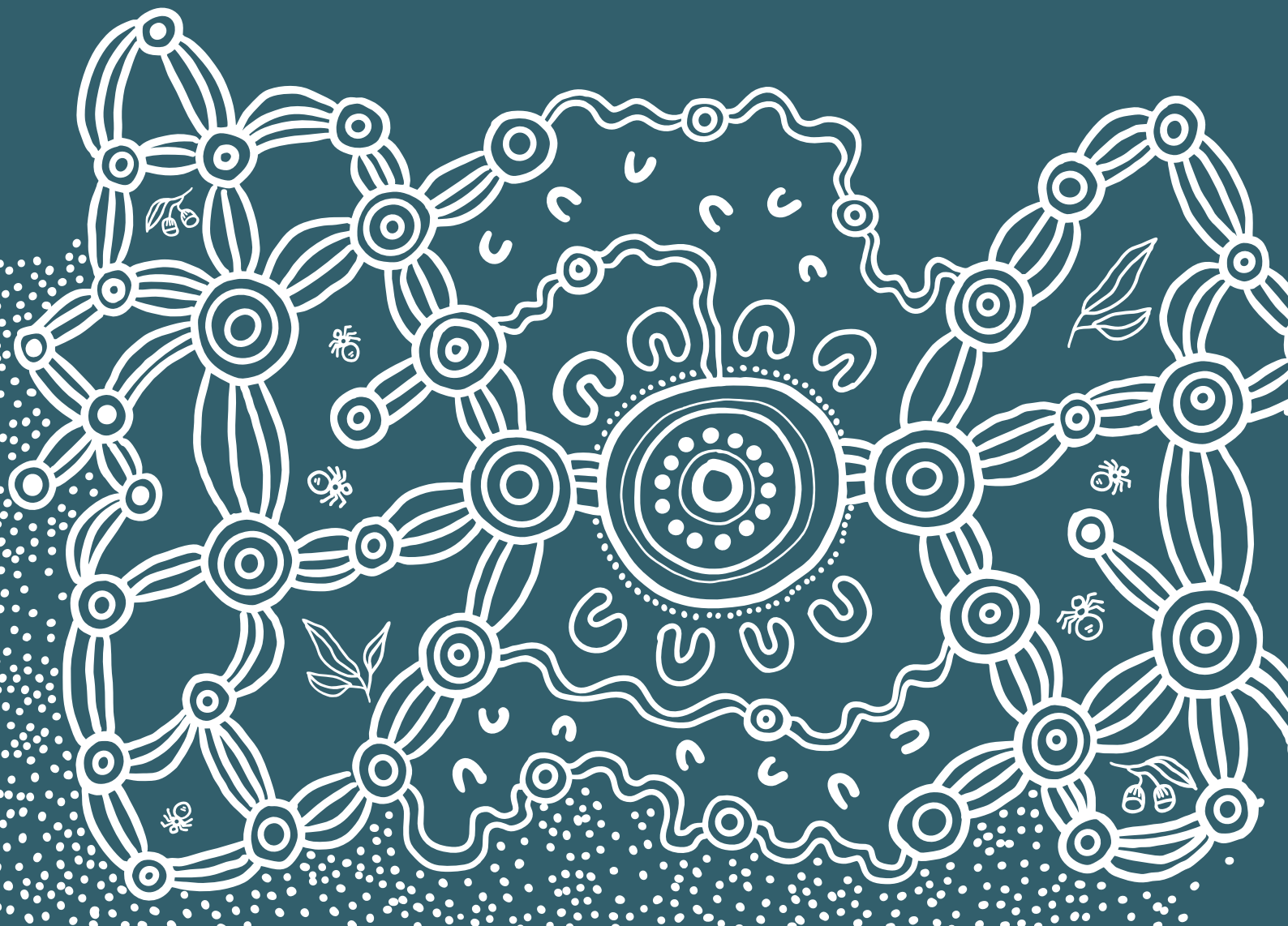


ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> <li>Engage Indigenous employee network to build an understanding of future employment and professional development opportunities for all employees.</li> <li>Consult with existing Aboriginal and Torres Strait Islander staff to refine and improve our recruitment, retention and professional development strategy.</li> <li>Develop roles and supporting recruitment campaign identified specifically for Aboriginal and Torres Strait Islander peoples.</li> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed directly in our workforce.</li> <li>Advertise job vacancies through target campaigns such as CareerTrackers and similar organisations to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> <li>Highlight specific areas which benefit Aboriginal and Torres Strait Islander employees in targeted job advertisements (e.g., cultural leave, support network and mentoring, training and conference support).</li> </ul>	<p>January 2025</p> <p>January 2025</p> <p>February 2025</p> <p>September 2025</p> <p>May 2025 2026</p> <p>February 2025, 2026</p>	<p>First Nations Talent Acquisition Advisor</p> <p>People Group Director, ANZ</p> <p>First Nations Talent Acquisition Advisor</p> <p>First Nations Participation Director, Australia</p> <p>First Nations Talent Acquisition Advisor</p> <p>People Group Director, ANZ</p>
9. Support Aboriginal and Torres Strait Islander employees in their personal and professional development.	<ul style="list-style-type: none"> <li>Review people and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander staff participation in our workplace.</li> <li>Ensure that all new Aboriginal and Torres Strait Islander employees are made aware of allowances for conferences and training and supported in finding and applying for training.</li> <li>Develop and provide opportunities for Aboriginal and Torres Strait Islander employees to participate in culturally safe mentoring programs within Worley.</li> </ul>	<p>September 2024</p> <p>February 2024, 2025</p> <p>June 2024</p>	<p>People Group Director, ANZ</p> <p>First Nations Participation Director, Australia</p> <p>First Nations Participation Director, Australia</p>
10. Create opportunities for Aboriginal and Torres Strait Islander youth through engagement with tertiary programs and other relevant programs for early career engagement.	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander youth in engineering through AIES and other programs such as VIEWS, university programs, support centers and STEM programs to encourage future participation in STEM-based education and employment.</li> <li>Aim to have 3% representation of Aboriginal and Torres Strait Islander students in the graduate and summer vacation student intakes and leveraging off our partnership with CareerTrackers.</li> </ul>	<p>June 2025, 2026</p> <p>September 2024, 2025</p>	<p>People Group Director, ANZ</p> <p>First Nations Talent Acquisition Advisor</p> <p>First Nations Talent Acquisition Advisor</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	October 2024	First Nations Participation Director, Australia
	<ul style="list-style-type: none"> <li>Continue to develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses through Supply Nation and other Aboriginal and Torres Strait Islander business registers across Australia.</li> </ul>	October 2024, 2025	Director, Procurement Contracts West and East
	<ul style="list-style-type: none"> <li>Implement our Aboriginal and Torres Strait Islander procurement strategy with a focus on maximising engagement of Aboriginal and Torres Strait Islander businesses.</li> </ul>	September 2024, 2025	Director, Procurement Contracts West and East
	<ul style="list-style-type: none"> <li>Review existing corporate and project procurement policies to embed identification of Aboriginal and Torres Strait Islander businesses within both procurement processes.</li> </ul>	December 2024, 2025	Director, Procurement Contracts West and East
	<ul style="list-style-type: none"> <li>Maintain and promote access to a First Nations suppliers list for project and corporate procurement.</li> </ul>	April 2025, 2026	Director, Procurement Contracts West, and East
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to Worley people.</li> </ul>	September 2024	Department Manager Procurement and Contract Manager
	<ul style="list-style-type: none"> <li>Work with location-based businesses and procurement functions to identify a minimum of 3 business opportunities that are to be designated solely for Aboriginal and Torres Strait Islander businesses.</li> </ul>	September 2024	Department Manager Procurement and Contract Manager
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	December 2024, 2025	Director, Procurement Contracts West and East



GOVERNANCE





ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	April 2025, 2026	First Nations Participation Director
	<ul style="list-style-type: none"> <li>Review our RWG Terms of Reference annually.</li> </ul>	October 2024, October 2025	First Nations Participation Director
	<ul style="list-style-type: none"> <li>RWG to meet every two months to drive and monitor RAP implementation.</li> </ul>	January, March, May, July, September, November 2024 & 2025, 2026	First Nations Participation Director
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation and feed requirements into location budget process.</li> </ul>	May 2024, 2025, 2026	First Nations Participation Director
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	July 2024, 2025	President, ANZ
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	July 2024, August, October, December 2024 and February, April, June and August 2025	Senior Vice President, Worley Power Services
	<ul style="list-style-type: none"> <li>Establish and maintain a network of RAP Champions amongst our office and project locations to support the implementation of RAP commitments and deliverables across all our Australian operations.</li> </ul>	July 2024	President, ANZ
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Sponsor from senior management.</li> </ul>	July 2024, 2025	President, ANZ

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	June 2024, 2025	First Nations Participation Director
	<ul style="list-style-type: none"> <li>• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	1st August Annually 2024, 2025	First Nations Participation Director
	<ul style="list-style-type: none"> <li>• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30th September Annually 2024, 2025	First Nations Participation Director
	<ul style="list-style-type: none"> <li>• Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	January 2026 and April 2026 July 2024 October 2024 January 2025 April 2025 July 2025	First Nations Participation Director
	<ul style="list-style-type: none"> <li>• Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	July 2024, 2025	President, ANZ
	<ul style="list-style-type: none"> <li>• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	August 2024	First Nations Participation Director
	<ul style="list-style-type: none"> <li>• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	February 2026	First Nations Participation Director
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>• Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP</li> </ul>	April 2025	First Nations Participation Director





## CONTACT DETAILS:

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