



SYSTRA

INNOVATE RECONCILIATION ACTION PLAN

May 2023 – May 2025



ACKNOWLEDGEMENT OF COUNTRY

In the spirit of reconciliation, Systra ANZ acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea, and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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OUR ARTWORK



Uwaliko Mariyang Malang

Artist: Saretta Fielding (Wonnarua)

'Uwaliko Mariyang Malang' which means 'Moving Forward Together' in Awabakal Language, reflects the story of SYSTRA and an ongoing commitment to reconciliation through working together in respectful partnerships that create opportunity around shared vision.



Richard Mumford, Director - Independent Certification. Saretta Fielding, Artist and Member of NSW Indigenous Chamber of Commerce. This painting hangs in the foyer of the Systra ANZ Sydney office.

MESSAGE FROM RECONCILIATION AUSTRALIA'S CEO KAREN MUNDINE



Reconciliation Australia commends Systra ANZ 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 Systra ANZ 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, Systra ANZ will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Systra ANZ is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

Karen Mundine
CEO
Reconciliation Australia

MESSAGE FROM SYSTRA ANZ'S CEO ALANA NEWBROOK



Our mission at Systra ANZ is to design safe and sustainable transport solutions. We are proud to deliver on our purpose beyond our core business of engineering to help build a more equitable, fair Australia in partnership with Aboriginal and Torres Strait Islander peoples.

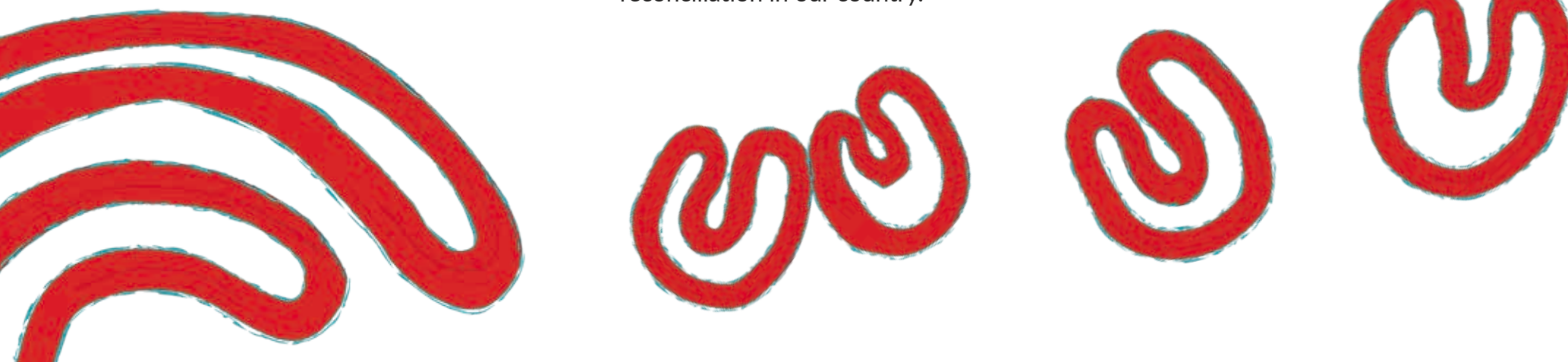
This is our second Reconciliation Action Plan (RAP) and since we commenced our journey to reconciliation through our Reflect RAP in 2021, we have worked hard to meet our commitment to empower Aboriginal and Torres Strait Islander businesses, support programs that encourage Aboriginal and Torres Strait Islander peoples to undertake studies in engineering, support career pathways and employment and further educate our workforce on Aboriginal and Torres Strait Islander peoples culture and history.

I am proud of the leadership Systra ANZ has taken to build positive relationships between Aboriginal and Torres Strait Islander peoples and the wider Australian community. But there is always more we can do through our RAP to advance reconciliation in our country.

In this RAP we continue to strengthen our relationships with the Aboriginal and Torres Strait Islander community and increase our support and initiatives to encourage Aboriginal and Torres Strait Islanders to undertake Engineering studies and explore career paths within the industry in which we operate.

We are proud to continue our work with Aboriginal and Torres Strait Islander organisations, businesses, and communities to progress Systra ANZ's reconciliation journey and deliver on our purpose.

Alana Newbrook
CEO
Systra ANZ



OUR VISION FOR RECONCILIATION

Our vision for reconciliation is a future with equitable infrastructure, equal access, and opportunities for Aboriginal and Torres Strait Islander peoples. For our organisation, this embodies teaching and truth-telling, as well as investment in local communities, especially Aboriginal and Torres Strait Islander youth who will inherit a future Australia.

In protecting our efforts towards equality and inclusivity, we will embed an immutable respect for Aboriginal and Torres Strait Islander peoples' cultures and histories throughout our organisation and amongst our collaborators.



Marcus Valastro was a Houseparent and MC for the evening. He came from Darwin to attend the IAES in 2015 and has completed an Engineering degree at the University of Sydney.

IAES Graduation Dinner Summer 2023, held at Sydney University.



ABOUT SYSTRA ANZ

SYSTRA Group is one of the world's leading engineering and consulting groups specialised in public transport and mobility solutions. For 65 years, the Group has been involved with cities and regions to contribute to their development by creating, improving, and modernising their transport infrastructures and systems. The Group operates in over 80 countries. Locally the Systra ANZ's head office is based in Sydney and is responsible for the ANZ Region, with a small team in the UK. With offices in our Region located in: Sydney Melbourne, Brisbane, Adelaide, Perth, Canberra, and Auckland.

Locally in Australia, the Company currently has ~170 employees. Systra ANZ currently has one Aboriginal and/or Torres Strait Islander staff member currently within the workforce.

In Australia and New Zealand, we also work within the Security & Technology industries, with the provision of support within a Major Service Provider arrangement to Defence. The team have worked through all project life cycle phases: early feasibility, transport planning and business case development, rail systems & civil design engineering, system integrated delivery management in construction through to test and commissioning, operational readiness as well as supporting our clients with asset management services.

Grant Maher was the keynote speaker at the Graduation Dinner. Grant attended the inaugural IAES in 1998 and became a Structural Facade Engineer. He is now a Director of Jabin Group and the chair of the Indigenous Engineers Group.

OUR COMMUNITY RELATIONSHIPS

The Company has established a First Peoples Award for Engineering Students with Griffith University. This is a financial award that is made each semester to an Aboriginal and/or Torres Strait Islander Engineering Student. This award was developed by the Company to support Aboriginal and Torres Strait Islander people who are studying Engineering, recognising that there is currently a low representation recorded as studying Engineering. This Award was established with the University in February 2020. The Company has continued to build relationships with representatives from universities and has committed to sponsor Engineering Aid Australia.

The Company has strengthened its commitment to developing our Innovate RAP with members of our RAP Working Group attending a RAP Learning Circle in Melbourne in 2022. As part of this process, we also had members of the RAP working group attend the 2022 National RAP Conference as part of our steps to prepare this RAP and to hear about the initiatives and actions that are being put in place by other companies. As part of this commitment the Company recently surveyed the workforce to establish a workforce profile. This has included collating statistics on the number of Aboriginal and Torres Strait Islander people working for Systra ANZ. This is a new initiative, and the statistics will continue to be updated and managed on an on-going basis. The Company is committed to creating a more aware and informative workforce. As part of this Systra ANZ has launched Cultural Awareness and Unconscious Bias Training in late 2021 and 2022.

Learning about Aboriginal and Torres Strait Islander cultures and valuing and celebrating it into our workforce is a way that we can begin to address the challenges. It will assist us to relate to each other better, recognise the cultural histories of this land and value the ongoing, rich cultural legacy of this place we call home. As an organisation, our identity and character can be strengthened by a respectful appreciation of the various expressions of Aboriginal and Torres Strait Islander cultures. As we celebrate, value, and take pride in Aboriginal and Torres Strait Islander histories and cultures, we'll be supporting and strengthening Aboriginal and Torres Strait Islander peoples' sense of value in the process.

The tables on pages 8 to 16 outline our commitments for 2023–2025 across the key pillars of reconciliation: relationships, respect, opportunities, and governance. These actions provide a robust framework to further develop our reconciliation efforts going forward.



Komal Sangha, Nara Adenan, David Allen, Joe Collard, Managing Director of Djoona Cultural Consultancy, Dan Trempe, Ian Moon, Jackson Tang. Completing a walking tour of Perth as part of 2022 NAIDOC celebrations.

OUR RAP

Reconciliation Australia's RAP Framework provides organisations with a structured approach to advance reconciliation. There are four types of RAPs that an organisation can develop - Reflect, Innovate, Stretch, Elevate - each designed to suit an organisation at different stages of their reconciliation journey. Systra ANZ is embarking on an Innovate RAP which includes practical actions to help drive our contribution to reconciliation within Systra ANZ and in the communities in which we operate.

This Innovate RAP is the next step in our journey from our current Reflect RAP, detailing the steps that the Company will take towards reconciliation initiatives.

Committing to an Innovate RAP allows Systra ANZ to gain a deeper understanding of our sphere of influence and establish the best approach to advance reconciliation. An Innovate RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff, and stakeholders in reconciliation, and developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

In making commitments through an Innovate RAP, Systra ANZ can demonstrate leadership to the broader community on a key issue of national importance.

Developing an Innovate RAP will help Systra ANZ to identify the spheres of influence where we have the most ability to push progress and implement meaningful changes. This perspective will make our actions more intentional, strategic, and effective by targeting specific areas of focus. In pursuing urgent issues that are within our influence, we hope to build stronger relationships with Aboriginal and Torres Strait Islander stakeholders, who can help to inform our future decision making.

The Company is committed to Diversity and Inclusiveness in the Workplace and recognises the importance of having programs in place that create a space for Aboriginal and Torres Strait Islander voices to be heard. Our dedicated RAP working group has assisted to drive our vision for reconciliation and to create a space where feedback from Aboriginal and Torres Strait Islander stakeholders can be considered.

Our CEO remains the champion of our RAP and The Executive Leadership team support the working group and their initiatives.

The Company has an established RAP working group to support the further development and implementation of the RAP.

CEO, Chief People Officer, cross section of internal employees who apply to join the working group, external Aboriginal and Torres Strait Islander community members (currently 2)

Alana Newbrook, CEO – Chair

Alison Scott, Chief People Officer

Nancy Nguyen, People & Culture Advisor

Jayne Crichton, Bid Project Coordinator

Gary Marshall, Principal Consultant – Defence Project Management

Guy Johnston, Senior Consultant – Human Factors

Akshay Doosay, Consultant – Operational Technologies

Che Taylor, Senior Product Manager, Position Promo
(Community Member)

Todd Russell, Director, CATOnline (Community Member)

Meidi Bouzerar, Vanessa Grey, Cassy Saunders from BlackCard, Allen Griffiths, David Bishop.

Completing a walking tour of Brisbane as part of 2022 NAIDOC celebrations.



Systra ANZ is committed to supporting the five dimensions of reconciliation:

Race Relations: Promoting respect and understanding of Aboriginal and Torres Strait Islander cultures, rights, and experiences to raise awareness of social issues for Aboriginal and Torres Strait Islander communities. In doing so looking to partner with Aboriginal and Torres Strait Islander business in our day to day business that are based on trust and mutual respect, and that are free of racism.

Equality and Equity: Actively promoting education and employment opportunities for Aboriginal and Torres Strait Islander peoples and growing the representation of Aboriginal and Torres Strait Islander businesses in our supply chain.

Institutional Integrity: Actively supporting reconciliation, including by ensuring our processes are free of bias and discrimination.

Unity: Recognise and value the many Aboriginal and Torres Strait Islander cultures of the communities in which we operate, and of our team members and work together to achieve positive outcomes for the Aboriginal and Torres Strait Islander communities.

Historical Acceptance: Providing opportunities for our people to learn more about the historical wrongs faced by Aboriginal and Torres Strait Islander peoples so that these wrongs are never repeated.



Engineering Aid Australia

Building future

www.engineeringaid.org.au

Tracey Dennis, CEO Engineering Aid Australia.
Speaking at the IAES Graduation Dinner Summer 2023 at Sydney University.



Kate Moncrieff, Director - Human Factors.
Steve Maston Senior Consultant – Project Management.
At the IAES Graduation Dinner Summer 2023 at Sydney University with a student.

Systra ANZ has progressed through our Reflect RAP which enabled us to commence our reconciliation journey, assisted us to form meaningful relationships with Aboriginal and Torres Strait Islander community members. One of the largest challenges that Systra ANZ has faced in the roll out of our reconciliation journey to date has been ensuring we appropriately prioritise activities and identify appropriate businesses to work with. Internally we have very low representation of Aboriginal and Torres Strait Islander community members within our workforce. The guidance and suggestions made by community members of our RAP working group have proven critical for the progression of our Reflect RAP journey to reconciliation.

These connections have aided us to also identify agencies and programs that Systra could partner with to support Aboriginal and Torres Strait Islander people to undertake studies and careers and within our industry. One of the programs that Systra ANZ has proudly undertaken sponsorship of is with Engineering Aid Australia (EEA). EEA inspire and support Indigenous High School students with an aptitude for maths and science to complete their High School studies and go onto study Engineering at University and become a Professional Engineer.

RELATIONSHIPS



Systra ANZ is committed to building strong and long-lasting relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities, based on respect and a deep understanding of culture. As an engineering consultancy in Australia, we work on a diverse number of large infrastructure and technology projects that have an operational footprint in most Australian states and territories, we have an important role to play in supporting the local communities where we operate and building mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. This includes promoting reconciliation within our workforce and with our other stakeholders and like-minded organisations including school and university education-based relationships we have to encourage and support more Aboriginal and Torres Strait Islander people to have a career within STEM. We are committed to continuing to strengthen and broaden our relationships with Aboriginal and Torres Strait Islander stakeholders and organisations to make a positive impact.

Action	Deliverables	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.	October 2023	Chief Operating Officer
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2023	Chief Operating Officer
	Understand the commitments of our key clients and partners to Aboriginal and Torres Strait Islander people and seek to support these commitments in our project delivery by including these in our Key Client Growth Action Plans.	December 2023	Client & Markets Director
	Actively seek and identify ongoing opportunities for SYSTRA's Executive Leadership Team (ELT) to engage and connect with local Aboriginal and Torres Strait Islander people and communities.	July 2023	Client & Markets Director
	Develop and maintain a database of Aboriginal and Torres Strait Islander stakeholders within our sphere of influence, and provide access to all employees	October 2023	Chief Operating Officer
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources to our staff and facilitate discussion around this	May 2023 and 2024	Chief People Officer
	RAP Working Group members to participate in an external NRW event	27 May - 3 June 2023 & 2024	CEO
	Capture stories, record experiences and share resources from NRW activities throughout the organisation as a history of the SYSTRA RAP journey and a learning tool into the future	July 2023 and July 2024	People & Culture Advisor
	Engage with our Aboriginal and Torres Strait Islander partners to identify any external NRW event that SYSTRA could sponsor and participate	April 2023 and 2024	Chief People Officer
	Explore the possibility of joint NRW events with our customers, partners, and suppliers	May 2023 and 2024	Clients & Markets Director
	Encourage and support staff to participate in at least one external event to recognise and celebrate NRW	May 2023 and 2024	CEO

Action	Deliverables	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation publicly	May 2023, 2024	Clients & Markets Director
	Collaborate with RAP and other like-minded organisations, including our clients and partners, to share knowledge and develop ways to advance reconciliation	October 2023	CEO
	Promote and/or present SYSTRA's RAP achievements to industry partners	July 2023	CEO
	Explore the opportunity of participating in Reconciliation Australia's RAP Learning Circles to share knowledge, learning and ideas with other interested RAP companies.	October 2023	Chief People Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2024	CEO
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2023	Chief People Officer
	Collate and share our employee's personal commitments to reconciliation	July 2023	Clients and Markets Director
	Include an overview of the RAP as part of our staff onboarding and induction process	June 2023	Chief People Officer
	Utilise our existing partnerships with organisations like the Diversity Council of Australia to investigate participation in an industry led RAP community group/council.	June 2023	Chief People Officer
4. Promote positive race relations through anti-discrimination strategies.	Organise at least one NRW event each year	First week in July 2023 and 2024	CEO
	Educate all staff on the effects of racism through undertaking and championing SYSTRA's cultural awareness training. This training is provided by CATOnline an Aboriginal and Torres Strait Islander business, with training comprising of 12 modules, inclusive of content on history, racism, discrimination, and unconscious bias.	August 2023	CEO
	Conduct a review of HR policies and procedures, to identify exiting anti-discrimination provisions, and future needs.	March 2024	Chief People Officer
	Promote and communicate SYSTRA's anti-discrimination policy for our organisation	April 2024	CEO
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	October 2023	CEO
	Build knowledge and understanding in our ELT of issues affecting Aboriginal and Torres Strait Islander peoples including racism and the importance of truth telling through training (CATOnline) and in person story sharing of Aboriginal and Torres Strait Islander people to the ELT.	October 2023	Chief People Officer

RESPECT



We are committed to fostering deep mutual respect and trust with all our Aboriginal and Torres Strait Islander stakeholders, including by raising cultural awareness and understanding of Aboriginal and Torres Strait Islander peoples, cultures, and achievements to our team. Honest and respectful relationships is fundamental to how we operate and is underpinned by our value of Connected Teams which encompasses our actions. We recognise and value the unique Aboriginal and Torres Strait Islander cultures, histories, and achievements, and are committed to promoting and strengthening cultural awareness among our people, including through cultural learning opportunities and experiences, such as participating in NAIDOC Week events.

Action	Deliverables	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	Support local diversity & inclusion committees to provide opportunities for informal approaches to cultural learning e.g., showing of First Nations films, books available in SYSTRA library, First Nations guest speakers, First Nations artist presentations	June 2023	Chief People Officer
	Empower local D&I committees to investigate ways to incorporate Aboriginal and Torres Strait Islander art and/or artefacts within office environments	May 2023	CEO
	Create a calendar of significant Aboriginal and Torres Strait Islander dates and communicate to all staff	June 2023	People & Culture Advisor
	Develop an intranet-based learning hub providing resources for all staff to develop a deeper understanding of how we work, communicate, and engage with Aboriginal and/or Torres Strait Islander peoples	March 2024	Clients and Markets Director
	Research best-practice and principles on cultural safety.	June 2024	Chief Operating Officer
	Investigate opportunities to incorporate cultural safety within business systems, including feedback mechanisms.	June 2024	Chief Operating Officer
	Develop a guideline for the use of local Aboriginal and Torres Strait Islander languages to encourage greater understanding of Aboriginal and Torres Strait Islander cultures	February 2024	People & Culture Advisor
	Conduct a review of cultural learning needs within our organisation.	March 2024	Learning & Talent Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2024	Learning & Talent Development Manager
	Develop, implement, and communicate a cultural learning strategy document for our staff.	August 2024	Learning & Talent Development Manager
	Provide opportunities for RAP Working Group members, HR Managers, and other key leadership staff to participate in formal and structured cultural learning.	September 2024	Learning & Talent Development Manager

Action	Deliverables	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop, implement, and communicate a cultural protocols document, including protocols for Welcome to Country and Acknowledgement of Country	January 2024	Chief Operating Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	July 2023	CEO
	Continue the practise of Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2023	CEO
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023	People & Culture Advisor
	Establish an issue raising mechanism whereby RWG have a forum which is accessible to them to raise any concerns around preservation of cultural heritage impact.	August 2023	CEO
	Prepare SYSTRA's standard Acknowledgement of Country wording and encourage use in email signature blocks.	September 2023	People & Culture Advisor
	Include an Acknowledgement of Country or other appropriate protocols in template documents and bids/proposals	October 2023	Chief Operating Officer
	Develop and launch Sorry Business leave policy for Aboriginal and Torres Strait Islander employees	July 2024	Chief People Officer
	Purchase and display Acknowledgement of Country plaques within each of our Australian office locations.	May 2023	Chief People Officer
	Investigate incorporating an acknowledgement of Aboriginal and Torres Strait Islander histories into projects SYSTRA are delivering.	August 2023	Chief Operating Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Encourage and support staff to participate in at least one external event to recognise and celebrate NAIDOC	First week in July, 2023 and 2024	CEO
	Update flexibility and leave policies to remove barriers to staff participating in NAIDOC Week	May 2023 and 2024	Chief People Officer
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2023 and 2024	CEO

OPPORTUNITIES



We are committed to broadening social and economic opportunities for Aboriginal and Torres Strait Islander peoples through employment – including long-term career pathways and training – and increased participation in our supply chain. We recognise that supporting economic opportunities for Aboriginal and Torres Strait Islander-owned businesses and people create positive outcomes for their families and communities. Our RAP commitments seek to further increase employment opportunities for First Nations people at Systra ANZ and build on our existing relationships. We have proactively looked to move procurement to Aboriginal and Torres Strait Islander-owned businesses in Australia and to promote these to our community to help ensure that they are properly represented in our supply chain. We plan to continue to build on this work as we grow as a business.

Action	Deliverables	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2023	Talent Acquisition Director
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	September 2023	Talent Acquisition Director
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	March 2024	Talent Acquisition Director
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August 2024	Talent Acquisition Director
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2023	Chief People Officer
	Develop best practice principles for project managers working with or engaging with Aboriginal and Torres Strait Islander employees and businesses.	April 2024	Chief Operating Officer
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce (including through intern and graduate positions)	May 2024	Chief People Officer
	Look to undertake a partnership with Career Trackers to further increase the percentage of Aboriginal and Torres Strait Islander staff employed by Systra ANZ.	March 2024	People & Culture Advisor
	Collect data on Aboriginal and Torres Strait Islander applicants and include in monthly recruitment reporting and share with the RAP Working Group	August 2023	Talent Acquisition Director
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'	August 2023	Talent Acquisition Director
	Promote the engagement of Aboriginal and Torres Strait Islander staff to be recruited for key infrastructure projects	July 2023	Chief Operating Officer
	Investigate opportunities to support Aboriginal & Torres Strait Islander people transitioning from Defence to civilian life by providing access to career development programs	May 2024	EGM- Security & Technology

Action	Deliverables	Timeline	Responsibility
9. 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.	March 2024	Chief Operating Officer
	Investigate Supply Nation membership.	August 2023	Chief Operating Officer
	Work with Supply Nation, First Australians Chamber of Commerce, and Industry to outline and identify opportunities to assist Aboriginal and Torres Strait Islander business with business incubation assistance on major projects	November 2023	Chief Operating Officer
	Encourage staff to participate in Supply Nations Jump Start Indigenous business development and mentoring program	January 2024	CEO
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	August 2023	Chief Operating Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2023	Chief Operating Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2024	Chief Operating Officer
10. Continue to strengthen partnerships which support Aboriginal and Torres Strait Islander youth to pursue Science, Technology, Engineering and Mathematics (STEM) careers.	Continue to partner with Engineering Aid Australia to support the delivery of their Indigenous Engineering Australian Schools (IEAS) programs in Sydney and Perth	May 2023	People & Culture Advisor
	Provide employees with opportunities to be involved in Engineering on Country projects for Aboriginal and/or Torres Strait Islander communities, coordinated in collaboration with Engineers Without Borders.	November 2023	CEO
	Identify opportunities for mentoring, cadetships, and scholarships for First Nations peoples at the secondary and tertiary education levels	February 2024	People & Culture Advisor
	Identify opportunities across our Australian office locations which have programs directed towards increasing the number of Aboriginal and Torres Strait Islander students in the STEM field in university and review ways SYSTRA could support these	December 2023	People & Culture Advisor

GOVERNANCE



Action	Deliverables	Timeline	Responsibility
11. 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.	March, June, September, and December 2023 and 2024	CEO
	Review and update the Terms of Reference for the RWG.	May 2023	CEO
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, and December 2023 and 2024	CEO
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2023	Chief People Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2023	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2023	People & Culture Advisor
	Appoint and maintain an internal RAP Champion from senior management.	May 2023	CEO
13. 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	Chief People Officer
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Chief People Officer
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Chief People Officer
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December each year	Chair of the RAP Working Group
	Publicly report our RAP achievements, challenges, and learnings, annually.	November annually	Chief People Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2024	Chief People Officer
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2025	Chief People Officer
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2025	Chief People Officer



Aunty Margret Campbell, Stephen Liu, Brian Yang, Maggie Yan, Kira Farfan.
On a walking tour of Sydney as part of 2022 NAIDOC celebrations.

The background of the slide is an abstract artwork. The top half features a vibrant orange background with horizontal wavy lines. Overlaid on this are several vertical bars of varying heights and widths in shades of light blue, dark blue, and yellow. The bottom half of the slide is a solid dark blue-grey color, also featuring horizontal wavy lines. In the bottom left corner, there is a dark grey rectangular box containing white text.

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