



Reflect Reconciliation Action Plan (RAP)

BMT Commercial Australia
July 2024 - July 2025



Acknowledgment of Country

BMT acknowledges the Traditional Custodians of the land, sea, skies and waters that we live and work throughout Australia. We recognise Aboriginal and Torres Strait Islander Peoples as the first scientists and engineers and acknowledge the importance of Indigenous Knowledge in sustainable management of our environment. We pay our respects to Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Image Warning

Aboriginal and Torres Strait Islander people are advised that this document may contain images or content referring to deceased persons. It may also contain words or descriptions that are culturally sensitive.

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Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes BMT to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

BMT joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables BMT to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations BMT, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



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

Message from Our Executive

I am thrilled to introduce BMT's first Reconciliation Action Plan (RAP), which marks the start of our journey toward creating an inclusive and equitable Australia. This RAP signifies our commitment, as an organisation, to reconciling the past and building a better future in collaboration with First Nations communities.

As the Regional Director for BMT in Asia-Pacific (APAC), it is an honour to lead our efforts in fostering meaningful relationships, promoting cultural understanding and working toward reconciliation with Aboriginal and Torres Strait Islander people.

We recognise the importance of acknowledging the historical injustices faced by First Nations communities. In APAC we are committed to playing an active role in the process of healing, reconciliation and embracing the richness of our cultural heritage, knowledge and tradition.

We have a long heritage of complex problem solving, which is embedded into our overall mission "to create tangible value and advantage for our customers and stakeholders, by leveraging our diverse technical and sectoral experience to innovate and solve complex problems, collaborating to deliver the right solution at the right time for the right price".

We consider Aboriginal and Torres Strait Islander people as important stakeholders to our business. Our RAP details our plan to strengthen cultural awareness by embedding reconciliation principles into our company culture, policies and practices. From this foundation we will be able to better support economic development of First Nations businesses and create employment and education opportunities for First Nations peoples.

By endorsing this Reconciliation Action Plan, we take a significant step toward creating positive change and promoting reconciliation within our organisation and wider community.

Graeme Nayler

BMT APAC Regional Business Director



Our Vision is

"to be recognised in our core markets as the trusted partner for scientific and engineering led advice, solutions and services, addressing the most challenging needs of our customers".

Reconciliation aligns with our vision. We can create and foster meaningful relationships and can help to deliver sustainable and culturally appropriate outcomes for First Nations peoples. Our Reflect RAP lays the foundations for us to broaden and deepen our actions further in the coming years.



Message from Chief Executive

I am honoured to support the reconciliation efforts being pursued by BMT within Australia.

As we move towards a more inclusive and equitable world, I encourage our team's efforts across all our global regions to foster meaningful relationships, promote cultural understanding and reconciliation with First Nations peoples. At a global level, we can play our part in starting to help heal the wrongdoings in history, the intergenerational trauma and the disadvantages experienced due to race.

Respect is a core value at BMT, along with Trust, Innovation, Passion, and Collaboration. Respect starts with appreciating diversity and promoting cultural understanding. We recognise our responsibility in driving meaningful change and are committed to playing an active role in the process of healing, reconciliation, and embracing the richness of First Nations cultures and contributions worldwide.

We have a wide reach, working with governments and the private sector across diverse markets globally. BMT will explore opportunities to advocate for reconciliation and support policies and initiatives that will help to overcome the barriers, bridge divides, and create a world that respects and uplifts First Nations cultures and communities.

Our Reflect RAP is our first step in doing our part to engage in respectful dialogue and start to build meaningful relationships with First Nations communities within Australia and across the world. It encompasses our commitment to reconciliation for Aboriginal and Torres Strait Islander people. Our proposed efforts extend beyond symbolic gestures.

Through our collaboration, we aim to play our part in lifting First Nations voices and supporting them in promoting cultural heritage and regaining much of what has been lost since colonisation.

Sarah Kenny OBE

CEO BMT



'As we move towards a more inclusive and equitable world, I encourage our team's efforts across all our global regions to foster meaningful relationships, promote cultural understanding and reconciliation with First Nations peoples.'



Our business

BMT is a maritime-orientated high-end design house and technical consulting firm driven by a passion for solving complex, real-world problems.

We deliver design, engineering, and consulting excellence in a world of ever-increasing change: growing compliance, new global competitors, the pressure to do more with less, ever-faster innovation cycles and less time to exploit market positions or new technologies.

Our business is made up of four distinctive and sustainable groups, which we leverage to address the needs of our customers and are the primary focus of future capability development:



Maritime design and consultancy



Asset monitoring and sustainment



Environment and climate solutions



Defence and security

With around 1,300+ professionals located in 27 offices in the Americas, Asia, Australia and Europe, we draw upon a wide range of experience and expertise to provide high-quality, high-value products and services.

From initial concept through to design, construction, operation, and eventual decommissioning, we support customers to manage risk at every stage of the project lifecycle. Our customers across the world buy outcomes: cost-effective solutions to business problems that require technical excellence, independent thinking, and innovation.

We are a company limited by guarantee with our assets held by the Employee Benefit Trust trustees. Incorporated in England and globally headquartered in London, we comply with the spirit of corporate governance as it applies to an unlisted company. This is a continuous process overseen at a senior level and instituted throughout our consultancy.

Our business is wholly owned on behalf of our people. Our Employee Benefit Trust status underpins our independence, giving our people the freedom to think without limits and create ground-breaking solutions. Our customers value impartial, expert advice, and we appreciate the freedom to deliver it without any potential conflict of interest from external stakeholders.

We are shaping the future across these market sectors:

- Coastal Infrastructure
- Commercial Maritime
- Defence
- Energy and Natural Resources
- Marine Insurance and Underwriting
- National and Local Government; and
- Water Management

About BMT in Australia

We are a global business, however, our local presence in Australia spans more than 50 years. We employ approximately 250 staff in Australia with offices spread across many traditional lands that include Perth (Borloo), Adelaide (Tarntanya), Melbourne (Naarm), Brisbane (Meanjin) and Sydney (Warrane).

Our Australian employees represent a diverse background of cultures, however, very few identify as Aboriginal and Torres Strait Islander.

We are committed to increasing the representation of First Nations Peoples across our organisation and supporting greater representation within our collaborative partners. As we increase First Nations representation in our workforce, our business becomes more entrusted to First Nations Peoples through our Employee Benefit Trust status.

Diversity, Equity and Inclusion at BMT

Diversity is the mix of individuals; everyone has visible or invisible differences that make us unique and impact experiences of life. The more diverse our organisation the better, as diversity allows innovation to thrive and helps us to achieve our business purpose.

Equity is about fairness; not everyone needs the same to access the same opportunities in life. This means at BMT we will constantly review our processes, policies, and practices to give everyone what THEY need to succeed and to 'level the playing field'.

Inclusion is for and about everyone. An inclusive culture is where we all do our best work and feel a sense of belonging; we are seen and heard and can fully contribute as our authentic selves.

Our passion and goal is to build more diverse teams and to create an environment where employees are engaged, thriving and feel a sense of belonging and inclusion. We have developed and are implementing a Diversity, Equity and Inclusion (DE&I) Strategy, which underpins all other business strategies.

Our corporate social responsibility

As a socially responsible enterprise, our corporate goals also embrace a wider social benefit. We actively work to embed this thinking deeper in our operating model and deliverables. An example of this is our BMT Giveback Program. BMT periodically pursues philanthropic projects, in partnership with a charity, that is relevant to the social or environmental challenges that matter to us. Past projects delivered by us include a low-cost sewage treatment system for a village in India, and a bridge across a fast-flowing river in Indonesia so children could get to school safely.

Our current philanthropic project is "drops of change". BMT will use its expertise in water management to collaborate with Engineers Without Borders (EWB) Australia, to provide remote First Nations communities access to safe, clean, reliable and resilient water supply, along with the knowledge to safely operate and maintain their systems, and the governance structure to support its sustainability. This project is due to commence in early 2024. More details are provided on this project in Section 5.

We are committed to embedding sustainable and responsible practices at every level and integrate environmentally responsible practices into projects, pioneering solutions that minimise our ecological footprint and promote a more sustainable and resilient future.

As a science, technology, and engineering company we use our wealth of knowledge and expertise to help our customers in their response to global challenges across renewable energy, climate resilience, resource use, biodiversity and emissions reduction.

We have set an ambitious target to achieve net zero in our business by 2035, along with our commitment to supporting the UN Sustainable Development Goals.



Our RAP

Our motivation

Reconciliation is very important to us. We work closely with the environment and have seen and experienced firsthand the devastating environmental impacts of colonisation over the past 200+ years. As traditional custodians of the land, seas and waters, the impacts of colonisation on Aboriginal and Torres Strait Islander peoples stretch well beyond a simple environmental footprint. Customs, laws and culture of First Nations peoples are integral with the environment, meaning that cultural values and traditional knowledge is also increasingly under threat, even today.

We are also very cognisant of the projected impacts of human-induced climate change on our natural environments, and what this means for our habitats and species that depend on our precious land and waters. As engineering and environmental consultants, we are in an excellent position to advise our customers on how to help themselves and help the environment in a more sustainable way – to support resilience and avoid further impacts as climate change manifests further with time.

We know that Aboriginal and Torres Strait Islander peoples have 60,000 years of experience living within this land. For context, at the end of the last ice age, only 20,000 years ago, sea level was about 120 metres lower than today - the Australian mainland was connected to both Papua New Guinea and Tasmania. First Nations peoples have therefore experienced and adapted

through significant changes in climates and landscapes since that time. More relevant to today, First Nations peoples have retained much more recent cultural knowledge regarding the care and sustainability of the land, sea and water – interrupted only by European colonisation almost 250 years ago.

For Australia to move forward sustainably, we need to understand and embrace the vast knowledge of First Nations peoples and work together to provide solutions that will allow us all to continue to value the land we live and work upon. Cultural knowledge of our land and seas is therefore critical to the protection, restoration and sustainable management of our natural environments for the benefit of current and future generations.

Our scientists and engineers can learn from First Nations peoples, partnering with them in developing actions that achieve good environmental and cultural outcomes. We have already partnered with many First Nations peoples (described in Section 5) and have seen the benefits through effective delivery of project outcomes. Moreover, the opportunity for our staff to engage with First Nations peoples and to experience firsthand their natural connection to Country has compounding value, as our employees share their experience with friends and colleagues, and thereby helping all have a better understanding of the need and urgency for reconciliation.

Our RAP *continued*

Our vision for reconciliation

For tens of thousands of years, Aboriginal and Torres Strait Islander peoples have been connected to Country, living within, caring for, and understanding this land. BMT acknowledges the true history of colonising this land, the wrongful acts that were committed, and the devastating impacts this has had on generations of First Nations peoples that continues today.

We strive for a reconciled Australia where Aboriginal and Torres Strait Islander peoples do not continue to be disadvantaged due to race. Rather, Australia needs to be listening, learning, appreciating, embracing, and celebrating the deep knowledge and rich culture of First Nations peoples.

We will provide a safe and welcoming environment for First Nations peoples and will educate, encourage, and empower our people, our partners, and our customers to take positive steps towards reconciliation, and work together to help close the gap and repair the damages of the past.

Our vision for reconciliation is underpinned by the following broad objectives that we will continuously work toward as we travel along our reconciliation journey, starting with our Reflect RAP.

Step 1: Reflect

We are at the start of our reconciliation journey. While we have big ambitions, we need to be pragmatic and develop a Reconciliation Action Plan that is achievable for us and sets us up for future success as our reconciliation pathway matures. Notwithstanding, given our potential reach into First Nations communities and the groundwork that has been done to date, we will be able to achieve some tangible outcomes through our Reflect RAP that will start to make a difference.

Following our Reflect RAP, we propose to continue our reconciliation journey with the development of an Innovate RAP (2025-6) and Stretch RAP (2027 and beyond).

Acknowledgement:

We acknowledge the Traditional Custodians of the land, sea, skies and waters that we live and work throughout Australia, and commit to respecting their cultural heritage, practices, and traditions. By acknowledging the contributions of Aboriginal and Torres Strait Islander peoples, we aim to create a culturally inclusive workplace.

Developing relationships:

We will actively engage with First Nations communities to foster mutual understanding and meaningful relationships. Through open dialogue, we will identify opportunities for collaboration and growth.

Employment and career development:

We are committed to increasing the representation of First Nations peoples across our organisation and our collaborative partners. We aim to promote employment opportunities and provide supportive environments for career progression to First Nations peoples.

Cultural awareness and respect:

Through cultural awareness training, we will promote a deeper understanding and respect for First Nations cultures and traditions among our employees. By integrating cultural protocols into our workplace practices, we aim to create an inclusive workplace environment that values First Nations people's knowledge, heritage and achievements.

Economic growth:

We recognise the important role First Nations businesses play in driving economic development. We will actively seek procurement opportunities with Aboriginal and Torres Strait Islander businesses, promoting diversity in our supply chain and supporting their growth through our purchasing power.

Promoting respect and inclusivity:

We are committed to raising awareness and understanding of the challenges faced by First Nations peoples. By organising educational sessions, events and cultural experiences for our employees, we aim to promote respect, empathy and cultural sensitivity within our organisation.



Our partnerships and current activities

Working with First Nations Peoples

Mandingalbay Yidinji Aboriginal Corporation

Mandingalbay Yidinji Aboriginal Corporation (MYAC) is developing an eco-tourism infrastructure project in East Trinity, 2km east of Cairns. The Mandingalbay Yidinji people (MY people) are the direct descendants of the Aboriginal people who have owned, occupied, cared for, and sustainably used the lands located east of Cairns for thousands of years.

We have worked with MYAC for several years to assist with planning, environmental assessments, approvals and design of the eco-tourism infrastructure project works. Prior to the 1970s, the East Trinity site supported mangroves and samphire flats in the estuarine reaches with coastal lowland rainforest on the upper sand ridges.

In the 1970s the area was extensively cleared and drained and a bund wall was constructed on the seaward fringe to exclude tidal inundation with the purpose of creating lands for agriculture. The area is now being remediated with gates in the bund wall to re-introduce tides to the land, supporting regrowth of marine vegetation.



Napranum Aboriginal Shire Council

Napranum Aboriginal Shire Council developed a Coastal Hazard Adaptation Strategy to better understand emerging coastal hazard risks and proactively manage the impacts of those risks on community, environment, cultural values, infrastructure, liveability and essential services. Napranum is the site of the former Weipa Mission, and its name was formed from two languages of the local area: 'Nap' means 'meeting place' in the Troj language and 'pranum' is a Thaynakwith word meaning 'meeting of people', therefore 'Napranum' means 'meeting place of the people.'

This strategy is designed to strengthen the community both now and into the future (to 2100) so that future generations can maintain their connection to land and sea Country. Through our association with Reel Planning, we developed this strategy for the Napranum Aboriginal Shire Council. This involved extensive consultation and engagement with First Nations peoples to understand and appreciate cultural values, special places and assets, along with risks to these from coastal hazards including future sea level rise.



Weipa Town Authority

Again, as per Napranum and Mapoon, Weipa Town Authority developed a Coastal Hazard Adaptation Strategy for their coastal region to help build resilience of the coastline and the community as the coastline changes and adapts in the future in response to coastal hazards, including cycles of sand loss (erosion), rebuilding (accretion) of the shoreline, and flooding of coastal areas by sea water during king tides and storms. Weipa is the traditional and spiritual homeland of the Alingith First Nations peoples, who have cared for the land and sea of this ancient landscape for thousands of years.

Queensland QCoast²¹⁰⁰ Coastal Hazard Adaptation Studies

We have been working with several Aboriginal communities in developing Coastal Hazard Adaptation Studies under the Queensland Government's QCoast²¹⁰⁰ program.

In addition to the Alingith people, the Anathangayth, Wik-Waya, Peppan, Thanakwithi and Wathyn Traditional Owner groups are near neighbours of Weipa. The strategy was underpinned by extensive stakeholder input including engagement with all First Nations communities.

Mapoon Aboriginal Shire Council

Similar to Napranum, Mapoon Aboriginal Shire Council developed a Coastal Hazard Adaptation Strategy through the Queensland Government QCoast²¹⁰⁰ program. Mapoon is home to a unique landscape, history and people.

The coastal region is comprised of estuaries, freshwater and tidal wetlands and long sandy beaches bounded by well-formed but low-profile dune systems, often fronted by wide, shallow nearshore areas. Mapoon is the traditional and spiritual homeland of the Tjungundji people who have cared for the land and sea of this ancient landscape for thousands of years.

The strategy, developed by BMT and Reel Planning, was informed by the best available science and was a collaborative effort with members of the Mapoon community, who graciously shared their experiences and knowledge to help appreciate what is important to them.



Our partnerships and current activities *continued*

Working with First Nations Peoples *continued*



NSW Coastal Management Program

For over 20 years we have been helping local governments and other stakeholders plan for more sustainable use and management of lands and waters within the NSW Coastal Zone. Without exception, these areas are significant to the Aboriginal peoples as traditional owners of this land and sea Country.

As part of this program, we have developed dozens of strategic planning documents that have been informed through engagement and consultation with Elders and Aboriginal people's

representatives. Elders have always been generous with their time and have explained to us the importance of estuaries, wetlands and coastal areas to traditional customs, wild harvesting and spiritual connections.

Through our coastal management planning documents, we have helped to raise awareness of Aboriginal connections to land and sea Country and embedded measures to protect the values of the coastal zone, importantly including cultural values.

Activities and initiatives

BMT Giveback

Drops of change: corporate philanthropy

Australia is falling short in its delivery of services to First Nations remote communities, as measured against the United Nations Sustainable Development Goal 6 - Ensure availability and sustainable management of water and sanitation for all. Indigenous people are exposed to potential negative health impacts including acute infections and chronic disease.

We have commenced a philanthropic project to use our expertise in water management to collaborate with Engineers Without Borders (EWB) Australia, ensuring remote First Nations communities have access to safe, clean, reliable and resilient water supply; the knowledge to safely operate and maintain their systems; and the governance structure to support its sustainability. The project involves a cash injection by BMT of \$130,000 plus in-kind time and contributions from our water management experts.

We will be running community workshops with a focus on:

- Learning from the indigenous knowledge of water in that location and understanding the water supply.
- Understanding current hazards, estimating level of risk, identifying preventative measures and controls,
- Risk improvement planning and asset management.
- Roles and responsibilities, data and reporting, training and technical support model.
- Operational and maintenance training review (if infrastructure upgrade required present options to community)
- Community training on water quality testing.



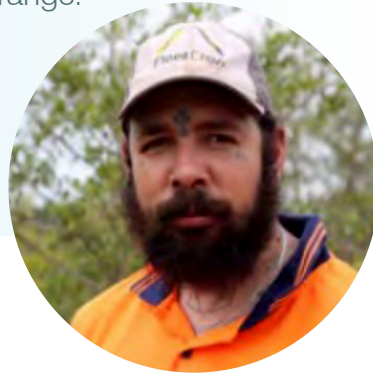
This BMT Giveback project is commencing early 2024.

Our partnerships and current activities *continued*

Activities and initiatives *continued*

“There is a story for this place - where the land and sea animals had a battle. The land animals won and the sea animals rest where they were defeated. The sea animals are the bodies of the mountains that make up the range.”

Nathan Charles
Githabul



Githabul First Nations water modelling project

Commencing in late 2023, we are partnering with NGH Consulting to deliver the Githabul First Nations Water Modelling Project through the Queensland Government's Queensland Water Modelling Network.

The project objective is to identify and develop methods to practically integrate Githabul cultural knowledge with technical expertise to improve water monitoring and management practices by acknowledging and respecting the cultural values contained on Githabul Country.

Led by representatives of the Githabul people, and combining the technical expertise and knowledge of Border Rangers Contractors (Aboriginal land management professionals), NGH Consulting (environmental and social engagement consultants) and BMT (hydrological engineering consultants), the project will identify and develop methods to practically integrate Githabul cultural knowledge with technical expertise to improve water monitoring and management practices by acknowledging and respecting the cultural values contained on Githabul Country.

Consultation and technical workshops on Githabul Country, which bridges the Queensland and New South Wales border, will be carried out to support the development of user friendly, united and practical tools to sustainably integrate First Nations cultural values into current water quality monitoring and management practices to realise the incorporation of cultural values into draft water quality objectives. Research findings will be shared and tested with impacted user groups to develop a replicable approach which focusses on building the capacity of stakeholders to integrate cultural values within current water modelling practices.

“Protecting cultural heritage is important to my people. It's keeping my culture alive. It's allowing is to pass this knowledge and responsibilities down to further generations and respecting our ancestors ad the land.”

Melissa Chalmers
Githabul



Cultural training

We have partnered with SBS to support improved understanding of diversity, including Aboriginal and Torres Strait Islander peoples and cultures through a dedicated and structured training program.

The training program is designed to assist people in understanding the importance and advantages of Australian Indigenous cultural diversity, with the aim of creating a more inclusive workplace and work practices.

Produced by leading First Nations creative agency, Carbon Creative, the course explores various themes central to the understanding of Aboriginal and Torres Strait Islander cultures as it applies to the workplace, viz:

- An introduction to Aboriginal and Torres Strait Islander cultures
- Who are Aboriginal and Torres Strait Islander peoples?
- Busting commonly held Aboriginal and Torres Strait Islander myths
- The importance of family and kinship
- The impacts of colonisation: understanding the past to make sense of today
- Understanding the impact of the Stolen Generations and intergenerational trauma
- Working together, moving forward, and celebrating success.

This course has been vetted by The Wollotuka Institute of the University of Newcastle who contributed to the quiz and the self-reflection questions at the end of the course.

NAIDOC celebrations

In 2023, we celebrated and acknowledged NAIDOC week.

We encouraged staff to undertake cultural awareness training; staff joined a special webinar given by Shelley Ware, as part of Medibank's 'Work Better, Live Better' series; and we asked staff

(and their families) to participate in a colouring in competition of Indigenous artwork images (with prizes of children's books on Aboriginal and Torres Strait Islander stories).

The webinar by Shelley Ware, a proud Yankunytjatjara and Wirangu woman from Adelaide, South Australia, was particularly relevant as she talked about her experiences, discussed how to celebrate and acknowledge NAIDOC week appropriately and shared insights into how to cultivate a culturally safe place for Aboriginal and Torres Strait Islander people in the workplace.

NAIDOC celebrations also included participating in the Australian Women in Security Network (AWSN) workshop on Empowering Pathways: Celebrating First Nations Excellence in STEM.

Welcome to Country

We have engaged Shannon Ruska to provide a Welcome to Country in 2022 as part of the unveiling of the artwork, and then again in 2023 when more than 40 senior leaders from across Australia and Singapore assembled in Brisbane for an inaugural regional leadership forum.

Artwork commissioning

As presented further in Section 6, we commissioned artwork to represent our appreciation and support for First Nations peoples and cultures, and to commemorate the commencement our journey towards reconciliation.

We commissioned Kalkadoon woman, Chern'ee Sutton, to create artwork, reflecting our story through a First Nations lens.



Engagement with Reconciliation Australia

We have engaged with Reconciliation Australia to provide feedback and to support us to finalise our RAP.

Our artwork

To initiate our reconciliation journey, we commissioned bespoke artwork to proudly demonstrate and symbolise our commitment to reconciliation with First Nations peoples. Our Artist was Chern'ee Sutton, a contemporary Indigenous artist from the Kalkadoon people.

Chern'ee painted our artwork specifically considering our business in Australia. Her interpretation of BMT and our reconciliation journey is described below in her own words.

“In my painting the large blue community symbol in the centre of the artwork represents BMT in Australia, it is painted in their primary colours with their logo in the centre. The blue and aqua oval around BMT’s community symbol and the boomerang in the bottom left corner represents BMT’s intent.

We Design, We Guide, We Protect, We Sustain, We Train, We Transform”.



The oval is a shield, which symbolises “We Protect”.

The arrow which goes through the community symbol, leading upwards represents “We Guide”.

The two arrows around the shield on the top left and bottom right symbolises “We Transform”.

The blue dotted circles and white U symbols (people symbols) around the shield represents “We Design”.

The large and small U symbols around the boomerang represents “We Train”.

The community symbol surrounded by leaves in the centre of the boomerang representing “We Sustain”.

The boomerang symbolises customers returning year after year due to BMT’s quality of work and service.

The three large aqua, white and blue U symbols around the shield represent BMT’s strategic priorities – “Sustain the Core; Grow through Collaboration; and Exploit and Invest in Innovation”.

The footprints begin at the boomerang, representing BMT’s journey since their foundation, the footprints then travel throughout the centre of the artwork, as the silhouettes around the outside grow, evolve and expand, symbolising BMT’s growth and mission - “To create tangible value and advantage for our customers and stakeholders, by leveraging our diverse technical and sectoral experience to innovate and solve complex problems, collaborating to deliver the right solution at the right time for the right price.”

Our artwork *continued*



The seven light and dark blue circles surrounded by beige and grey dots are connected to each other and to BMT's community symbol through the white spirit trails, represents some of the sectors where BMT work - Coastal Infrastructure, Commercial Shipping, Defence and Security, Energy and Natural Resources, Marine Insurance and Underwriting, National and Local Government and Water Management.



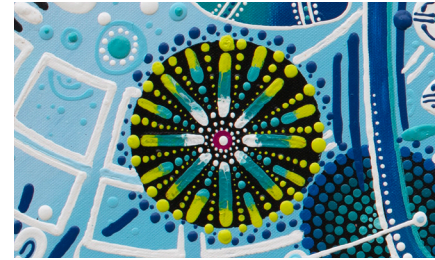
The handprints and dots in the bottom right corner of the painting represent BMT's Vision - "To be recognised in our core markets as the trusted partner for scientific and engineering led advice, solutions and services, addressing the most challenging needs of our customers."



The sprouting plant represents BMT's dedication to the environment and sustainability and their goal to become fully carbon neutral by 2030.



The kangaroo and emu footprints represent BMT's RAP and how due to their dedication to reconciliation and diversity BMT are always moving forwards, never backwards, just like the kangaroo and emu.



The five aqua, white, pink and green stars throughout the piece represent BMT's values - Trust, Innovation, Passion, Respect and Collaboration.



The waterholes throughout the background of the piece represents the water and coasts which are a major part of BMT's work.



Finally, the small white community symbols surrounded by people symbols and connected to one another represent BMT's connection to the people and communities they work in, as well as their staff and customers. People are very important to BMT, which is why they continue to grow and be a trusted partner to their customers; to be the people that they can rely on to help them with their most complex and challenging problems.

Our original artwork is proudly exhibited on Yaggara and Turrbal country in our Brisbane/Meanjin office. Copies of our artwork will be displayed at all our offices across the country.



Kalkadoon woman, Chern'ee Sutton, unveiling our artwork to BMT staff in Brisbane/Meanjin.



Local Aboriginal Cultural specialist, Shannon Ruska, Owner Managing Director - Tribal Experiences, giving a Welcome to Country at our artwork unveiling in Brisbane/Meanjin.

Action plan details

Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Sept 2024	Senior Leader Champion
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	Senior Leader Champion
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2024, May 2025	Internal Communications Officer
	RAP Working Group members to participate in an external NRW event.	June 2024, May 2025	RAP Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	June 2024, 2025	Regional Business Director
	Communicate our commitment to reconciliation to all staff.	June 2024	Internal Communications Officer
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	June 2024	Internal Communications Officer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	December 2024	PMO – Procurement Officer
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2024	Capability Director
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	September 2024	People Director
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	People Director

Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2024	Capability Director
	Conduct a review of cultural learning needs within our organisation.	July 2024	Capability Director
	Provide access to cultural awareness training for all staff.	June 2024	People Director
	Naming of office common/meeting rooms in language of local Country.	June 2025	PMO-Facilities
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Establish cultural training as important for all staff.	June 2025	People Director
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2024	Senior Leader Champion
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2024	Internal Communications Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Include Acknowledgement of Country into communication approaches for appropriate events.	September 2024	Regional Business Director
	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	Internal Communications Officer
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	Internal Communications Officer
	• RAP Working Group to participate in an external NAIDOC Week event.	June 2024	RAP Chair

Action plan details *continued*

Relationships			
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Investigate meaningful options for Aboriginal and Torres Strait Islander employment within our organisation. Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	September 2024	People Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2024	People Director
	Examine the inclusion of traditional knowledge into the Environmental business on impact assessment.	March 2025	Programmes Director - Environment
	Explore opportunity for a graduate recruitment program targeting Aboriginal and Torres Strait Islander people. Scholarships/internships. Build relationships with education officers in universities etc.	December 2024	People Director
	Explore opportunities to apply our skills and capabilities on a pro bono basis in ways that support and promote opportunities for Aboriginal and Torres Strait Islander peoples.	June 2025	Senior Leader Champion
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Understand offerings from Aboriginal and Torres Strait Islander owned businesses. Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. Assess if BMT can assist in engaging with/setting up some of these businesses relevant to our opportunities.	December 2024	PMO – Procurement Officer
	Investigate Supply Nation membership.	December 2024	PMO – Procurement Officer
	Update procurement policies to support Aboriginal and Torres Strait Islander owned businesses, or businesses that share our values and vision for reconciliation as demonstrated through their own RAPs.	December 2024	PMO- Procurement Office

Governance			
Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	June 2024	Senior Leader Champion
	Draft a Terms of Reference for the RWG.	June 2024	Senior Leader Champion
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2024	Senior Leader Champion
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2024	Capability Director
	Engage senior leaders in the delivery of RAP commitments.	June 2024	Regional Business Director
	Appoint a senior leader to champion our RAP internally.	June 2024	Regional Business Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2024	Senior Leader Champion
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	RAP Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAP Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAP Chair
	Build RAP reporting processes into the company reporting requirements.	October 2024	Senior Leader Champion
	Promote activities and achievements internally and externally.	December 2024	Internal Communications Officer
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2024	RAP Chair



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