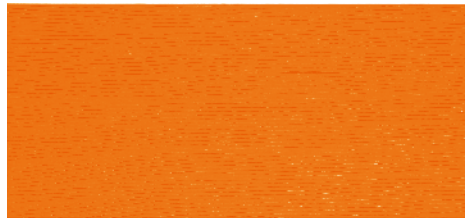


LAING O'ROURKE

THE LAING O'ROURKE RECONCILIATION ACTION PLAN





Works used throughout this brochure were purchased through Fireworks Art Gallery, Brisbane and have been created by the following artists.

**JOANNE CURRIE
NALINGU**

Dark river, 2011
acrylic on canvas
130x50cm

Blood river, 2011
acrylic on canvas,
130x50cm

LIN ONUS

Michael and I are just slipping down to the pub for a minute, 26/99, 2000, archival ink on Hahnemuehle rag paper, 42x30cm

X and Ray witness the sinking of the last ship carrying woodchips from Australian shores 9/99, 9/99, 2000, archival ink on Hahnemuehle rag paper, 40x32cm

X and Ray in the garden of earthly delight, 12/99, 2000, archival ink on Hahnemuehle rag paper, 42x30cm

**GLEN MACKIE
(KEI KALAK)**

Kurrs A/P, 2009
vinylcut relief print,
54x121cm

Gastrokeus ed. 5/60,
2009 vinyl cut relief
print, 40x76cm



MESSAGE FROM THE CHAIRMAN

Laing O'Rourke is committed to leaving a positive legacy in the communities in which we operate. Our involvement on large scale projects located in or close to Aboriginal and Torres Strait Islander communities provides us with a unique opportunity to make a significant contribution to help close the gaps between Aboriginal and non Aboriginal people.

Our past experience of working alongside Aboriginal and Torres Strait Islander communities throughout Australia to provide employment, training and local engagement has provided us with a solid foundation to build upon our commitment to Indigenous Australians.

Our Reconciliation Action Plan therefore outlines our long-term commitment to contributing the necessary resources from across the entire organisation to implement new initiatives aimed at improving the lives of Indigenous peoples.

This includes increasing awareness and engagement with our staff on Indigenous issues within the organisation, building commercial partnerships with Indigenous businesses and widening our talent pool of Indigenous Australians.

Laing O'Rourke understands the challenges of achieving the objectives of reconciliation. As such, we recognise this requires new and innovative approaches to doing business, changes to our corporate culture and above all a commitment from our staff to make a positive contribution towards the journey of reconciliation. This RAP contains the blueprint for making our contribution as a responsible member of the Australian community.



OUR BUSINESS

Laing O'Rourke is one of the world's largest construction companies with offices across Australia, the UK, South East Asia and the United Arab Emirates. We are 100 per cent privately owned, with more than 18,000 employees worldwide and a managed turnover of A\$7B annually.

What sets us apart is the direct employment of our workforce and our passion for achieving the best engineered solutions for our clients. We aim to change the face of construction worldwide regardless of the technical challenge.

Our core business is the construction of both buildings and infrastructure projects but we also have upstream capability in investing our equity into property and infrastructure developments and downstream specialist manufacturing, plant and trades businesses. Laing O'Rourke is committed to being an employer of choice through action, not just words, and we invest heavily in our people and their safety.

Our sustainability program, EPIC, includes detailed and measurable criteria to ensure breakthrough in the areas of Environment, People, Industry and Communities.

We are creating an extraordinary enterprise with the help of our loyal clients and passionate employees.



OUR VISION FOR RECONCILIATION



Our Vision for Reconciliation is wrapped up in our EPIC agenda which is our whole-of-business sustainability program focussing on Environment, People, Industry and Community. Laing O'Rourke believes that progress in these four separate areas is necessary to achieve the long term objectives of Reconciliation.

1. Environment

Laing O'Rourke aspires to reduce the environmental impact of what we do and how we do it when working alongside Indigenous communities.

2. People

Laing O'Rourke will aspire to expand its investment in training and employing Indigenous people. This will also include the introduction of cultural awareness programs across the organisation.

3. Industry

Laing O'Rourke will aspire to build strong commercial partnerships with Indigenous businesses to work together on a multitude of projects. This will include providing resources to expand the capacity of Indigenous businesses.

4. Community

Laing O'Rourke will aspire to make a lasting contribution to Indigenous community sustainability by working openly and honestly wherever we operate. This includes building constructive relationships through meaningful engagement that accommodates the needs of local communities and supports local programs.

OUR RECONCILIATION PLAN

The Reconciliation Action Plan (RAP) will list Laing O'Rourke's Indigenous goals, partnerships and initiatives across the company and introduce new business processes to achieve these objectives.

The process of developing a RAP involved the establishment of a RAP Working Group made up of staff from different areas of the business and from across all the regions we operate in including Queensland, New South Wales, Western Australia and the Northern Territory.

The first step of the RAP Working Group was to consolidate all the Indigenous related initiatives that Laing O'Rourke had worked on in the past to provide an understanding of the experience and capability throughout the organisation.

This process allowed the RAP Working Group to identify current Indigenous related initiatives that could be implemented across the entire organisation. It also provided a basis for identifying gaps in our current business processes and systems where Indigenous related policies and programs could be developed and rolled out to enhance the awareness and engagement of our staff, suppliers and business partners. Importantly, the RAP Working Group acknowledged that the RAP process was not a one-off program but required structural change within the organisation to reach the objectives it set out to achieve.



THE EVOLUTION OF LAING O'ROURKE'S INDIGENOUS COMMUNITY ENGAGEMENT

- Laing O'Rourke is supporting Benson Saulo as the first Australian Aboriginal to be appointed as the 2011 Australian Youth Representative to the United Nations.
- Laing O'Rourke was a member of Team Savannah which received the Outstanding Contribution to Training and Employment of Aboriginal People award at the 2009 East Kimberley Aboriginal Achievement Awards.
- Laing O'Rourke is a key partner in Territory Alliance, one of two alliances engaged by the Strategic Indigenous Housing and Infrastructure Program (SIHIP) to deliver housing, refurbishments and new infrastructure in communities across the Northern Territory. This has included:
 - SIHIP and Territory Alliance winning several awards at the 2010 Northern Land Council Employer of the Year Awards;
 - a participation rate of 37% Indigenous Employment achieved on the Tiwi Islands, with other packages showing similar success; and
 - ongoing engagement with local people fostering a high degree of community acceptance with the delivery of new housing in the Northern Territory.

FIRST INDIGENOUS AUSTRALIAN APPOINTED YOUTH REPRESENTATIVE TO THE UNITED NATIONS

The United Nations Youth Association (UNYA) has appointed Benson Saulo as the 2011 Australian Youth Representative to the United Nations. Benson is the first Australian Aboriginal to be appointed to this position since its creation in 1999.

Laing O'Rourke is proud to support Benson as a Principal Sponsor. "I was particularly drawn to Laing O'Rourke's statement on youth development through training and education through the EPIC Program. I believe we share many objectives, which is why I asked Laing O'Rourke to be one of my principle sponsors," said Benson.

Benson will be engaging young people across Australia at youth forums and via social media to gain a deeper understanding of the issues facing Australian youth such as human rights, education and climate change, and will present his findings to the UN General Assembly.

He is particularly passionate about supporting Indigenous leadership at the grass-roots level and empowering young people to have a positive impact on society.



CASE STUDY

RELATIONSHIPS: INDIGENOUS-LED SOLUTIONS / SHARING INFORMATION / PROFESSIONAL, SOCIAL AND CULTURAL NETWORKS
FOCUS AREA: INCREASING AWARENESS AND ENGAGEMENT WITH OUR STAFF ON INDIGENOUS ISSUES ACROSS THE ORGANISATION

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Project induction to include specific cultural awareness material addressing local traditional owners	Project Manager RAP Working Group	Site establishment	- At least 3 Regional projects by 2012
Local Indigenous leader officially opens project site and establishes site specific interpretive plaque	Project Manager RAP Working Group	Site establishment	- At least 3 Regional projects by 2012
EPIC volunteer day used at local Aboriginal and Torres Strait Islanders Peoples' services/organisations	Regional Managers RAP Working Group	End of 2011	- At least 1 business unit committing to this activity
Invite Traditional Owners to speak about local history and culture at functions / toolbox meetings	Regional Managers Project Leaders	End 2011	- Regional offices to make contact with Traditional Owners within the area they are located - Number of sessions – target 3 per year
Visit / attend / celebrate Aboriginal and Torres Strait Islander Peoples sites or events of cultural significance	Regional Managers Project Leaders	End 2011	- Number of events celebrated/attended target 3 per year
Sharing information both with staff and external stakeholders	Marketing Team Chief Information Officer	Commence in May 2011	- Database of Indigenous businesses and Community partnerships - List of current and future RAP activities - Procedures, tools and guidelines to ensure reconciliation opportunities are considered in Laing O'Rourke projects - Regular RAP-related stories on intranet - Upload RAP brochure on intranet - Include information about the RAP in the bi-annual Staff Update meetings - Include story about RAP in client newsletters

RESPECT: INDIGENOUS CULTURAL EDUCATION & DEVELOPMENT / CULTURAL PROTOCOLS / POLICY INTEGRATION

FOCUS AREA: DISPLAY OUR COMPANY'S RESPECT AND KNOWLEDGE OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES' CULTURE AND HISTORY

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Acknowledgement of Country to take place at formal meetings	Regional Manager RAP Working Group	June 2012	<ul style="list-style-type: none">- Development of guidelines and updated onto intranet- Number of events – 4 per year
Welcomes to Country at significant events (ie. Project completion, project openings, project milestones)	Regional Manager	June 2012	<ul style="list-style-type: none">- Number of events – 4 per year
Display Aboriginal art	EPIC panel	Sept 2011	<ul style="list-style-type: none">- Number of displays – 2 per year
Encourage current employees to acknowledge their Indigenous heritage	RAP Working Group Project Manager Human Capital	Sept 2011	<ul style="list-style-type: none">- Human Capital to develop this new process for capturing the number of Indigenous employees across the entire organisation
Provide opportunity for mentor training for Indigenous personnel targeted to engage and encourage Indigenous employees to the business	Human Capital	June 2012	<ul style="list-style-type: none">- Develop and roll out the mentoring program by June 2012
Develop and roll out internal cultural awareness training for Laing O'Rourke personnel	Human Capital	June 2012	<ul style="list-style-type: none">- 50% Laing O'Rourke personnel completion by 2012/13- Cultural Awareness Training to be mandatory part of induction training- Mandate attendance of training across the business

PRESERVING 750 YEARS OF HISTORY

A giant 750 year old boab tree, measuring 12 metres high and weighing a massive 14 tonne, was in the path of a new bridge being constructed as part of a recent upgrade of the Great Northern Highway near Warmun, in the East Kimberley.

Rather than destroy the tree, Team Savannah, a consortium of Laing O'Rourke, BGC Contracting and Maunsell, found a way to save it.

Working with the Gija people, the traditional owners of the land around Warmun, Team Savannah developed a plan to relocate the tree to Kings Park in Western Australia.

The tree's epic journey was more than 3200 kilometres and is believed to be the longest overland relocation in the world. Laing O'Rourke, BGC, Maunsell and Main Roads WA provided the funding for the relocation. It was presented to a traditional owner group of Nyoongar people, and planted in a prominent position in Kings Park & Botanic Garden.



PHOTO:
Boab Tree Relocation

**PHOTO:**

Territory Alliance staff with the Chief Minister Paul Henderson, government and SIHIP staff at the Northern Land Council Awards

AWARD WINNING HOUSING PROJECT

On completion in 2013, The Strategic Indigenous Housing Infrastructure Program (SIHIP) will provide 750 new houses, 230 rebuilds of existing houses and 2,500 refurbishments across 73 remote Indigenous communities and a number of town camps.

This large program of works is being delivered by two alliances, including Territory Alliance, a partnership between Laing O'Rourke, Sitzler and McMahon Services.

At the 2010 Northern Land Council Employer Awards SIHIP won three awards.

Northern Territory Chief Minister Paul Henderson was at the awards and congratulated everyone who had been nominated.

SIHIP took out the Chairman's Award and Territory Alliance won the Top Employer Award and the Top Project Award. Territory Alliance is one of two engaged by the Australian and Northern Territory Governments to deliver the \$672 million housing program across the Northern Territory.

Laing O'Rourke's Project Manager Phillip Clark has worked for Territory Alliance since inception, and earned a special mention on the night for his outstanding initiative and commitment to working with Indigenous people on the Tiwi Islands and for his outstanding leadership.

The program represents the single largest investment to date in Indigenous housing and is providing significant employment opportunities in remote areas. SIHIP employs more than 300 Aboriginal people from local communities.

2010 AWARD WINS:

Northern Land Council Employer Awards:	Chairman's Award
Northern Land Council Employer Awards:	Top Employer Award
Northern Land Council Employer Awards:	Top Project Award

OPPORTUNITIES: PROFESSIONAL & CAREER DEVELOPMENT / PARTNERSHIPS FOR SUCCESS / MEETING NEEDS OF INDIGENOUS CUSTOMERS
FOCUS AREA: SUPPORT ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES TO REACH THEIR FULL POTENTIAL

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Increase the number of Aboriginal and Torres Strait Islander Peoples working on projects with Laing O'Rourke involvement	Regional Managers Project Managers	June 2012	- 40 additional Aboriginal and Torres Strait Islanders working on projects with Laing O'Rourke involvement
Engage and encourage new Aboriginal Islanders and Torres Strait Islander Peoples to take up employment within our business: <ul style="list-style-type: none"> - Continue Indigenous Cadetship Program - Commence Aboriginal School Based Traineeship Program - Establishment of Engineering Internship program for Indigenous undergraduates 	Regional Managers Project Managers Human Capital	Multiple	<ul style="list-style-type: none"> - Establish a new website component for recruiting Indigenous employees - Increase in Indigenous cadets from 1 to 2 over an 18 month timeframe - Employ 5 new Indigenous trainees by June 2012 - Minimum of 1 work experience period provided to an Indigenous student by June 2012
Publish service provider database across the group and include in procurement process	Procurement personnel for each Business Unit	Dec 2011	<ul style="list-style-type: none"> - Establish Aboriginal and Torres Strait Islander Service Provider Database and evaluation process - Incorporate the use of this database in the procurement process for at least 3 regional projects by 2012
Develop and implement a strategy to provide our Indigenous delivery partners with in kind business improvement, commercial and financial advice	Regional Managers RAP Working Group	June 2012	- Provide this level of advice to at least 3 Indigenous businesses
Establish construction initiation program project to include sponsoring Greencard for individuals, allow participation in LORAC induction and an initial period of construction exposure (around 2 weeks) to provide construction awareness in addition to employment opportunities in communities where actual project employment is limited	Project Manager	June 2012	- Development of program by June 2012. Project to provide places from 2012
Work with major clients and Trade Unions to encourage Aboriginal and Torres Strait Islander Peoples to take up site based / construction employment opportunities	Project Leaders RAP Working Group Human Capital	Dec 2011	- Implement flexible ways to overcome some obstacles in Aboriginal and Torres Strait Islander employment, for instance "cultural leave"; family funerals; travel to work.
Implement and promote culturally specific employee support programs	Human Capital Regional Managers	Dec 2011	<ul style="list-style-type: none"> - Liaise with industry associations and trade unions to discuss the issue of cultural leave and whether the construction industry could agree on the same approach - Inclusion of cultural leave into Workplace Agreements

TRACKING PROGRESS AND REPORTING

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Tracking the level of engagement with staff and stakeholders	RAP Working Group	2011-2012	<ul style="list-style-type: none">- Monitor and report on the number of LOR staff and stakeholders involved in RAP related initiatives and activities
Review RAP annually and provide a refresh publication	RAP Working Group	Mid 2012	<ul style="list-style-type: none">- Review progress against originally stated targets.- Identify areas for improvement and inform all business units of the results- Update RAP on intranet with new targets for 2012-13 and distribute to staff and external stakeholders
RAP Working Group to monitor progress	RAP Working Group	2011-2012	<ul style="list-style-type: none">- RAP Working Group to meet quarterly- Quarterly review of RAP initiatives and update on progress
Tracking the number of Indigenous employees/trainees	Human Capital	First survey in May 2011, Second survey In May 2012	<ul style="list-style-type: none">- Conduct an Equal Employment Opportunity staff survey to capture relevant employment figures

A LASTING LEGACY IN THE LOCAL COMMUNITY

While working on the Great Northern Highway project in the East Kimberley, Team Savannah developed close relationships with the Warmun Aboriginal Community and came to know many of the local families.

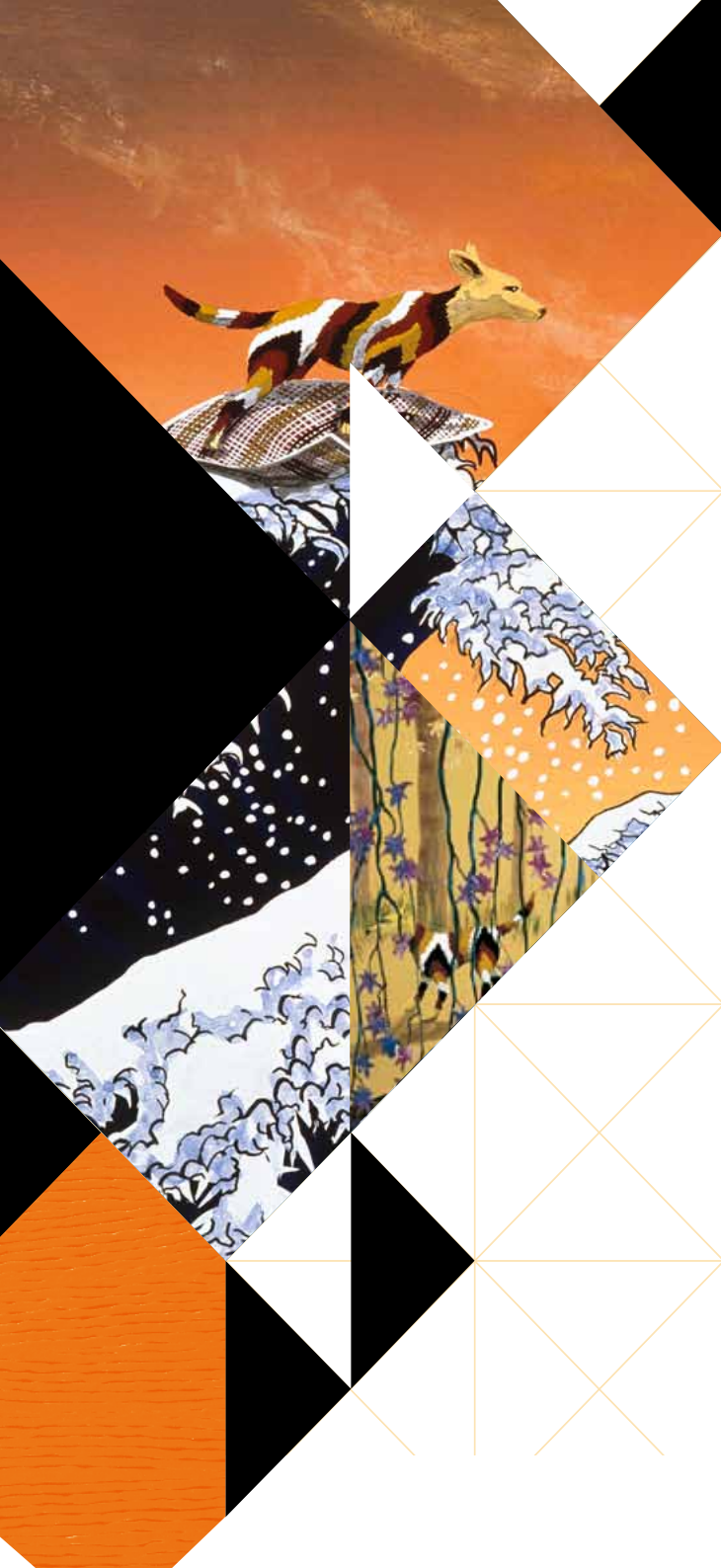
As well as completing the project on time, the team:

- Provided a vegetable garden for the 'Healthy Eating' program at Warlawurru Primary School at Halls Creek
- Built a new bicycle track for the children of Warmun
- Provided Senior First Aid training to members of the Warmun community
- Initiated the gifting of the Gija Jumulu (boab tree) to Kings Park
- Supported the establishment of a local contractor at Warmun
- Achieved a significant reduction in the clearing footprint required for the project
- Exceeded local expenditure commitments by 30 per cent



PHOTO:

Team Savannah built a new bicycle track for the children of Warmun



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