Reconciliation
Action Plan – Innovate

MAY 2020 – MAY 2022
Golder acknowledges the Traditional Owners of the land and waters on which we work and pay its respect to Elders past, present and emerging.

About us

Golder is an employee-owned, global organisation providing consulting, design and construction services in our specialist areas of earth, environment, and energy through technical excellence, innovative solutions and award-winning client service. We are a global leader in our chosen markets, differentiated through client service and professional excellence, supported by a strong, Partner-led culture of ownership and an industry-leading work environment. Employee owned since being founded in 1960, our more than 7,500 people operating from 155 offices worldwide deliver deep technical understanding, cross-disciplinary thinking and a passion to help our clients succeed.

Our core values have fueled our success for 60 years. They are part of our DNA and they guide the way we work with our business partners, within our communities and with each other.

INTEGRITY
We are honest, reliable, ethical and trustworthy.

CARING
We respect and care about each other, our clients, communities and the environment.

INCLUSION
We are inclusive and embrace diversity.

EXCELLENCE
We pursue excellence in all we do.

TEAMWORK
We are a connected community, actively sharing knowledge and experience.

OWNERSHIP
We take pride in our work and are invested in our company and its success.
In Australia, Golder employs more than 750 professionals operating in seven offices, supported by a diverse global workforce. We are committed to working collaboratively with Aboriginal and Torres Strait Islander communities and business partners. A survey of our employees in 2019 indicated that none identified as Aboriginal and/or Torres Strait Islander. We have included a number of actions in our Reconciliation Action Plan focused on changing this.

Our vision for reconciliation

Our vision for reconciliation is to recognise, respect and value Aboriginal and Torres Strait Islander peoples’ cultures, history and needs, and to celebrate their contributions and achievements. We seek to address the under-representation of Aboriginal and/or Torres Strait Islander peoples in the many areas of engineering and science that we support. Our RAP establishes actions to achieve this, based on the following three pillars:

- Respect and recognition we afford our Traditional Owners as visitors to their lands
- Level of engagement we maintain with Aboriginal and Torres Strait Islander peoples
- Integration of initiatives into the projects we work on and through our processes

With stewardship from the Australian and New Zealand Leadership Team and our Principals and Associates, and guided by Elders from the Kamilaroi people, our Innovate RAP is the next step to continue our collaboration with Aboriginal and Torres Strait Islander peoples and organisations to develop mutually beneficial, long-term business, training and employment opportunities in support of community goals.

As a signatory to the United Nations Global Compact, we recognise the enormous value created through involvement of Traditional Owners in our business ventures and the value this generates for local communities and the organisation across the globe. A key element of further embedding these pillars into our organisational culture is through our RAP.
**RAP Working Group**

Our RAP Working Group works closely with the Partners and Management Teams to implement our commitments. Our RAP Working Group includes a representative from each state in which we have an office. It is guided by the input of Alfred Priestley, a Kamilaroi Elder.

**Matt Wallace**  
RAP Leader  
*Principal, HSSE Director – AEMA*

**Garett Hall**  
RAP Champion Victoria  
*Associate, Principal Environmental Scientist*

**Alfred Priestley**  
*Kamilaroi Elder*

**Peter Brown**  
RAP Champion South Australia  
*Principal, South Australian Leader*

**Glen Fuller**  
RAP Champion New South Wales  
*Associate, Construction Group Manager*

**Sara Pritchard**  
RAP Champion Western Australia  
*Environmental Advisor*
Our RAP journey

Matt Wallace, RAP Leader

Since our first RAP was launched with a Welcome to Country and cultural awareness discussion led by Traditional Owners in our offices around Australia, I have seen strong support for what we seek to achieve. Significant progress has been made towards developing a deeper understanding of Aboriginal and Torres Strait Islander cultures to help us deliver sustainable, positive outcomes for both Aboriginal and Torres Strait Islander peoples and society as a whole. For me personally, the opportunity to participate in a cultural immersion experience with the Kamilaroi people will stay with me forever. Over the course of three days, my knowledge of Australian history was tested and the need for reconciliation reinforced as I learnt of the challenges faced by Aboriginal peoples and the ongoing connection to land and waters on their Country.

At the same time, we are challenged by how few Aboriginal and Torres Strait Islander students are studying engineering and sciences. We will need to rectify this situation if we wish to see more employees in our business who identify as Aboriginal and/or Torres Strait Islander. We will continue to seek opportunities to support internships for existing students and work experience opportunities for high school students in an effort to promote engineering and science as a career path. This is fundamental to our belief that a more diverse industry is a stronger one. I am excited by the next stage of our journey and the achievements we have already made including:

Demonstrating respect
- Incorporating Acknowledgement of Country to our visitor sign-in processes and large meetings.
- Involving our RAP Working Group in NAIDOC week and National Reconciliation Week events which helped develop the team’s understanding and support our need for action.
- Seeking information from the Guringai people and naming meeting rooms in our new Sydney Office after significant local Aboriginal people and languages of the area.

Developing cultural competency
- Inviting an Elder from the Kamilaroi people to guide the ongoing implementation of our RAP.
- Inviting our RAP Working Group to complete cultural competency training developed by the Centre for Cultural Competence Australia. This training provides information to build understanding of the intergenerational trauma experienced by many Aboriginal and Torres Strait Islander peoples and the importance of demonstrating respect and inclusion.
- Initiating the development of a framework for extending this education to others within the organisation.
- As I mentioned above, supporting several employees to undertake a 3-day cultural immersion experience to gain a deeper understanding of Aboriginal culture with the Kamilaroi people in northern New South Wales.

Supporting employment and communities
- Modifying our supplier procurement process to identify organisations owned by Aboriginal and Torres Strait Islander peoples and those who can complement our reconciliation journey.
- Working with the Kamilaroi people to maximise their water allocations from the Murray Darling Basin.
- Developing relationships with a number of organisations that are owned by Aboriginal and/or Torres Strait Islander peoples and partnering with them to deliver projects. Proving this can work on a small scale will allow us to expand this into more sizeable projects in the future.
- In an effort to promote careers in engineering and science, hosting work placements for high school and university students who identify as Aboriginal and/or Torres Strait Islander.
Relationships

We believe that a diverse workforce enhances our ability to provide innovative and sustainable solutions to our stakeholders. We therefore strive to create an inclusive culture where diversity is recognised and treasured. We value the shared learnings from the relationships we continue to form with Traditional Owners and we recognise their knowledge of the lands and waters that help us deliver sustainable solutions.

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| **Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.** | • Meet with at least two local Aboriginal and Torres Strait Islander stakeholders and organisations in each State to develop guiding principles for future engagement.  
• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | Mar 2021  
Mar 2021 | RAP Leader  
RAP Champion - NSW |
| **Build relationships through celebrating National Reconciliation Week (NRW).** | • Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.  
• Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.  
• Actively promote and encourage staff to attend NRW events and celebrate NRW through business communication channels.  
• Organise at least one internal event for NRW each year.  
• Register our NRW events on Reconciliation Australia’s NRW website. | Apr 2021  
Apr 2022  
May 2021  
May 2022  
May 2021  
May 2022  
May 2021  
May 2022 | RAP Leader  
RAP Leader  
RAP Leader  
RAP Leader  
RAP Leader  
RAP Leader |
| **Promote reconciliation through our sphere of influence.** | • Develop and implement strategies to engage our staff, contractors and clients in reconciliation. This includes:  
– Hosting regular internal events with a reconciliation theme in each location.  
– Promoting our commitment to reconciliation on our website.  
– Prioritising the use of subcontractors who identify as Aboriginal and/or Torres Strait Islander or who are aligned with us on this journey.  
– Inserting a reconciliation statement in our reports and proposals to clients.  
• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.  
• Communicate our commitment to reconciliation publicly through our existing communication channels.  
• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | Dec 2020  
Dec 2021  
Sep 2020  
Sep 2020  
Jun 2021  
Nov 2020  
Nov 2021  
Jun 2021 | RAP Champion - Vic  
RAP Champion - Vic  
RAP Leader  
RAP Leader  
RAP Leader  
RAP Leader  
RAP Leader  
RAP Leader |
| **Promote positive race relations through anti-discrimination strategies.** | • Reinforce our organisational anti-discrimination policy.  
• Educate senior leaders on the effects of racism and unconscious bias.  
• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.  
• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | Aug 2021  
Aug 2021  
Mar 2021  
Mar 2021 | Human Resources Leader  
Human Resources Leader  
Human Resources Leader  
Human Resources Leader |
We understand that the work we perform across Australia is undertaken on the traditional lands and waters of Aboriginal and Torres Strait Islander peoples. We respect the ongoing connection Traditional Owners have to Country. We accept that we need to deepen our understanding of Traditional Owners’ connection to Country and the previous harm caused by government policies and societal practices. We believe in an interdependent Australia based on mutual respect and understanding.

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<tr>
<td><strong>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</strong></td>
<td>• Finalise the review of cultural learning needs within our organisation.</td>
<td>May 2020</td>
<td>Human Resource Leader</td>
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<td></td>
<td>• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors (i.e. Carey Group) on the development and implementation of a cultural learning strategy.</td>
<td>Jun 2020</td>
<td>RAP Champion WA / Human Resources Leader</td>
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<td></td>
<td>• Develop, implement and communicate a cultural learning strategy for our staff.</td>
<td>Aug 2020</td>
<td>ANZ Regional Leader</td>
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<td></td>
<td>• Provide opportunities for RAP Working Group members, RAP champions, HR managers and other key leadership staff to participate in cultural training, including cultural immersion opportunities.</td>
<td>Oct 2020</td>
<td>RAP Leader</td>
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<td>• Arrange local Aboriginal and/or Torres Strait Islander cultural tours for employees and families.</td>
<td>Mar 2021</td>
<td>RAP Leader</td>
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<td></td>
<td>• Provide information on the local Aboriginal and/or Torres Strait Islander cultures and history in each of our offices.</td>
<td>Jun 2021</td>
<td>RAP Leader</td>
</tr>
<tr>
<td><strong>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</strong></td>
<td>• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</td>
<td>Jun 2020</td>
<td>RAP Leader</td>
</tr>
<tr>
<td></td>
<td>• Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</td>
<td>Jun 2020</td>
<td>RAP Leader</td>
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<td></td>
<td>• Provide information cards in meeting rooms to encourage staff to include an Acknowledgement of Country at the commencement of meetings.</td>
<td>Oct 2020</td>
<td>RAP Leader</td>
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<tr>
<td></td>
<td>• Invite a Traditional Owner to provide a Welcome to Country at significant events, including the reopening of the Brisbane Office after refurbishment.</td>
<td>Jul 2020</td>
<td>RAP Leader</td>
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<tr>
<td></td>
<td>• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</td>
<td>Jul 2020</td>
<td>RAP Leader</td>
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<tr>
<td><strong>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</strong></td>
<td>• RAP Working Group to participate in an external NAIDOC Week event.</td>
<td>Jul 2020</td>
<td>RAP Leader</td>
</tr>
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<td></td>
<td>• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</td>
<td>Jul 2021</td>
<td>Human Resource Leader</td>
</tr>
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<td></td>
<td>• Promote and encourage participation in external NAIDOC events to all staff.</td>
<td>Mar 2021</td>
<td>ANZ Regional Leader</td>
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We believe that a diverse and inclusive workforce enhances our ability to provide innovative and sustainable solutions to our stakeholders. We therefore strive to create an inclusive culture where diversity is recognised and valued. We are committed to increasing the number of Aboriginal and Torres Strait Islander students seeking careers in engineering and science, working in partnership with Aboriginal and Torres Strait Islander businesses, and actively seeking opportunities to procure goods and services from Aboriginal and Torres Strait Islander businesses.

### ACTION

**Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.**

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<tr>
<td>• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</td>
<td>Nov 2020</td>
<td>RAP Leader / Human Resources Leader</td>
</tr>
<tr>
<td>• Review existing recruitment, retention and professional development strategy to ensure it supports Aboriginal and Torres Strait Islander employees.</td>
<td>Nov 2020</td>
<td>Human Resources Leader</td>
</tr>
<tr>
<td>• Review existing job advertisement channels to ensure they effectively reach Aboriginal and Torres Strait Islander stakeholders.</td>
<td>Nov 2020</td>
<td>Human Resources Leader</td>
</tr>
<tr>
<td>• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</td>
<td>Nov 2020</td>
<td>Human Resources Leader</td>
</tr>
<tr>
<td>• Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</td>
<td>May 2022</td>
<td>Human Resources Leader</td>
</tr>
<tr>
<td>• Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</td>
<td>May 2022</td>
<td>Human Resources Leader</td>
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**Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.**

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<tr>
<td>• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</td>
<td>Nov 2020</td>
<td>RAP Champion – NSW</td>
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<td>• Investigate Supply Nation membership.</td>
<td>Oct 2021</td>
<td>RAP Leader</td>
</tr>
<tr>
<td>• Develop and communicate opportunities to staff for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.</td>
<td>Nov 2020</td>
<td>RAP Champion – NSW</td>
</tr>
<tr>
<td>• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</td>
<td>Mar 2021</td>
<td>Integrated Management System Leader</td>
</tr>
<tr>
<td>• Build on existing commercial relationships with businesses owned by Aboriginal and/or Torres Strait Islander peoples with the aim of developing relationships in each State.</td>
<td>Dec 2021</td>
<td>RAP Champion – NSW</td>
</tr>
<tr>
<td>• Through our Approved Supplier Register, communicate a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</td>
<td>Mar 2021</td>
<td>Integrated Management System Leader</td>
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**Promote and increase the number of Aboriginal and Torres Strait Islander students seeking careers in engineering and science.**

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<td>• Sponsor at least two Aboriginal and/or Torres Strait Islander interns (through Career Trackers or another forum).</td>
<td>Nov 2020</td>
<td>RAP Champion – VIC</td>
</tr>
<tr>
<td>• Offer vacation employment to assist in developing students’ skills in engineering or science.</td>
<td>Nov 2021</td>
<td>RAP Champion – VIC</td>
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**Further embed diversity and inclusion principles into our business processes**

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<tr>
<td>• Develop a deeper understanding of unconscious bias and implement strategies to mitigate this throughout our recruitment and retention processes.</td>
<td>Dec 2021</td>
<td>Human Resources Leader</td>
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## Governance, tracking progress and reporting

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| Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | • Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.  
• Establish and apply Terms of Reference for the RWG.  
• Meet at least four times per year to drive and monitor RAP implementation. | Dec 2020  
Dec 2020  
Dec 2020  
Aug 2020  
Nov 2020  
Feb 2021  
May 2021  
Aug 2021  
Nov 2021  
Feb 2022  
May 2022 | RAP Leader  
RAP Leader  
RAP Leader  
RAP Leader |
| Provide appropriate support for effective implementation of RAP commitments. | • Define resource needs for RAP implementation.  
• Engage our senior leaders and other staff in the delivery of RAP commitments.  
• Define and maintain appropriate systems to track, measure and report on RAP commitments.  
• Appoint and maintain an internal RAP Champion from senior management. | Dec 2020  
Dec 2020  
Feb 2021  
Feb 2022  
Feb 2022  
Dec 2020  
Dec 2021 | RAP Leader  
RAP Leader  
RAP Leader  
RAP Leader  
Regional Leader |
| Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | • Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  
• Report RAP progress to all staff and senior leaders quarterly through existing business channels.  
• Publicly report our RAP achievements, challenges and learnings annually in the Sustainable Development Report.  
• Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer. | Sep 2020  
Sep 2021  
May 2020  
Aug 2020  
Nov 2020  
Feb 2021  
May 2021  
Aug 2021  
Nov 2021  
Feb 2022  
Mar 2021  
Mar 2022  
Apr 2022 | RAP Leader  
RAP Leader  
RAP Leader  
RAP Leader |
| Continue our reconciliation journey by developing our next RAP. | • Register via Reconciliation Australia’s website to begin developing our next RAP. | Dec 2021 | RAP Leader |
We thrive on challenges

For enquiries about our Reconciliation Action Plan, please contact:

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Principal, HSSE Director – AEMA
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matt_wallace@golder.com.au