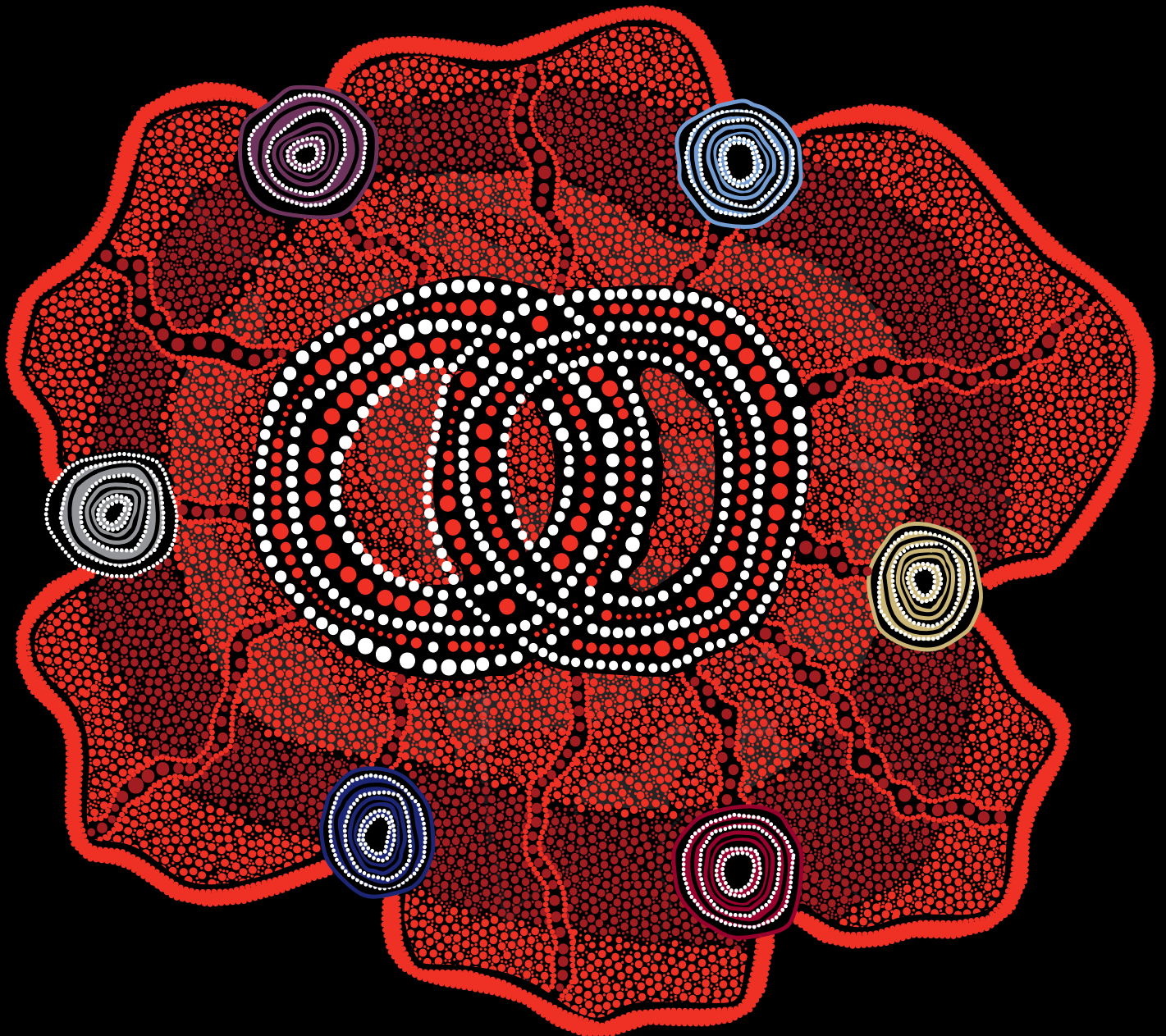
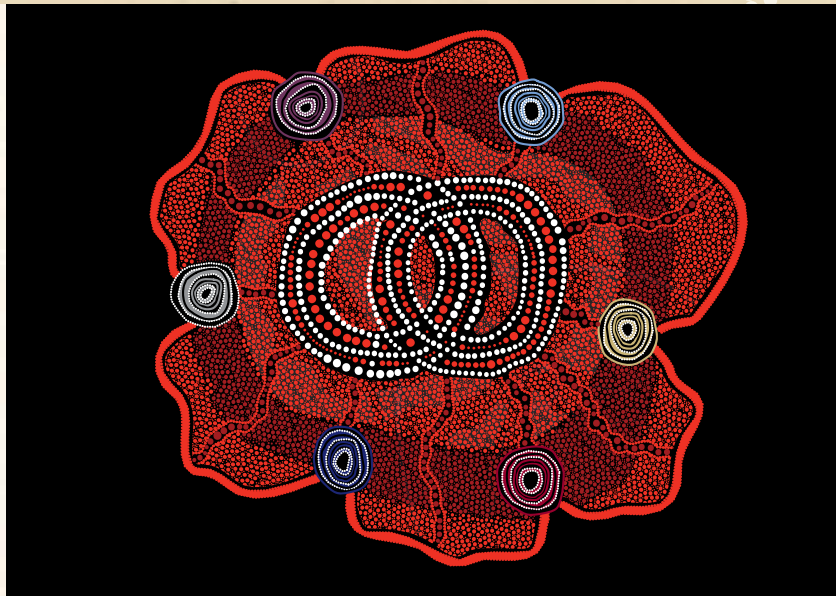


Gamuda Reflect

# Reconciliation Action Plan

SEPTEMBER 2021 – SEPTEMBER 2022





## Our artwork story

Gamuda's Reconciliation Action Plan artwork, 'Together, Weaving Our Future', represents our commitment to a better and more equitable future for all; a promise to build and maintain strong connections that become an integral part of who we are and where we want to go.

At the heart of our commitment is the 'Weave'; our symbol of reconciliation that celebrates coming together to change and grow; creating positive and meaningful actions for today, tomorrow and far into the future.

Alongside the 'Weave' are our people, who all have a role to play, and our connections between our Malaysian origins and Australia are the foundation of everything we do together.

Surrounding this is the symbiotic relationship between our values and goals, and First Nations cultures, knowledge and communities; a connection that will light the way along sometimes challenging pathways towards important and rewarding outcomes.

With trust and respect for each other and determination in our commitment, we move forward with hope and positivity on our reconciliation journey together.

Together, weaving our future.  
Together we evolve, together we thrive.

Gamuda worked with Brisbane-based Indigenous creative agency Gilimbaa to develop our RAP artwork.

Gilimbaa means 'today' in the language of the Wakka Wakka people, and its work reflects the power and process of storytelling, and the role this plays in the celebration and promotion of culture and community.

We would like to thank Gilimbaa for their efforts to capture our reconciliation journey so far and to visually express our reconciliation vision and commitment to action.





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In establishing Gamuda Australia, we acknowledge the Traditional Owners of country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

# Our Business

**Gamuda Engineering** is a fully owned subsidiary of Gamuda Berhad. Established in 1976 and listed on the Bursa Malaysia, Gamuda delivers world-class infrastructure, concessions and communities development.

Launching in Australia in 2019, Gamuda Engineering is focused on the company's core business of infrastructure design, construction, operation and maintenance. Our main interest is in road and rail infrastructure, with a strong focus on tunnelling.

Our head office is in North Sydney, New South Wales, with other state-based offices in Perth, Western Australia and Melbourne, Victoria. Our parent company, Gamuda Berhad is based in Kuala Lumpur, with projects throughout Asia and India. In Australia, we currently have work interests in NSW, Victoria, and Western Australia.

In Australia, we employ more than 50 people. We do not currently employ any Aboriginal and Torres Strait Islander people, but we are heavily invested in doing so. We will establish culturally sensitive mechanisms to gain a greater understanding of the diversity of our workforce and take extra measures to build a strong foundation for Aboriginal and Torres Strait Islander recruitment and retention.

We are also committed to improving our knowledge of Aboriginal and Torres Strait Islander histories and cultures to enable equitable access to employment, career development and business engagement across our operations.

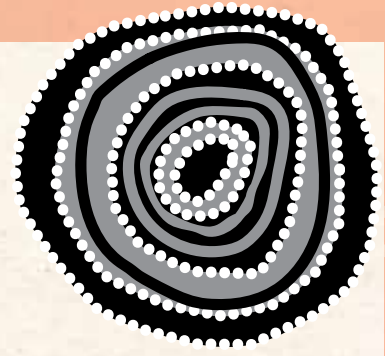
## Our Vision

Our vision for reconciliation in Australia is a construction industry which understands and values the history of Aboriginal and Torres Strait Islander peoples. For Gamuda, this means we will establish management frameworks to facilitate equitable access to employment and business engagement for Aboriginal and Torres Strait Islander peoples and communities. Through training, upskilling and development of our people, we aim to leave a positive social legacy in the cities and communities in which we operate.

*"In building our business in Australia, we aim to contribute to the local infrastructure landscape as well as the community. That includes ensuring our offices and worksites are a culturally safe and welcoming place for Aboriginal and Torres Strait Islander peoples and businesses."*

**Ewan Yee – Country Director (Australia)**





# Our RAP

## Aspirations

To foster strong leadership and positive race relations within our business, Gamuda is committed to improving the understanding of Aboriginal and Torres Strait Islander histories, cultures, and knowledge across our operations. We believe that by improving understanding and establishing genuine connections with Aboriginal and Torres Strait Islander peoples, businesses and communities, we can create better opportunities for equitable employment and business engagement on our projects.

## Approach

Our goal is to use our first Reflect RAP as a living document to support our business to develop the cultural understanding of our people and achieve positive engagement with Aboriginal and Torres Strait Islander peoples and communities.

Our RAP is championed by our Executive Director, Yew-Weng (Ewan) Yee, and the RAP Working Group (RWG). The RWG, which will evolve as our project portfolio grows, currently includes:

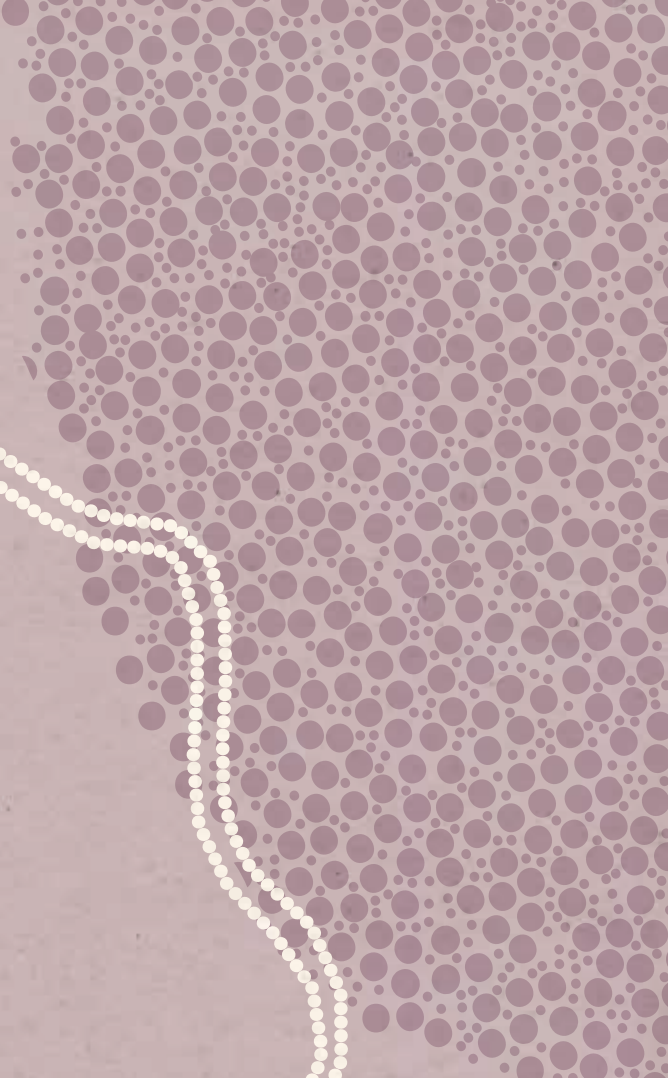
- Executive Director
- Community and Stakeholder Lead
- Head of HR
- Head of HSEQ
- Environment and Sustainability Manager
- Senior Commercial Manager
- Training & Development Manager

The RWG will establish a collaborative process for our people to be engaged in the implementation of our first Reflect RAP. The RWG will regularly report on our RAP journey progress, both internally and to Reconciliation Australia, and engage with Aboriginal and Torres Strait Islander stakeholders to seek guidance on how we should best proceed. Once finalised, the RWG will assess the effectiveness of the implementation of our first RAP and wherever possible, identify opportunities to improve our reconciliation performance.

## Journey

While Gamuda has engaged with First Nations people in other countries, we acknowledge we are new to the reconciliation journey in Australia. Our very first step has been to work together with Reconciliation Australia to develop and implement our first Reflect RAP.

To continue our reconciliation journey, we will engage with a variety of representatives from Aboriginal and Torres Strait Islander organisations and facilitate cultural awareness sessions for our people.



## Our partnerships and current activities

As part of our reconciliation journey to date, we have:

- Undertaken cultural awareness training for all staff with Paul Sinclair of Mirri Mirri.
- Met with Gannon de Silva of the National Indigenous Australians Agency to better understand their role.
- Met with Yuseph Dean, and subsequently Ricky Walford and Matt Cornwall of Yarpa to discuss their role and consider the development of an MOU.
- Met with Ben Price of Supply Nation to better understand their role and services.
- Undertaken discovery workshops with Jason Timor and Tiffanie Ireland of Two Point Co with our senior management team.
- Recognised National Reconciliation Week 2020 across the company with a Zoom talk by Ray Minniecon.
- Met with Deb Barwick of the NSW Indigenous Chamber of Commerce and subsequently established a partnership with NSWICC / membership with the NSW Indigenous Chamber of Commerce.
- Established a partnership with Cory Robertson of Goanna Services to provide tunnel boring machine training and employment to Goanna staff to facilitate development and upskilling opportunity on the M6 project if successful.
- Engaged with Gilimbaa to start developing Gamuda Australia's reconciliation artwork.







# Relationships

As the basis to our approach, we will develop long-term partnerships with the Traditional Custodians of the Land where Gamuda operates and delivers projects. This will be achieved by a series of actions as outlined below.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1</b> Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	December 2021	Community Relations Lead & Environment and Sustainability Manager
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	February 2022	Community Relations Lead & Environment and Sustainability Manager
	<ul style="list-style-type: none"> <li>Engage with local Aboriginal and Torres Strait Islander stakeholders and organisations to better understand how we can facilitate opportunities for participation.</li> </ul>	February 2022	Community Relations Lead & Environment and Sustainability Manager
<b>2</b> Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2022	Community Relations Lead
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	June 2022	Lead: Community Relations Lead Support: RWG
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	June 2022	Community Relations Lead
<b>3</b> Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Develop and implement an internal communications plan to promote our RAP and communicate our commitment to reconciliation to all staff.</li> </ul>	September 2021	Community Relations Lead & Corporate Communications
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	November 2021	Community Relations Lead & Environment and Sustainability Manager
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	November 2021	Community Relations Lead & Environment and Sustainability Manager
<b>4</b> Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	February 2022	Head of HR
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	February 2022	Head of HR



# Respect

We acknowledge and value the long history, deep connection to the land, and traditions of Aboriginal and Torres Strait Islander peoples. Through positive engagement with Aboriginal and Torres Strait Islander peoples and communities, we will develop the cultural capability and understanding of our people to promote reconciliation and build mutual respect.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>5</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	<ul style="list-style-type: none"> <li>Develop a program to better understand, value and recognise Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation and foster respectful relationships.</li> </ul>	September 2021	Lead: Head of HR Support: RWG
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	January 2022	Training Manager
	<ul style="list-style-type: none"> <li>Develop and implement cultural awareness training for our staff and workforce.</li> </ul>	February 2022	Training Manager
<b>6</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	September 2021	Lead: Environment and Sustainability Manager Support: RWG
	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	February 2022	Lead: Environment and Sustainability Manager Support: RWG
<b>7</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	July 2022	Environment and Sustainability Manager
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	4th – 11th July 2022	Lead: Environment and Sustainability Manager Support: RWG
	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	July 2022	Environment and Sustainability Manager

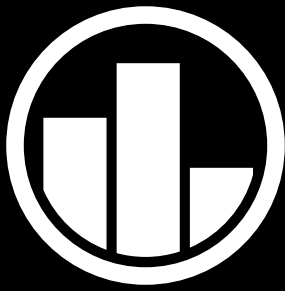




# Opportunities

By facilitating equitable access for Aboriginal and Torres Strait Islander peoples to employment, career development and business engagement, we seek to be an Employer of Choice. We will provide opportunities to increase our knowledge of Aboriginal and Torres Strait Islander histories and cultures and focus our attention on strategies to increase employment and procurement outcomes across our projects, including within our supply chain.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>8</b></p> <p><b>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b></p>	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in the workplace.</li> </ul>	November 2021	Head of HR
	<ul style="list-style-type: none"> <li>Develop a strategy for Aboriginal and Torres Strait Islander recruitment and retention within our organisation.</li> </ul>	November 2021	Head of HR
	<ul style="list-style-type: none"> <li>Investigate the engagement of an Aboriginal and/or Torres Strait Islander consultant to review and consult on our employment strategy.</li> </ul>	February 2022	Head of HR
	<ul style="list-style-type: none"> <li>Identify key stakeholders within the Aboriginal and Torres Strait Islander communities, such as media outlets and employment organisations, to promote job vacancies.</li> </ul>	March 2022	Head of HR
<p><b>9</b></p> <p><b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b></p>	<ul style="list-style-type: none"> <li>Develop and implement a Social Procurement Policy which delivers on our Aboriginal and Torres Strait Islander spend targets.</li> </ul>	December 2021	Lead: Contract and Commercial Lead Support: RWG
	<ul style="list-style-type: none"> <li>Appoint a Supplier Diversity Lead who will focus on removing barriers to the engagement of Aboriginal and Torres Strait Islander businesses and employees.</li> </ul>	March 2022	Lead: Contract and Commercial Lead Support: RWG
	<ul style="list-style-type: none"> <li>Embed systems and processes in our procurement and commercial framework to support engagement of Aboriginal and Torres Strait Islander businesses.</li> </ul>	April 2022	Lead: Contract and Commercial Lead Support: RWG
	<ul style="list-style-type: none"> <li>Investigate a Supply Nation membership.</li> </ul>	April 2022	Lead: Contract and Commercial Lead Support: RWG
	<ul style="list-style-type: none"> <li>Participate in Aboriginal and Torres Strait Islander industry and supply chain briefings to better understand business capabilities and identify opportunities for engagement within our supply chain.</li> </ul>	May 2022	Lead: Contract and Commercial Lead Support: RWG
	<ul style="list-style-type: none"> <li>Develop capacity and capability support for Aboriginal and Torres Strait Islander businesses through events, training, and pre-employment programs.</li> </ul>	June 2022	Lead: Contract and Commercial Lead & Training Manager

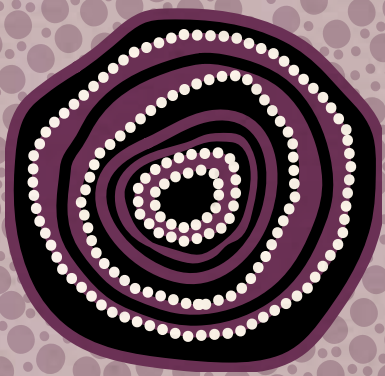


# Governance

To drive accountability across our business, we will establish and maintain transparent systems to implement, measure, and report on our RAP commitments. By engaging our senior leaders and empowering our workforce, we will continually improve on our reconciliation journey.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>10</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Form a RWG to govern RAP implementation.</li> </ul>	September 2021	Lead: Head of HR Support: RWG
	<ul style="list-style-type: none"> <li>Draft a Terms of Reference for the RWG.</li> </ul>	September 2021	Lead: Head of HR Support: RWG
	<ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander people's representation on the RWG.</li> </ul>	February 2022	Lead: Head of HR Support: RWG
<b>11</b> Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	September 2021	Head of HR
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	October 2021	Head of HR
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	November 2021	Contract and Commercial Lead, Training Manager & Community Relations Lead
<b>12</b> Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September 2022	Head of HR
<b>13</b> Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	April 2022	Environment and Sustainability Manager





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