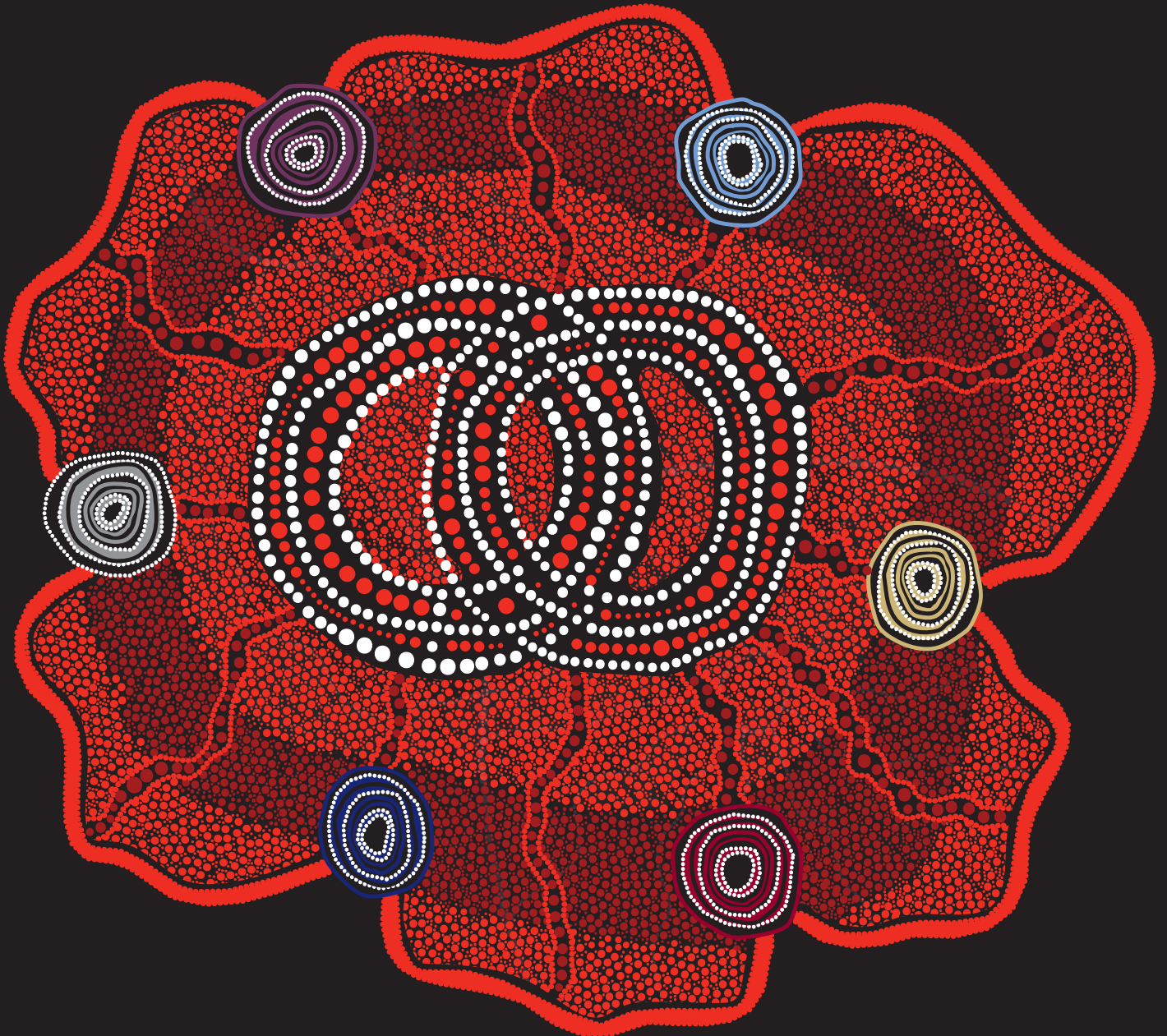


Gamuda Reflect

# Reconciliation Action Plan

February 2024 to February 2025



## Acknowledgement of country

In the spirit of reconciliation, Gamuda acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples with us today.

## Contents

Second Reflect RAP .....	4
Our artwork story.....	5
Our Business.....	6
Our Vision.....	6
Our RAP.....	7
Our partnerships and current activities.....	8
Relationships.....	9
Respect.....	10
Opportunities.....	11
Governance.....	12



## Second Reflect RAP

Reconciliation Australia congratulates Gamuda on continuing its reconciliation journey by formally endorsing Gamuda's Reflect Reconciliation Action Plan (RAP).

Through this plan, Gamuda continues to play an important role in a network of more than 2,500 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 continues the journey and primes 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 to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Gamuda 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact towards Australia's reconciliation journey.

Congratulations Gamuda on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

### Karen Mundine

Chief Executive Officer  
Reconciliation Australia

## 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. Our connections between our Malaysian origins and Australia are the foundation of everything we do together.

Surrounding this is the symbolic relationship between our values and goals and First Nations cultures, knowledge and communities, representing a connection that will guide us along sometimes challenging pathways toward important and rewarding outcomes.

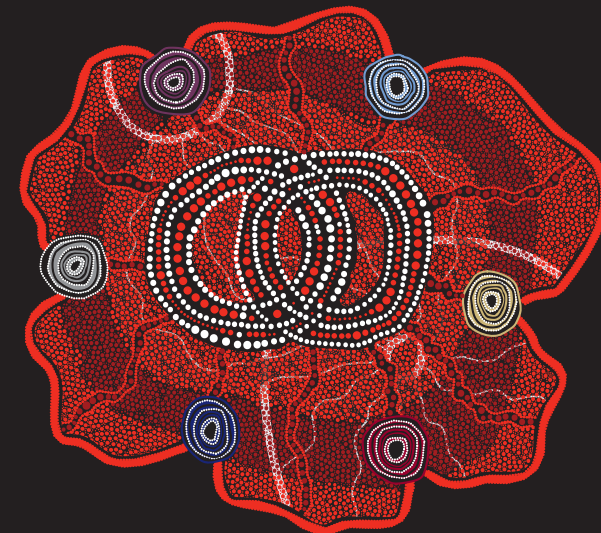
With trust and respect for each other and determination in our commitment, we move forward with hope and positivity on our reconciliation journey together.

**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.



## Our Business

Gamuda Engineering Australia is a fully owned subsidiary of Gamuda Berhad, established in Malaysia in 1976. Gamuda has grown to be a leading infrastructure company and delivers innovative world-class infrastructure projects worldwide.

Launched in Australia in 2019, Gamuda continues to grow after winning three major projects in New South Wales. With the strategic acquisition of two Australian businesses, DT Infrastructure and Tunnelling Solutions, we are enhancing our service offering and positioning ourselves for robust, ongoing expansion.

Our head office in Australia is based in North Sydney, New South Wales, with additional offices in Melbourne, Victoria. Our global head office is based in Kuala Lumpur. We operate in nine countries across three continents, including United Kingdom, Asia and Middle East. In Australia, we currently have three major projects operating across New South Wales and have strong work interests in Victoria, Queensland and Tasmania.

We now employ more than 450 people, with 1.7% of our workforce identifying as Aboriginal and/or Torres Strait Islander peoples. We will continue to 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 further 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 that 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, communities and businesses. 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.

*“As we continue building our business in Australia, we aim to contribute to the local infrastructure landscape and the community. That includes ensuring our offices and worksites are a culturally safe and welcoming place for Aboriginal and Torres Strait Islander people and businesses.”*

Ewan Yee – Gamuda CEO

## Our Reconciliation Action Plan

### Aspirations

Gamuda is committed to building strong foundations that will be fundamental to delivering meaningful outcomes to Aboriginal and Torres Strait Islander peoples. We will use this Reconciliation Action Plan (RAP) as the framework to improve our understanding of Aboriginal and Torres Strait Islander histories, cultures and knowledge.

We aim to foster stronger race relations between Gamuda and First Nations communities across all areas of operations and increase our engagement & connection with Aboriginal and Torres Strait Islander peoples, businesses and communities. This will lead to better opportunities for equitable employment and business engagement on our projects.

### Approach

Incorporating our learnings and relationships established during Gamuda’s first Reflect RAP, our goal is to continue using our Reflect RAP as a living document while developing further tools and resources to support our business in its journey towards cultural understanding. Gamuda’s social sustainability and inclusion framework was developed during our initial Reflect RAP as a framework to achieve positive & meaningful engagement with Aboriginal and Torres Strait Islander peoples and communities.

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

CEO	Ewan Yee
Head of Human Resources	Sianne Bennett
Head of Marketing and Communications	Elisabeth Negus
Head of Environment & Sustainability	Hayley Young
Head of HSEQ	Ben Kirkbride
Procurement Manager	Daniel Monaghan
National Talent Acquisition Manager	Adrian Donohue
Aboriginal Programs and Partnership Manager	Matthew Murphy

The RWG will establish a collaborative process for our people to be engaged in implementing and delivering our Reflect RAP. The RWG will regularly report on our RAP journey progress, internally and to Reconciliation Australia, and engage with Aboriginal and Torres Strait Islander stakeholders to seek guidance on how to best proceed. Once finalised, the RWG will assess the effectiveness of the implementation of our 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 still new to the reconciliation journey in Australia. Our first step has been working with Reconciliation Australia to develop and implement our first Reflect RAP. During this initial RAP, we had the opportunity to identify our strategy for engagement with Aboriginal communities and organisations.

To continue our reconciliation journey, we will embark on our second Reflect RAP, which will allow us to continue to explore deeper how we, as an organisation, can best engage with Aboriginal and Torres Strait Islander communities to promote genuine and positive outcomes and initiatives that resonate with community needs. As we have now established ourselves with additional projects across Australia, we feel we have a greater opportunity to implement our RAP initiatives on a broader scale and create further employment and business opportunities.



## Our partnerships and current activities

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

- Undertaken cultural awareness training for all staff in partnership with Tribal Warrior
- Met with Westly Trist, Director of Yarpa, to discuss their role and consider the development of an MOU
- Undertaken discovery workshops with Jason Timor and Tiffanie Ireland of Two Point Co. with our senior management team
- Recognised National Reconciliation Week 2023 across the company with localised events across corporate and projects
- Celebrated NAIDOC Week across our projects and corporate offices, engaged local community representatives to attend and partake in local celebrations through sharing cultural knowledge and storytelling
- 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
- Engaged with Gilimbaa to start developing Gamuda's reconciliation artwork
- Created a partnership with the NRL School to Work Program
- Established relationships with Local Aboriginal Lands Councils within our existing project areas and also potential future areas
- Engaged local Traditional Owners for smoking ceremonies and blessings at project commencement and key milestones



## 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> <b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Identify and create a register of Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2024	Aboriginal Programs and Participation Manager
	Research best practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2024	Aboriginal Programs and Participation Manager
	Engage with local Aboriginal and Torres Strait Islander stakeholders and organisations to better understand how we can facilitate opportunities for participation.	April 2024	Head of Marketing and Communications & Aboriginal Programs and Participation Manager
<b>2</b> <b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Head of Marketing and Communications
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024	Head of Marketing and Communications & Aboriginal Programs and Participation Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2024	Head of Marketing and Communications
<b>3</b> <b>Promote reconciliation through our sphere of influence.</b>	Develop and implement an internal communications plan to promote our RAP and communicate our commitment to reconciliation to all staff.	January 2024	Head of Marketing and Communications & Aboriginal Programs and Participation Manager
	Identify external stakeholders who our organisation can engage with on our reconciliation journey.	April 2024	Aboriginal Programs and Participation Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2024	Aboriginal Programs and Participation Manager
<b>4</b> <b>Promote positive race relations through anti-discrimination strategies.</b>	Research best practices and policies in areas of race relations and anti-discrimination.	March 2024	Head of Human Resources
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	March 2024	Head of Human Resources



## 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.	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.	June 2024	Head of Human Resources Support: Aboriginal Programs and Participation Manager
	Conduct a review of cultural learning needs within our organisation.	May 2024	Aboriginal Programs and Participation Manager
	Develop and implement cultural awareness training for our staff and workforce.	July 2024	Aboriginal Programs and Participation Manager
<b>6</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Establish relationships with LALC with our project operation areas to better understand localised cultural protocols.	February 2024	Aboriginal Programs and Participation Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2024	Aboriginal Programs and Participation Manager
<b>7</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness, share information and celebrate NAIDOC Week across corporate and projects.	July 2024	Aboriginal Programs and Participation Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2024	Environment and Sustainability Manager & Aboriginal Programs and Participation Manager
	RAP Working Group to participate in an external NAIDOC Week event.	July 2024	CEO



## 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
<b>8</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review Human Resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in the workplace.	February 2024	Head of Human Resources & Aboriginal Programs and Participation Manager
	Develop a strategy for Aboriginal and Torres Strait Islander recruitment and retention within our organisation.	June 2024	Head of Human Resources & Aboriginal Programs and Participation Manager
	Investigate the engagement of an Aboriginal and/or Torres Strait Islander consultant to review and consult on our employment strategy.	July 2024	Head of Human Resources & Aboriginal Programs and Participation Manager
	Identify key Aboriginal and Torres Strait Islander community stakeholders, such as media outlets and employment organisations, to promote job vacancies.	June 2024	Head of Human Resources & Aboriginal Programs and Participation Manager
<b>9</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement a Social Procurement Policy that delivers on our Aboriginal and Torres Strait Islander spending targets.	March 2024	Contract and Commercial Lead Support: Aboriginal Programs and Participation Manager
	Embed systems and processes in our procurement and commercial framework to support the engagement of Aboriginal and Torres Strait Islander businesses.	May 2024	Contract and Commercial Lead Support: Aboriginal Programs and Participation Manager
	Retain Supply Nation membership.	November 2024	Contract and Commercial Lead Support: Aboriginal Programs and Participation Manager
	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.	December 2024	Contract and Commercial Lead Support: Aboriginal Programs and Participation Manager
	Develop capacity and capability support for Aboriginal and Torres Strait Islander businesses through events, training and pre-employment programs.	December 2024	Contract and Commercial Lead Support: Aboriginal Programs and Participation 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 RAP governance.	Maintain a RWG to govern RAP implementation.	January 2024	Head of Human Resources
	Draft a Terms of Reference for the RWG.	January 2024	Head of Human Resources
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	January 2024	Head of Human Resources
<b>11</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	February 2024	Head of Human Resources
	Engage senior leaders in the delivery of RAP commitments.	February 2024	Head of Human Resources
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2024	Aboriginal Programs and Participation Manager
<b>12</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire Survey to Reconciliation Australia.	30 September 2024	Head of Human Resources & Aboriginal Programs and Participation Manager
	Contact Reconciliation Australia to verify that our primary and secondary contact details are current, to ensure we do not miss out on important RAP correspondence.	June 2024	
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact.	August 2024	
<b>13</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2024	Head of Human Resources & Aboriginal Programs and Participation Manager



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