

# REFLECT

## RECONCILIATION ACTION PLAN

February 2021 - February 2022



**ABERGELDIE**  
COMPLEX INFRASTRUCTURE



RECONCILIATION  
ACTION PLAN  
**REFLECT**

## MESSAGE FROM ABERGELDIE MANAGING DIRECTOR



**MICK BOYLE**  
Managing Director  
Abergeldie Complex Infrastructure

**Abergeldie acknowledges the Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of the land on which we operate our business, a land which we now call Australia, and we pay our respects to their Elders past, present and emerging.**

Australian owned with over 25 years' experience delivering complex infrastructure, Abergeldie operates from the traditional lands of Wangal people of the Eora nation, the Wianamatta people of the Dharug nation, the Awabakal people, Ngunnawal people, Turrabal and Yuggera people and the Wurundjeri people.

I am proud to launch our Reconciliation Action Plan (RAP), which will guide us on the next stage of our reconciliation journey. Our REFLECT RAP will help to provide a framework for the business and our employees to continue to listen, learn and support our First Nations Peoples custodianship of the land, a custodianship that has endured for 65,000 years.

Building better communities has always been our mission and as we continue to learn about, embrace and value the Aboriginal and Torres Strait Islander Peoples' culture and heritage, I have no doubt we will enhance and improve the communities in which we live and work.

Reflecting a bridge bringing Aboriginal and non-Aboriginal people together to a community meeting place, Wiradjuri artist Scott (Sauce) Towney has created a stunning artwork that will assist us on our journey. We are truly thankful for his beautiful interpretation of Abergeldie building better communities on our journey towards reconciliation.

I commend everyone involved in the development of this plan and our reconciliation journey, with a special thanks to our indigenous employees, Reconciliation Australia and the Abergeldie Reconciliation Working Group.



## MESSAGE FROM RECONCILIATION AUSTRALIA CEO

**KAREN MUNDINE**  
Chief Executive Officer  
Reconciliation Australia

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

Abergeldie joins a network of more than 1,100 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 over 2.3 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 Abergeldie 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 Abergeldie, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.





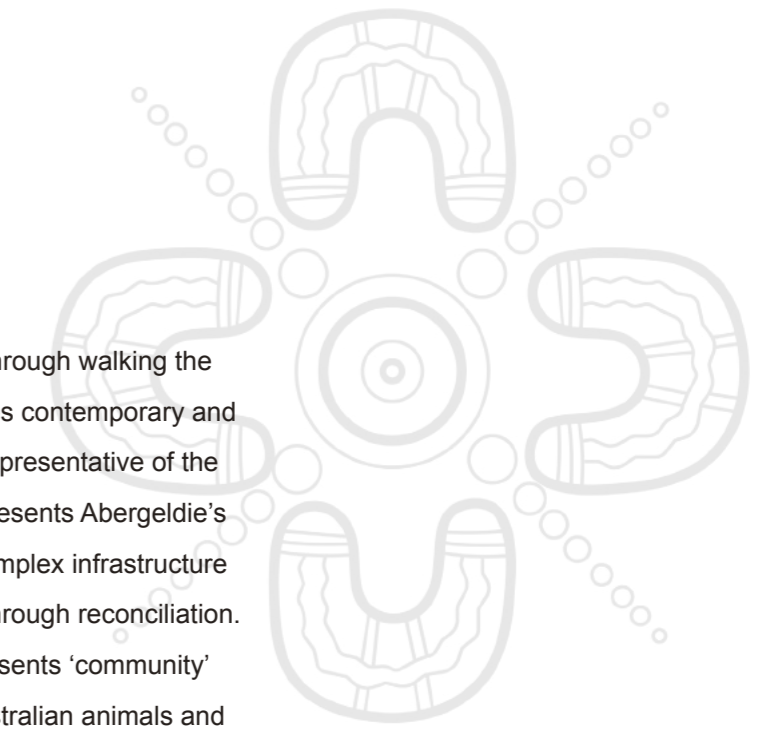
## ARTWORK

BY SCOTT (SAUCE) TOWNEY

Sauce tells the story of achieving reconciliation through walking the land together and forming communities. He combines contemporary and traditional Wiradjuri designs and patterns which is representative of the old and new world. The bridge, its centre piece, represents Abergeldie's mission to build better communities; by providing complex infrastructure and helping improve the future for all communities through reconciliation. The symbol at the forefront of the centre piece represents 'community' or 'meeting place' which is surrounded by native Australian animals and the land in which they live. This is Sauce's interpretation of Abergeldie's journey towards reconciliation.

\*Sauce delivered his artwork in two forms, one in black ink and the subsequent in colour. Both artworks have been digitised upon his approval.

\*\* Written statements and the reproduction and usage of the artwork and its elements have been fully endorsed by Sauce.





## SCOTT SAUCE TOWNEY

### THE ARTIST

Scott Sauce Towney is an Aboriginal Artist of the Wiradjuri tribe from Peak Hill, NSW. He is largely self-taught and focuses on creating unique Wiradjuri designs and mark makings. Over the years, he has been commissioned by a number of reputable organisations across Peak Hill, Dubbo, Forbes as well as the Philippines to create artwork including murals, constellation art and collective coins celebrating indigenous culture. Sauce is a widely established artist whose contemporary and traditional Wiradjuri style has been recognised to represent reconciliation through initiatives such as the Closing Gap Initiative through Parkes Reconciliation Group, The 3 Rivers Initiative, a number of NAIDOC Week exhibitions and more recently University of New South Wales where he is working with PHD candidate, Trevor Leahman, and the Gil Indigenous Program Unit to create an app for Wiradjuri Constellations.

Sauce currently lives in Peak Hill, NSW with his wife, Carol. He has five (5) children and six (6) grandchildren. He dreams of one day opening his own exhibition space focusing on Wiradjuri designs and mark making.

Abergeldie engaged Sauce after delivering the Camp Street Bridge Replacement project in Forbes, NSW - a short trip from Peak Hill. Having delivered an important piece of infrastructure to the community, we wanted to engage a local artist to complete our RAP artwork.



Carol Towney [left] and Sauce Towney [right] presenting the first ink artwork in December 2020 in Peak Hill, NSW in front of Sauce's previous artwork in the town centre.



## OUR BUSINESS

Abergeldie Complex Infrastructure (Abergeldie) is a civil engineering contractor providing services in the utilities, energy and infrastructure industry sectors. We build and deliver dams, bridges, tunnels, water and wastewater treatment process facilities, rail infrastructure, mining infrastructure, electrical and energy storage infrastructure, marine works and pipeline rehabilitation: the complex infrastructure needed to build better communities.

Abergeldie employs approximately 400 people in Australia, predominantly on the Eastern Seaboard and 30 employees in New Zealand. We currently employ five (5) employees who self-identify as Aboriginal and/or Torres Strait Islander people. As part of our RAP commitments, we aim to develop partnerships and implement further professional development and employment opportunities for Aboriginal and Torres Strait Islander peoples.

Abergeldie delivers projects across Australia and New Zealand. In Australia, we have offices in New South Wales, Australian Capital Territory, Victoria, and Queensland. Our New Zealand head office is located in Auckland where we deliver the majority of our New Zealand based projects.

**Our purpose is to build better communities. We are dedicated and committed to continue this mission through reconciliation, various charitable activities and by providing new and improved infrastructure to Australian and New Zealand communities.**

## RECONCILIATION ACTION PLAN (RAP)

Our Reflect RAP and vision for reconciliation aims to develop a strong framework that will lay the foundation for improving Australian communities by reconciling with Aboriginal and Torres Strait Islander peoples and communities. Since inception, Abergeldie has embraced diversity and worked towards providing an inclusive workplace and culture that provides support for Australia's First Peoples through education and employment, broad based equal opportunity programs, multicultural awareness and representation, and a focus on women in leadership.

Abergeldie's purpose has always been to build better communities, both intangibly and tangibly through providing the complex infrastructure needed to enhance and improve communities, by donating and partnering with major charitable organisations around Australia and internationally and by promoting an equal opportunity workplace. Our purpose is supported by our vision to be fair and integrated which lay the foundation for our commitment towards reconciliation.

Abergeldie's RAP is championed by Abergeldie Managing Director, Mick Boyle, Board member, Robin Craig and Head of People and Culture, Janelle Owen. Our Reflect Reconciliation Action Plan Working Group consists of both corporate and site representatives who will be working together to assist Abergeldie in their reconciliation journey.

Those team members are:

- Scott Fellowes (QLD), Senior Estimator
- Daniel McPherson (NSW), Superintendent
- Matthew Boyle (National), General Manager Rehabilitation
- Mark Whelan (NSW), General Manager NSW Infrastructure
- Bronwyn Pearce (VIC), Community Stakeholder and Engagement
- Mina Westby (National), Digital Communications Specialist
- Erin Shilton (National), Communications Specialist

Abergeldie has made worthwhile contributions and improvements in providing support and opportunities with Aboriginal and Torres Strait Islander peoples. The development of our Reflect RAP will support initiatives business-wide, encourage buy-in from all levels of the business and develop more opportunities to provide education to Abergeldie employees about reconciliation and opportunities for Aboriginal and Torres Strait Islander peoples in our business and community.

# RELATIONSHIPS



# RESPECT



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<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>	<b>March 2021</b>	HR Training Coordinator
	<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>	<b>April 2021</b>	Community and Stakeholder Engagement Manager
<b>Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to all Abergeldie employees.</li> </ul>	<b>April 2021</b>	Digital Communications Specialist
	<ul style="list-style-type: none"> <li>Introduce our staff to National Reconciliation Week by promoting external events in our local area.</li> </ul>	<b>27 May – 3 June 2021</b>	Digital Communications Specialist
	<ul style="list-style-type: none"> <li>Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	<b>27 May – 3 June 2021</b>	Senior Community Stakeholder and Engagement
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NRW event.</li> </ul>	<b>27 May – 3 June 2021</b>	Reconciliation Champion, Managing Director
<b>Promote reconciliation through our sphere of influence.</b>	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	<b>February 2021</b>	Reconciliation Champion, Managing Director
	<ul style="list-style-type: none"> <li>Publicly share Abergeldie's Reconciliation Action Plan.</li> </ul>	<b>February 2021</b>	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	<b>April 2021</b>	General Manager, People and Culture
	<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>	<b>April 2021</b>	General Manager, People and Culture
<b>Promote positive race relations through anti-discrimination strategies.</b>	<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>	<b>April 2021</b>	Senior HR Business Partner
	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	<b>April 2021</b>	Senior HR Business Partner

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	<b>March 2021</b>	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	<b>November 2021</b>	Senior HR Business Partner
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	<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>	<b>June 2021</b>	General Manager, People and Culture
	<ul style="list-style-type: none"> <li>Provide an Acknowledgment of Country in all senior meetings and events.</li> </ul>	<b>February 2021</b>	Reconciliation Champion, Managing Director
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.</li> </ul>	<b>February 2021</b>	General Manager, People and Culture
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	<b>July 2021</b>	Digital Communications Specialist
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	<b>July 2021</b>	Digital Communications Specialist
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	<b>July 2021</b>	Digital Communications Specialist

# OPPORTUNITIES



# GOVERNANCE



ACTION DELIVERABLE TIMELINE RESPONSIBILITY

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

- Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.
- Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.

**September 2021** General Manager, People and Culture  
**September 2021** General Manager, People and Culture

**Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.**

- Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.
- Investigate Supply Nation membership.
- Investigate Reconciliation Australia partnerships and support. This includes Corporate membership to reconciliation partnerships.

**August 2021** General Manager, People and Culture  
**March 2021** General Manager, People and Culture  
**February 2021** General Manager, People and Culture

ACTION DELIVERABLE TIMELINE RESPONSIBILITY

**Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.**

- Maintain RWG to govern RAP implementation.
- Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.
- Draft Terms of Reference for the RWG.
- RWG to meet quarterly.

**February 2021** General Manager, People and Culture  
**February 2021** Reconciliation Champion, Managing Director  
**February 2021** General Manager, People and Culture  
**February, May, August, November 2021** General Manager, People and Culture

**Provide appropriate support for effective implementation of RAP commitments.**

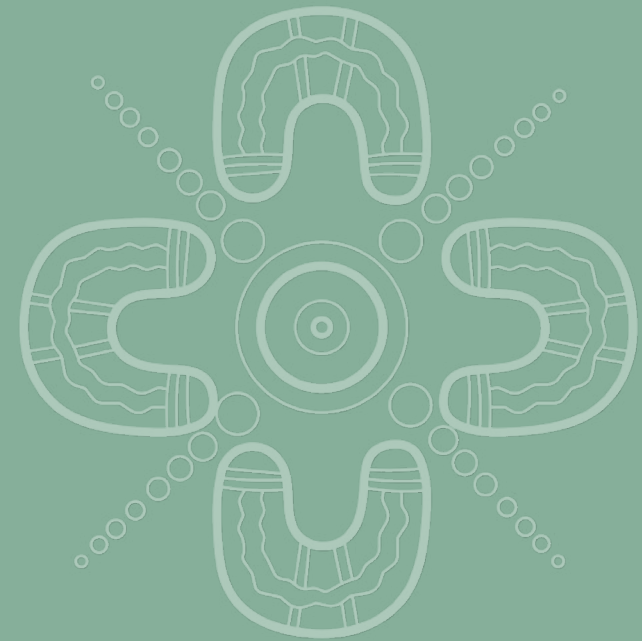
- Define resource needs for RAP implementation.
- Engage senior leaders in the delivery of RAP commitments.
- Define appropriate systems and capability to track, measure and report on RAP commitments.

**February 2021** General Manager, People and Culture  
**February 2021** Reconciliation Champion, Managing Director  
**March 2021** General Manager, People and Culture

**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.
- Register via Reconciliation Australia's website to begin developing our next RAP.

**January 2022** General Manager, People and Culture  
**December 2021** General Manager, People and Culture



Janelle Owen

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