



SGSP Australia Assets Reflect Reconciliation Action Plan

NOVEMBER 2020 – NOVEMBER 2021



Acknowledgement

We recognise Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this land, and we pay our respects to Elders past, present and emerging.

Message from Executive Leadership

The origins of the name Jemena is from the Wagiman people in the Northern Territory (spelt Jemena in the Wagiman language). It means “to hear, to listen, to think”. We have been operating, with permission from the Wagiman people under the variant name Jemena since 2008. We chose this name as it reflects the history, purpose and values of our Group, particularly the connection between people and public safety.

We have a proud history of partnering with Aboriginal communities throughout the development of major projects, like our Northern Gas Pipeline. As part of this, we have delivered jobs, training, and development opportunities to people from remote communities across the Northern Territory and Queensland. The geographical spread of our operations across Australia has afforded us the opportunity to build many positive and long standing relationships with Aboriginal and Torres Strait Islander peoples. We have a strong desire to continue to build on these foundations through the commitments we make in this Reflect Reconciliation Action Plan (RAP). We see this RAP as a significant milestone as we continue to play our role in reconciliation in this country.

One initiative we see as key in the RAP is the development of an Aboriginal and Torres Strait Islander Advisory Committee to provide guidance and education to us as we continue our own reconciliation journey. As a Group we are committed to work alongside Aboriginal and Torres Strait Islander peoples, communities and businesses to share opportunities for economic growth as we continue to deliver energy reliably, affordably and sustainably for all Australians.

The launch of this Reflect RAP makes us proud to be who we are, as we acknowledge and celebrate Aboriginal and Torres Strait Islander peoples as Australia’s First Peoples and together take this step on our reconciliation journey.



Frank Tudor
Managing Director,
SGSP Australia Assets and Jemena



Peter Iancov
Managing Director,
Zinfra



Certificate of authentication

My name is Chern'ee Sutton and I am a contemporary Indigenous artist from the Kalkadoon people from the Mount Isa area in Queensland. This painting represents the Group and their commitment to their Reconciliation Action Plan.

In my painting the large community symbol represents Jemena, with their corporate logo in the centre and is painted in their primary corporate colours.

The orange circle which surrounds the centre community symbol represents the sun and just like the sun Jemena provides "Energy, life, reliability, affordability and sustainability."

The second smaller community symbol represents Zinfra and is in their corporate colours of blue, green and grey, with their logo in the centre.

The rainbow serpent represents respect, connection to the land and Aboriginal people and culture, with the coloured dotted circles in the background symbolising the rugged Australian landscape on which the Group work. The Dhari represents Torres Strait Islander culture and connection to the water which surrounds their island home, shown by the waterhole symbols behind the Dhari.

The footprints which trail throughout the painting represent the Groups journey so far and their "footprint, spanning various parts of Eastern and Northern Australia." The lightning powerfully electrifying and energising the painting symbolises the electricity, energy and utilities that Jemena and Zinfra provide to houses and businesses across the North East.

The transmission gas pipelines across Eastern and Northern Australia are represented by the 3 thick blue lines with scattered white dots around them, that supply gas to their respective areas. With the many handprints around the border of the painting symbolising Jemena's vision to "Build relationships and have meaningful engagement with traditional owners that are respectful, mutually beneficial and enduring."

The ear, handprint and light bulb in the top right corner represents Jemena's meaning which is derived from the Wagiman language group "To hear, to listen and to think".

The boomerang in the bottom right corner of the painting represents quality customer care and returning business.

The 4 large blue stars represents Jemena's commitment to reconciliation and the values of their new Reflect Reconciliation Action Plan which:

- Acknowledges and celebrates the first peoples of Australia
- Seeks to better understand cultural heritage and what it means to Traditional Owner's
- Promotes employment opportunities for Aboriginal and Torres Strait Islander people
- Works alongside Aboriginal and Torres Strait Islander people, communities and businesses to share economic growth and sustainability.

The coloured circles in the background with the white U symbols (people) and the power poles represents the communities, businesses, houses and people who Jemena and Zinfra supply services and essential energy to daily, they are all connected to each other through the powerlines (travelling lines) and through Jemena.

By Chern'ee Sutton

Year: 2020
Size: 121cm wide X 152cm high
Medium: 3D Acrylic and textured acrylic on canvas



Artist Bio

Chern'ee Sutton is a proud Kalkadoon woman and artist from Mount Isa, Queensland, who is passionate about her culture and history and wants to share that with the rest of the world through her art. Her unique style combines two worlds of traditional Aboriginal heritage with a modern contemporary twist which has caught the eyes of collectors around the world including Royalty and on the 2018 Commonwealth Games mascot Borobi. Chern'ee has her artwork hanging in The Royal Collection in Buckingham Palace, Queensland Parliament House, Queensland State Library and has exhibited her artworks in London, Tokyo, Singapore, Hong Kong, Melbourne and Sydney.

Chern'ee's artworks have been commissioned by The Queensland Government, Tennis Australia, The National Rugby League, Caritas Australia, Dreamworld Theme Park, The 2018 Commonwealth Games, Rainforestation, The Australian Defence Force, Northrop Grumman, The Australian Department of Veteran Affairs and The Australian Public Service Commission to name a few.

Due to Chern'ee's passion for reconciliation and equality she has received numerous accolades including National NAIDOC Youth of The Year, Australia Day Awards for 2013 and 2014, Queensland Pride of Australia Award, Local NAIDOC Awards including Artist of the Year and has been an Australia Day Ambassador for the past six years.



Chern'ee Sutton
Artist

Our Vision for Reconciliation is for our Group to foster an inclusive environment for Aboriginal and Torres Strait Islander peoples

To achieve this;

We acknowledge the diversity and the valuable contribution of the First Nations peoples to Australian society.

We acknowledge the hurt, dislocation and disadvantage experienced by Aboriginal and Torres Strait Islander peoples and honour their strength and resilience.

We will continue to build an inclusive and diverse workforce where Aboriginal and Torres Strait Islander peoples' cultural identity is respected and everybody's contribution is valued.

We will continue to build respectful and inclusive relationships with Aboriginal and Torres Strait Islander peoples through our projects and activities across Australia.

We will continue to provide our workforce with the skills and knowledge to be culturally responsive to the communities where we live and work.

We will continue to provide equal training, sustainable employment and business opportunities for Aboriginal and Torres Strait Islander peoples and businesses.

We will lead by example in encouraging others to embrace the advantages and benefits that result from reconciliation.



Above: Our Apprentice pipeline operators Geraldine Cook and Bobby Ambrum visited Melbourne, meeting the wider team and managers. From left, Senior Approvals and Stakeholder Manager Russell Brooks, Corporate Development Manager Queensland Gina Wilson, Field Transmission Manager Dean Stapleton, Apprentice pipeline operators Bobby Ambrum and Geraldine Cook, Managing Director Frank Tudor and SGSPAA Chairman Mr Jiang, in the Groups Melbourne Office.

Our Values

The success of our business starts with our people, and our values are the guiding principles that drive the behaviours and decisions of our people, each and every day. Our Group values underpin our culture and drive the way we interact with our customer, clients, stakeholders, partners and each other.

Our values will guide our Reflect Reconciliation Action Plan and provide a blueprint for how we will contribute positively to Reconciliation.



Our Business

SGSP Australia Assets, comprising of Jemena, Zinfra and Ovida, is an \$11.5 billion leading energy infrastructure, maintenance, and services group in Australia.

We employ over 2,700 Australians who are located across Victoria, New South Wales, Queensland, Western Australia, the ACT, Northern Territory and Tasmania. Eighteen of our team members identify as Aboriginal or Torres Strait Islander people.

The Group's origins can be traced back to more than 170 years ago, to a time when (now) historical gasworks were used to light street lamps in cities like Sydney, Newcastle, and Wollongong. Much has changed since that time, but today - as it was back then - our focus continues to be on delivering the energy Australian homes and businesses need reliably, affordably, and sustainably.

Our energy assets span some of our country's most vivid and impressive landscapes from the deserts of the Northern Territory to Victoria's Gippsland region.

Through our network of transmission and distribution assets, Jemena brings energy to the lives of over 1.7 million Australians; bringing gas directly to more than 1.4 million homes and businesses in New South Wales, and electricity to over 360,000 customers in Victoria.

Across the country we transport natural gas through our extensive network of transmission pipelines, connecting gas from major points of supply to urban and regional centres.

Through Zinfra we provide services to the utility sector including a comprehensive range of engineering, construction, maintenance, and operations services.

Through Ovida we deliver sustainable energy solutions to Australian businesses by offering them renewable energy services and products.

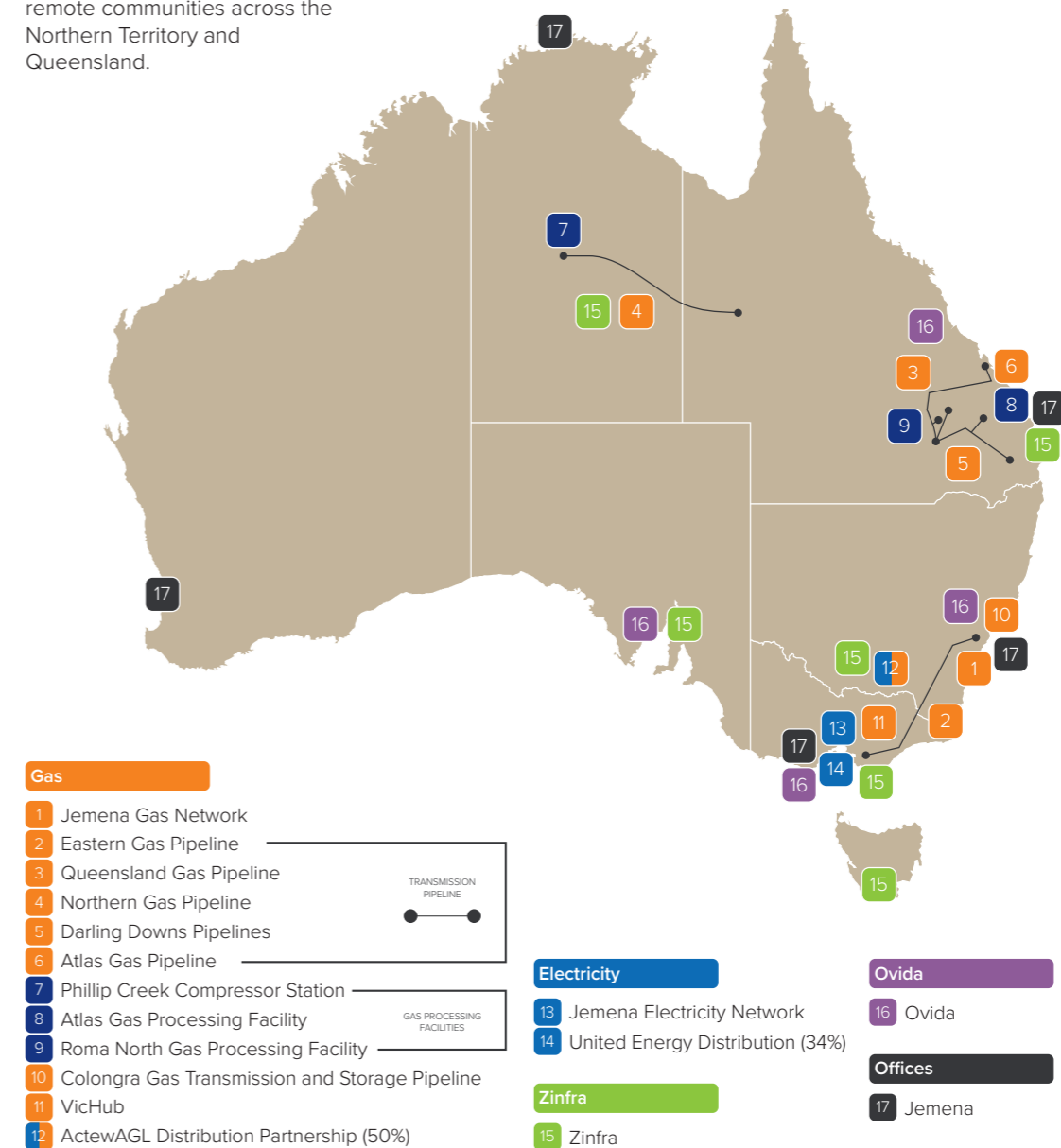
We are committed to caring for our people, the environment and the communities in which we operate. By doing the right thing and by being consistent and ethical, we will continue to strengthen the loyalty and trust that exists between us and our stakeholders.

We have set standards for the way we behave and the way we expect our team members to behave in the performance of their roles and when representing the Group.

At a glance:

- Australian energy infrastructure assets and services company providing essential services for over 1.7 million customers across Australia.
- Owns, operates, maintains and manages a diverse portfolio of electricity and gas assets across VIC, NSW, QLD, the ACT, NT and Tasmania.
- More than a century's experience and expertise in the utilities sector in Australia.
- Employs over 2,700 people across Australia.
- Zinfra partners with companies across the utility and infrastructure sectors to deliver maintenance, operations, engineering, and construction services.
- Ovida delivers sustainable energy solutions to Australian businesses by offering them renewable energy services and products.

We have a proud history of partnering with Aboriginal communities throughout the development of major projects, like our Northern Gas Pipeline. Historically, we have sought to engage with the Traditional Owners of areas where we work and in particular where major projects and infrastructure are being constructed. As part of this, we have delivered jobs, training, and development opportunities to people from remote communities across the Northern Territory and Queensland.



Our RAP

The Group recognises Aboriginal and Torres Strait Islander peoples as the oldest continuous culture in the world, and the original inhabitants of the land on which we live and work. In order to recognise and acknowledge Australia's First Peoples, we are committed to undertaking this RAP journey to continue to build inclusive and sustainable relationships which are mutually beneficial.

The Group seeks to have a continued understanding of how to respectfully engage with communities across our operational areas. By committing to a RAP, it forms a key part of our commitment to diversity and inclusion, by celebrating the diversity of all people, and is a foundational step on which to build successive RAPs.

The Group engaged an Independent Indigenous consultant to undertake initial meetings to commence the development of our RAP. We decided it was important to start as you mean to go on, and therefore established a RAP Working Group to steer the development and progression of the RAP.

We will undertake a place based approach to our RAP. In the past, we have sought to engage with the Traditional Owners of areas where we work, in particular where major projects and infrastructure are being constructed. We now intend to broaden this approach to include all operational areas and align historical initiatives and relationships to further strengthen our community engagement.

The origins of the Jemena name, to hear, to listen, to think, is at the core of how we shape our own culture and the approach we take when seeking to build meaningful relationships.

jemen-na

coverb (intr.)

1.

to hear, to listen

- ▶ *Jemen-na-wa nga-ni-nginy gornkorn-na ba-ni-nginy-wa. 'I heard them talking.'* (PH, text)
- ▶ *Jamba jemen-na nga-nga-yu ngangga-ma. 'I can't hear you.'* (LM)
- ▶ *Gangaman gahan jemen munyu-ga. 'That kangaroo is going to hear you.'* (PH)
- ▶ *Ngayh mani-yama! Ngaa ngonggo matjiin, jemen-na mi-yu ngamung! 'Listen to me! I am talking to you, so listen to me!'* (LM)

2.

to think

- ▶ *Ga-yu jemen-na giyak-giyak-ma, jilimakgun-gu. 'He is thinking about something, maybe women'* (LM)

The origins of the name Jemena is from the Wagiman people in the Northern Territory.

The Group Action Areas

The Group's Reflect RAP will be developed in accordance with Reconciliation Australia's guidelines.

Relationships – By opening up communication and starting conversations, we will continue to build our relationships with Aboriginal and Torres Strait Islander peoples and communities in areas where we work and operate

Respect – From these relationships, the Group and its people will gain a better understanding and respect for Aboriginal and Torres Strait Islander peoples, culture and histories.

Opportunities – Building on these relationships and respect, we will seek to find the opportunities to work together with Aboriginal and Torres Strait Islander peoples, communities and businesses.



Above: Traditional owners working with Jemena on the NGP.



Our Community partnerships and activities

We participate in many community partnerships and activities in areas where we operate across Australia.

Sponsorship and Financial Support Initiatives

- Financial support for the Camooweal Police Integrated Fitness Exchange Program in Queensland.
- Financial support for the Camooweal Christmas event in Queensland.
- Donation to the Murujuga Aboriginal Corporation near Pilbara in Western Australia to support the purchase of vital health supplies for at-risk community members during COVID-19. This has delivered much needed relief and benefitted around 750 homes and approximately 1500 members of Murujuga Aboriginal Corporation.
- Financial support for the 'Pipeline to Success' Indigenous mentoring program in the Northern Territory. This is a continuation of the relationships built during Northern Gas Pipeline construction.
- Financial and in-kind support since 2017 to the Stars Foundation, located in Tennant Creek, Northern Territory. The Foundation supports young Aboriginal women to help them make good choices and realise their full potential.
- Financial support for the Tennant Creek Women's Refuge. This is the only free emergency accommodation centre in the Northern Territory, providing a safe and secure location for women and children fleeing violence or crisis. Also included operational support and a new children's playroom following a fire at the Refuge.
- Financial support for the Tennant Creek Women's and Men's Imparja Cup (National Indigenous Cricket Carnival).
- Financial support to build infrastructure in a remote Barkly Region, in partnership with Anyinginyi Health Aboriginal Corporation.
- Purchase of equipment for the Alpururulam (Lake Nash) Community Health Centre.
- Sponsorship of the Desert Harmony Festival in Northern Territory. This is the largest arts event in the Barkly Region with majority of attendance from Aboriginal people. A cash donation to assist with the running of the event was also made.
- Founders of a Barkly Region Remote Community Christmas present drive in the Northern Territory. The 2019 drive saw us deliver over 400 presents to local children around Tennant Creek.

Community Partnerships

- Entered into a letter of collaboration from Robe River Kuruma AC, Western Australia addressed to both Jemena and Zinfra. In addition we have received approval from the Robe River Kuruma (RRK) Elders in Western Australia to use RRK word 'Thunardoo' (means 'Hello') for room names in our Melbourne and Sydney offices.
- Opened communication with the Wurundjeri people in Melbourne to assist the RAP Working Group to increase understanding of Indigenous culture.

Major Community Partnership - Northern Gas Pipeline Project

The Northern Gas Pipeline (NGP) project involved the development of a new pipeline connecting the Northern Territory gas fields to the east coast market. The pipeline runs 622km from Tennant Creek in the Northern Territory through to Mt Isa in Queensland and includes start and end of line compression facilities. Jemena commenced the project in November 2015, winning the right to build, own and operate the new pipeline development from the Northern Territory Government. Jemena worked closely with Aboriginal People throughout the planning, development, and construction including Traditional Owners from the Warlunpa, Warumungu, Arruwurra, Wakaya, Bularnu, Waluwarra, Indjalandji-Dhidhanu and Kalkadoon People, who assisted with cultural awareness as well as facilitating land access. In delivering the project, Jemena wanted to ensure that it brought significant benefits to the region and in particular to the Aboriginal people where the pipeline would cross their lands. Cultural awareness training was also undertaken by over 1,350 Jemena and contractor personnel.

The ways in which Jemena delivered on this approach included the following.

Project Ready Training Program

A ten week, live-in training program for 58 local Traditional Owners and Aboriginal people focussed on delivering basic civil construction skills and provision of jobs as part of the pipeline construction workforce.



Tennant Creek Social Employment Project

Nine local Aboriginal people were employed to manufacture sawdust bags for pipeline construction.



Gas Operator Training Program

A six week live-in training program for 13 local Aboriginal people focussed on gas operations. Two individuals were then selected as apprentices in our gas operations team. We now have two second year Indigenous apprentice pipeline operators, based in Mount Isa.



Above: Apprentice pipeline operators Bobby Ambrum (L) and Geraldine Cook (R), with mentor and pipeline operator Frank Osredkar, in Mount Isa.



Above: Cultural Heritage survey activities along the NGP being undertaken by Traditional Owners.

Support for employment, education and business opportunities

- Jemena provided a number of other support services, including funding and support for local businesses to be able to tender and deliver subcontracts on our project, job support, jobs online portal and also engaged numerous mentors and supervisors to support Traditional Owners in our workforce.
- Employed two local Indigenous people (QLD and NT) to undertake Certificate 4 Health and Safety Traineeship while working on the construction of the Northern Gas Pipeline.
- Procurement of Aboriginal businesses for Northern Gas Pipeline by issuing 28 contracts with Aboriginal businesses and organisations with a total spend of \$16 million.
- Aboriginal employment for The Northern Gas Pipeline Project generated 269 individual jobs for Indigenous people through major construction contractors and smaller sub-contractors. Of these, 42 were in the planning phase and 227 in the construction phase. These jobs were across a range of skill sets including but not limited to, drivers, machine operators, labourers, field officers, kitchen staff, cleaners and site administrators.

Major community partnership - “Pipeline to Success” program

In 2019 Jemena joined forces with Saltbush Social Enterprises, to deliver a new Indigenous Workforce Mentoring Program: Pipeline to Success. The program has been specifically developed for Indigenous job seekers in the Northern Territory's Barkly Region. It aims to equip participants with mentoring and leadership skills so that they can support other members of the community into part-time and full-time employment.

Within its first year the program framework has been established with one trainee completing initial employment skills training to begin mentoring others and promoting the benefits of the course to her community. In 2020, the program will be expanded with two additional trainees to come on board, further supervised community mentoring delivered, digitisation of some content and further movement towards seeking formal program accreditation.



Our RAP Working Group

Our RAP Champion and Chair is Peter Iancov, a member of our RAP Working Group and Managing Director of Zinfra. Our RAP Champion will raise the profile of our RAP and promote reconciliation across the organisation and will champion our commitment to reconciliation to our external stakeholders and lead by example.

The RAP Working Group is responsible for leading and advocating for organisational change to deliver on our RAP commitments. The RAP Working Group will actively monitor and track our progress against set actions and is made up of representatives from across the Group. Alongside team members from within the Group, we will seek representation on the RAP Working Group from Aboriginal and Torres Strait islander communities and organisations situated in areas where we operate.

The RAP Working Group will also actively seek to establish an Aboriginal and Torres Strait Islander Advisory Committee and seek input and feedback from Indigenous team members and relevant external stakeholders.

The RAP Working Group includes people from within the organisation who can affect the changes needed to fulfil our commitments.

Peter Iancov
Managing Director, Zinfra
and RAP Working Group Chair

Catherine Bolch
Employee Experience Lead

Russell Brooks
Senior Approvals & Stakeholder Manager

Beverley Coleman
Independent Indigenous Consultant

Ian Israelsohn
General Manager, Corporate Affairs

Vanessa Lee
Group Manager, Strategic Sourcing Corporate & Digital

Jonathan Spink
General Manager, Major Projects

Craig Ypinazar
General Manager, Human Resources

Our RAP Working Group Chair

Peter Iancov is a highly regarded engineer and has held various senior roles over the last 28 years across construction, maintenance and the operation of gas and electricity infrastructure assets and major facilities.

Combined with his demonstrable track record in business, Peter has made a positive impact on Aboriginal owned businesses and communities as an Independent Director of the Robe River Kuruma Aboriginal Corporation and K&M Limited (Trust for Robe River Kuruma people). He has also served on the Donor, Member Sustainability & Fundraising Committee for Fairbridge WA Inc. and for many years as a Strategic Advisor, Mentor and Coach with Pindari WA.

Along with his current role as Managing Director of Zinfra, Peter also holds Director positions at Western Power and Australian Naval Infrastructure where he continues to be an advocate for Diversity, Inclusion and Aboriginal Engagement.



Above: Traditional Owners on site during construction of the NGP.

Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	February 2021	Managing Director, Zinfra
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	April 2021	General Manager, Human Resources
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members. 	May 2021	Employee Experience Lead
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May- 03 June 2021	Employee Experience Lead
	<ul style="list-style-type: none"> Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 03 June 2021	Employee Experience Lead
	<ul style="list-style-type: none"> Host an internal event during NRW in at least one location. 	27 May- 03 June 2021	Employee Experience Lead
	<ul style="list-style-type: none"> Register our NRW events on Reconciliation Australia's website. 	May 2021	Employee Experience Lead
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all team members. 	November 2020	Employee Experience Lead
	<ul style="list-style-type: none"> Update internal corporate messaging to show commitment to the RAP and apply visual representation of commissioned artwork. 	November 2020	Employee Experience Lead
	<ul style="list-style-type: none"> Make available a copy of the RAP to all team members on our intranet site. 	November 2020	Employee Experience Lead
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	June 2021	General Manager Corporate Affairs
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	June 2021	General Manager Corporate Affairs
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	April 2021	General Manager, Human Resources
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	April 2021	General Manager, Human Resources

Respect			
Action	Deliverable	Timeline	Responsibility
5. 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"> Conduct a review of cultural learning needs within our organisation. 	June 2021	General Manager, Human Resources
	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	July 2021	General Manager, Human Resources
	<ul style="list-style-type: none"> Provide resources on Cultural Awareness to all team members. 	August 2021	General Manager, Human Resources
	<ul style="list-style-type: none"> All Major Project team members to undertake Cultural Awareness training, pre construction. 	November 2021	General Manager Major Projects
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	July 2021	General Manager Major Projects
	<ul style="list-style-type: none"> Increase team members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	November 2020	Employee Experience Lead
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our team members about the meaning of NAIDOC Week. 	July 2021	Employee Experience Lead
	<ul style="list-style-type: none"> Introduce our team members to NAIDOC Week by promoting external events in our local area. 	July 2021	Employee Experience Lead
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	July 2021	Employee Experience Lead

Opportunities			
Action	Deliverable	Timeline	Responsibility
8. Investigate Aboriginal and Torres Strait Islander employment.	• Develop a proposal for Aboriginal and Torres Strait Islander employment within our organisation.	April 2021	General Manager, Human Resources
	• Review job advertisements to mitigate barriers to recruitment of Aboriginal and Torres Strait Islander peoples.	February 2021	General Manager, Human Resources
9. Increase Aboriginal and Torres Strait Islander participation in training programs.	• Develop a Framework for inclusion of Aboriginal and Torres Strait Islander people in the apprenticeship and traineeship programs.	June 2021	General Manager, Human Resources
	• Identify training organisations and institutions to develop partnerships for targeting Aboriginal and Torres Strait Islander recruitment.	June 2021	General Manager, Human Resources
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander retention and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	February 2021	General Manager, Human Resources
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a proposal for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2021	General Manager, Strategic Sourcing Corporate and Digital
	• Investigate Supply Nation membership.	March 2021	Group Manager, Strategic Sourcing Corporate and Digital
12. Improve Aboriginal and Torres Strait Islander inclusion and participation in major projects.	• Develop a framework for Aboriginal and Torres Strait Islander engagement in future work projects.	May 2021	General Manager, Major Projects

Governance			
Action	Deliverable	Timeline	Responsibility
13. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	November 2021	General Manager, Human Resources
	• Draft a Terms of Reference for the RWG.	December 2020	General Manager, Human Resources
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2021	General Manager, Human Resources
14. Establish and maintain an Aboriginal and Torres Strait Islander Advisory Committee.	• Invite Aboriginal and Torres Strait Islander representatives from areas where the Group has offices and projects to become members of the ATSIAC.	June 2021	General Manager, Human Resources
	• Draft a Terms of Reference for the ATSIAC.	September 2021	General Manager, Human Resources
15. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	December 2020	General Manager, Human Resources
	• Engage senior leaders in the delivery of RAP commitments.	November 2021	General Manager, Human Resources
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2020	Managing Director, Zinfra
16. 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.	September 2021	General Manager, Human Resources
17. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	June 2021	Employee Experience Lead





Contact

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