

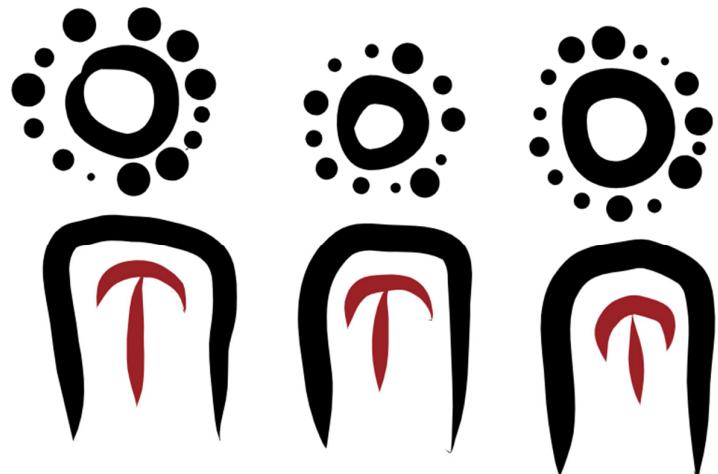
**REFLECT**  
**Reconciliation**  
**Action Plan**

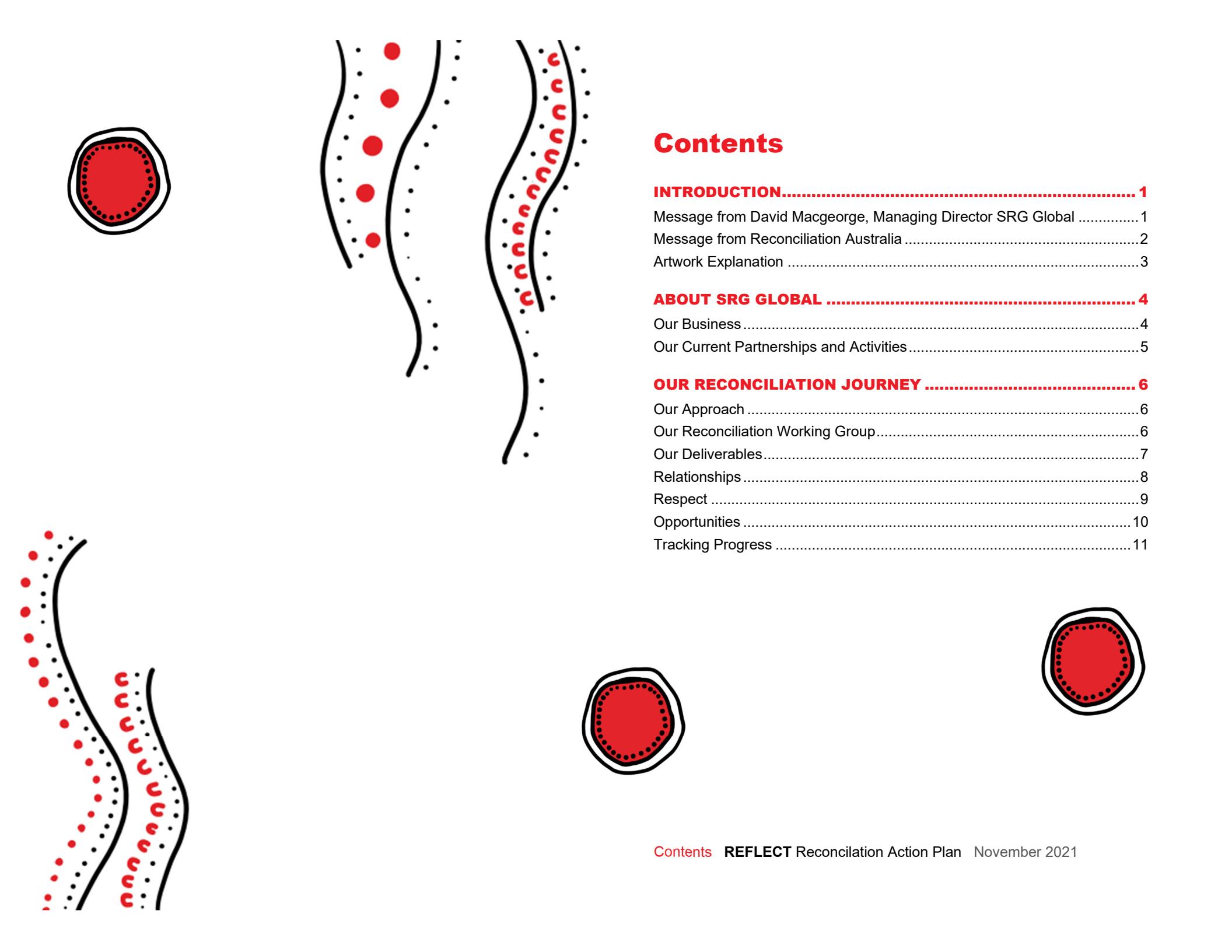
Nov 2021 – Oct 2022

## Acknowledgement of Country

SRG Global acknowledge the Traditional Owners and Custodians of the land throughout Australia and recognise their continuing connection to land, waters and culture.

We pay our respects to Aboriginal and Torres Strait Islander cultures; and to Elders past, present and emerging.





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## Introduction

### Message from David Macgeorge, Managing Director SRG Global

I would like to first acknowledge the Traditional Owners and Custodians of the land where we operate and pay respects to Elders past, present and emerging.

I am proud to present SRG Global Ltd's (SRG) first Reconciliation Action Plan (RAP). This represents another exciting landmark in our ongoing engagement with Aboriginal and Torres Strait Islander peoples where we operate across Australia. It follows the recent establishment of our first Aboriginal joint venture (Bugarrba) between the Njamal People and SRG for the provision of scaffolding services in the Pilbara region of WA.

This Reflect RAP is an important next step in our journey and commitment to advancing reconciliation. It provides the opportunity to reflect on our community engagement over six decades of operations. More importantly, it provides us with a framework to look forward to new opportunities that can shape a more inclusive, respectful and rewarding future with Aboriginal and Torres Strait Islander peoples.

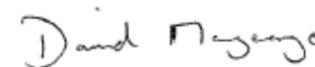
Our journey has much to go and we all have a role to play.

Our first RAP has been developed by a dedicated team that I believe reflects the values of our company and formalises our long-term commitments to reconciliation, some of which are well under way. Above all, it will provide a structured approach within a national network. This will enable us to share learnings, speak a common language and seek well-considered pathways to engage and strengthen our relationships.

Our plan seeks to consolidate our:

- ▶ Vision for reconciliation;
- ▶ Strategies and policies to deliver our vision for reconciliation; and
- ▶ Approach to building our awareness, education and engagement with Aboriginal and Torres Strait Islander peoples.

It represents our commitment to work with all our local communities to advancing reconciliation. I look forward to the journey ahead.



**David Macgeorge**  
Managing Director  
SRG Global



## Message from Reconciliation Australia

Reconciliation Australia welcomes SRG Global to the Reconciliation Action Plan (RAP) programme with the formal endorsement of its inaugural Reflect RAP.

SRG Global 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 programme'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 will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP programme'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.

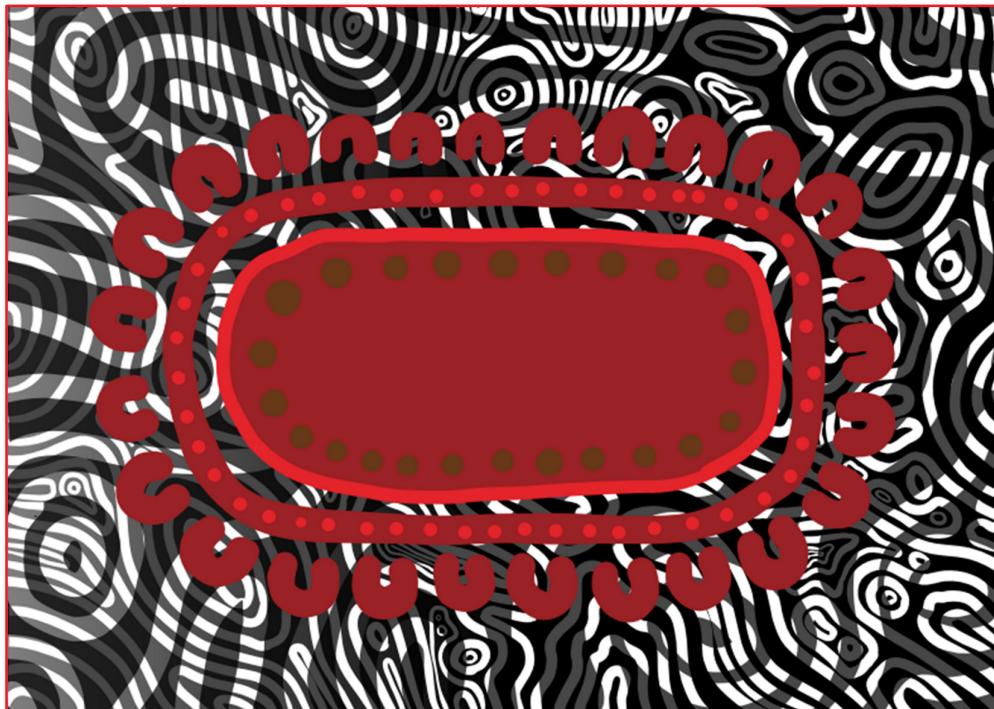
This Reflect RAP enables SRG Global to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations SRG Global, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Artwork Explanation



**"This artwork is a visual representation of people coming together to work hard and strive for reconciliation. The ripple effects behind resemble the impacts that true reconciliation can achieve."**

My name is Jarni McGuire, and I was born and raised in Nyungar country; a Whadjuk, Ballardong and Yued woman living in Boorloo (Perth).

I am a contemporary Nyungar artist and designer who loves to bring our traditional stories and art into a modern world by running 'JARNI Creative'.

My inspiration is found in my culture, using my language and listening to my Elders by hearing their stories, asking questions and following Nyungar protocols. I believe a lot can be learned from many art forms and I love sharing my culture my way.



# About SRG Global

## Our Business

SRG is an engineering led asset, mining and construction services group based in Perth Western Australia. We are listed on the Australian Stock Exchange (SRG) and have over 60 years of history working in communities across Australia and internationally to support our clients.

The success of our business is delivered through the skills, experience and commitment of our people. Our operations in Australia are predominately regional and provide direct employment for about 2,300 people in total. Importantly, our regional footprint not only provides local employment opportunities but also an economic contribution to those communities in which we operate. Currently, we do not have data on the number of Aboriginal and Torres Strait Islander peoples we employ.

We have three core services operating in some of the most remote and challenging environments across Australia:

- ▶ **Asset Services** which provide skilled specialists and access solutions to meet all maintenance and repair requirements for industrial plant and fixed infrastructure;
- ▶ **Mining Services** which provide state-of-the-art technology and skilled specialists for all on-site drill and blast and geotechnical requirements for open pit and underground operations; and
- ▶ **Construction** which provides specialist building and civil project engineering, design, strengthening and remediation services.



▶ Rope Access



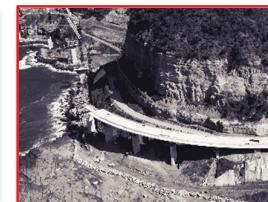
▶ Scaffold



▶ Drill & Blast Production



▶ Open Pit Geotechnical



▶ Bridge Construction



▶ Formwork and Facades

## Our Current Partnerships and Activities

### Joint Venture's

Bugarrba is a recently incorporated JV between members of the Njamal People (51%) and SRG (49%). It is regionally based with a residential footprint in Port Hedland. This not only provides an efficient service platform to the immediate Pilbara resource sector, but more importantly, provides direct benefits to the Njamal People and broader communities through employment and community support.



### Suppliers

Our key suppliers currently include:

- ▶ **Ganaji Pty Ltd:** Providing workforce and specialist recruitment services across Western Australia;
- ▶ **Arra Group:** Providing labour hire and recruitment services in regional Western Australia and metropolitan Perth;
- ▶ **Zancott Recruitment:** Providing Indigenous recruitment and labour hire services for South Australia and the Eastern seaboard; and
- ▶ **Kooya Australia Fleet Solutions:** Providing vehicle leasing and fleet management solutions across Australia.



### Activities and Initiatives

#### ▶ **Miss NAIDOC Perth, Empowerment and Leadership Programme:**

We have been proud sponsors of this program for the past two years with our Executive General Manager David Williamson being a Judge and mentor of the programme. In 2021, we will offer one of the Miss NAIDOC Perth contestants an opportunity for a full-time position within the company including training and mentorship to help create a career pathway.

#### ▶ **NAIDOC Week and NAIDOC Ball:**

We have recognised and actively participated in NAIDOC Week with local Traditional Owners and attended the NAIDOC Ball for the last two years across our Australian corporate offices.

#### ▶ **Sponsorship and Community:**

We have ongoing local community sponsorship including sporting teams and more recently 'Shooting Stars' which is an educational programme that uses sport and other tools to empower Aboriginal girls and women in regional communities of the Goldfields, WA.

We also support Project Bridge, a collaborative effort at Cowal Gold Mine (NSW) between the mine operator, its contractors, the Wiradjuri Condobolin Corporation and the Wiradjuri People to maximise local education and employment outcomes.



# Our Reconciliation Journey

## Our Approach

We believe in strength through diversity and are committed to creating an inclusive workforce by the way we recruit, develop and recognise our people. The development of our first RAP is a natural progression within this framework. It has been championed by our Managing Director and Executive Leadership Team with the intent to further develop respectful relationships with Aboriginal and Torres Strait Islander peoples within the communities in which we operate.

Our plan outlines our approach and sets our targets for this financial year with the specific aim to consolidate our vision, strategies and actions to building awareness, education and engagement with Aboriginal and Torres Strait Islander peoples. In doing so, it will assist and frame our future commitments to advancing reconciliation based on three core pathways:

- ▶ Education and Awareness: Improving our knowledge and understanding of Aboriginal and Torres Strait Islander peoples and cultures where we operate;
- ▶ Economic Opportunities: Developing and improving opportunities for employment, skills development and business partnerships; and
- ▶ Community Engagement and Support: Making a positive difference in the communities in which we operate that is both meaningful and mutually beneficial.

## Our Reconciliation Working Group

Our Reconciliation Working Group (RWG) has been established and is led by David Williamson, our Executive General Manager, Asset Services. Our RWG consists of the following members:

**David Williamson** Executive General Manager, Asset Services and RWG Chair

**Glenda Kickett** Board Director, Wungening Aboriginal Corporation; Aboriginal and Torres Strait Islander Partnerships and Engagement Manager, Australian Childhood Foundation; and, RWG Advisor

**Nick Margetic** General Manager

**Vikki Stanley** Business Unit Coordinator

**Dominic Beeson** Group Quality and Compliance Manager

**Shanelle Zanazzi** HR Manager West

**Tarnya Inglis** Communications Manager

**Jeremy Vajas** FMG Contract Manager

**Georgia Sayers** Business Unit Coordinator, Mining Services



Glenda Kickett ▶



David Williamson ▶

## Our Deliverables

Our Reflect RAP sets out our commitments to fully prepare SRG for reconciliation initiatives in successive RAPs. Our key deliverables outlined below will provide the roadmap to further developing our relationships with Aboriginal and Torres Strait Islander stakeholders in the communities in which we operate and consolidate our existing initiatives. This process will help to produce future RAPs that are meaningful, mutually beneficial and sustainable.



### Relationships

- ▶ RAP Communication Plan
- ▶ Community Engagement Plan
- ▶ NRW<sup>1</sup> Communications Plan (2022)
- ▶ NRW Participation Plan (2022)



### Respect

- ▶ Cultural Awareness and Education Plan
- ▶ NAIDOC Week Communications Plan (2022)
- ▶ NAIDOC Week Participation Plan (2022)



### Opportunities

- ▶ Employment and Career Development Plan
- ▶ Economic Participation Plan
- ▶ Community Support Plan



### Tracking Progress

- ▶ RWG to lead
- ▶ Resources to implement
- ▶ Systems to measure
- ▶ Outcomes to report

<sup>1</sup> National Reconciliation Week (NRW)





## Relationships

Developing meaningful relationships and engagement opportunities with Aboriginal and Torres Strait Islander peoples in the communities in which we operate.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1. Identify Aboriginal and Torres Strait Islander peoples, stakeholders and organisations within the communities in which we operate. 1.2. Identify best practice engagement principles that support partnerships with Aboriginal and Torres Strait Islander peoples, stakeholders and organisations and benchmark our current practices. 1.3. Develop a <b>Community Engagement Plan</b> based on best practice (deliverable 1.2) to ensure we work respectfully and in collaboration with Aboriginal and Torres Strait Islander peoples in the communities in which we operate (deliverable 1.1). 1.4. Commence key relationship building with Aboriginal and Torres Strait Islander peoples in the communities in which we operate in line with our Community Engagement Plan (deliverable 1.3).	► Dec. 2021 ► Jan. 2022 ► Feb. 2022 ► Apr. 2022	RWG Chairperson Group Quality and Compliance Manager HR Manager West General Managers – Operations
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1. Develop an internal <b>NRW Communications Plan (2022)</b> for all employees to manage key messaging and additional information sources specifically relating to NRW. 2.2. Develop an external <b>NRW Participation Plan (2022)</b> for employees and RWG members to participate in external NRW events and attend events. 2.3. Recognise and celebrate our participation in NRW via newsletters and other internal communication platforms.	► Feb. 2022 ► May 2022 ► May 2022	Communications Manager Communications Manager Communications Manager
3. Promote reconciliation through our sphere of influence.	3.1. Develop a <b>RAP Communications Plan</b> to engage all employees and external stakeholders to share our reconciliation vision and our journey. 3.2. Identify and approach RAP and other like-minded organisations to collaborate with on our reconciliation journey. 3.3. Enhance our approach to workforce diversity and inclusion to reference our RAP initiatives for Aboriginal and Torres Strait Islander peoples engagement.	► Nov. 2021 ► Feb. 2022 ► Mar. 2022	Communications Manager RWG Chairperson HR Manager West
4. Promote positive racial equality and inclusions through anti-discrimination strategies.	4.1. Identify best practice race relations and anti-discrimination principles. 4.2. Review all HR policies and procedures against best practices (deliverable 4.1) to identify opportunities for anti-discrimination provisions to better meet future needs.	► Jun. 2022 ► Sep. 2022	HR Manager West HR Manager West



## Respect

Developing our awareness and knowledge of Aboriginal and Torres Strait Islander cultures, values, practices and beliefs.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1. Identify best practice awareness and education principles that support recognition of Aboriginal and Torres Strait Islander peoples and benchmark our current practices. 5.2. Review our cultural learning needs within our organisation. 5.3. Based on best practice principles (deliverable 5.1) and in collaboration with Aboriginal and Torres Strait Islander peoples in the communities in which we operate, develop a <b>Cultural Awareness and Education Plan</b> to increase understanding and recognition of their cultures, histories and knowledge. 5.4. Commence initiatives in line with our Cultural Awareness and Education Plan (deliverable 5.2).	► Nov. 2021 ► Nov. 2021 ► Mar. 2022 ► Apr. 2022	Group Quality and Compliance Manager Group Quality and Compliance Manager RWG Chairperson and HR Manager West RWG Chairperson
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1. For internal meetings of significance, lead with an Acknowledgement of Country or other appropriate cultural protocol. 6.2. Invite a local Traditional Owner or Custodian to provide a Welcome to Country at significant company events each year. 6.3. Through our Cultural Awareness and Education Plan (deliverable 5.2), increase our employee's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	► Nov. 2021 ► Nov. 2021 ► June 2022	Executive General Managers Managing Director Executive General Managers
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1. Develop an internal <b>NAIDOC Week Communications Plan (2022)</b> for all employees to manage key messaging and additional information sources specifically relating to NAIDOC. 7.2. Develop an external <b>NAIDOC Week Participation Plan (2022)</b> for employees and RWG members to participate in external NAIDOC events and attend events. 7.3. Recognise and celebrate our participation in NAIDOC Week via newsletters and other internal communication platforms.	► Feb. 2022 ► May 2022 ► July 2022	HR Manager West and Communications Manager RWG Chairperson and Communications Manager Communications Manager



## Opportunities

Developing pathways to improve employment, economic and community outcomes for Aboriginal and Torres Strait Islander people in the communities in which we operate.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<p>8.1. Identify best practice recruitment, retention and development principles that support employment opportunities for Aboriginal and Torres Strait Islander people and benchmark our current practices.</p> <p>8.2. Build an understanding of our current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</p> <p>8.3. Based on best practice principles (deliverable 8.1) and in collaboration with Aboriginal and Torres Strait Islander people in the communities in which we operate (including existing employees), develop an <b>Employment and Career Development Plan</b> to improve employment outcomes.</p> <p>8.4. Commence initiatives in line with our Employment and Career Development Plan (deliverable 8.2) and managed through our existing PDR framework and processes.</p>	► Jan. 2022 ► Jan 2022 ► Jun. 2022 ► July. 2022	HR Manager West HR Manager West HR Manager West RWG Chairperson
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<p>9.1. Identify best practice participation principles that support economic and social opportunities for Aboriginal and Torres Strait Islander people and benchmark our current practices.</p> <p>9.2. Based on best practice principles (deliverable 9.1) and in collaboration with Aboriginal and Torres Strait Islander businesses in the communities in which we operate, develop an <b>Economic Participation Plan</b> to improve economic and social outcomes.</p> <p>9.3. Commence initiatives in line with our Economic Participation Plan (deliverable 9.2).</p>	► Mar. 2022 ► Jun. 2022 ► Jul. 2022	Executive General Manager Corporate Services RWG Chairperson General Managers Operations -
10. Consolidate local community sponsorship initiatives for Aboriginal and Torres Strait Islander peoples to improve cultural and social outcomes.	<p>10.1. Identify best practice community sponsorship principles that support cultural and social opportunities for Aboriginal and Torres Strait Islander people and benchmark our current practices.</p> <p>10.2. Based on best practice principles (deliverable 10.1) and in collaboration with Aboriginal and Torres Strait Islander peoples in the communities in which we operate, develop a <b>Community Support Plan</b> to improve cultural and social outcomes.</p> <p>10.3. Commence initiatives in line with our Community Support Plan (deliverable 10.2).</p>	► Apr. 2022 ► Aug. 2022 ► Sep. 2022	Executive General Manager Corporate Services Communications Manager Executive General Managers



## Tracking Progress

Defining how we will implement, measure and report on progress to our Reconciliation Action Plan.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	11.1. Establish and maintain a RWG to provide oversight and direction on the development of actions plans and implementation of the RAP.  11.2. Establish and maintain Aboriginal and Torres Strait Islander representation on the RWG – External.  11.3. Draft a Terms of Reference for the RWG.	► Nov. 2021  ► Nov. 2021  ► Dec. 2021	RWG Chairperson  RWG Chairperson  Group Quality and Compliance Manager
12. Provide appropriate support for effective implementation of RAP commitments.	12.1. Define resource needs for RAP implementation.  12.2. Define appropriate systems and capability to track, measure and report on RAP commitments.  12.3. Engage our senior leadership team in the delivery of RAP commitments through quarterly reporting.	► Feb. 2022  ► Jan. 2022 ► Apr. 2022 ► Jul. 2022 ► Oct. 2022  ► Jan. 2022	RWG Chairperson  Group Quality and Compliance Manager  RWG Chairperson
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1. Complete data collection relating to our engagement and participation with Aboriginal and Torres Strait Islander peoples in the communities in which we operate.  13.2. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	► Sept. 2022  ► Sept. 2022	HR Manager West  HR Manager West
14. Continue our reconciliation journey by developing our next RAP.	14.1. Register via Reconciliation Australia's website to begin developing our next RAP.	► May 2022	RWG Chairperson



For more information about this Reconciliation Action Plan:

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