



# Innovate Reconciliation Action Plan

SEPTEMBER 2024 – SEPTEMBER 2026



RECONCILIATION  
ACTION PLAN

INNOVATE

**SEDGMAN**

A MEMBER OF THE CIMIC GROUP







Artist: Nathan Patterson  
*Connecting Across Country*  
2019

## A MESSAGE FROM RECONCILIATION AUSTRALIA



**Karen Mundine**  
Chief Executive Officer  
Reconciliation  
Australia

Reconciliation Australia commends Sedgman Pty Ltd on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Sedgman Pty Ltd continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Sedgman Pty Ltd will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Sedgman Pty Ltd using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Sedgman Pty Ltd to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Sedgman Pty Ltd will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Sedgman Pty Ltd's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Sedgman Pty Ltd on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

About the artwork (cover, inside cover): Connecting Across Country represents the journey of Sedgman and the connections with communities across Australia, with the two rivers representing the East (Brisbane River) and the West (Swan River). The colours represent the land on which we work, and the minerals we work with. The four sets of three lines in the middle represent the four founding fathers, and the ripples out from this central meeting place, the growth, from which there are many journey paths across the land, representing all the places we work and connect. These journey paths and meeting places reflect Sedgman's commitment to making sustainable and mutually beneficial contributions to and respectful relationships with the communities in each location where we work. - Nathan Patterson.



## A MESSAGE FROM OUR MANAGING DIRECTOR



As we embark on the journey of our 2024-2026 Innovate Reconciliation Action Plan (RAP), I am proud to reaffirm Sedgman's commitment to reconciliation and our dedication to fostering meaningful relationships with Aboriginal and Torres Strait Islander communities across Australia.

At Sedgman, we recognise the importance of reconciliation as not only a moral imperative, but also as a strategic priority for our business. By embracing reconciliation, we not only acknowledge and value the rich cultural history of Aboriginal and Torres Strait Islander peoples, but drive innovation, foster diversity, and create sustainable opportunities for growth.

I am proud of our achievements throughout the delivery of our first Innovate RAP, particularly given the significant growth and expansion in the business over this period. I extend my thanks to our RAP Working Group and local communities for driving these initiatives.

As a member of the CIMIC Group, we uphold our Group's beliefs that:

- Diverse and inclusive teams promote innovation, performance and productivity;
- These advantages are strongest when our workforces reflect the diverse communities in which we work.

A core priority at Sedgman is providing a work environment where all employees can reach their full potential and achieve their personal and professional goals. We acknowledge that the success of our business is driven by our people and that having a truly diverse and inclusive culture amplifies what we can achieve. Placing actions behind the words of our reconciliation commitments is a significant part of that. Together with Aboriginal and Torres Strait Islander peoples on our sites, in our offices and in the wider community, we look forward to creating a positive future.

**Grant Fraser**

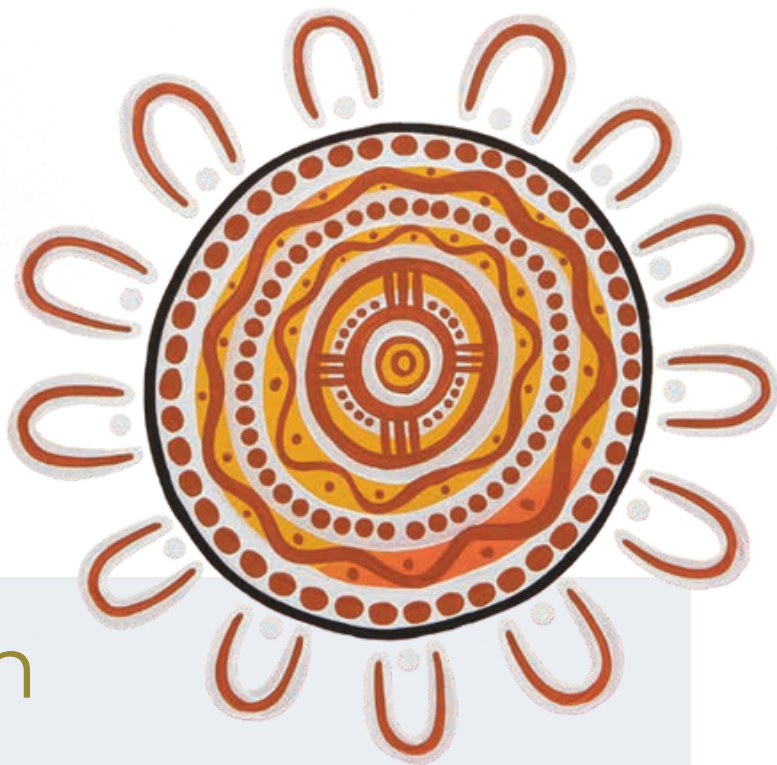
Managing Director  
Sedgman Pty  
Limited



*"Reconciliation involves building genuine relationships based on trust, understanding, and mutual respect, while actively working to dismantle systemic barriers and promote equality. Reconciliation is not just about words but about meaningful actions that lead to healing, justice, and a more inclusive society for all." Grant Fraser (Managing Director)*



📍 Mount Pleasant, NSW



## Our vision

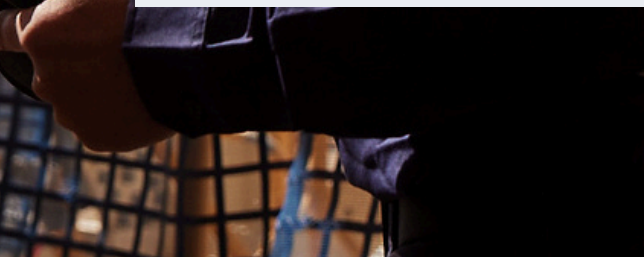
Sedgman's vision for reconciliation is a minerals processing industry that is diverse, inclusive and respectful for all Aboriginal and Torres Strait Islander people within our industry and across all communities in which we work. We want the minerals processing industry, all Sedgman people, and people within our sphere of influence, to respect, value and celebrate the unique cultures, knowledge and contributions of Aboriginal and Torres Strait Islander peoples.

We are committed to raising awareness and deepening our knowledge of the past and continually grow our understanding of what we need to do together as we work towards reconciliation. We will actively promote opportunities, inclusion and respectful relationships within the minerals processing industry to empower Aboriginal and Torres Strait Islander peoples and communities to achieve an equitable and sustainable future with long-term economic empowerment and social and cultural well-being.

At Sedgman we understand reconciliation is an ongoing journey and as we progress on this journey, we acknowledge the resilience of Aboriginal and Torres Strait Islander communities and express our dedication to actively contribute to a future united in respect and harmony.

### *Acknowledgement of Country*

*At Sedgman, we respectfully acknowledge the Traditional Custodians of the lands on which we live and work and recognise their enduring connection to Country. We pay our sincere respects to Elders, past and present, and value the rich tapestry of Aboriginal and Torres Strait Islander cultures that have shaped this country for thousands of years.*





# Our business

Sedgman is a leading provider of minerals processing and associated infrastructure solutions to the global resources industry. Since 1980, we have advanced the standard of excellence and innovation in design, delivery and operations for clients. Our Australian heritage has turned into a legacy of projects around the world, and we have expanded from our early days in coal to today, where our expertise includes iron ore, precious and base metals, and industrial minerals.

We offer clients a complete service backed by the certainty made possible with world-class facilities. Clients who engage us for a single project stage leverage our end-to-end insight, and those who retain us across a project's lifecycle gain cumulative advantages. This proven capability and capacity to transition from design concept to construction and commissioning and into operations is underpinned by expert integration in process infrastructure engineering.

Sedgman directly employs over 1200 people globally, with over 950 people located in Australia. We currently have ten direct employees and four indirect employees (traineeships) who identify as Aboriginal and/or Torres Strait Islander people. Sedgman has employees engaged in projects and operations across Queensland, Western Australia, New South Wales and South Australia, with our permanent offices located in Brisbane, Perth, Adelaide and Mackay. We have a global presence with offices in Vancouver, Montreal and Shanghai.

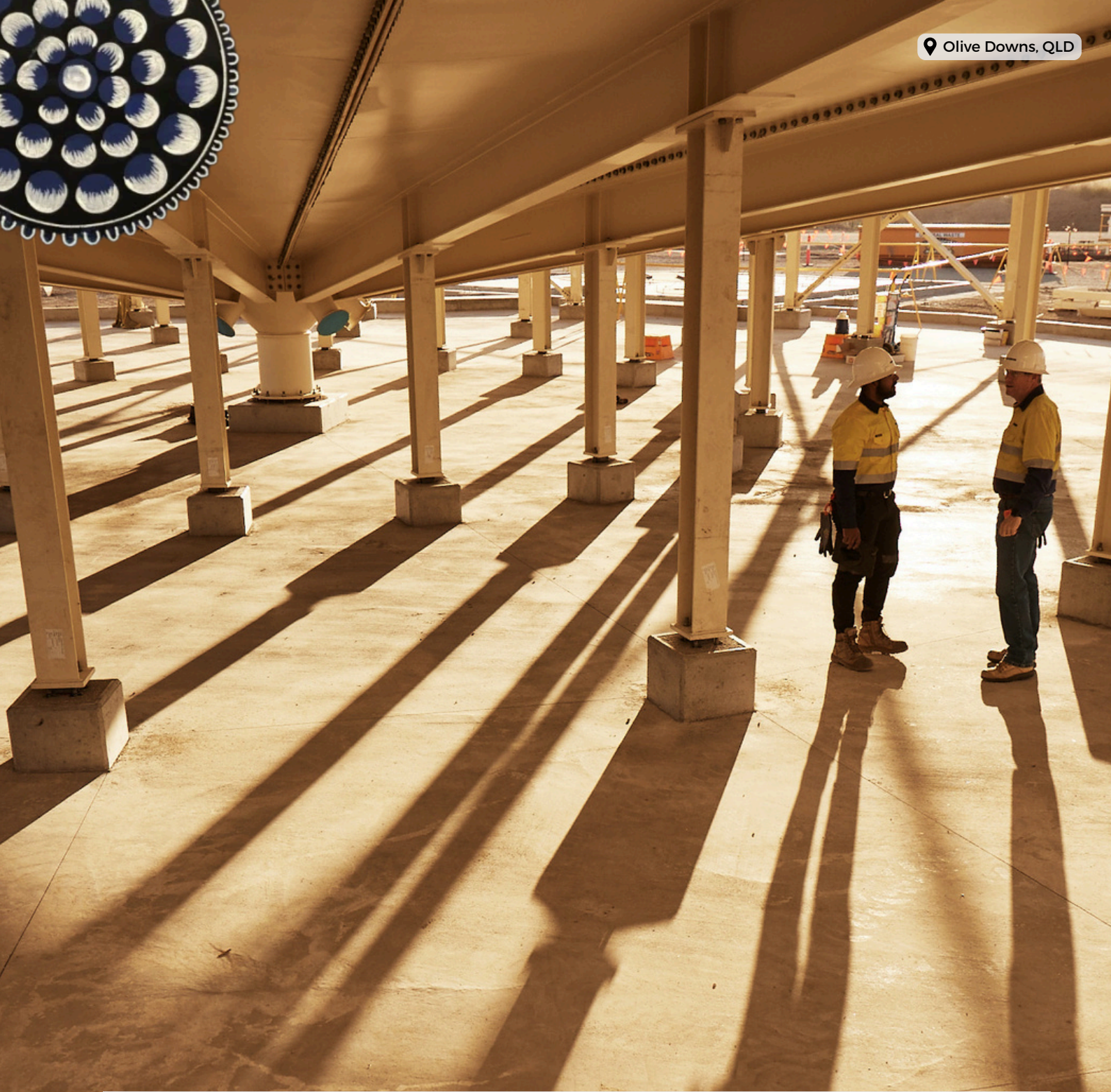
SEDGMAN IS A LEADING PROVIDER OF INTEGRATED MINERALS PROCESSING SOLUTIONS.







Mount Pleasant, NSW



*“Reconciliation for me is very much about gaining an appreciation and understanding of the real history of our nation, and why to this day, there remains underlying anger and hurt being expressed from First Nations people. Being activity involved in Sedgman’s RAP affords me an opportunity to ensure our company is developing actions and policies that can create a pathway for us all to learn and build stronger relationships with all Aboriginal and Torres Strait Islander peoples.”* Jeremy King, (Executive RAP Champion)



**SEDGMAN'S VISION FOR RECONCILIATION IS TO CREATE A WORKPLACE THAT IS DIVERSE, INCLUSIVE AND RESPECTFUL OF THE COMMUNITIES IN WHICH WE WORK.**

## Our RAP

Sedgman's formal reconciliation journey began in 2020 with the launch of our Reflect RAP. Committing to the formalised RAP framework was a logical action for Sedgman as it provided governance and structure around existing reconciliation goals within our Sustainability Strategy and Diversity and Inclusion Strategy. Our Reflect RAP brought to life our objectives of raising awareness and understanding of the past, increasing participation opportunities in our business, and building respectful relationships with Traditional Owners in the regions where we work. Throughout 2021, we worked in collaboration with Reconciliation Australia to develop our second RAP – our first Innovate RAP.

This RAP saw a renewed focus on engaging and partnering with Aboriginal and Torres Strait Islander communities to add value to people on Country; continuous education on Aboriginal and Torres Strait Islander cultures, rights and experiences; and enhanced opportunities for Aboriginal and Torres Strait Islander peoples through inclusive policies and procedures. Some highlights from our 2022-2024 Innovate RAP are discussed below. Our progress since 2020 demonstrates that we have identified and acted upon opportunities that promote reconciliation within our sphere of influence. However, we recognise there are opportunities to improve how we embed reconciliation practices into our day-to-day operations so that they become our business as usual.

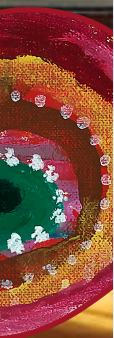
## Achievements

### National Reconciliation Week 2023



Left to right: Michael Grundon (Co-founder GaWun Supplies), Jeremy King (General Manager – Operations), Cath Turner (General Manager – Business Support) – Brisbane Office – Turrbal and Jagera Country

To build respect for Aboriginal and Torres Strait Islander cultures and histories, during National Reconciliation Week (NRW) in 2023, we were fortunate to have Michael Grundon, Co-Founder of GaWun Supplies join us for a yarn at our Brisbane office. The event was also live streamed to all our sites and offices across Australia and internationally. Michael yarned with Jeremy King, our RAP Champion, and Cath Turner, General Manager Business Support, about the 2023 NRW theme 'Be a Voice for Generations', Sedgman's progress in our Innovate RAP, and the impact we have as individuals in the reconciliation journey. Since NRW, our relationship and business with Michael and the GaWun Supplies team has matured, and we happy to announce Michael has agreed to sit on our 2024 RAP Working Group. In Perth, our team also attended the National Reconciliation Week virtual breakfast and debriefed over morning tea.



## Regional Artwork PPE

Our relationship with Michael, who we met via an Aboriginal and Torres Strait Islander Suppliers forum, has facilitated many other meaningful connections to Aboriginal peoples and businesses. Through his network, Michael supported our ambition to customise GaWun Supplies' Aboriginal and Torres Strait Islander -designed PPE so that it reflected and celebrated the communities and Country in which we operate. The left figure below shows the artwork designed for our Mt Pleasant operation. Titled "Coming Together", artist Dan Ellis explains the artwork represents the local area, community and company working together as one. On the right, "Together" was created by artist Lui Sinak, and represents our operations in the Bowen Basin region.



**Name:** Coming Together

**Sedgman Site Location:**

Wonnarua Country

**Artist:** Daniel Ellis, proud Comeroi/Ngemba man

**Description:** The centre piece symbols represent a meeting place and the blue colours around it represent the Hunter River. The white circles represent water holes, the brown/ aqua/ beige/ white symbols top and bottom represent journey, and the green and browns used represent the colours of the local flora and fauna.

**Name:** Together

**Sedgman Site Location:** Barada Barna Country

**Artist:** Lui Sinak, proud Barada/ Widdi man

**Description:** Represents standing TOGETHER as one and being united, the Munda (snake) represents the totem of the Birrigubba people.





Staff wearing PPE with design – left to right: Shane Gosper, Joel Guimelli, Tazmon McRobbie, Brandon Vella and Paul Vitanza at our Red Mountain site - Barada Barna Country.)

## Acknowledgement of Country Plaques

Another highlight was our 2022 National Reconciliation Week (NRW) celebration. To acknowledge National Reconciliation Week and celebrate the launch of our Innovate RAP, the Brisbane office was honoured to host a special guest, Aunty Deborah Sandy of the Yuggera People. Deborah provided a Welcome to Country and performed traditional dances with the other Chepara Yuggera Dancers. During the celebration, Deborah, our Managing Director, Grant Fraser and RAP Champion, Jeremy King, officially unveiled an Acknowledgment of Country plaque.

The plaque was laid next to our RAP artwork, Connecting Across Country, by Nathan Patterson, which represents Sedgman's history and our connection to the local communities in which we work. This action was designed to provide formal recognition of the Traditional Owners of the lands in which we work and support our commitment to educating our people on the importance of cultural protocols such as Acknowledgement of Country.



Left to right (standing): Jeremy King (General Manager – Operations, Grant Fraser (Managing Director), Aunty Deborah Sandy (Elder of the Yuggera people) – Brisbane office – Turrbal and Jagera Country.

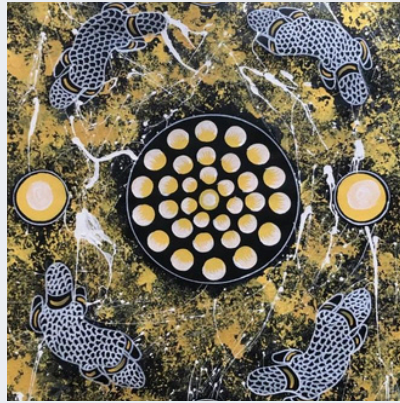


Our Perth office unveiled their Acknowledgement of Country plaque to celebrate NAIDOC Week in 2022. This coincided with the opening of Sedgman's new Perth office. To recognise and celebrate the rich cultures and histories of this new location, local Noongar artist Ken Farmer was engaged to paint his interpretation of the Noongar six seasons. Meeting rooms and offices were also named in the theme of Noongar Seasons to acknowledge the Traditional Owners, the Noongar and Whadjuk people of the Perth region.

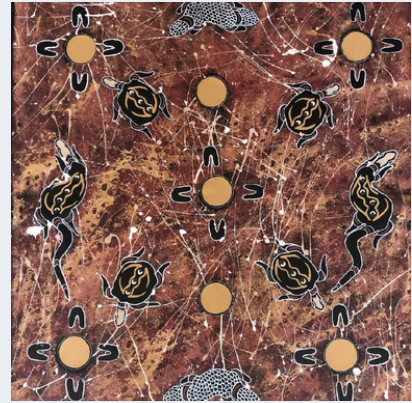
In keeping with the Noongar six seasons, Ken's themes are based around the Swan River turtles and lizards snakes as they sit by the water hole; they are an important part of local Aboriginal Dreamtime.



Birak. First summer | December & January



Bunuru. Second Summer | February & March



Djeran. Autumn | April & May



Makuru. Winter | June & July



Djilba. First Spring | August & September.



Kambarang. Transformational time of the year | October & November.

About the Artist: Ken Farmer is a Noongar Man from Gnowangerup Western Australia. He is 48 years of age and has been an artist for over 20 years. He first learned his craft from his equally talented sister Bev Picket and has taken the last 4 years producing and mastering his latest collection. Ken is the proud father of 14 First Australian children, a former sheep shearer, construction worker and miner, Ken works tirelessly for his community including the Nelson Haven looking after disabled children including one of his own children who has Cerebral Palsy.

## Giidjaa Industries Partnership

Supporting our goal to build mutually beneficial relationships with Aboriginal and Torres Strait Islander businesses, in early 2024, Sedgman partnered with Giidjaa Industries to identify trainees for reliability services roles at our Mount Pleasant site in Muswellbrook. Giidjaa is a Supply Nation certified business that aims to connect companies in the mining, tunnelling and construction industries with highly experienced tradespeople, apprentices, trainees, engineers, auditors and inspectors, with a heavy focus on employing personnel from Aboriginal and Torres Strait Islander backgrounds.

As a registered Group Training Organisation, Giidjaa will support the certification of trainees that complete training with Sedgman's Reliability Services (SRS) team, conducting activities such as condition monitoring, non-destructive testing, lubrication services and mechanical services. Initially trainees will focus on condition monitoring, with the aim to eventually gain exposure to all reliability services. Our partnership with Giidjaa is just beginning – we hope the success of our future trainees in Muswellbrook will launch expansion opportunities to our operational sites in Queensland further down the track.

## Mt Pleasant Aboriginal and Torres Strait Islander Trainee Program



In our previous Innovate RAP, we celebrated the induction of two Aboriginal and Torres Strait Islander trainees at our Mount Pleasant site, completing a Certificate III in Resource Processing through our affiliation with Dreampath, a majority Aboriginal and Torres Strait Islander -owned labour hire provider. We are happy to update that Nikki has completed her certificate and has been employed full time with Sedgman as a CHPP Operator, and two new trainees have started! Over the traineeship, Sabrina and Lillarnie-Moana will gain experience in control room operations, monitoring of plant processes and operation of mobile equipment such as stockpile dozers.

Left to right: Lillarnie-Moana Lowrie (Trainee), Sabrina Reihana (Trainee), Patrick Jacobsen (CHPP Manager Mount Pleasant), Robert Rashleigh (Manager – Operations), Christopher Forbes (Production Superintendent Mount Pleasant). Mt Pleasant Mine, Muswellbrook – Wonnarua Country





## Key learnings

### Scholarships

In 2023, Sedgman launched scholarships at Curtin University and Central Queensland University for female and/or Aboriginal/Torres Strait Islander students in STEM. While these scholarships were intended to encourage equitable education opportunities for Aboriginal and Torres Strait Islander peoples and women, majority of applicants, and successful applicants were non-indigenous individuals. Upon investigation, it was found that there were several barriers to uptake facing Aboriginal and Torres Strait Islander peoples, including limitations around accessing other scholarships/funding that would otherwise be available.

Throughout the rollout of this RAP, we will strive to better understand the barriers facing Aboriginal and Torres Strait Islander people to create more equitable and inclusive opportunities for all, and drive opportunities specifically for Aboriginal and Torres Strait Islander peoples.

### Governance

Despite the many highlights of our 2022-2024 Innovate RAP, we also acknowledge the various learnings and challenges faced. These were largely attributed to the significant growth and expansion in the business over the period and ultimately resulted in some incomplete deliverables. Reflecting upon this period, we recognise the difficulties faced by working group members in driving actions while managing competing priorities, with majority of members holding senior leadership positions.

To alleviate this capacity strain, we have expanded and diversified our RAP Working Group. Representing the different business units within Sedgman, our RAP Working Group members are providing unique perspectives on developing and delivering meaningful reconciliation actions in their area of work. To further spread our deliverables, we have pivoted to focus area specific working groups who will meet more frequently and present progress regularly to the broader RAP Working Group. Sedgman have opted to develop a second Innovate RAP to continue working on educating; implementing; and embedding the achievements of our 2022 - 2024 Innovate RAP.







## SEDGMAN RAP WORKING GROUP

Name	Title
<b>Grant Fraser</b>	Managing Director
<b>Jeremy King</b>	General Manager - Operations (Executive RAP Champion)
<b>Kamiah Grigg</b>	Aboriginal and Torres Strait Islander Representative - Saibai Island Torres Straits and Sepik River (Papua New Guinea)
<b>Michael Grundun</b>	Aboriginal and Torres Strait Islander Representative - Kabi Kabi, Wakka Wakka and Koa Tribe Man (External) GaWun Supplies
<b>Cath Turner</b>	General Manager - Business Support
<b>Leah Cau</b>	Procurement Advisor
<b>Eric Naude</b>	Principal Materials Handling Engineer
<b>Fiona Mason</b>	Learning & Organisational Development Manager
<b>Helena Sawyer</b>	Environment & Sustainability Graduate
<b>Athar Munir</b>	Civil Engineer
<b>Oliver Quinn</b>	Graduate Process Engineer
<b>Kiara Lung</b>	Shared Services
<b>Brenden Read</b>	Senior Operations Manager
<b>Samantha Cooper</b>	Procurement Advisor

Our RAP Working Group has a role of consultation and facilitation. The consultation role involves engaging with the employees, leaders, stakeholders and community partners to ensure the actions we propose to take toward reconciliation are meaningful and sustainable. The facilitation role involves ensuring appropriate resources, communication channels and metrics are in place to deliver on agreed actions.

The Working Group provides ongoing guidance on the development and implementation of Sedgman's RAP and monitors the progress of objectives and actions. To broaden representation from Aboriginal and Torres Strait Islander communities, we have invited external committee members from existing partnership arrangements to join our RAP Working Group in 2024.





## RELATIONSHIPS

Fostering sustainable relationships between non-Indigenous and Aboriginal and Torres Strait Islander peoples is critical to our community engagement strategy, which is centred around contributing to community health, wellbeing and education and Aboriginal and Torres Strait Islander engagement in the workforce. Sedgman seeks to establish lasting and collaborative relationships with the Traditional Owners where we construct and operate to demonstrate our acknowledgement and respect for connection to Country. Building relationships with Aboriginal and Torres Strait Islander peoples both internal and external to our business demonstrates our commitment to building a culturally safe environment for all those within our sphere of influence, and reinforces our mission to provide safe, rewarding and fulfilling careers for our people.

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2024	General Manager Business Support
		Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	General Manager - Business Support
2	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 & 2026	Marketing and Communications Manager
		RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025 & 2026	Managing Director
		Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 & 2026	Managing Director
		Organise at least one NRW event each year.	27 May – 3 June 2025 & 2026	People & Capability Advisor
		Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2025 & 2026	People & Capability Advisor

## RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESONSIBILITY
3 Promote reconciliation through our sphere of influence.	Review and update the staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2024	General Manger Business Support
	Communicate our commitment to reconciliation publicly.	September 2024; 2025; 2026	Managing Director
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2024	Business Sustainability Manager
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	September 2024; 2025; 2026	Business Sustainability Manager
4 Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2025 & 2026	General Manager – People & Capability
	Review and recommunicate Sedgman’s anti-discrimination policy for our organisation.	January 2025 & 2026	General Manager – People & Capability
	Engage with Aboriginal and Torres Strait Islander staff and/ or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	January 2025 & 2026	General Manager – People & Capability
	Educate senior leaders on the effects of racism.	December 2024; 2025;	Learning & Development Manager
	Ensure policies and procedures align with the National Anti-Racism Framework and the UN's Declaration on the Rights of Indigenous Peoples	March 2025	General Manager – People & Capability
	5 Build relationships within local communities to support education initiatives	Continue to build relationships with local secondary schools to provide resources and promote STEM to Aboriginal and Torres Strait Islander students.	March 2025 & 2026



## RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESONSIBILITY
	Maintain relationships with identified universities to provide ongoing access to scholarships and undergraduate work experience opportunities for Aboriginal and Torres Strait Islander student	January 2025 & 2026	Learning & Development Manager
	Promote volunteering opportunities to staff members to support promotion of STEM activities at local schools and universities	January 2025 & 2026	General Manager Business Support





## RESPECT

Understanding and appreciating the depth of Aboriginal and Torres Strait Islander knowledge is not only a matter of respect but also crucial for informed decision-making at Sedgman. Ongoing learning about Aboriginal and Torres Strait Islander cultures and histories fosters a culture of inclusivity within our organisation, driving success through diverse perspectives and collaborative approaches. Acknowledging and respecting the rights of Aboriginal and Torres Strait Islander peoples aligns with our strategic imperative of ethical and social responsibility and is fundamental to our long-term sustainability and growth as a company.

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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct an annual review of cultural learning needs within our organisation.	October 2024; 2025	Learning & Development Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2024	Learning & Development Manager
	Review and update the cultural learning strategy document for our staff.	December 2024; 2025	Learning & Development Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2024; 2025	General Manager – People & Capability
	Develop a centralised information hub for staff to find information and resources to support their cultural learning and identify engagement opportunities.	December 2024	General Manager – People & Capability
	Increase staff's understanding and ongoing learning through offering cultural walks, or similar programs on a quarterly basis.	November 2024; 2025	Learning & Development Manager



## RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY	
7	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2025	Learning & Development Manager
		Review and update of cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2024	General Manager - Business Support
		Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	January 2025; 2026	General Manager - Business Support
		Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2024	Managing Director
		Develop and launch Acknowledgment of Country plaques for each operational site & project location.	July 2025	General Manager - Operations
8	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025 & 2026	Managing Director
		Review and update HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2025	General Manager – People & Capability
		Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025 & 2026	Managing Director

## RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>9</b> Listen to and respond to the voices of Aboriginal and Torres Strait Islander people within the business.</p>	<p>Ensure Aboriginal and Torres Strait Islander peoples provide input into and feedback on RAP initiatives via RAP Working Group meetings.</p> <hr/> <p>Develop a culturally sensitive process to connect Aboriginal and Torres Strait Islander employees across Sedgman and gather perspectives on how Sedgman can improve listening and responding to the voices of Aboriginal and Torres Strait Islander people within the business.</p> <p>Ensure feedback and perspectives are incorporated into RAP Working Group to action and continually improve business processes.</p> <hr/> <p>Set up regular Aboriginal and Torres Strait Islander lead employee communication forums such as webinars and toolbox talks to give Aboriginal and Torres Strait Islander employees an opportunity to share their stories; experiences; and truth telling.</p>	<p>January; March; May; July; September; November 2024, 2025, 2026</p> <hr/> <p>February 2025</p> <hr/> <p>December 2024</p>	<p>General Manager Operations</p> <hr/> <p>General Manager Operations</p> <hr/> <p>Learning &amp; Development Manager</p>
<p><b>10</b> Increase staff awareness of cultural heritage management</p>	<p>Update new project start-up protocol to include cultural heritage management including: Inclusion of cultural heritage education material as mandatory in all site inductions. Identification of project / site specific Traditional Owners Cultural heritage toolbox talks, and key observance days included in site communications program.</p> <hr/> <p>Conduct a review of all existing onboarding and site inductions to ensure cultural heritage education is included</p>	<p>October 2024</p> <hr/> <p>November 2024</p>	<p>Sustainability Manager</p> <hr/> <p>Sustainability Manager</p>





# OPPORTUNITIES

By prioritising employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples, we are committing to the economic empowerment of Aboriginal and Torres Strait Islander peoples and businesses, subsequently improving diversity and inclusion within our workforce. Actively engaging with Aboriginal and Torres Strait Islander businesses in our procurement processes creates avenues for meaningful relationships, cultivating opportunities to enhance our cultural competency while building sustainable economies. We are actively working to provide professional development opportunities with equitable access for Aboriginal and Torres Strait Islander employees to build skills and capabilities, increase retention and improve the long-term sustainability of our organisation.

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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2024	General Manager – People & Capability
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2024	General Manager – People & Capability
	Review and update the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2024	General Manager – People & Capability
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2024	General Manager – People & Capability
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2024; 2025	General Manager – People & Capability
	Conduct a review of our traineeship programs and use lessons learnt to inform changes and improvements when launching at new sites.	March 2025	General Manager - Operations



## OPPORTUNITIES

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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review and update the Aboriginal and Torres Strait Islander procurement strategy.	January 2025	Group Manager Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2025	Group Manager Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2025; 2026	Group Manager Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	August 2026	Group Manager Procurement
	Develop matrix of alternative Aboriginal and Torres Strait Islander supplier databases and regional business contact points.	December 2024	Group Manager Procurement
	Maintain Supply Nation membership to improve identification of suppliers.	July 2025	Group Manager Procurement
	Ensure RAP Working Group procurement representatives attend at least one Aboriginal and Torres Strait Islander external supplier exhibition/forum each year.	July 2025; 2026	Managing Director



## GOVERNANCE

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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	January; March; May; July; September; November 2024, 2025, 2026	Managing Director
	Establish and apply a Terms of Reference for the RWG and review annually.	July 2025; 2026	General Manager - Business Support
	Meet at least bimonthly to drive and monitor RAP implementation	January; March; May; July; September; November 2024, 2025, 2026	Managing Director
	Establish a RAP Champion network, with representation from each business unit, that participates in the RWG	July 2025; 2026	General Manager Business Support
	Develop and implement a diversity and inclusion live dashboard on the Sedgman intranet to report progress against quantitative RAP KPIs and commitments.	February 2025	General Manager Business Support

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## GOVERNANCE

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Provide appropriate support for effective implementation of RAP commitments.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Define resource needs for RAP implementation.	December 2024; 2025	General Manager Business Support
	Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2024; 2025	General Manager Business Support
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2024; 2025	General Manager Business Support
	Appoint and maintain an internal RAP Champion from senior management.	July 2025; 2026	Managing Director

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Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	June 2025; 2026	Sustainability Manager
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2025; 2026	Sustainability Manager
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2024; 2025	Sustainability Manager
Report RAP progress to all staff and senior leaders quarterly.	March; June; September; December 2024, 2025, 2026	General Manager Business Support
Publicly report our RAP achievements, challenges and learnings, annually.	November 2024; 2025	Marketing and Communications Manager
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Sustainability Manager
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2026	Sustainability Manager

# GOVERNANCE

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ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2025	Sustainability Manager



Sedgman's vision for reconciliation is to create a workplace that is diverse, inclusive and respectful of the communities in which we work.

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# SEDGMAN

**FOR MORE INFORMATION,  
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**RECONCILIATION  
ACTION PLAN**

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