



# Reflect Reconciliation Action Plan

DECEMBER 2019 – DECEMBER 2020



**SEDGMAN**

A MEMBER OF THE CIMIC GROUP  
**CIMIC**





Artist: Nathan Patterson  
*Connecting Across Country*  
2019



## A MESSAGE FROM RECONCILIATION AUSTRALIA



Reconciliation Australia is delighted to welcome Sedgman to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Sedgman joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Sedgman a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Sedgman will lay the foundations for future RAPs and reconciliation initiatives.

We wish Sedgman well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

*"Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."*

On behalf of Reconciliation Australia, I commend Sedgman on its first RAP, and look forward to following its ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia

## A MESSAGE FROM OUR MANAGING DIRECTOR



Sedgman is committed to meaningfully and practically contributing to the important work of reconciliation and relationship building with Aboriginal and Torres Strait Islander peoples.

I am proud of the important milestone that is this Reconciliation Action Plan (RAP) – our first as a business and one that has our company-wide support. Our RAP Working Group has collaborated to share ideas and develop sustainable initiatives designed for real value. I thank them for their contribution.

This RAP brings to life our objectives of increasing employment opportunities, providing more training and development, and increasing business and industry engagement in our supply chain with Aboriginal and Torres Strait Islanders.

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 commitment is a significant part of that. Together with Aboriginal and Torres Strait Islanders on our projects, in our offices and in the wider community, we look forward to a positive future.

**Grant Fraser**

Managing Director  
Sedgman Pty Limited



About the artwork (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.





# Our business

Sedgman is the leading provider of integrated minerals processing solutions. Our 200-strong portfolio of high-performing processing plants and supporting mine-site infrastructure showcases the value of our specialist focus. Since 1980, we've 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 base and precious metals, industrial minerals and iron ore.

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.

Ultimately, what drives value is our commitment to leading solutions and accountability for results. We emphasise flexibility, partnering with our clients

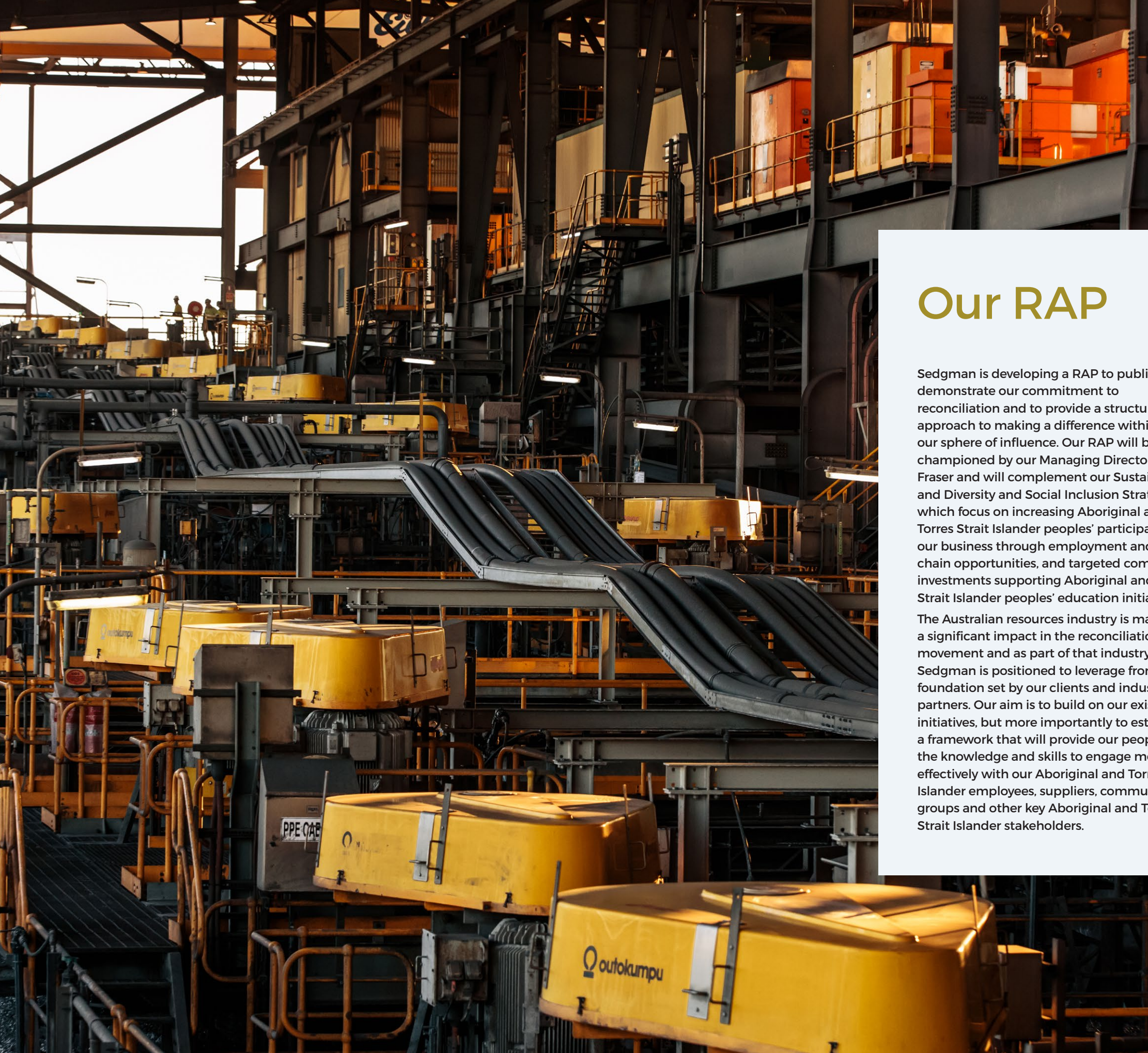
to ensure our capabilities, innovations and delivery models are tailored to their specific project requirements. That is how we optimise development returns; minimise costs; meet safety, time, cost, risk and quality goals; and deliver outcomes that surpass expectation. We are proud to have supported many leading mining companies internationally – often multiple times over. That literally means the world to us as our passion drives global best practice forward

Sedgman employs over 800 people globally with over 700 being located in Australia. We currently have 8 employees who identify as Aboriginal or Torres Strait Islander peoples. Sedgman has employees engaged in projects and operations across Queensland, Western Australia and New South Wales, with our head office located at South Bank in Brisbane. We have a global presence with offices in North and South America, Asia and Africa. Sedgman has permanent office locations in Brisbane and Perth.

**SEDGMAN IS THE  
LEADING PROVIDER  
OF INTEGRATED  
MINERALS PROCESSING  
SOLUTIONS.**







## Our RAP

Sedgman is developing a RAP to publicly demonstrate our commitment to reconciliation and to provide a structured approach to making a difference within our sphere of influence. Our RAP will be championed by our Managing Director, Grant Fraser and will complement our Sustainability and Diversity and Social Inclusion Strategies which focus on increasing Aboriginal and Torres Strait Islander peoples' participation in our business through employment and supply chain opportunities, and targeted community investments supporting Aboriginal and Torres Strait Islander peoples' education initiatives.

The Australian resources industry is making a significant impact in the reconciliation movement and as part of that industry, Sedgman is positioned to leverage from the foundation set by our clients and industry partners. Our aim is to build on our existing initiatives, but more importantly to establish a framework that will provide our people with the knowledge and skills to engage more effectively with our Aboriginal and Torres Strait Islander employees, suppliers, community groups and other key Aboriginal and Torres Strait Islander stakeholders.

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

Sedgman's vision for reconciliation is to create a workplace that is diverse, inclusive and respectful of the communities in which we work. We acknowledge that we work on land cared for by many generations of Aboriginal and Torres Strait Islander peoples. We are committed to raising awareness and understanding of the past, and to making a sustainable and mutually beneficial contribution by increasing participation opportunities in our business and building trusting and respectful relationships with Traditional Owners in the regions where we work.

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







The RAP Working Group will oversee the management and implementation of the RAP and will ensure its relevance and importance is incorporated at every level of our Australian operations. The RAP Working Group will include senior leaders from across the company, Aboriginal and Torres Strait Islander staff and stakeholder representatives.

The RAP Working Group will be responsible for providing ongoing guidance and oversight of the implementation and development of this, and future RAPs. The Working Group will also monitor the progress and delivery of the RAP objectives and actions. This will occur in consultation with senior management who are responsible for the success of the RAP.

Our RAP Working Group will initially be tasked with building awareness of our RAP across the Company. This will enable future commitments in cultural learning, the practising of cultural protocols to support our engagement activities and, more importantly, the agreed actions and formal commitment of the RAP. The RAP Working Group will work closely with all staff to address any issues or concerns from both internal and external individuals, groups and other key stakeholders to an appropriate resolution.

### SEDGMAN RAP WORKING GROUP

Name	Title
Grant Fraser	Managing Director
Samantha Douglas	General Manager, People & Corporate Services
Ricky Wade	Project Manager
Cassy Gardner	Senior People and Capability Advisor
Lucy Skelton	Senior People and Capability Advisor
Damien Lloyd	Manager, Operations
Ken Boulton	General Manager, Operations
Jeremy King	Group Manager, Operations
Jenny Agnew	Risk & Sustainability Manager

Sedgman is starting out on the reconciliation journey and has acknowledged that educating our staff about the truth of Aboriginal and Torres Strait Islander cultures and histories is the first step in creating change. Sedgman has a Diversity and Social Inclusion Strategy in place with a key pillar of the strategy being Aboriginal and Torres Strait Islander participation. The initiatives within the strategy focus on developing the talent pipeline through partnering with Career Trackers and improving supplier diversity through establishing a membership with Supply Nation. Sedgman has a community investment program which has supported the Indigenous Literacy Foundation for two years and, as an organisation, we acknowledge and participate in National Reconciliation Week and NAIDOC Week events. In Western Australia, we are building relationships with Elders in the locations where we operate and in North Queensland we are investigating partnership opportunities to increase Aboriginal and Torres Strait Islander employment in our operations.





# Our partnerships

## CURRENT ACTIVITIES

In Western Australia, Sedgman has formed strong partnerships with local organisations MEEDAC and Wirrpanda Foundation. By forming alliances with Aboriginal communities in the form of a Memorandum of Understanding (MOU), we can develop new business together creating jobs for locals and supporting an economy for Aboriginal and Torres Strait Islander people. The aim of the MOU is for Aboriginal people to become part of the Sedgman business whilst developing their own sustainable businesses that will provide a sustainable future for Aboriginal people. This idea has been warmly welcomed by all Aboriginal Elders who have been involved in this idea to date. Sedgman in the West is also utilising the service of Many Rivers which is a not-for-profit organisation that helps gain funding and setup for small Aboriginal companies; this enables these small companies to become suppliers of goods and services to Sedgman, again creating work and benefiting local economies.

In May 2019, Sedgman established a membership with Supply Nation to assist our efforts in creating supplier diversity and increase the number of Aboriginal and Torres Strait Islander suppliers in our supply chain.

Sedgman has supported the Indigenous Literacy Foundation through our community investment program for the past two years. The Indigenous Literacy Foundation is a national charity which aims to lift the literacy levels and instil a lifelong love of reading

in children in remote communities across Australia. In doing so, they hope to reduce the disadvantage experienced by these children. Sedgman raises awareness of this foundation through a staff book swap and through an annual donation to the foundation.

We have engaged with local businesses in Brisbane to providing educational activities including cultural walks, Welcome to Country and interactive presentations about Aboriginal and Torres Strait Islander histories to broaden understanding and awareness within our team.

In early 2019, at the completion of an office relocation, our Perth team hosted a Welcome to Country and Smoking Ceremony in their new office. Performed by members of the Nyoongar and Wajuk peoples, the ancient rituals welcomed the team to the area and paid respect to the ancestors and the land.

National Reconciliation Week and NAIDOC Week are acknowledged by Sedgman each year. We encourage information sharing and education activities across these weeks to build awareness, understanding and provide a time of reflection for our employees. This year Sedgman, in partnership with other local organisations, hosted a NAIDOC Week market event in the Perth CBD to showcase local Aboriginal business, art, Aboriginal medicine and traditional food as well as Welcome to Country, live music and educational activities to highlight the talents of Aboriginal people from the local area.







## RELATIONSHIPS

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1	Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2019	Senior People & Capability Advisor
		Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2020	Senior People & Capability Advisor
2	Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2020	Senior People & Capability Advisor
		RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2020	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 2020	Managing Director
3	Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	December 2019	Managing Director
		Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April 2020	Senior People & Capability Advisor
		Identify RA and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	February 2020	General Manager, People & Corporate Services
4	Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2019	Senior People & Capability Advisor
		Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2020	General Manager, People & Corporate Services





## 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.	Identify Aboriginal and Torres Strait Islander advisors for consultation on a cultural learning strategy for our organisation.  Conduct a review of cultural learning needs within our organisation.	February 2020  December 2019	Senior People & Capability Advisor  Senior People & Capability Advisor
6	Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas.  Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2019  June 2020	Sustainability Manager  Sustainability Manager
7	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.  Introduce our staff to NAIDOC Week by promoting external events in our local area.  RAP Working Group to participate in an external NAIDOC Week event.	July 2020  June 2020  First week in July, 2020	Senior People & Capability Advisor  Managing Director  Managing Director



## OPPORTUNITIES

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.  Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2020  June 2020	General Manager, People & Corporate Services  Senior People & Capability Advisor
9	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.  Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	April 2020  January 2020	Senior People & Capability Advisor  Senior People & Capability Advisor







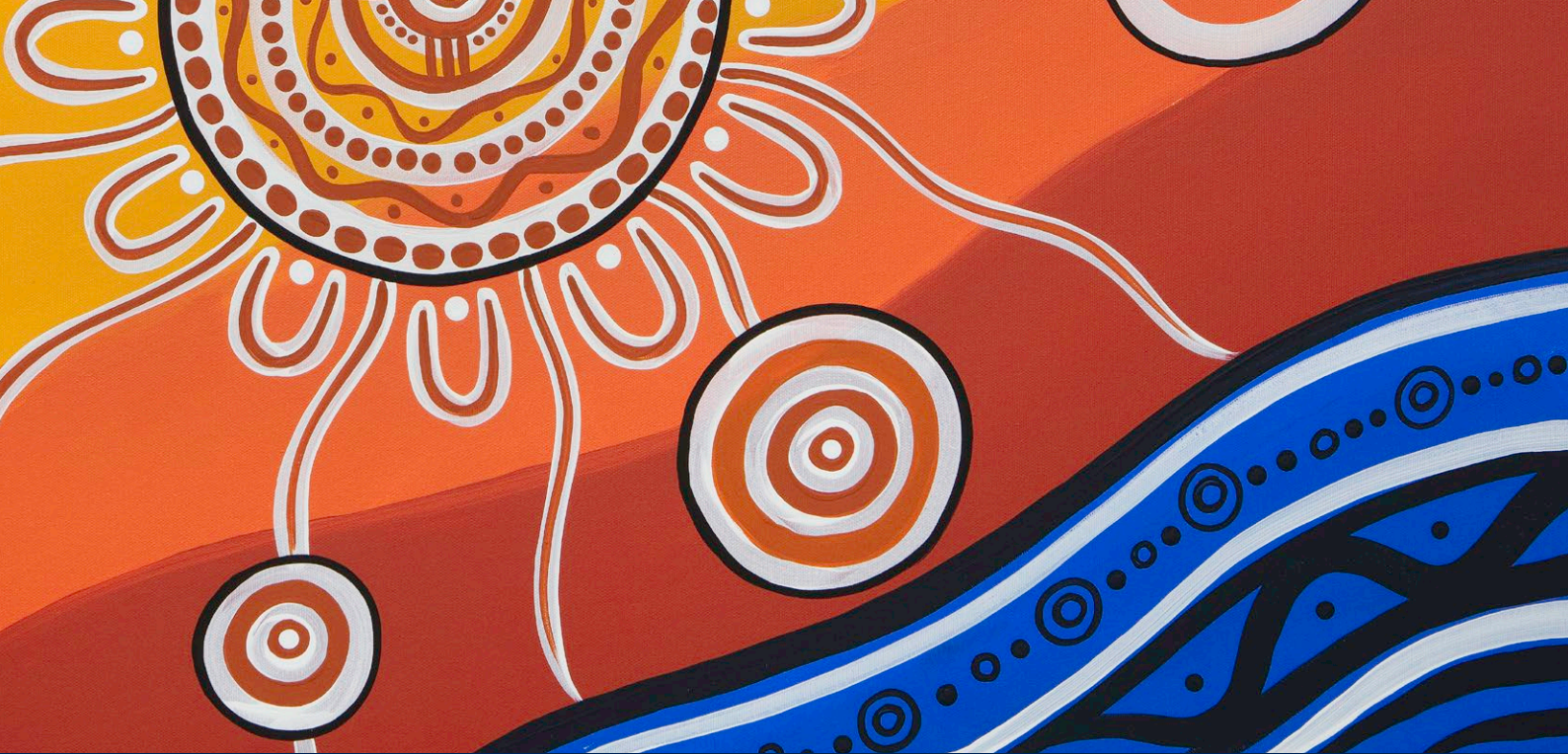
## GOVERNANCE

	ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10	Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	RAP Working Group to meet at least four times per year to drive and monitor RAP implementation.	December 2019, February, May, August 2020	Managing Director
		Draft a Terms of Reference for the RWG.	December 2019	Sustainability Manager
		Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2019, April 2020	Managing Director
11	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2019	General Manager, People & Corporate Services
		Engage senior leaders in the delivery of RAP commitments.	December 2019	Managing Director
		Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2019	Senior People & Capability Advisor
12	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.	30 September 2020	Senior People & Capability Advisor
13	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	August 2020	Senior People & Capability Advisor



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





# SEDGMAN

## FOR MORE INFORMATION, CONTACT:

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Senior People & Capability Advisor

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