

# Reconciliation Action Plan

June 2020 – June 2021



# Message from Worley CEO



We have a passion for solving complex problems and contributing our skills and expertise to create a more sustainable world.

As a global company with Australian heritage we recognize the responsibility we hold to empower First Nations Peoples in the communities in which we operate. We do this in partnership with our customers and through sustainable employment and business opportunities.

We know that for Worley to maximize its potential, all members of our communities need to be included, respected and empowered to access the opportunities that are available. Amplifying the best of us to solve our customers' challenges, we bring diversity of thought and skills together to deliver great work in new and innovative ways.

In the spirit of reconciliation, we are pleased to launch this Reconciliation Action Plan (RAP). Our RAP formalizes our commitment to both the national reconciliation movement and Aboriginal and Torres Strait Islander peoples and provides a framework to report on our activities and initiatives in Australia.

*Chris Ashton, CEO, Worley*

Worley recognizes Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and acknowledges their continuing connection to land, water and community. Worley acknowledges and pays respect to Aboriginal and Torres Strait Islander Elders, past, present, and emerging. Further, we acknowledge the Traditional Owners of the lands upon which our company operates. It is these lands, that Aboriginal and Torres Strait Islander peoples have cared for and maintained for thousands of years which provide our company with a place upon which our business provides its services.

## Description of artwork and acknowledgment of artist

The artwork reproduced throughout our RAP was created by Mick Harding, and is titled "Bili Yilam – Bluetongues Home."

Mick is a Taungurung man who is dedicated to protecting and reinvigorating culture within his community. Mick says that "We are the First Peoples of this land and have an ongoing responsibility to keep our culture alive and relevant in our current society. We belong to this land."

Mick is a current board member of Taungurung Land and Waters Council and Goulburn Broken Catchment Management Authority. He is a past member and chairperson of both the Victorian Aboriginal Heritage Council and Treaty Working Group. Mick is a renowned artist and is actively involved in coordinating workshops to promote Aboriginal culture through his art and storytelling.

# Message from Reconciliation Australia CEO

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

As a member of the RAP community, Worley joins over 1,000 dedicated corporate, government, and not-for-profit organizations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organizations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and 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 organizations to advance reconciliation within their spheres of influence. This Reflect RAP provides Worley a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Worley will lay the foundations for future RAPs and reconciliation initiatives.

We wish Worley well as it takes these first critical steps in its reconciliation journey. We encourage the organization 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 Worley on its first RAP, and look forward to following its ongoing reconciliation journey.**

*Karen Mundine*

*Chief Executive Officer, Reconciliation Australia*



## Our business

Worley is the world's largest provider of professional engineering, project and asset services to the energy, chemicals and resources sectors, and employs almost 60,000 people globally across 120 locations in 51 countries.

Worley Limited has a proud Australian heritage, and is listed on the Australian Securities Exchange.

In Australia, we employ almost 4,000 people. We do not currently capture data on how many Aboriginal and/or Torres Strait Islander people we employ, and will explore this as part of this and future RAPs. We have offices in capital cities Sydney, Perth, Brisbane, Melbourne and Adelaide as well as in regional locations such as Newcastle, Bunbury, Gladstone, Mackay and Geelong. We also have project teams located at major mine and other project sites.

Our services are offered under two key brands, Worley and Advisian. Worley delivers engineering, project and asset services via our Energy & Chemicals Services, and Mining, Minerals & Metals Services lines of business. Our Advisian line of business provides advisory, consulting and early project development services.

Worley is the engineer of record for many of Australia's major iron ore and offshore and onshore oil and gas facilities, and is a key supporter and enabler of the majority of Australia's largest exporting companies.

Worley is also a global leader in solar, wind (including offshore) and hydroelectric generation facilities, as well as the networks that connect them, and is Australia's largest exporter of high value services.

Among the services provided by Advisian is Aboriginal and Torres Strait Islander peoples engagement for major companies that are executing large resources and energy projects in Australia.

Worley is committed to meaningful engagement with Indigenous communities where we operate and we have established joint venture partnership enterprises in Canada with the Mikisew Cree First Nation, and in the US with NANA, an Alaska Native corporation owned by Inupiat shareholders.

## Our RAP

As an Australian company that works in the energy, chemicals and resources sectors on projects in locations with Aboriginal and Torres Strait Islander communities, and as a company with a strong commitment to making a positive contribution in the communities in which we operate, Worley wants to play its part in reconciliation. We are a company that wishes to attract and retain the best and brightest talent that Australia and the world has to offer. In order to do this, we recognize that we need to make our work place attractive and inviting to prospective Indigenous employees.

We also recognize that for Australia to maximise its potential, all segments of our community need to feel included, empowered and enabled to seek out and maximize the opportunities that are available.

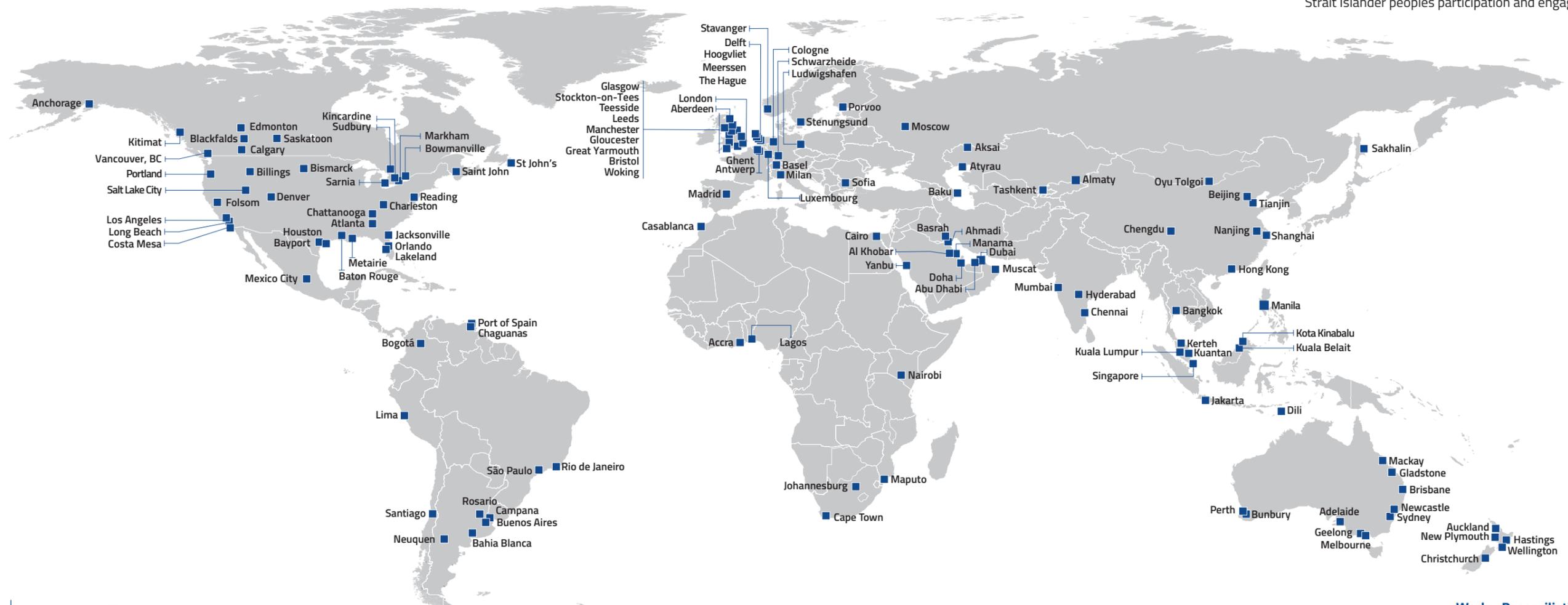
By educating our people and building cultural awareness and recognition of the history of Aboriginal and Torres Strait Islander peoples, we aim to make a positive contribution to the broader Australian communities in which we live and work.

The development of our RAP is not a starting point of our commitment to Aboriginal and Torres Strait Islander peoples. It builds on the initiatives and commitments we have already made, though we recognize we have much to learn and do.

Implementation of our RAP will be overseen by our RAP Steering Group which has representation of the business leaders of our three lines of business in Australia. Day-to-day implementation will be via the RAP Working Group which has been responsible for the development of this RAP.

Our RAP working group is led jointly by our People Director ANZ and our Director of Corporate Affairs. We have a broad cross section of our people who have volunteered to be part of our working group including Aboriginal and Torres Strait Islander employees. Our large team will contribute in different capacities to different initiatives we have committed to in this RAP depending on where they sit in our business.

We will leverage the passion and commitment of our RAP Working Group, as well as the considerable expertise that we have within our Advisian line of business which provides services to major energy, chemicals, resources and infrastructure companies relating to Aboriginal and Torres Strait Islander peoples participation and engagement.



## Our partnerships and current activities

### Supply Nation

Worley has been a member of Supply Nation since 2013 and actively reviews procurement of goods and services from the database of certified Indigenous businesses to identify opportunities to increase corporate spend with the businesses.

### Follow the Dream – Governor Stirling Senior High School (WA)

Our Western Australian business established a work experience program with the Follow the Dream program within the Governor Stirling Senior High School in July 2013. The program provides paid work experience for Year 10, 11 and 12 students during their school holidays and provides an opportunity to experience a corporate office and to see first-hand the different roles and responsibilities of various positions in our workplace. The work experience then supports the students to make decisions on their future learning post-high school or directly enter the workforce. A number of students have gained employment directly with Worley upon graduation.

### CareerTrackers

Since 2013 Worley has engaged students via the CareerTrackers organization to participate in paid vacation placements during their university studies. On average Worley has engaged 2 to 3 students per year to work across our various locations in Australia. Worley provides monetary sponsorship of the student so they can participate in the various development programs and support provided by the organization.

### Co-NNECTIONS Program (NSW)

In 2018, the Advisian NSW business engaged a young Kamilaroi intern through the University of New South Wales (UNSW) 'Co-NNECTIONS' program. This program assists UNSW students who are from diverse socio-economic backgrounds, holding an equity scholarship or previously attended an ASPIRE high school, to undergo professional development by sourcing and securing an eight-week paid industry placement. Advisian anticipates active engagement with this program going forward.

### Kulbardi

Throughout 2019, Advisian provided pro bono advisory services to Kulbardi, an Indigenous-owned enterprise. Our advice has supported Kulbardi to build capability and scale through supporting joint venture activities with other social enterprises.

### Polly Farmer Foundation

In 2020 the Worley Foundation committed to funding the Graham (Polly) Farmer Foundation for an initial three years. The funding will support a number of academic enrichment programs which empower Aboriginal students to complete school and move into successful post-school pathways.

### Cultural awareness

Over many years, we have delivered targeted cultural awareness training to our people when we are working on Traditional Land and engaging with Aboriginal and Torres Strait Islander communities throughout Australia. We envisage broadening the awareness of our people of Australian history in 2020 by utilizing the 'Share our Pride' content.

### NAIDOC Week, Reconciliation Week and Sorry Day

Across our various office locations in Australia, significant events that are important to Aboriginal and Torres Strait Islander have been recognized by our Worley and Advisian people. This has included company-wide communications, attendance at internal and external recognition events and discussions at meetings in our offices or remote sites where we work on behalf of our clients.



Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organizations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organizations within our local areas and spheres of influence, and develop an Aboriginal and Torres Strait Islander Engagement Plan.</li> </ul>	December 2020	Asia-Pacific Practice Manager, Social Performance and Stakeholder Engagement
	<ul style="list-style-type: none"> <li>Research and review best practice and principles that support legacy partnerships with pathways that support Aboriginal and Torres Strait Islander stakeholders and organizations and incorporate into Worley Aboriginal and Torres Strait Islander Engagement Plan.</li> </ul>	December 2020	Asia-Pacific Practice Manager, Social Performance and Stakeholder Engagement
	<ul style="list-style-type: none"> <li>Review and update our global Indigenous Engagement Policy.</li> </ul>	December 2020	Director Corporate Affairs
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and promote via internal communications upon the launch of our RAP and in the lead up to NRW.</li> </ul>	27 May - 3 June 2020	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2020	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Senior leaders to attend at least one external event to celebrate NRW in our major city locations.</li> </ul>	27 May - 3 June 2020	RAP Working Group Chair
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	27 May - 3 June 2020 & 5 July - 12 July 2020	Internal Communications Business Partner, Australia
	<ul style="list-style-type: none"> <li>Prepare communications for our international audience surrounding reconciliation and diversity and inclusion.</li> </ul>	27 May - 3 June 2021 & 5 July - 12 July 2020	Internal Communications Business Partner, Australia
	<ul style="list-style-type: none"> <li>Develop and circulate internal reconciliation-specific communication upon the launch of the RAP and in the lead up to NRW and NAIDOC Week.</li> </ul>	27 May - 3 June 2020 & 5 July - 12 July 2020	Internal Communications Business Partner, Australia
	<ul style="list-style-type: none"> <li>Drive contribution and engagement with the internal Yammer page Indigenous Australia, First Nations People – Oldest Culture on Earth!</li> </ul>	27 May - 3 June 2020 & 5 July - 12 July 2020	Internal Communications Business Partner, Australia

Relationships			
Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organization can engage and connect with on our reconciliation journey.</li> </ul>	December 2020	Asia-Pacific Practice Manager, Social Performance and Stakeholder Engagement
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organizations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	February 2021	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Seek collaboration opportunities with customer organizations.</li> </ul>	February 2021	RAP Working Group Chair
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	December 2020	People Director Australia
	<ul style="list-style-type: none"> <li>Learn from our global Employee Network Groups in areas of race relations and anti-discrimination.</li> </ul>	December 2020	People Director Australia
	<ul style="list-style-type: none"> <li>Conduct a review of People Group policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	December 2020	People Director Australia
	<ul style="list-style-type: none"> <li>Interview existing Aboriginal and Torres Strait Islander employees for feedback on their experiences being an Aboriginal and Torres Strait Islander person in our organizations. Strive to find out what works and what does not work in our organization and if they have encountered any discriminatory policies or procedures.</li> </ul>	December 2020	People Director Australia
5. Explore our existing relationships with clients and Traditional Owners.	<ul style="list-style-type: none"> <li>Obtain feedback on a continual basis from clients and Traditional Owners to learn from our work, evaluate feedback and make necessary changes to Worley's Aboriginal and Torres Strait Islander Engagement Plan.</li> </ul>	December 2020	RAP Working Group Chair

Respect			
Action	Deliverable	Timeline	Responsibility
6. 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"> <li>Prepare a formal business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organization.</li> </ul>	December 2020	Asia-Pacific Practice Manager, Social Performance and Stakeholder Engagement
	<ul style="list-style-type: none"> <li>Endorse and circulate the Share our Pride video via company intranet to all current employees and include in induction processes.</li> </ul>	August 2020	People Director Australia
	<ul style="list-style-type: none"> <li>Evaluate review of cultural learning needs undertaken by RAP Working Group.</li> </ul>	January 2021	People Director Australia
	<ul style="list-style-type: none"> <li>Formalize commitment from senior leaders to put into effect cultural awareness training across all of our locations in Australia.</li> </ul>	January 2021	People Director Australia
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organization's operational area.</li> </ul>	January 2021	People Director Australia
	<ul style="list-style-type: none"> <li>Develop online materials to be included in project inductions that is centered around the land being worked on and appropriate cultural information and history.</li> </ul>	March 2021	People Director Australia
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	July 2020 (NAIDOC week), May-June 2021 (National Reconciliation Week)	Internal communications/ RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Incorporate Acknowledgment of Country and Welcome to Country protocols into cultural awareness training.</li> </ul>	December 2020	People Director Australia
	<ul style="list-style-type: none"> <li>Develop and deploy a Worley-specific Acknowledgment of Country that will be used by staff during official meetings with internal and external stakeholders.</li> </ul>	August 2020	RAP Working Group Chair

Respect			
Action	Deliverable	Timeline	Responsibility
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOCWeek.	<ul style="list-style-type: none"> <li>Raise awareness and share information among our staff about the meaning of NAIDOC Week through internal communications.</li> </ul>	July 2020	Internal communications/ RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Promote NAIDOC Week events via Worley social media such as LinkedIn.</li> </ul>	July 2020	Internal communications/ RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by providing information and promoting external events in our local area through internal communications.</li> </ul>	July 2020	Internal communications/ RAP Working Group Chair
	<ul style="list-style-type: none"> <li>RAP Working Group to identify events in local areas such as flag raising ceremonies and community events to share among Working Group and encourage participation.</li> </ul>	June 2020	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>RAP Working Group members located in Perth, Melbourne, Brisbane and Sydney to identify and commit to participating in at least one external NAIDOC Week event during the year.</li> </ul>	5 July - 12 July 2020	RAP Working Group Chair
9. Demonstrate respect to Aboriginal and Torres Strait Islander peoples in our work place.	<ul style="list-style-type: none"> <li>Make available an email footer that includes opportunity to acknowledge Aboriginal and Torres Strait Islander peoples.</li> </ul>	June 2020	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Identify opportunities to make our physical workplaces more respectful of Aboriginal and Torres Strait Islander cultures including artwork and recognition of Traditional Owners.</li> </ul>	June 2020	RAP Working Group Chair

Opportunities			
Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organization.</li> </ul>	February 2021	People Director Australia
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	February 2021	People Director Australia
	<ul style="list-style-type: none"> <li>Build on the current Aboriginal and Torres Strait Islander Work Experience programs to create longer term employment pathways in our business.</li> </ul>	July 2020	People Director Australiat
	<ul style="list-style-type: none"> <li>Establish systems to capture recruitment, retention and professional development information on Aboriginal and Torres Strait Islander employees.</li> </ul>	July 2020	People Director Australia
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Refine and endorse development of a business case for procurement from Aboriginal and Torres Strait Islander Owned Businesses.</li> </ul>	October 2020	Director Procurement
	<ul style="list-style-type: none"> <li>Continue Worley's Supply Nation membership and use to identify suitable Aboriginal and Torres Strait Islander suppliers.</li> </ul>	October 2020	Director Procurement
	<ul style="list-style-type: none"> <li>Seek to identify and invite Aboriginal and Torres Strait Islander suppliers when Worley goes to market for corporate expenditure and utilize the Supply Nation membership to expand opportunities.</li> </ul>	June 2020	Director Procurement

Governance			
Action	Deliverable	Timeline	Responsibility
12. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Maintain RAP Working Group to govern RAP implementation.</li> </ul>	June 2020	Director Corporate Affairs
	<ul style="list-style-type: none"> <li>Draft Terms of Reference for the RAP Working Group.</li> </ul>	June-July 2020	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.</li> </ul>	June 2020 and January 2021	Director Corporate Affairs
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	June-July 2020	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	Quarterly - July 2020, October 2020, January 2021, April 2021	RAP Working Group Chair
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	July 2021	RAP Working Group Chair
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	September 2021	RAP Working Group Chair
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	March 2021	RAP Working Group Chair

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