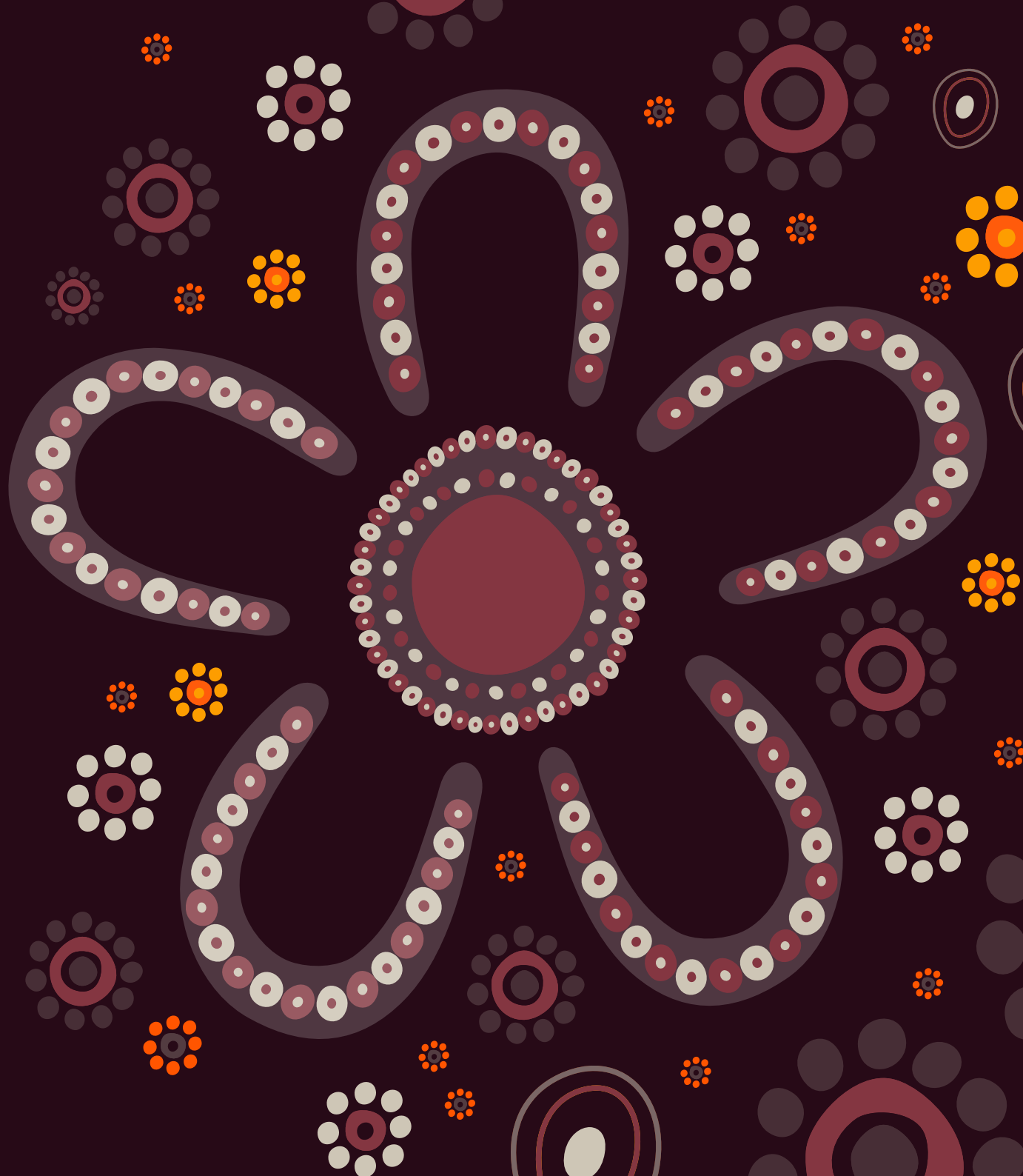


Innovate Reconciliation Action Plan

December 2023 – December 2025



Acknowledgment of Country and Traditional Owners

BG&E Resources (BGER) acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and the Traditional Owners and Custodians of lands and waterways on which we work and live.

Our operations are conducted on the lands of the Whadjuk people of the Noongar nation in Perth, the Bindjareb people in Mandurah, the Larrakia people in Darwin, the Kaurna people in Adelaide, the Gurambilburra Wulgurukaba, Bindal, Nywaigi, and Gugu Badhun peoples in Townsville, the Turrbul and Jagera peoples in Brisbane, the Awabakal people in Newcastle, the Gadigal people of the Eora nation in Sydney, and the Wurundjeri and Boon Wurrung peoples of the Kulin nation in Melbourne.

We honour the wisdom of, and pay respect to, Elders past and present, and we acknowledge the cultural authority of all Aboriginal and Torres Strait Islander peoples across Australia.

We also acknowledge the vital contribution made by our Aboriginal and Torres Strait Islander employees and we thank those who have guided our approach and generously shared their insights.

United Nations (UN) Declaration on the Rights of Indigenous Peoples

BGER acknowledge that the UN Declaration on the Rights of Indigenous Peoples (the Declaration) is an international human rights framework that recognises and protects the unique and collective rights of Indigenous peoples across the world.

In the Australian context, this instrument relates to Aboriginal and Torres Strait Islander people's rights.

We continue to strive for best practice when engaging with Aboriginal and Torres Strait Islander peoples and communities, in alignment with the Declaration, BGER's Human Rights Policy and Aboriginal Engagement and Participation Strategy, to inform our reconciliation endeavours.

Terms

Throughout this Reconciliation Action Plan (RAP), the terms 'Aboriginal and Torres Strait Islander peoples' and 'Indigenous Australians' are used interchangeably to reference the First Nations peoples of Australia.

From time to time, BGER uses the term 'Indigenous'. As we grow our geographic footprint beyond Australian shores, we will continue to use the term Indigenous, however we recognise its limitations in the international context.

When our work takes places in a specific region, we seek guidance from local Traditional Owners and respect appropriate Country and language protocols.



Feedback

We welcome feedback on our RAP. Please email feedback to reconciliation@bge-resources.com

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“Respect for
all and harm
to none.”

Courtesy of Barayamal, a world leader
in First Nations entrepreneurship.

About the Artist

Jayda Sebire

Jayda Sebire is an inspiring Noongar woman of the Whadjuk nation and a former member of BGER's People & Culture (P&C) team.

A wonderful ambassador for young Aboriginals and a talented artist, Jayda painted the beautiful artwork that is displayed in the reception area of our office in Perth, Western Australia (WA) and is featured throughout this RAP.

She is the great granddaughter of Bill Woods and Doreen Bolton, Mervyn and Margaret Abraham (nee Mippy). The granddaughter of Nick and Charmaine Abraham (nee Woods), and the daughter of Aurora Abraham. This connects Jayda to many Aboriginal lands including Wilman, Wardandi, Minang, Balardong, Yuet and Bingarup.

Jayda grew up between Perth and Pemberton, a country girl who enjoys the bright lights of the city – but her heart belongs on Country with her people where she enjoys camping and fishing with her father and pop. She was introduced to painting by her mother, Aurora, who is a well-known Aboriginal artist and together, they collaborate on many art projects for the Shire of Kalamunda and several businesses, in WA.

Jayda says, "At the top of this painting is a gathering symbol which represents an Aboriginal Elder sitting under the stars, watching over his people at a campfire, and this is indicative of Aboriginal peoples and the Dreamtime. In the middle of the piece, is a white and orange symbol, which represents a gathering of people and the many stakeholders that need to collaborate to advance reconciliation. From the tangerine hues radiating from the sun to the blue turtles in the waterway and the green lizard moving through the grass, this painting portrays BGER's respect for First Nations peoples and well as the Company's connection to Country and the vast lands and waterways on which its people work."

BGER thanks Jayda for her extraordinary effort in creating this artwork.



Jayda Sebire
Artist

Jayda Sebire pictured in front of her artwork which is on display at BGER's Perth office.

Copyright 2023 Jayda Sebire

A Message from our Managing Director



My reconciliation awakening began approximately two decades ago when I was a young civil engineer working alongside the Waanyi and Gangalidda peoples, who are the Traditional Owners of the surrounding lands of Doomadgee.

This remote community is located in the Gulf of Carpentaria, some 140 kilometres from the Northern Territory border and 93 kilometres west of Burketown. It is positioned beside the Nicholson River and has access to the coast, freshwater rivers and Lawn Hill National Park.

Known as 'Old Doomadgee', a mission was established in 1933 by a non-Indigenous family and began with 10 Aboriginal boys and 10 Aboriginal girls, and sadly, grew to include many of the Gangalidda, Garawa and Waanyi peoples. Over the decades, this isolated mission was plagued by social injustice, poor living conditions and a generational cycle of poverty and under development.

In 1969, the Queensland Government was appointed trustee of the reserve on which Doomadgee was located and where the living conditions continued to deteriorate. In 1985, the Doomadgee community elected five councillors to constitute an autonomous Doomadgee Aboriginal Council and it wasn't until 2005, that the local Aboriginal leaders assumed command of their future.

Today, Doomadgee is largely populated by Aboriginal and Torres Strait Islander peoples and remains a disadvantaged community. Its history provides some context to the current state of the community where little has been done to truly engage with First Nations peoples.

My time in Doomadgee has kept me humble. It has kept me accountable. And it will forever shape my commitment to developing of equitable, inclusive and sustainable outcomes for Aboriginal and Torres Strait Islander peoples.

As one of the leading engineering, EPCM and Environmental Social and Governance (ESG) consultancies for the Resources, Energy and Industrial sectors, BGER has a duty of care to design and deliver projects which encourage early engagement with Traditional Owners and provide capacity building, employment and procurement opportunities for First Nations communities.

I look forward to being a proactive Member of our RAP Working Group and launching our RAP. We have embedded Reconciliation Australia's principles of Respect, Relationships, and Opportunities into our operations, and these also serve as our North Star to guide our engagement with our people, clients and partners, during our reconciliation journey.

Craig Bloxham
Managing Director

Message from Karen Mundine CEO, Reconciliation Australia

Reconciliation Australia commends BG&E Resources on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for BG&E Resources to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, BG&E Resources will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. BG&E Resources is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals BG&E Resources's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations BG&E Resources on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



A Message from the Chair of our RAP Working Group

I grew up in Boorlo on Whadjuk Country and spent my early years on Dumbleyung and Ballardong Country.

While I can long remember the inequity across Australian society, I also recall a moment in time during my early thirties when I recognised that significant improvements will not be achieved without the contribution of many, including myself.

It sounds cliché but as a wise man once said, “It takes a village”. Thanks to Nelson Mandela for those knowledgeable words, you were an extraordinary humanitarian from whom we can all learn.

In the Australian context, I am also grateful to the Aboriginal advisors, Elders and our First Nations employees, from whom I have also learnt.

My contribution to BGER’s RAP Working Group began when I worked with the Thalanyi people on an Indigenous Sea Rangers employment program. Being on Country and learning about their culture, heritage, language, protocols, challenges and opportunities, served me well.

I feel privileged to Chair our RAP Working Group, launch BGER’s Innovate RAP and contribute to achieving our reconciliation goals.

The future for First Nations peoples is bright and I look forward to a time when the initiatives that we deploy today, deliver positive and enduring benefits for all Australians.

Thanks to all who have contributed to the development of this RAP.

Bianca Taylor
General Manager, People & Culture (P&C)



Our Vision for Reconciliation

Our vision for reconciliation is for the Resources, Energy and Industrial sectors to embrace unity between Aboriginal and Torres Strait Islander peoples and non-Indigenous by achieving sustainable social and economic outcomes as part of the growing and thriving Resources, Energy and Industrial sectors.

BGER is committed to advancing reconciliation and building a diverse workplace by respecting the value of culture, experiences, and rights of Aboriginal and Torres Strait Islander communities, through:

- recognising and honouring Aboriginal and Torres Strait Islander peoples as the First Nations Peoples;
- historical acceptance of our shared history of all Australians;
- creating meaningful relationships with First Nations Peoples;
- adopting inclusive practices;
- providing ongoing educational and development opportunities to strengthen cultural understanding and respect;
- contributing to greater opportunities for equitable employment; and
- committing to a procurement process of First Nations businesses and suppliers.

We will leverage our sphere of influence to create enhanced social equity for Aboriginal and Torres Strait Islander peoples – rich with opportunity. Some of the tangible initiatives that we will undertake to bring opportunities to the fore for First Nations peoples are set-out below (also refer to page 20 onwards for a complete list of initiatives).

- Working closely with Traditional Owners, Aboriginal and Torres Strait Islander peoples, Prescribed Body Corporates and Aboriginal Corporations (and their Members), when implementing stakeholder consultation and community engagement, on behalf of proponents. Early engagement underpins our approach to consultation and engagement, as it provides an opportunity for Aboriginal and Torres Strait Islander peoples to share their history, priorities for their communities. This approach also ensures we respect any existing Indigenous Land Use Agreements (ILUAs) or Benefits Agreements that have been registered with the National Native Title Tribunal (NNTT), among others.
- Providing guidance (based on stakeholder consultation and community engagement insights) about compensation for Aboriginal and Torres Strait Islander peoples, specifically, advice about initiatives to deliver immediate, medium-term and long-term value throughout the life cycle of a project.
- Engaging with Aboriginal and non-Indigenous-business owners and community leaders in the townships in which we operate, to identify opportunities to implement upskilling and capacity building programs.
- Teaming with Aboriginal-business owners to help create locally based Aboriginal and Torres Strait Islander workforces to contribute to projects and developing long-term careers in the Resources, Energy and Industrial sectors.
- Collaborating with clients to boost Aboriginal and Torres Strait Islander participation by increasing business contracting from Aboriginal-owned and led businesses on projects.
- Collaborating with local archaeologists and ethnographic specialists to scope projects to identify and protect heritage sites on Country.
- Improving career pathways for youth in the fields of engineering and drafting, by way of certified Cadetships/Traineeships at the BGER Design School.
- Providing free tutoring in Science, Technology, Engineering and Mathematics-related (STEM-related) subjects for secondary students.
- Seeking guidance from BGER's Aboriginal and Torres Strait Islander Advisory Council (Advisory Council) to continuously improve support for the betterment of Aboriginal and Torres Strait Islander communities.
- Ensuring strong governance in maintained around the implementation of the initiatives that are listed in this RAP.

Time for Action

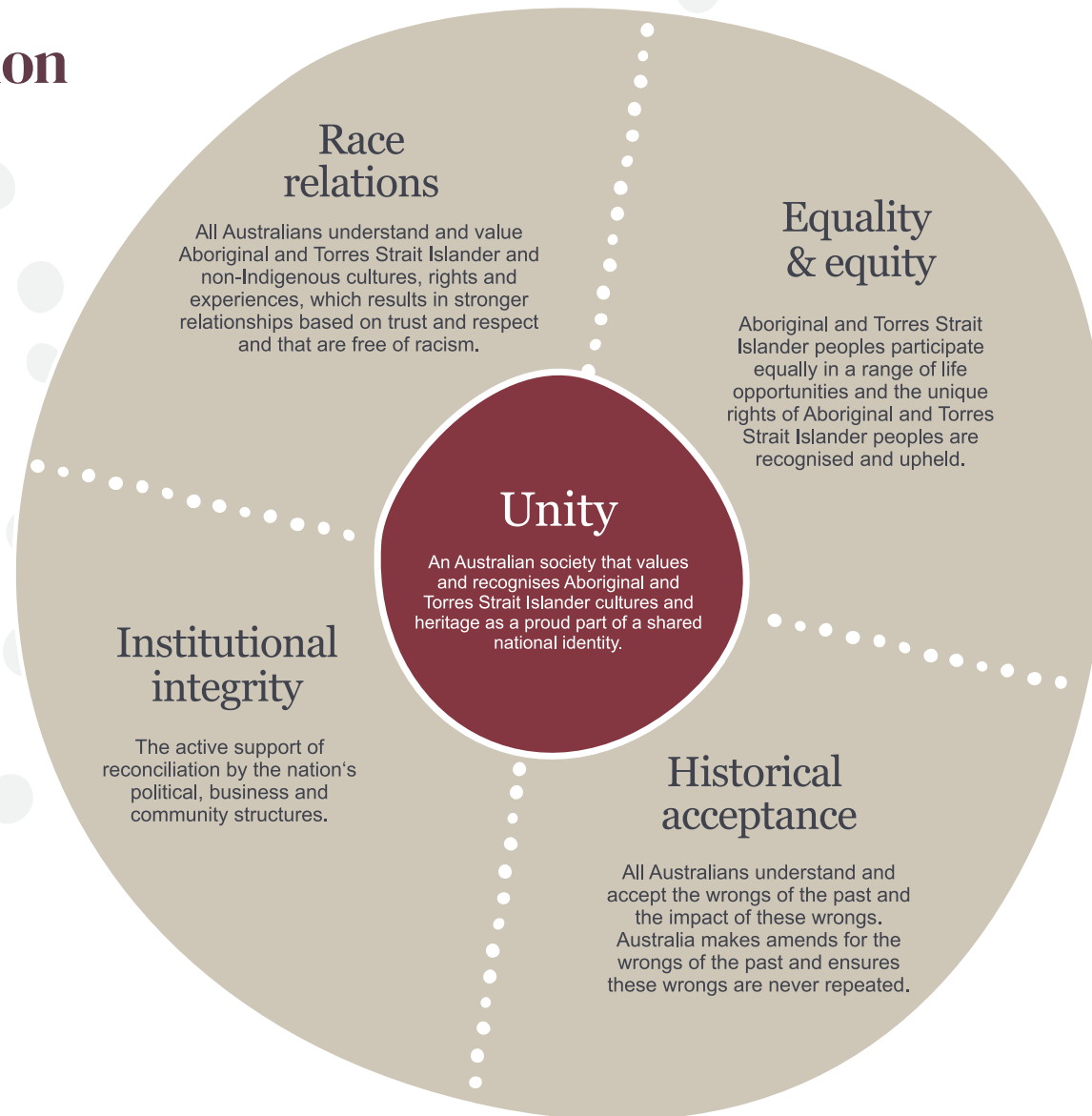
BGER recognises the oldest living culture in the world and we are committed to achieving better outcomes in national reconciliation, including decreasing the conscious and unconscious bias that is experienced by Aboriginal and Torres Strait Islander peoples.

We envision a future in which the history, traditions and rights of Aboriginal and Torres Strait Islander peoples are regarded as an essential component of Australia's national identity and are valued, respected and embraced by all Australians.

Our commitments align with Reconciliation Australia's pillars of Opportunities, Respect and Relationships, the 'Five Dimensions of Reconciliation' and our vision for reconciliation.

Our Vision for Reconciliation

Reconciliation Australia's – Five Dimensions of Reconciliation



Our Business

BGER is majority owned by our employees, who are united by our purpose – together, we embrace innovation to solve complex problems, for today and future generations.

As a trusted advisor to clients in the Resources, Energy and Industrial sectors, BGER provides multidisciplinary, fit-for-purpose design, engineering, EPCM, rehabilitation and ESG capabilities.

Our teams leverage technical ingenuity across the entire project life cycle to help clients realise their development vision. This includes mitigating risk, improving safety, minimising operational disruptions, optimising asset performance, connecting to infrastructure and freight networks, navigating through statutory approvals, enhancing clients' social license to operate, making projects bankable and increasing value for all stakeholders.

We practice collaboration and early engagement with Traditional Owners, First Nations communities, industry, government, and society more broadly.

Our 350-strong business acknowledges the privilege that we are afforded in helping to protect and preserve our Aboriginal cultural heritage, communities, habitat, flora and fauna, and other species.

Our operations are conducted on the traditional lands of the Whadjuk people of the Noongar nation in Perth, the Bindjareb people in Mandurah, the Larrakia people in Darwin, the Kurna people in Adelaide, the Gurambilburra Wulgurukaba, Bindal, Nywaigi, and Gugu Badhun peoples in Townsville, the Turrbul and Jagera peoples in Brisbane, the Awabakal people in Newcastle, the Gadigal people of the Eora nation in Sydney, and the Wurundjeri and Boon Wurrung peoples of the Kulin nation in Melbourne.

We also recognise the journey of reconciliation is not limited to a handful of days or weeks during the year, but rather is an ongoing commitment to making incremental change every day. This includes working hard to identify, support, develop, employ and mentor, an increased number of Aboriginal and Torres Strait Islander peoples (current participation is approximately 1.5 per cent of our workforce).

The global energy transition and associated critical minerals demand, technological advances and climate change concerns, are fuelling BGER's next phase of growth and business maturity. We look forward to strengthening partnerships with leaders and communities which represent Australia's oldest living culture and their increased participation in our Company's growth. We also acknowledge the value that Aboriginal and Torres Strait Islander peoples bring to our national identity.



Our Business



Our RAP

BGER's RAP outlines the actions that we will undertake to strengthen and develop relationships with First Nations peoples to encourage improved outcomes in cultural awareness, knowledge sharing, education, career pathways, employment and procurement.

As we continue our reconciliation journey, we acknowledge the benefits that can be realised from deploying a consistent, collaborative and results-oriented approach to Aboriginal and Torres Strait Islander participation and engagement. Our RAP builds on the foundation of what we have achieved to date and the lessons that we have learnt including:

- a future focus is key when working to support First Nations communities, as the on Country impacts of the projects we design, develop and deliver have multi-generational impacts;
- conventional compensation models do not necessarily provide the best outcomes for Aboriginal and Torres Strait Islander peoples (that is, royalties from proponents are only one part of the compensation puzzle, other initiatives such as equity, essential services and support for local Aboriginal-business owners are also part of the portfolio of benefits that could be afforded to First Nations communities throughout the development life cycle of projects); and
- consistent oppression, social inequity and racism have sadly led to increasing incidents of lateral violence.

Our focus for reconciliation is centred around the following priorities:

- continuing to increase awareness of First Nations cultural heritage;
- building a pipeline of highly skilled Aboriginal and Torres Strait Islander engineers and drafters;
- positioning BGER as a preferred employer for First Nations peoples in the fields of design, engineering, EPCM, ESG and rehabilitation;
- assisting companies in the Resources, Energy and Industrial sectors to advance their engagement and participation with First Nations peoples;
- assisting Aboriginal business owners to grow their businesses by providing services to proponents; and
- strengthening our reconciliation governance, including reporting and sharing regular updates about our performance.

BGER's RAP is a key part of our five-year business strategy and FY24 Business Plan, and is structured around these focus areas:

- Relationships
- Respect
- Opportunities
- Governance.

The implementation of our RAP will be championed by BGER's RAP Working Group and will be monitored and reported quarterly.

The following Members of our RAP Working Group are also Members of our ELT and will serve as a RAP Champions to oversee and contribute to the implementation of our RAP initiatives, specifically, Tony Comerford (Technical Director & Co-Founder) and Kate Hartness (Director, ESG & Development).

Moreover, one of the governance initiatives included in this RAP is to establish and maintain BGER's Advisory Council. We are delighted to confirm that in September 2023, we created the Advisory Council with the primary objective of guiding our ongoing learnings about cultural heritage and how we contribute to building resilient and prosperous First Nations communities, as well as to having governance oversight of the RAP Working Group.

Our RAP

The Advisory Council is one of the BGER Board Committees and includes the following Members:

- Craig Bloxham, Managing Director & Co-Founder
- Tony Comerford, Technical Director & Co-Founder (RAP Champion)
- Kate Hartness, Director, ESG & Development – Chair (RAP Champion)
- Bianca Taylor, General Manager, P&C (Chair, RAP Working Group)
- Justin Kickett (Independent Member)
- Angela Kickett (Independent Member)

Justin Kickett is an Aboriginal man from the Bibbulmun region of WA. He is the Chief Executive Officer of i24s, a 100 per cent Aboriginal-owned and operated, Supply Nation-certified skilled workforce company, providing security, civil works and commercial cleaning services for mine sites in remote locations across Australia, as well as for commercial premises in capital cities. Justin is a pillar of the community and is passionate about improving Aboriginal engagement, employment and training. Prior to establishing i24s, he served as Police Officer and Detective for 20 years, in the WA Police Force.

Angela Kickett is an Aboriginal woman from the Bibbulmun, Nadju and Wongatha regions of WA. She is a Director at i24s and is an extraordinary business leader, responsible for managing operations including securing contracts with BHP and several other Resources companies, as well as for the company strategy for future growth. Angela is a generous, community-spirited leader who spent years working to enhance Aboriginal business engagement, employment and training. She has also worked in several government agencies, including the WA Department of Justice and the Department of Child Protection. Prior to this Angela served as Police Officer for eight years, in the WA Police Force.

Justin and Angela provide inspiration and guidance for many and are a shining example of 'what success looks like'. They work tirelessly to support community groups, Aboriginal youth and sporting groups. They are committed to giving back to the community and empowering youth and have many success stories of helping youths to overcome the challenges associated with mental health, low self-esteem and living in toxic environments.



Image: Justin Kickett (Chief Executive Officer at i24s) and Bindu Shah, Principal Consultant, ESG at BGER).



RAP Working Group

In March 2023, Craig Bloxham (Managing Director) appointed Bianca Taylor (General Manager, P&C) as the Chair of our RAP Working Group. Together, Craig and Bianca engaged an external Aboriginal advisor, to guide the group, specifically in relation to cultural heritage and about the preparing our RAP.

BGER's RAP Working Group includes the following members – nine per cent of which identify as Aboriginal and 36 per cent as women.

- Craig Bloxham (Managing Director)
- Bianca Taylor (General Manager, People & Culture)
- Kate Hartness (Director, ESG & Development)
- Bindi Shah (Principal Consultant, ESG)
- Russell de Jong (Design Manager, Industrial)
- Caleb Tang (Lead Mechanical Engineer)
- Gavin Hamilton (Lead Designer)
- Kerrie Coates (Senior Structural Designer)
- Neil Cliff (Senior Engineer)
- Matthew Green (Graduate Engineering Geologist)



Craig Bloxham
Managing Director

"The path to reconciliation is an important one, as opportunity for us to all contribute in a positive and respectful way, which will improve the lives of First Nations peoples and Australian society more broadly."



Bianca Taylor
General Manager, P&C

"I am excited to be a part of our collective commitment to help deliver meaningful and sustainable outcomes for Aboriginal and Torres Strait Islander peoples and their communities."

RAP Working Group



Kate Hartness
Director, ESG & Development

“It is a privilege to contribute and learn from those who have walked an incredibly challenging path and risen up to make positive contributions to their communities and our society more broadly. It is an opportunity to build trust with First Nations peoples and influence change for the betterment of all Australians.”



Bindi Shah
Principal Consultant, ESG

“Reconciliation to me means listening, understanding, sharing stories, finding common ground and taking forward steps to make meaningful change for all Australians. It all starts with having a yarn, being open-minded, and we all get to be a part of this journey.”



Russell de Jong
Design Manager, Industrial

“I believe the RAP Working Group is a chance to influence the direction of our business in a way that has the potential to provide real and lasting change to First Nations peoples’ lives and livelihoods.”



Caleb Tang
Lead Mechanical Engineer

“I want to be able to contribute to an endeavour whose impacts extend beyond our workplace and allows us to work towards understanding and improving equity, and providing opportunity for all Australians.”

RAP Working Group



Gavin Hamilton
Lead Designer

"Being a member of our RAP Working Group is a chance to share knowledge and understanding with the aim of improving equality between Aboriginal peoples, our employees and the wider community."



Kerrie Coates
Senior Structural Designer

"Being a member of our RAP Working Group enables me to gain valuable cultural knowledge and a better understanding of First Nations peoples. In turn this helps me to educate others about the true value of their wonderful heritage and how we can contribute to their future."



Neil Cliff
Senior Engineer

"I joined our RAP Working Group to share my experience of living in a rural community, as I believe it will contribute positively to our RAP journey and will be used to deliver greater good for all Australians."



Matthew Green
Graduate Engineering Geologist

"As a Ballardong Noongar man, I feel a sense of pride to be a member of our RAP Working Group, to enable positive change for an often-overlooked minority of peoples in this country. The actions we take now, however big or small, will have lasting impacts for future generations."

Case Study 1

Fostering Enduring Partnerships

Since inception some six years ago, BGER's culture and working style have been underpinned by teaming with preferred partners who share our values and long-term commitment to boosting Aboriginal and Torres Strait Islander participation. These partnerships enable us to help grow local economies through job creation and procurement.

Phil Jeffreys, Study Manager and Principal Consultant, ESG at BGER has been instrumental in helping us make inroads with our procurement contracting from Aboriginal-owned businesses.

When he was at BHP, Phil significantly strengthened their contribution to regional economies by growing total spend with Aboriginal-owned and led companies by 80 per cent over three years. He also expanded their flagship local buying program from \$50 million per annum to \$200 million.

BGER proudly supports Aboriginal and Torres Strait Islander peoples' employment and established a majority-owned Aboriginal business, TICS (WA) Pty Ltd (TICS). TICS is a QLD-based, NATA-accredited laboratory to ISO 17025, providing non-destructive testing (NDT) services.

In addition, we have a partnering agreement in place with Karlayura Contracting, which was established for a specific design and construct (D&C) project for one client and is now also available for other clients to leverage.

We also have a partnership with Pirrpala, a 100 per cent Aboriginal-owned and operated small scale project delivery provider.

Most recently, BGER established a partnership with i24s, an Aboriginal-owned and operated workforce company, providing security, civil works and commercial cleaning services for mine sites in remote locations across Australia, as well as for commercial premises in capital cities.



“Procurement contracting from Aboriginal-owned businesses enables First Nations peoples to contribute to their communities and the economy.”

Phil Jeffreys,
Study Manager & Principal
Consultant, ESG

Case Study 2

Advancing Participation and Engagement

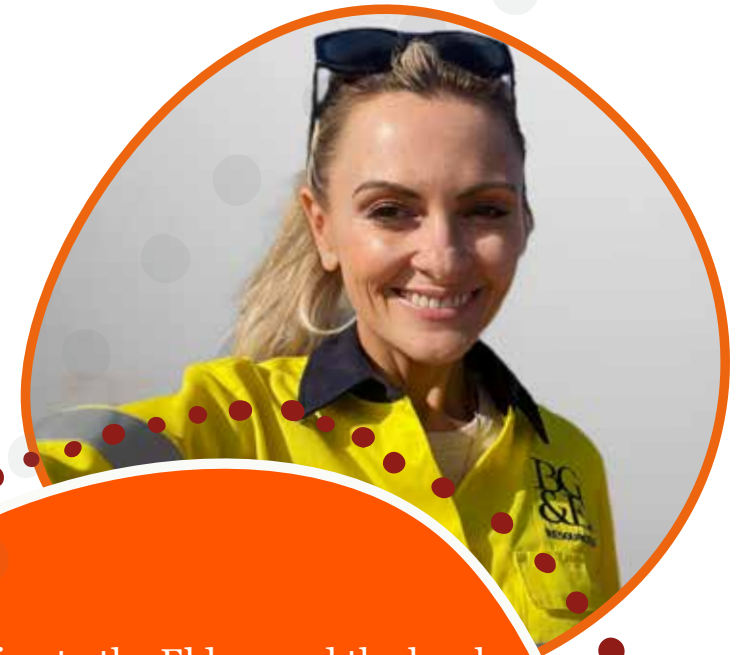
An undisclosed proponent is bringing to market a world-class green hydrogen project. The project will include an ammonia plant, multi-user port, renewable energy systems (wind and solar), desalination facility and the associated non-process infrastructure (NPI).

The proponent is responding to the increasing demand for green hydrogen, specifically from the Korean and Japanese markets.

BGER provided the preliminary stakeholder consultation and cultural heritage management for the proposed 750,000-tonne per annum green hydrogen project.

In recognition of the value of early engagement, the scope saw our ESG team undertake comprehensive consultation with Traditional Owners, the associated Aboriginal PBCs and development corporations, local government, and regional business and community leaders. We worked closely with stakeholder groups on Country, to identify the opportunities and challenges that the proposed project could provide for the region, to ensure maximum benefits are realised throughout the life cycle of the project for the local Aboriginal peoples.

This scope also included working with the proponent to develop a respectful presentation for the PBCs and development corporations, which reflected the needs and priorities of the local First Nations peoples and the broader community (e.g. local skills development and capacity building, 'buy local' opportunities to support the businesses in the surrounding region and collaborating with various parties to develop a locally-based First Nations workforce).



“Listening to the Elders and the local First Nations community gave me a greater appreciation of the impacts of generational trauma. Asking what they value, need and want, today and in the future through a yarning circle, is the type of early engagement that builds trust and contributes to healing.”

Kate Hartness,
Director, ESG & Development

Case Study 3

Shaping Future Funding Mechanisms to Power Remote Communities

In February 2023, Kate Hartness (Director, ESG & Development) and Jules Bird (Energy Innovation Analyst) submitted a response to the Consultation Discussion Paper for the Powering the Regions Fund (PRF), to the Department of Climate Change, Energy, the Environment and Water.

The PRF will support advances in decarbonising existing industries, establishing new clean energy industries, developing workforces and purchasing of carbon credits, in remote communities and specifically, in isolated First Nations' communities. This is set against the backdrop of the need for government and industry to collectively respond to the global climate crisis. Australia is well-positioned to make a significant contribution to the energy transition, specifically, to energy infrastructure development, employment opportunities and integration to existing networks, in remote communities.

Today, up to one million Australians lack access to reliable electricity supply as the infrastructure has been developed in isolation and without consideration of the tyranny of distance, population changes and extreme weather conditions. BGER is striving to deliver sustainable energy solutions for these communities – 30 per cent of which are either remote or very remote and off-grid, and where Aboriginal and Torres Strait peoples call home.

The PRF will enable the Kaltukatjara community in the Northern Territory to:

- maintain the existing power supply, which requires 60,000 litres of diesel to be transported more than 2,000 kilometres along highways and dirt tracks every eight weeks; and
- avoid further health and environmental risks, such as noise pollution, environmental risks from spillage, increased emissions from shipping and burning diesel, and heightened strain on transport infrastructure, from shipping diesel into many similar communities.

We are looking forward to working with stakeholders on non-capital investments, as we see this initiative as a trigger to develop world-class mitigation strategies which can sometimes be dismissed as economically unfeasible investments.



“I’m proud to play a role in improving energy reliability for First Nations communities.”

Jules Bird,
Energy Innovation Analyst

RAP Initiatives

Relationships

We will build strong relationships with Aboriginal and Torres Strait Islander people by engaging with and learning from, their communities. Building understanding of our First Nations people and their culture and developing a mutual respect within the BGER that underpins the work outlined in this Reconciliation Action Plan. Respectful relationships help us to attract and retain employees from diverse backgrounds, thereby providing a benefit to our clients.

Focus Area/Strategic Alignment: Our Relationships initiatives align with our business strategy to: boost engagement with Aboriginal and Torres Strait Islander peoples, connect clients to First Nations peoples, raise awareness about the vital role that they play in our national identity, and, drive positive social impacts.

Action	Deliverable(s)	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Develop and circulate BGER's Aboriginal and Torres Strait Islander Engagement Strategy in consultation with First Nations stakeholders and organisations, to encourage respectful engagement by all employees.	Jan 2024	Lead: Director, ESG & Development Support: Principal Consultant, ESG
	Support client-facing colleagues with cultural heritage management solutions, which include early engagement and co-designing future culture heritage management plans, and assisting clients with mediation with Traditional Owners.	Jan 2024	Lead: Director, ESG & Development Support: Principal Consultant, ESG
	Identify one West coast-based and one East coast-based Aboriginal and Torres Strait Islander' Commercial Development Corporation (CDC) and share insights about the WA Aboriginal Cultural Heritage Amendment Bill (2021), the subsequent repeal and their impacts.	Apr 2024	Lead: Director, ESG & Development Support: Principal Consultant, ESG
	Meet with key clients to share insights about the WA Aboriginal WA Aboriginal Cultural Heritage Amendment Bill (2021), the subsequent repeal and their impacts.	Jun 2024	Lead: Director, ESG & Development Support: Principal Consultant, ESG

RAP Initiatives

Action	Deliverable(s)	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW)	Prior to NRW, circulate Reconciliation Australia's NRW resources and materials (which are available two months prior to NRW) to all employees to help raise awareness.	Apr 2024 and Apr 2025	Principal Consultant, ESG
	Register our NRW events on Reconciliation Australia's NRW website.	Apr 2024 and Apr 2025	Marketing & Communications (M&C) Co-Ordinator
	RAP Working Group Members to participate in external NRW events.	27 May-3 Jun 2024 and 27 May-3 Jun 2025	Lead: General Manager, P&C Support: • Managing Director • Director, ESG & Development • Principal Consultant, ESG • Design Manager Industrial • Principal, Ports & Marine Engineer • Lead Mechanical Engineer • Lead Designer • Senior Structural Designer • Senior Engineer • Graduate Engineer Geologist
	Encourage employees and business leaders to participate in at least one external event to recognise NRW.	27 May-3 Jun 2024 and 27 May-3 Jun 2025	Lead: Managing Director Support: M&C Co-Ordinator
	Organise at least one NRW event each year.	27 May-3 Jun 2024 and 27 May-3 Jun 2025	Lead: General Manager, P&C Support: M&C Co-Ordinator

RAP Initiatives

Action	Deliverable(s)	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation publicly, starting with the launch of our Innovate RAP (on our website, etc.).	Dec 2023	Lead: Managing Director Support: • Director, ESG & Development • M&C Co-Ordinator
	Explore opportunities to positively influence external stakeholders to drive improved reconciliation outcomes (i.e. by participating in an industry leading conference that focused on pursuit of improved cultural heritage management).	Jun 2024 Resources sector Oct 2024 Energy sector Jun 2025 Industrial sector	Director, ESG & Development
	Dispatch to internal and external stakeholders, regular articles from Members of the RAP Working Group that showcase the positive outcomes that are being achieved in reconciliation (via BGER initiatives and more broadly).	Jun 2024, Nov /2024, Mar 2025 and Sep 2025	Lead: Director, ESG & Development Support: • Managing Director • General Manager, P&C • Principal Consultant, ESG • Design Manager Industrial • Principal, Ports & Marine Engineer • Lead Mechanical Engineer • Lead Designer • Senior Structural Designer • Senior Engineer • Graduate Engineer Geologist

RAP Initiatives

Action	Deliverable(s)	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies	Conduct a review of P&C policies and procedures to identify anti-discrimination provisions and future needs.	Mar 2024	General Manager, P&C
	Engage with Aboriginal and Torres Strait Islander employees and subsequently prepare and circulate BGER's Anti-Discrimination Policy to internal and external stakeholders.	Jun 2024	General Manager, P&C
	Deploy Unconscious Bias Training to the ELT, in particular as it relates to racism.	Mar 2025	Lead: Director, ESG & Development Support: Principal Consultant, ESG
	Build knowledge and understanding among the ELT, about matters impacting on Aboriginal and Torres Strait Islander peoples and the importance of truth telling.	Jun 2025	Principal Consultant, ESG

RAP Initiatives

Respect

We are committed to demonstrating respect for Aboriginal and Torres Strait Islander peoples and their vast knowledge, culture, languages and protocols. This commitment involves recognition of the principles of self-determination, specifically, that First Nations peoples have the right to direct their futures, have control over how they live their lives, where, and with whom, have authority over the resources that support them, and that their sovereignty and cultural belonging is nurtured.

Focus Area/Strategic Alignment: Our Respect initiatives align with our business strategy to: raise awareness about the significance of cultural heritage, enhance employee engagement and drive positive social impacts.

Action	Deliverable(s)	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation.	Jun 2024	General Manager, P&C
	Consult with local Traditional Owners and Aboriginal and Torres Strait Islander advisors to inform our future Cultural Learning Strategy.	Sep 2024	General Manager, P&C
	Develop and deploy cultural awareness training for 100% of employees.	Dec 2024	General Manager, P&C
	Provide opportunities for the RAP Working Group Members to deliver structured cultural awareness upskilling for all employees, via half-yearly 'Lunch n Learn' sessions (one per half-year from Members of the RAP Working Group).	Jun 2024, Dec 2024, Jun 2025 and Dec 2025	Lead: General Manager, P&C Support: • Design Manager Industrial • Principal, Ports & Marine Engineer • Lead Mechanical Engineer • Senior Structural Designer • Senior Engineer • Graduate Engineer Geologist

RAP Initiatives

Action	Deliverable(s)	Timeline	Responsibility
6. Demonstrate respect for Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Include an Acknowledgement of Country and other appropriate protocols at the commencement of important meetings.	Mar 2024	Lead: Principal Consultant, ESG Support: • RAP Working Group • ELT • Operations Leadership Team
	Invite a Traditional Owner into the business to deliver a Welcome to Country and/or another appropriate cultural protocol at significant events each year.	Jun 2024	Lead: Principal Consultant, ESG Support: M&C Team
	Develop, implement and communicate BGER's Cultural Heritage Protocols, including protocols for Acknowledgement of Country and Welcome to Country.	Jun 2024	Lead: Director, ESG & Development Support: • Principal Consultant, ESG • Independent Members of BGER's Advisory Council
	Increase employee understanding of our vision for reconciliation, and the significance of cultural protocols, including an Acknowledgement of Country, and Welcome to Country protocols.	Jul 2024	Lead: Director, ESG & Development Support: Principal Consultant, ESG

RAP Initiatives

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Review P&C policies and procedures to remove barriers for employees to participate in NAIDOC.	May 2024 and May 2025	General Manager, P&C
	RAP Working Group Members to participate in external NAIDOC Week events.	May 2024 and May 2025	Lead: General Manager, P&C Support: <ul style="list-style-type: none"> • Design Manager Industrial • Principal, Ports & Marine Engineer • Lead Mechanical Engineer • Lead Designer • Senior Structural Designer • Senior Engineer • Graduate Engineer Geologist
	Encourage all employees to participate in external NAIDOC.	May 2024 and May 2025	Managing Director
	Share details about the cultural significance of NAIDOC Week with external stakeholders, via website story social media post.	Jul 2024 and Jul 2025	M&C Co-Ordinator

RAP Initiatives

Opportunities

We are committed to improving economic development in First Nations communities through the provision of education, career pathways and employment opportunities for Aboriginal and Torres Strait Islander youths, increasing the number of partnerships with First Nations-led businesses, increasing the level of investment spent on consumables from Aboriginal businesses and by providing an increased number of clients with cultural heritage management capabilities.

Focus Area/Strategic Alignment: Our Opportunities initiatives align with our business strategy to embed ESG into our business and to achieve robust ESG performance, specifically, shared value with First Nations communities, as well as to improve our client's social license to operate.

Action	Deliverable(s)	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Jul 2024	General Manager, P&C
	Review P&C policies and talent acquisition procedures to remove barriers for Aboriginal and Torres Strait Islander participation in our workforce.	Jul 2024	General Manager, P&C
	Engage with Aboriginal and Torres Strait Islander employees in relation to BGER's recruitment, retention and professional development strategy.	Sep 2024	General Manager, P&C
	Build understanding of BGER's current Aboriginal and Torres Strait Islander participation, to inform future employment and professional development opportunities.	Dec 2024 and Dec 2025	Lead: General Manager, P&C Support: Director, ESG & Development
	Increase Aboriginal and Torres Strait Islander employee participation at BGER to 2% by December 2024 and increase to 3% by December 2025.	Dec 2024 and Dec 2025	Lead: General Manager, P&C Support: Director, ESG & Development

RAP Initiatives

Action	Deliverable(s)	Timeline	Responsibility
9. Improve education and careers pathways opportunities for Aboriginal and Torres Strait Islander youth	Establish BGER Design School to provide certified education, career pathways and Cadetship/Traineeships for Aboriginal and Torres Strait Islander youth.	Jun 2024	Lead: General Manager, P&C Support: • Design Manager, Industrial • M&C Co-Ordinator
	Provide free tutoring in Science, Technology, Engineering and Mathematics-related (STEM-related) subjects for secondary students in low socio-economic areas of Australia.	Aug 2024	Lead: General Manager, P&C Support: • Director, ESG & Development • Principal Consultant, ESG • Technical Professionals/ Employees • M&C Co-Ordinator
	Engage with universities to provide work experience placements for Aboriginal School of Engineering graduates.	Feb 2025	General Manager, P&C

RAP Initiatives

Action	Deliverable(s)	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Update procurement practices to remove barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. Specifically, increase by 10% by June 2024, increase by an additional 5% by May 2025 and increase by another 5% by October 2025.	Jun 2024, May 2025 and Oct 2025	Lead: Director, ESG & Development Support: • Finance Team • HSEQ Manager • EPCM Lead
	Establish BGER's Business Partner Code of Conduct and Supply Chain Guidelines to ensure transparency across our supply chain, non-use of suppliers that do not share our values or commitment to reconciliation and encourage sub-consultants to do the same.	Mar 2024	Lead: Director, ESG & Development Support: • General Manager, Commercial • M&C Co-Ordinator
	Collaborate with clients to boost Aboriginal and Torres Strait Islander participation by increasing business contracting from Aboriginal-owned and led businesses on projects.	Mar 2024	Lead: Director, ESG & Development Support: • Principal Consultant, ESG • Director, Operations • Operations Leadership Team • HSEQ Manager
	Explore ways to improve Aboriginal and Torres Strait Islander communities through the provision of improved energy and water infrastructure, which will provide an increased number of jobs in local communities.	Feb 2025	Lead: Director, ESG & Development Support: • Principal Consultant, ESG • Energy Innovation Analyst

RAP Initiatives

Governance

The success of our RAP will in part be determined by strong governance around implementation of our key initiatives, as well as the continued and widespread participation and engagement with stakeholders. BGER's Advisory Council will provide guidance about ways to continuously improve our reconciliation activities, policies and procedures, to support the betterment of First Nations communities. The Advisory Council will also have governance oversight the implementation of our key initiatives.

Focus Area/Strategic Alignment: Our Governance initiatives align with our business strategy to embed ESG into our business and achieve robust ESG performance, specifically, in relation to transparency and the pursuit of strong governance.

Action	Deliverable(s)	Timeline	Responsibility
11. Strengthen representation of Aboriginal and Torres Strait Islander peoples across Strategic Advisory Groups, committees and working groups	Strengthen representation of Aboriginal and Torres Strait Islander peoples on BGER's Board Committees.	Jan 2024	Lead: Managing Director Support: Director, ESG & Development
	Strengthen representation of Aboriginal and Torres Strait Islander peoples on Boards (profit and not-for-profit).	Jun 2024	Director, ESG & Development
	Strengthen representation of Aboriginal and Torres Strait Islander peoples on Resources, Energy and/or Industrial-related professional associations (i.e. Australasian Institute of Mining and Metallurgy, Centre for Corporate Social Responsibility, etc.).	Jun 2024	Lead: Director, ESG & Development Support: Principal Consultant, ESG
	Strengthen representation of Aboriginal and Torres Strait Islander peoples on industry conference panels that are focused on creating shared value in First Nations communities.	Feb 2024	Lead: Director, ESG & Development Support: Principal Consultant, ESG

RAP Initiatives

Action	Deliverable(s)	Timeline	Responsibility
12. Maintain an effective RAP Working Group to drive governance of the RAP	Maintain Aboriginal and Torres Strait Islander representation on our RAP Working Group.	Jan 2024	General Manager, P&C
	Establish and apply a Terms of Reference for the RAP Working Group.	Jan 2024	Director, ESG & Development
	Meet quarterly to help drive the successful implementation of our initiatives and to track our progress.	Mar 2024, Jun 2024, Sep 2024, Dec 2024, Mar 2025 Jun 2025, Sep 2025 and Dec 2025	Lead: General Manager, P&C Support: RAP Working Group

RAP Initiatives

Action	Deliverable(s)	Timeline	Responsibility
13. Provide appropriate support for the effective implementation of RAP commitments	Appoint and maintain an internal RAP Champion from senior management.	Jan 2024	Lead: Managing Director Support: Director, ESG & Development
	Ensure business leaders and other employees are engaged in the delivery of RAP commitments.	Jan 2024	Lead: General Manager, P&C Support: • Managing Director • Technical Director • Director, ESG & Development
	Share progress updates with all employees every quarter.	Mar 2024, Jun 2024, Sep 2024, Dec 2024, Mar 2025, Jun 2025, Sep 2025 and Dec 2025	Lead: General Manager, P&C Support: • Managing Director • Technical Director • Director, ESG & Development • M&C Co-Ordinator
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jan 2024	Lead: General Manager, P&C Support: • Director, ESG & Development • Finance Team • HSEQ Manager

RAP Initiatives

Action	Deliverable(s)	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings (both internally and externally)	Liaise with Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	Aug 2024 and Aug 2025	Director, ESG & Development
	Liaise with Reconciliation Australia to request a unique link, to access the online RAP Impact Survey.	Jan 2024	Director, ESG & Development
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Aug 2024 and Aug 2025	Lead: General Manager, P&C Support: Director, ESG & Development
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Lead: General Manager, P&C Support: Director, ESG & Development
	Publicly report our RAP achievements, challenges and learnings.	Sep2024 and Sep 2025	Lead: Managing Director Support: M&C Co-Ordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Dec 2025	Lead: General Manager, P&C Support: Director, ESG & Development

RAP Initiatives

Action	Deliverable	Timeline	Responsibility
15. Continue our reconciliation journey by developing BGER's next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	Oct 2025	Lead: General Manager, P&C Support: RAP Working Group

Contact

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