

January

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2022-2023



Reflect Reconciliation Action Plan



Acknowledgement of Country

We acknowledge the Traditional Custodians of the Country throughout Australia and recognise their continuing connection to land, waters and the community and its importance to cultural vitality, life and identity. We pay respect to them, their cultures and contributions and to Elders past, present and emerging.



Our Business

Established in 2001, Guidera O'Connor specialises in the design and construction of water and wastewater treatment, reuse and pumping facilities. We provide in-house expertise to complete design, procurement, construction and commissioning in:

- Water and wastewater treatment
- Stormwater and wastewater reuse, including aquifer storage and recovery
- Membrane filtration and desalination
- Chemical dosing and disinfection facilities

Guidera O'Connor places a high priority on maintaining ongoing collaborative and local industry participation to its relationships with clients, consultants, suppliers and subcontractors.

We recognise that what we do at Guidera O'Connor is important and meaningful work. In order to sustain our environment and secure a future for our children it is recognised that we have a critical role in conserving the most precious resource of all...WATER!

We strive for continuous incremental improvement. We seek excellence within ourselves and for our clients. We aim to excel personally, professionally and collectively in an all-inclusive and diverse work environment.

Further to that, we strive to minimise our carbon footprint and all activities that have an adverse impact on the environment. This approach keeps our environmental management strategy front of mind with all employees and innovative ideas for enhancing sustainability are actively supported.

We have a positive, energetic, talented and passionate team who work hard, communicate well, support each other and thrive on the challenges the water industry presents. We understand that our people are our core asset and relationships with our business partners are vital. We also pride ourselves in knowing that we are capable of solving the most complex challenges in the water industry and generating industry changing ideas.

As a national company we work with selected subcontract partners to deliver water projects in urban and regional areas throughout most parts of Australia. Our offices are situated in:

- **Kaurna** Adelaide – Head Office at Thebarton
- **Wajuk** Perth at Bibra Lake
- **Dharug** Sydney at Roseville
- **Yuggera** Brisbane at Richlands

Guidera O'Connor has a set of Guiding Principles that dictate how we operate our business and how we conduct ourselves throughout any project. These Guiding Principles are more than what we say, it's what we do.

Integrity

We do what we say we are going to do.

Safety

Safety is paramount in everything we do.

Trustworthiness

We act with character and competence.

Excellence

We continually strive for perfection.

Respect

We value, care for and understand our colleagues, clients, suppliers and our environment.

The company is directed by an experienced Board of four directors with expertise in business management, engineering, construction, business development and commercial law. Directors have a financial interest in the company and take an active interest in the day-to-day activities of the business, making fast and considered decisions when required.

The CEO of GO is highly experienced in all aspects of construction management, engineering, project delivery and financial management, and has extensive experience managing large teams of qualified professionals. With extensive experience both nationally and internationally, the CEO can effectively manage situations quickly to ensure best outcomes.

The Senior Management team (SMT) is a made up of a talented group of professionals that manage Engineering & Design, Corporate Services, Pre-Contracts and Project Delivery. This experienced SMT is supported by operation, project and design managers with broad and extensive experience in water infrastructure, and well supported by quality, safety and environmental management professionals. The vast experience of this team is further supported by a large pool of qualified engineers, drafters, supervisors and tradespeople all with the experience necessary to design, construct and commission water infrastructure. The technical team work solely on water projects and undertake ongoing training relating specifically to the water industry. This results in a highly qualified group of professional and trained staff.

Underpinning the business is a dedicated and responsive support team who keep the projects running and maintain the smooth operation of the business. The Occupational Health & Safety, Rehabilitation, Environmental Management and Quality Assurance systems are incorporated into an Integrated Management System (IMS) that is accredited to ISO standards as well as the Australian Government Building and Construction OHS Accreditation Scheme.

Since commencing in 2001 Guidera O'Connor has retained a large pool of specialist knowledge thanks to extremely low levels of staff turnover. The experience that our personnel have in delivering water projects provides great benefit to our clients. We care about our work, and we care about our people, and have recently become aware that we can do more to increase the employment, engagement and participation of Aboriginal and Torres Strait Islander peoples in our organisation.



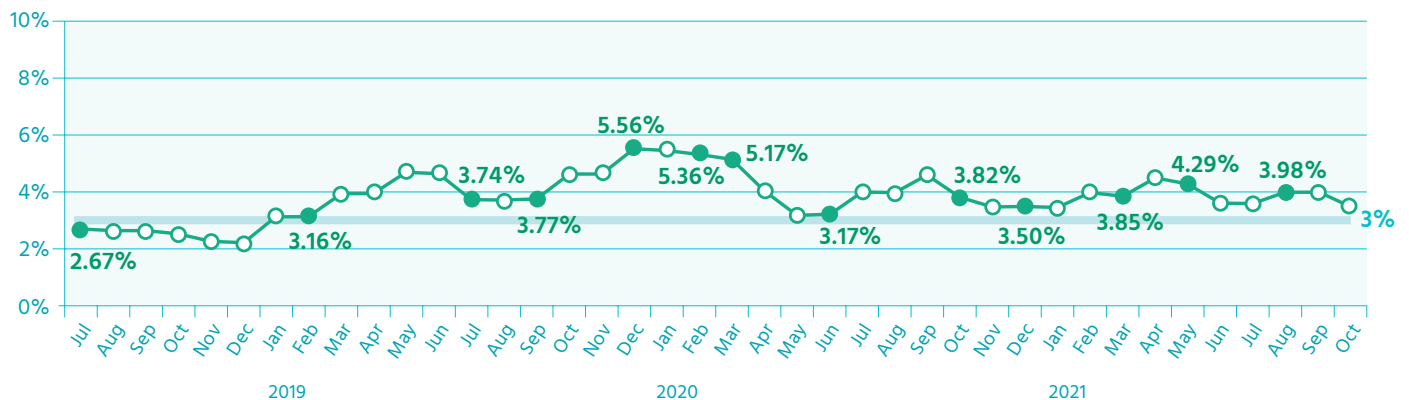


The experience that our personnel have in delivering water projects provides great benefit to our clients.

We currently have 176 employees, 104 in SA, 53 in WA, 20 in NSW and 3 in QLD. 6 of our employees identify as Aboriginal people. We aim to promote awareness, engage more Aboriginal and Torres Strait Islander owned businesses as subcontractors and suppliers, and to employ more Aboriginal and Torres Strait Islander people in the business. We believe the development of this RAP and active engagement with Aboriginal suppliers, consultants and sub-contractors across Australia, will help GO achieve their goal.

The graph below shows how we have been tracking with Aboriginal Employment since 2018.

Aboriginal Employment % (July 2018 - October 2021)



Our RAP Journey

Our organisation is developing its second Reflect RAP in order to strengthen the foundations for future RAP initiatives. Our reconciliation journey is continuously evolving in response to the many changes in our organisation. This Reflect RAP will ensure we are contributing to the reconciliation movement in a deeply considerate and mindful way, one that prioritises genuine engagement with Aboriginal and Torres Strait Islander peoples and communities.

At GO, the personal advocacy and genuine commitment of the Board and newly appointed CEO has played a significant role in ensuring that the senior leadership of the company are aware and fully support the participation of more Aboriginal and Torres Strait Islander employees and businesses in the delivery of projects. This commitment also extends to the GO supply chain and sub-contractors GO engages with.

As part of our first RAP, Management staff attended the WA Water Corporation Aboriginal and Torres Strait Islander Tradeshow and the SA Office of Industry Advocate Aboriginal and Torres Strait Islander Trade Show to create awareness around the need to align with government objectives around increasing the participation of Aboriginal and Torres Strait Islander peoples in the GO workforce. Attendance at these events has allowed the company to connect with a number of Aboriginal and Torres Strait Islander owned businesses who have subsequently tendered for work on Guidera O'Connor projects.

Further to that, opportunities were made for Aboriginal and Torres Strait Islander business owners to come and discuss with the GO management team the services in which their organisations can assist GO and the benefits they can offer.

GO partnered with Birubi Pty Ltd, a local Aboriginal owned business, to jointly tender on a project for the Department of Defence in Woomera, and this relationship provided the link to the consultancy service of the Aboriginal owned David Liddiard Group that was needed to facilitate our Reconciliation Action Plan. The process was informative and inspiring, and we understand the significance of having the RAP framework guide our organisation through implementing practical, appropriate, and authentic actions that align with our core values and result in the development of personal and professional relationships with Aboriginal and Torres Strait Islander individuals and businesses that create mutual benefit.

Our RAP working group has taken over the reins of the previous RAP committee and commenced the RAP journey in August 2021 meeting regularly to RAP development and implementation.

Our current RAP working group consists of:

- Steve Mattiazzo, Human Resources Manager
- Don Roesch, Tradesman (Aboriginal)
- Leslie Hoggan, Safety Manager
- Elise Guidera, Human Resources Co-ordinator
- Tye Starkey, Apprentice (Aboriginal)

Our RAP Champion will be:

- Jim Rishworth, Corporate Services Manager





Since commencing the second phase of our RAP journey, the working group has assessed all the previous actions from the first RAP, and while most were completed, some were still outstanding, and others could be improved upon.

While implementing our first RAP, examples of typical challenges and how they were managed included the following:

- Communication to the business of the RAP - what it means? why we are doing it? and how it works? was a challenge. GO managed this by ensuring regular communications were released to the business updating all employees on the progress of the RAP development, encouraging employees to participate in celebrations such as NAIDOC Week and National Reconciliation Week, and inviting employees from across the business to participate in the development of the RAP.
- Educating employees on the cultural significance of Cultural Heritage. GO managed this by inviting a local Elder to facilitate a Smoking Ceremony on project sites prior to works commencing. This proved useful and employees found it enjoyable and informative, especially when the work site was culturally significant, and artifacts were discovered. Employees were informed on how to manage discoveries, who to call, and what can and cannot be disturbed. In one instance, several artifacts were discovered and the local Elder used these to educate staff by explaining what they were, how they were used and the cultural significance of the find.

- Building external relationships with Aboriginal & Torres Strait Islander businesses was also a challenge. This was addressed by attending a Supply Nation presentation and undertaking research as to what Aboriginal and Torres Strait Islander businesses exist in our areas of operation. This proved extremely useful as we were able to engage with several organisations for the first time.

Although the challenges described above have improved significantly, several actions outlined in this RAP are still designed to address these challenges as there is still considerable room for improvement. Further to this, the challenges are compounded by the ongoing growth in the business and ensuring all new employees become active participants in our RAP journey.

Therefore, GO has elected to develop and implement a 2nd Reflect RAP and commit to meeting all the objectives established in this RAP to assist in our overall engagement with previous and new Aboriginal and Torres Strait Islander individuals and businesses.

Our Partnerships/Current Activities

Guidera O'Connor are committed to achieving an Aboriginal and Torres Strait Islander workforce of greater than 3%, and as part of this, we are engaging with Aboriginal and Torres Strait Islander Businesses across many different parts of the business. This includes the recruitment of young Aboriginal and Torres Strait Island apprentices and trainees, tradespeople, and white-collar staff.

GO is also dedicated to working more broadly with Aboriginal and Torres Strait Islander organisations to assist with further engagement across various business functions so that additional benefits for the reconciliation process can be achieved, such as building social and human capital through relationships of trust and mutual support.

As a result, we have commenced developing business relationships with a wide range of Aboriginal owned businesses throughout Western Australia, South Australia, New South Wales, and Queensland. Many of these have been invited to tender for work on our projects and a number have already submitted tenders for upcoming projects. Negotiation of work on these projects is continuing.

Examples of Aboriginal and Torres Strait Islander Organisations GO engages with below:

Recruitment

Recruitment and labour hire agencies to assist in recruiting our growing workforce.

- Zancott Recruitment
- Career Trackers
- First Grade Recruitment
- Ngopamuldi Aboriginal Corporation

Training

Training company to assist in training our workforce.

- Carey Training

Construction Contractors

Construction Contractors to tender/bid and perform work.

- RAW Traffic Management
- Birubi Civil
- Indiya Geospatial
- NIS Security
- Vimba Warta Civil and Mining
- Yura Yarta Electrical
- Rise Electrical
- Barret Services Electrical and Communications
- Wilco Electrical
- Warrikal Mining and Marine

Supply and Services

Supply and Services companies to provide various requirements.

- Nood Australia – Toiletries
- E4I Ethan Group – IT Equipment
- Print Junction – Printing
- The Circle – Business Support
- Cedrent – Vehicle Hire

At GO we committed to ensuring Aboriginal and Torres Strait Islander peoples are encouraged to, and feel comfortable, applying for work at GO and every effort is made to assist in presenting the right opportunities.

As a part of this commitment, GO has commenced increasing our Aboriginal workforce, and our current Aboriginal employees are:

- Don Roesch – Tradesman (Luritja)
- Tye Starkey – Mechanical Apprentice (Kokatha)
- Damian Higgon – Mechanical Leading Hand
- Chloe Brown – Design Drafter (Wiradjuri)
- Jack Wesley – Plumbing Apprentice
- Hamish Nunn – Electrical Apprentice (Arabana)

We have also undertaken an internal survey of all staff to gauge their understanding and awareness of Aboriginal & Torres Strait Islander issues and Reconciliation Action Plans. The results of this survey have been assessed and taken into account when developing this draft RAP.

Key findings included:

- GO employees are keen to celebrate cultural heritage and participate in NAIDOC Week and National Reconciliation Week.
- GO employees have a sound understanding of the GO RAP process and welcome it.
- GO employees enjoyed engaging in Aboriginal and Torres Strait Islander cultural activities such as ‘Smoking Ceremonies’ and requested further activities such as these to occur.
- GO employees have expressed a desire to learn more about Aboriginal and Torres Strait Islander Cultural Heritage.

GO is often required to work on projects where the Traditional Owners are significant stakeholders and ongoing open discussion is required. When this occurs, GO works closely with the local Elders to ensure all cultural heritage is managed carefully and any disturbance is either avoided or significantly mitigated.

On a project site in Boonah Queensland, GO together with other stakeholders had the ancient custom of a ‘Smoking Ceremony’ performed. As this site had a rich cultural heritage, Traditional Owners were engaged to perform assessments of artifacts found, and in keeping with aboriginal custom managed these discoveries on behalf of GO.

To educate the workers on the project, artifacts found were displayed for the employees to observe, and explanations provided outlining the significance of the artifacts.

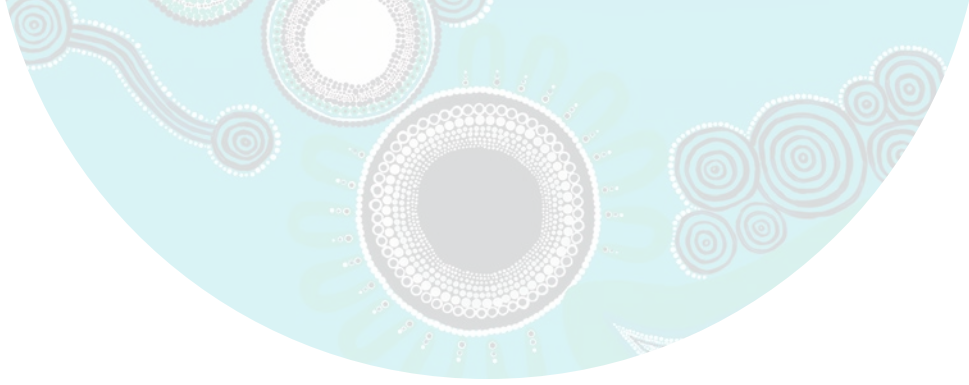
We currently have 176 employees and six of our employees identify as Aboriginal.



Action Plan

Relationships

Action	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Establish a list of Aboriginal & Torres Strait Islander subcontractors, suppliers and consultants for engagement.	January 2022	HR Manager
	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2022	HR Manager
	• Develop (at least 2) partnerships with Aboriginal and Torres Strait Islander organisations to tender, win and deliver a project.	August 2022	Pre-Contracts Manager
2 Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022	HR Manager
	• Select an NRW event and encourage employees to attend.	May / June 2022	HR Manager
	• Hold a NRW lunch for GO employees that celebrates NRW.	May / June 2022	HR Manager
	• RAP Working Group members to participate in an external NRW event.	May / June 2022	HR Manager
3 Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	January 2022	HR Manager
	• Invite external organisations to a RAP implementation launch, whereby our journey and newly developed RAP is explained.	January 2022	HR Manager
	• Promote the implementation of the GO RAP on external platforms such as LinkedIn and share our journey.	January 2022	HR Manager
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2022	HR Manager
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April 2022	HR Manager
4 Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination and present to SMT.	March 2022	HR Manager
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2022	HR Manager



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.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	January 2022	HR Manager
	<ul style="list-style-type: none"> Develop a cultural learning strategy for our staff. 	February 2022	HR Manager
	<ul style="list-style-type: none"> GO employees undertake Aboriginal Awareness Training (beginner level). 	March 2022	HR Manager
	<ul style="list-style-type: none"> Engage a guest artist / speaker and activities to an SMT meeting. 	March 2022	RAP Champion
	<ul style="list-style-type: none"> Investigate opportunities for our staff to participate in learning specific to cultural heritage. 	March 2022	HR Manager
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	January 2022	Safety Manager
	<ul style="list-style-type: none"> Implement Acknowledgement of Country and Welcome to Country protocols at key activities. 	February 2022	Safety Manager
	<ul style="list-style-type: none"> Include Aboriginal traditional land names as part of our address, on mail, website etc... with consultation from Aboriginal communities / stakeholders. 	March 2022	Safety Manager
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	July 2022	HR Manager
	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities. 	July 2022	HR Manager
	<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external NAIDOC Week event. 	July 2022	HR Manager

Opportunities

Action	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Actively recruit Aboriginal & Torres Strait Islander people to roles within GO. 	January 2022	HR Manager
	<ul style="list-style-type: none"> Offer at least 2 apprentice / trainee opportunities to Aboriginal & Torres Strait Islander recruits. 	February 2022	HR Manager
	<ul style="list-style-type: none"> Engage an Aboriginal recruitment company to assist in recruiting new employees. 	March 2022	HR Manager
	<ul style="list-style-type: none"> Identify opportunities to offer relevant work experience to young Aboriginal and Torres Strait Islander students in year 10 & year 11. 	August 2022	HR Manager
	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	March 2022	HR Manager
	<ul style="list-style-type: none"> Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	May 2022	HR Manager
	<ul style="list-style-type: none"> Present to Aboriginal organisations a presentation on the benefits of working with GO. 	May 2022	Corporate Services Manager
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander procurement strategy. 	January 2022	Corporate Services Manager
	<ul style="list-style-type: none"> Identify and engage with local Aboriginal suppliers. 	January 2022	Corporate Services Manager
	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander organisations that can assist with – Procurement of IT hardware, Cleaning Services, Catering, etc. 	March 2022	Corporate Services Manager
	<ul style="list-style-type: none"> Explore the possibility of developing a Joint Venture with an Aboriginal or Torres Strait Islander owned industry aligned business. 	April 2022	Pre-Contracts Manager
	<ul style="list-style-type: none"> Sponsor an Aboriginal Development Program (sport, education, or other). 	May 2022	HR Manager with RAP Working Group



Governance

Action	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RAP Working Group (RWG) to govern RAP implementation. 	January 2022	Corporate Services Manager
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	January 2022	Corporate Services Manager
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	January 2022	Corporate Services Manager
11 Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Develop and implement a RAP implementation Plan that outlines the implementation and engagement process. 	January 2022	HR Manager
	<ul style="list-style-type: none"> Define resource needs for RAP development and implementation. 	January 2022	HR Manager
	<ul style="list-style-type: none"> Define systems and capability needs to track, measure and report on RAP activities. 	January 2022	HR Manager
	<ul style="list-style-type: none"> Report on first RAP outcomes to management and staff, and communicate the process for our second RAP, and the actions therein. 	May 2022	HR Manager
12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to ensure that our primary and secondary contact are up-to-date to ensure we are receiving important correspondence. 	June 2022 and annually	HR Manger
	<ul style="list-style-type: none"> Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire. 	August 2022 and annually	HR Manger
	<ul style="list-style-type: none"> Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia. 	September 2022 and annually	HR Manger
	<ul style="list-style-type: none"> Discuss achievements and challenges at Team Meetings and SMT Meetings. 	June 2022	Corporate Services Manager
	<ul style="list-style-type: none"> Post Quarterly updates on GO's RAP in LinkedIn celebrating achievements. 	April, July, October 2022, January 2023	Corporate Services Manager
13 Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	August 2022	HR Manager

CEO Statement

Reconciliation Australia congratulates Guidera O'Connor on continuing its reconciliation journey by formally endorsing its second Reflect Reconciliation Action Plan (RAP).



Through this plan, Guidera O'Connor continues to play an important role in a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

Congratulations Guidera O'Connor on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Our Artist

Gabriel Stengle is a 30 year old Aboriginal Contemporary Artist. She is a proud Ngarrindjeri, Nurrunga and Kaurna Woman from South Australia and one of six children who grew up in a sporting and artistic family. Gabriel sources inspiration from the dream time and stories told to her by her elders as a young girl. Her Nana Cecelia O'Loughlin and uncle Jacob Stengle are both accomplished, globally recognised artists who also inspire her work.



Our Artwork

'Water Dreaming' depicts the movement, treatment, use and life cycle of water. From the top the clouds and dots represent the rain that is captured in rivers and waterholes. The circles represent treatment plants and processes, while the large circle is a meeting place surrounded by people, where the water is used. It is then treated and flows to the ocean to start the cycle again, with the dots at the bottom representing evaporation.



We aim to promote awareness, engage more Aboriginal and Torres Strait Islander owned businesses as subcontractors and suppliers, and to employ more Aboriginal and Torres Strait Islander people in the business

Contact

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Please include your job title, phone and email for public enquiries about our RAP.

