



# **Reflect** Reconciliation Action Plan

September 2025 – March 2027



The background of the page features a light blue wash of Indigenous Australian art, including wavy lines and circular patterns. In the top left corner, there is a more detailed inset of traditional artwork, showing a black band with white and yellow circular motifs, a blue and yellow wavy line, and a red area with yellow circular patterns.

## Acknowledgement of Country

GS Engineering & Construction Australia (GS E&C Australia) respectfully acknowledges the Traditional Custodians of the lands, skies and waters on which we live, work, build and walk together.

We honour the enduring connection that Aboriginal and Torres Strait Islander peoples hold to Country – a connection that spans thousands of generations and is woven through story, song, language, ceremony and care.

We recognise that the places where we operate – from construction sites to city offices – exist on lands that were never ceded, and where knowledge systems far older than our industry continue to thrive.

We pay our deepest respects to Elders past and present, and to the next generation of First Nations leaders, artists, engineers, protectors and storytellers.

We also extend our respect to all Aboriginal and Torres Strait Islander peoples whose cultures and identities are deeply rooted in the land and who continue to contribute to communities, industries and futures across Australia.

As we move forward in our reconciliation journey, we are committed to listening, learning and walking alongside First Nations peoples – working together to build places that honour Country, culture and connection.

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# Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes GS Engineering & Construction Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

GS E&C Australia joins a network of more than 3,000 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 5.5 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 will lay the foundations, priming 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 increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables GS Engineering & Construction 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 first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations GS Engineering & Construction, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia





# Message from our Managing Director

At GS E&C Australia, we believe our strength lies in the respect we show to people, places and the communities in which we live and work. As we embark on our 'Reflect' Reconciliation Action Plan, we do so with humility, openness, and a deep commitment to listening and learning.

Reconciliation is not a single action milestone – it is a journey that calls us to acknowledge the truth of our shared histories and to build stronger, more respectful relationships with Aboriginal and Torres Strait Islander peoples.

As a business with South Korean roots and a growing presence on Australian soil, we are proud to walk this path with a spirit of collaboration and cultural understanding. Our projects shape places, and through this RAP, we aim to ensure they honour the knowledge First Nations peoples have in caring for Country, stories in truth telling, and enduring connections to Country.

This plan marks an important first step. It sets out the actions we will take to better understand our role in reconciliation, and how we can make meaningful change, including connections through employment, partnerships, engagement and cultural awareness.

I would like to thank all those who have guided us so far, including our RAP Working Group and Aboriginal and Torres Strait Islander partners and voices. Your insights continue to shape our direction.

We are committed to walking respectfully and purposefully to help create a more inclusive, equitable and united Australia.

Yours sincerely,



**Mr Dongjin (DJ) Kim**  
Managing Director  
GS E&C Australia



# Our Artwork Story

## 'YIRRAMBOI DAMINON-INON – TOMORROW'S PEACE'

The traditional language of the Wurundjeri People is Woi-Wurrung. In the Woi-Wurrung language the name Wurundjeri is in two parts: 'Wurun', meaning the manna gum tree, and 'djeri', the white grub that lives in the tree – the witchetty grub. The lands and waterways of the Wurundjeri People – the lands on which GS E&C's Melbourne corporate office sit – is represented by flowering manna gum leaves extending towards the tiger, which represents the proud land and nation of Korea. The leaves are a symbol of welcome and ceremony and signify GS E&C's acknowledgement and respect to the ancestors of the Wurundjeri People who have walked this land since the beginning of time – it is the connecting of two cultures.

Birrarung, the majestic river of mist and shadows weaves gently across country from its birthplace at the foothills of the Great Dividing Range, to the saltwater Bay of Naarm, the place known as Melbourne. This significant and sacred waterway was a vital food source and means of travel for thousands of years, and the meeting place for inter-clan trade and ceremonies. The river symbolises GS E&C's connection to water and their valuable roles with building bridges for continued travel, dams, pipeline projects and treatment plants.

Campsites and homes are symbolised by arc-shaped mounds along the riverbank. They are the clans and tribes of the Traditional Custodians who have cared for and guarded these lands and sacred waterways in the place we know as Australia since time immemorial, and who share the knowledge of our history for the world to know.

Mountainous ranges frame Country either side of the Birrarung – the hilly segments. They are Corhanwarbul, the Dandenong Ranges in the east – the richly dense rainforests and fern gullies in which the river flows – and Geeboor; the Macedon Ranges in the north-west. Within these rolling hills is Wil-im-ee Mooring, Mt William – the sacred and spiritual gathering place in which clans from all along the east coast of the country would come to trade several highly treasured possum skin cloaks and other valuable items for one small prized green stone. The stone would be used for axe heads which were often as rare as having one per clan.

The mountains represent GS E&C Australia's substantial involvement in infrastructure and with the North East Link Tunnel construction project symbolising roadways and connecting people in the modern world, to ancient travel and trade routes used for millennia amongst Aboriginal and Torres Strait Islander peoples clans. The mountains are etched in cross hatching marks. These traditional lines signify GS E&C's connection and role within the Suburban Rail Loop - East project and represent its journey tracks on Wurundjeri Country with a commitment to get the best outcomes. Various animal tracks within these mountains symbolise the community of travellers who will benefit from these projects, and their pathways to future destinations.

Aboriginal and Torres Strait Islander peoples have the oldest, continuous living culture on Earth. Our stories are not only in the land and waters, but are in the heavens and stars, the sun and the moon. They are from Sky Country. GS E&C has a commitment to sustainability, eco-friendly technology and green affordability symbolised by the transmission lines and turbine. An electrical storm strikes the power tower with lightning. The lightning represents electricity and the connecting of communities. The winds of Sky Country circulate in song from the wind turbine symbolising the cleansing winds of Smoking Ceremonies signifying GS E&C's commitment to recognising the past and healing the future.





The brown bear symbolises the community minded Korean culture and their spirituality, and their embracing of and respect of First Nations cultures within Australia. It signifies connection and listening with their hearts, just as the brown bear listened in the cave.

Two carved message sticks lay on a bed of gum leaves. For thousands of years, important messages and information were relayed through neighbouring clans by etched markings into pieces of wood. The messages might convey information about upcoming ceremony or news of a death or cultural business. The sticks were usually handed to the senior leaders of the tribe, and often given to the fastest runners in the clan to deliver across country. The sticks would permit travellers to pass through others country, to safely deliver the message.

Bear markings within the message sticks symbolise GS E&C's journey tracks from Korea across the water to the meeting place of Naarm and signify their openness and willingness to learn. The other stick is marked by kangaroo journey tracks symbolising First Nations' people and their message to GS E&C to take care of country and the lands and waterways in which they operate.

The central Gathering Place sits along the Birrarung, GS E&C's meeting place in Naarm. In Aboriginal symbology, a person is represented by the 'U' or 'n' motif. From the bird's eye view, this is the shape a person makes whilst sitting on the ground with their knees crossed. The GS E&C community are represented inside the circle symbolising their commitment to listening to and learning from First Nations people on the path to reconciliation. Connected circles beside them signify the shared journey of walking alongside one another to make things better for the future. Scalloped arcs on the outer circle signify the broader GS E&C community and their respects for the sovereign lands and waterways in which they operate, recognising it is unceded land.

This is tomorrow's peace – this is 'yirramboi daminon-inon'.



**Simone Thomson**  
Wurundjeri / Yorta-Yorta



## Our Business

Originating from South Korea, GS E&C Australia was established in Australia in 2016. We are a major global player in engineering and construction, committed to building a lasting presence through sustainable partnerships and local capability development.

GS E&C Australia is a wholly owned subsidiary part of GS Engineering and Construction Corp., a part of GS Group, established in South Korea in 1969. We secured two major infrastructure projects currently in delivery in Victoria – the \$11.1 billion North East Link Tunnels project, and the \$1.7 billion Suburban Rail Loop East – Tunnels North project. We continue to explore ways to support Australia's sustainable growth objectives in our areas of expertise.

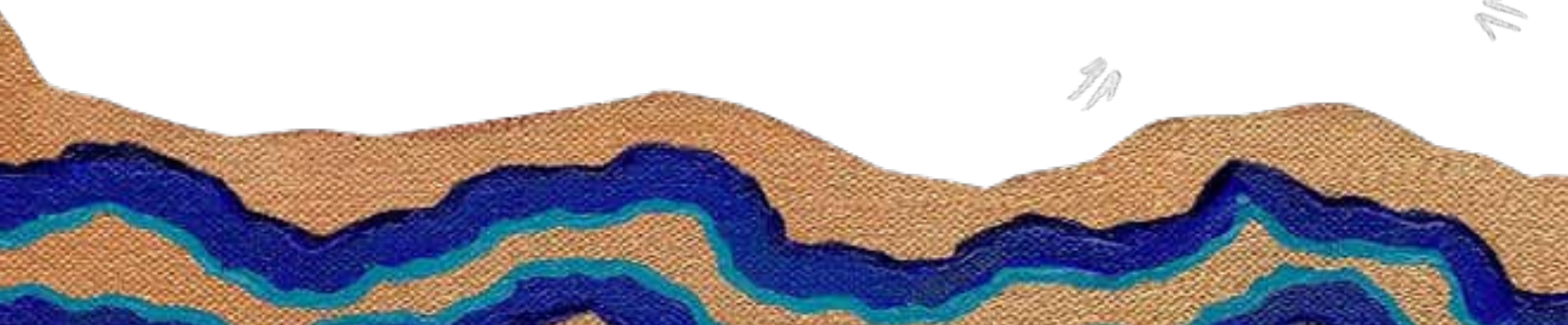
With over 300 people employed in Australia, including 8 Aboriginal and Torres Strait Islander peoples, we are actively participating in business development across transport and energy. In the mid-to long-term, we will also seek opportunities in water, waste-to-energy, and modular housing and building construction.

Our Australian Head Office is based in Melbourne, with offices in Brisbane and Sydney, further solidifying our local presence as part of building strong relationships and developing opportunities for our people.

Our organisation is committed to developing relationships and opportunities for Aboriginal and Torres Strait Islander Peoples as one of our key priorities. Learning about histories, cultures and priorities of First Nations Peoples is not only a critical part of our business, but is based on a respectful understanding that we are building and developing on Aboriginal and Torres Strait Islander peoples Land. Creating pathways and opportunities for employment, career development and business engagement is part of our commitment and vision to Grow Sustainably.

## Our Vision

GS E&C Australia's vision for reconciliation is to build strong, meaningful relationships with First Nations Peoples, communities and businesses. We aim to develop a workplace and contribute to an industry that honours, respects and celebrates First Nations cultures and histories, ensuring genuine inclusion and collaboration. Through reconciliation, we seek to create a culturally safe and welcoming environment where First Nations voices are heard, valued and reflected in our actions. Our goal is to establish deep connections with communities, support Indigenous employment and procurement, and contribute to a more equitable future in the Australian infrastructure sector.







# Our Reconciliation Action Plan

## VALUES AND ASPIRATIONS

Our Reflect RAP is guided by the core values of **awareness, sincerity, listening, trust** and **transparency**. These values shape how we engage with First Nations peoples and how we embed reconciliation into our business and workplace culture.

- **Awareness** – we recognise that reconciliation starts with understanding. We are committed to increasing awareness about Aboriginal and Torres Strait Islander histories, cultures and perspectives within our organisation. Through deepened knowledge, we can contribute to positive change through meaningful engagement.
- **Sincerity** – true reconciliation requires more than words; it demands genuine intent and actions. We approach this journey with honesty, humility and a commitment to continuous learning and improvement.
- **Listening** – we believe in deep listening – actively hearing and valuing the experiences and knowledge of First Nations peoples. Through this, we seek to ensure Indigenous voices are respected and reflected in our decisions and actions.
- **Trust** – strong relationships are built on mutual respect and reliability. We aim to develop long-lasting partnerships with Aboriginal and Torres Strait Islander communities based on trust, integrity and accountability.
- **Transparency** – open and honest conversations about reconciliation are essential. We commit to sharing our progress, challenges and learnings openly, ensuring our efforts are authentic and measurable.


With these values at the foundation of our RAP, our aspirations are to:

1. Build lasting, respectful relationships with First Nations communities based on trust and shared purpose
2. Support Indigenous employment, leadership and business engagement, ensuring First Nations peoples have access to meaningful opportunities within GS E&C Australia
3. Educate and increase cultural awareness within our workforce, fostering a culture of learning, openness and mutual respect
4. Create a culturally safe and inclusive workplace, where Indigenous voices influence our decision-making and projects
5. Recognise and honour Indigenous knowledge, art and storytelling, celebrating cultural heritages in all aspects of our work.

Through these commitments, we aim to leave a legacy of positive change, ensuring that our reconciliation efforts go beyond statements and lead to real, lasting impact.

## APPROACH

Our Reflect Reconciliation Action Plan serves as a foundation for deepening our understanding of reconciliation and embedding meaningful engagement with Aboriginal and Torres Strait Islander peoples into our business. This RAP is a living document, guiding us as we develop new tools, strategies and partnerships to create a culturally inclusive workplace and industry.





## RAP Working Group

Our RAP is overseen by the RAP Working Group (RWG), which plays a central role in driving reconciliation efforts across the business. The RWG is championed by our Managing Director, Mr Dongjin (DJ) Kim. The RWG will evolve as the plan is implemented and our projects in delivery grow. It currently includes:

Managing Director

– **Dongjin (DJ) Kim**

Human Resources Director

– **Penelope Arnold (Chair)**

Executive Director, Business Development and Proposals

– **Jinheon (Patrick) Kim**

Executive Director, Projects

– **Eungjae Kim**

Strategic Communications Director

– **Holly Havers**

North East Link Tunnels (Spark)

First Nations Engagement Lead

– **Abel Britton**

North East Link Tunnels (Spark)

Human Resources Coordinator

– **Charlotte Roberts**



**CHARLOTTE  
ROBERTS**

Charlotte Roberts is a HR Coordinator on GS E&C Australia's largest project in Australia, the North East Link Tunnels. She has been an employee since 2023, and is a proud Dja Dja Wurrung woman who is pleased to contribute to the RAP development and implementation through her role on the Working Group.

### What does your cultural identity mean to you?

As someone who identifies as Aboriginal but has no connections into country or my mob, my cultural identity feels lost at times. I'm grateful that I am aware of my cultural roots, as it gives me a sense of belonging and it's good to feel a part of something bigger. However, a piece of the puzzle is still missing. My cultural identity is a journey I am willing to go on at the right time to uncover parts of me I still don't know a lot about.

### What is your current role and what do you enjoy most about your work?

I was recently promoted into the HR team. What I enjoy most is the constant connection to people, whether it's supporting someone in a time of need, or chatting to a new starter who may have relocated here on their own. I thrive on human connection and love that everyone has their own story.

### Why did you choose to be involved in the RAP Working Group?

I was genuinely inspired by the enthusiasm and dedication GS showed in getting this initiative off the ground. It made me incredibly proud to work for a company that wasn't just focused on ticking a box, but truly committed to making a difference and driving meaningful change. What made this stand out more was the fact that GS is a South Korean company, and seeing the leaders and employees want to learn and genuinely understand more about Australia's Indigenous cultures and their traumas has been heartening.





### **What does reconciliation mean to you personally?**

Reconciliation for me is a journey that non-Indigenous peoples can go on to help heal the long history of wrongdoings toward Indigenous Australians. It's about learning the cultures and our histories, creating opportunities for Indigenous Australians, closing the gap and creating a more equitable playing field for disadvantaged people.

### **What is one message or hope you'd like to share as part of this RAP journey?**

I hope after the RAP is launched, it results in opportunities for GS employees to reflect on their own reconciliation journey and to start conversations they may not have otherwise thought of.



**ABEL  
BRITTON**

Abel Britton has led First Nations Engagement for the North East Link Tunnels team since late 2024, and has brought years of experience across the construction industry to help GS E&C Australia continue to reach and surpass our goals for Indigenous engagement on this project. Abel is a descendent of the Cassowary Clan (Samu Awgadhlayg) from Saibai Island in Torres Strait.

### **What does your cultural identity mean to you?**

My cultural identity has defined my entire life. I have been taught to walk tall and proud in celebrating my heritage. This part of my identity walks before me when I enter a room, as people see my ethnicity before they see me as a person. Sharing my cultural identity allows me to live truthfully without reservation and enables me to let people in on our amazing cultures.

### **What is your current role and what do you enjoy most about your work?**

Currently I'm the First Nations Engagement Lead on the Spark North East Link team in Melbourne. Working within the First Nations engagement space has allowed me to work with some amazing people, connecting other First Nations people with employment, and sharing our cultures with projects. It is a privilege to continue working in this space.

### **Why did you choose to be involved in the RAP Working Group?**

Being part of the group enables me to be a voice on behalf of all other First Nations employees and the communities we engage with when delivering projects. I know that sharing knowledge and providing cultural perspectives helps our organisation to progress in its reconciliation journey.

### **What does reconciliation mean to you personally?**

Reconciliation reminds me that I stand on the shoulders of giants! My ancestors and all the First Nations activists that have come before me have enabled me to have a seat at the table when it comes to working towards reconciliation. It is because of them that I am able to share culture, to represent my people and be a guide for others on this journey. These 'giants' knew this was a path in which all Australians would need to walk together.

### **What is one message or hope you'd like to share as part of this RAP journey?**

I hope all people involved will learn more about Aboriginal and Torres Strait Islander cultures. There is so much that Australians are not taught about our history. As well, to quote George Santayana in 'The Life of Reason, or The Phases of Human Progress': those who cannot remember the past are condemned to repeat it. This has always sat in my mind when thinking about how we need to reconcile the past to continue on a true path to reconciliation.

## RAP Sub-Committees

The RWG is supported by dedicated sub-committees that oversee key focus areas. These subcommittees will be as follows:

**Events and Cultural Learning** – dedicated to fostering deeper understanding and appreciation of Aboriginal and Torres Strait Islander cultures within GS E&C Australia.

- Responsible for planning and delivering initiatives that celebrate cultural heritage, strengthen relationships, and embed reconciliation into the company's everyday practices.
- Works to identify and establish meaningful relationships with communities, stakeholders and organisations, creating pathways for ongoing cultural exchange.
- Oversees development of cultural learning programs, promotes awareness of cultural protocols, and encourages open conversations about history, identity and reconciliation.
- Ensures cultural learning remains and integral part of our reconciliation journey.

**Employment and Procurement** – drives opportunities for Aboriginal and Torres Strait Islander peoples through employment, career development and business partnerships.

- Strengthening relationships with Indigenous stakeholders, increasing workforce participation, and enhancing supplier diversity.
- Delivering key initiatives to support professional growth and expand procurement from Indigenous-owned businesses.
- Ensures reconciliation delivers lasting economic and social impact.

## Governance and Oversight

Strong governance will underpin the work of the RAP Working Group and its sub-committees, ensuring accountability, strategic alignment and continuous progress.

- The RWG will oversee the implementation of RAP commitments, supported by clearly defined roles, processes and reporting structures.
- Regular review of policies, systems and resources will ensure reconciliation efforts remain effective and responsive.
- Aboriginal and Torres Strait Islander representation on the RWG will provide cultural insights and guide decision-making.
- We will track, measure and report on RAP progress, ensuring that reconciliation remains a central, ongoing commitment across all areas of the business.







# Our Journey to a 'Reflect' RAP

Having operated in 20 countries, including Africa, India, Bangladesh, North America, Central and South America, the Middle East, Asia and Europe, GS E&C has considerable experience working with Indigenous peoples. Our work has ensured priorities are addressed, and opportunities maximised for participation in our projects. As a long-term investor in transport, energy, water and other infrastructure, we have a long history of providing long term employment and Indigenous-owned supplier opportunities for First Nations Peoples.

However, our journey in Australia is young. In this country, we have a long-term vision of sustainable growth to ensure the economic and social potential of our work will deliver the highest possible value for Aboriginal and Torres Strait Islander peoples. This has started in the commitments and achievements of our projects currently in delivery.

## DELIVERING REAL OUTCOMES ON NORTH EAST LINK TUNNELS

Notably, the North East Link Tunnels project has a 2.5% Indigenous employment target. At the time of writing this RAP, the project has already achieved 2.9% Indigenous employment, with several years left of delivery.

North East Link Tunnels also has a \$90 million social procurement spend, including with Indigenous-owned businesses. To date, it has spent well over \$114.4 million on social enterprises. This includes an outstanding sustainability outcome of delivering the project using 100% renewable energy sourced from wholly Indigenous-owned provider, Yurringa Energy.

On this project, we have implemented the Willan Program, which provides employment pathways for young Indigenous people from all over Victoria to support their long-term ability to work in construction. More than 15 young Indigenous people have successfully completed the program, achieving a Certificate II in Civil Construction, and employment with subcontractors to the project.

The North East Link Tunnels team also works with First Transport, an Aboriginal-owned and operated company playing a vital role in transporting precast tunnel segments from Benalla to the tunnel entrance in Watsonia. First Transport is dedicated to providing quality service and creating long-term employment opportunities for First Nations peoples.





## OTHER ACTIVITIES AND INITIATIVES

As part of our reconciliation journey to date, GS E&C Australia has undertaken many initiatives to raise awareness among our ex-patriot and local staff about the histories, cultures, connections and priorities of Aboriginal and Torres Strait Islander peoples in Australia. These initiatives include:

- Engaging with local Traditional Owner group Wurundjeri Woi Wurrung Aboriginal Heritage Corporation to develop the award-winning design for the North East Link Project Urban Design and Landscape Plan – the design won two international World Architecture Fair prizes for embedding Indigenous principles in design in 2022
- Attendance at Melbourne's 'The Lume' Connections exhibition, where First Peoples' art, music and stories were brought vividly to life in a display of moving imagery and sound that instilled a true sense of the ancient connection Aboriginal and Torres Strait Islander peoples have with their land and each other
- Cultural training through Melbourne's Koori Heritage Trust, focusing on 'building Aboriginal cultural competency for organisations', where our corporate team of 25 people learned the history of Aboriginal people, and the impact of colonisation on contemporary Aboriginal people and communities
- Observance of National Reconciliation Week and NAIDOC Week with guest speaker, Dhudhuroa-Yorta Yorta man Allan Murray addressing GS E&C Australia's corporate team to educate and increase awareness of Aboriginal & Torres Strait Islander histories and how Indigenous peoples can be effectively engaged to deliver outstanding outcomes on projects for communities
- Hosted National Reconciliation Week and NAIDOC Week events at our project sites, including inviting traditional dancers and story tellers to attend and present to our teams
- Invested in membership with Supply Nation to enhance our capability to work with Indigenous businesses
- Corporate viewing of an excerpt of 'The Australian Wars', an SBS documentary detailing the bloody history of Australia's colonial settlement and its devastating impacts on the Aboriginal population defending their lands, and truth telling about Aboriginal warriors Pemulwuy, Yagan, Jandamarra, Windradyne, and Tarenorerer
- Attended Supply Nation & Kinaway Chamber of Commerce trade shows and built a database of Indigenous businesses specific to the industries in which we work, inviting them to register as vendors with us
- Engaged local Traditional Owners for Smoking Ceremonies and blessings at all corporate and project milestone events, including off-site culture days, our inaugural employee Town Hall, Tunnel Boring Machine commencements and breakthroughs.







# Relationships

Action	Deliverables	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	December 2026	Managing Director
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2026	RAP Working Group
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 and May 2026	Strategic Comms Director
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025	HR Director
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2025	Strategic Comms Director
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	November 2025	Managing Director
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	November 2025	RAP Working Group
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2026	HR Director
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2026	HR Director
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2026	HR Director



# Respect

Action	Deliverables	Timeline	Responsibility
<b>5.</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2025	Executive Business Development Director
	Conduct a review of cultural learning needs within our organisation.	December 2025	HR Director
<b>6.</b> Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Deepen our understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	December 2026	Managing Director
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025	HR Director
<b>7.</b> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June (annually)	Strategic Communications Director
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	1st week in July (annually)	Strategic Communications Director
	RAP Working Group to participate in an external NAIDOC Week event.	1st week in July (annually)	Strategic Communications Director







# Opportunities

Action	Deliverables	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2026	HR Director
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2026	HR Director
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2026	Managing Director
	Maintain Supply Nation membership.	June 2025	HR Director



## Governance



Action	Deliverables	Timeline	Responsibility
<b>10.</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	August 2026 (review)	HR Director
	Draft a Terms of Reference for the RWG.	June 2025	HR Director
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2026 (review)	HR Director
<b>11.</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2025	HR Director
	Engage senior leaders in the delivery of RAP commitments.	August 2025	Managing Director
	Provide support to a senior leader to champion our RAP internally.	January 2026	Managing Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2025	HR Director
<b>12.</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	HR Director
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	HR Director
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	HR Director
<b>13.</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2026	HR Director





#### Contact

Penelope Arnold  
Human Resources Director  
P. 0450 637 877  
E. [Penelope.arnold@gsenc.com](mailto:Penelope.arnold@gsenc.com)