



Transfield Services Reconciliation Action Plan 2009-2011





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1. Celebrating NAIDOC Week
2. Supporting the Annual Indigenous Australian Engineering Summer School
3. Supporting local Indigenous enterprise
4. Indigenous Mentoring Program in action
5. Our Indigenous Development Manager performing a traditional dance
6. Supporting Indigenous employment through youth work experience
7. Indigenous image created by Transfield Services Indigenous employees
8. Supporting Indigenous education

Contents

| | |
|--------------------------------------|----|
| A Message from our CEO | 1 |
| Our Vision for Reconciliation | 2 |
| Our Business | 3 |
| Our Vision and Values | 4 |
| Guiding Our Approach | 5 |
| Our Reconciliation Action Plan (RAP) | 6 |
| RAP Abbreviations | 7 |
| Relationships | 8 |
| Respect | 11 |
| Opportunities | 13 |
| Tracking and Reporting | 14 |
| Our Indigenous Story - Australia | 15 |



Shaking hands 'for reconciliation in Australia'...
Pictured: Bruce James (left) and Eddie Fry.

A Message from our CEO

In looking forward we see a great future for our Company and at the same time we look back to understand, respect and recognise the culture and heritage that has come before us.

At Transfield Services we recognise the unique diversity of Indigenous people and their communities. We acknowledge the Traditional Owners/Custodians of the land on which we work and pay respect to all Elders both past and present.

We are committed to 'closing the gap' and supporting, through the ongoing process of reconciliation, the strengthening of relationships between Indigenous and non-Indigenous people and communities. For Transfield Services, building relationships with Indigenous people is a global principle, tailored to the specific cultural context in the countries in which we work.

Our most significant milestone has been the launch of our three-year Indigenous Participation Strategy by the NSW Minister for Local Government and Aboriginal Affairs, The Hon Paul Lynch, in June 2007. This marked the culmination of significant work to set Transfield Services' global priorities in relation to Indigenous participation for the next three years.

The objectives outlined in the Strategy are supported by dedicated funding and clear and practical policies to ensure we can increase our engagement with Indigenous people and communities in the countries in which we operate. Our approach to Indigenous participation is aligned to our Company values, ensuring support for this policy from every level of the business.

In 2008, we took the next step and developed a Reconciliation Action Plan (RAP). The RAP demonstrates Transfield Services commitment to Australia's national efforts to close the Indigenous life expectancy gap and outlines measurable actions the Company will take to increase Indigenous participation within its business.

We look forward to Indigenous people and communities sharing in the overall success of our business.

Bruce James
Chief Executive Officer
Transfield Services Australia

Eddie Fry
Chairperson
Transfield Services
Indigenous Advisory Board

Our Vision for Reconciliation

Transfield Services recognises the local customary needs of Indigenous people and the significant importance of preserving their culture and customs.

We will develop long-term relationships with Indigenous people and communities in which we work by:

- Respecting the values and beliefs of Indigenous people;
- Establishing employment, education and training opportunities;
- Understanding the potential impact our business can have on Indigenous people and their communities;
- Increasing the involvement of Indigenous people and their communities in the success of our business;
- Supporting programs that strengthen and promote the interests of Indigenous people;
- Encouraging all employees to develop an awareness of Indigenous cultures; and
- Listening to Indigenous people and together partner for mutually beneficial outcomes.

Transfield Services acknowledges Indigenous people as the original carers of their lands.

We are committed to working with Indigenous communities, governments and our clients to deliver real and lasting change for Indigenous people and for the benefit of the nation as a whole.

Through the objectives outlined in our Indigenous Participation Strategy, we will ensure that clear and practical policies implemented can increase our engagement with Indigenous people and communities. Our approach to Indigenous participation is aligned to our company's values ensuring support for this policy from every level of the business.

As one of Australia's leading companies, we are committed to redressing the imbalance between Indigenous and non-Indigenous people in Australia. We are well placed to meet this challenge due to our operations in urban, regional and remote geographical locations.

In addition, the strong partnerships and networks we have established with Indigenous leaders and organisations will help guide Transfield Services towards successful engagement with Indigenous people and communities.

Our vision for reconciliation is not a quick-fix solution but a long-term approach that will change all facets of our business. This is the beginning of a new era in Indigenous relations for Transfield Services and our employees.

Our Vision and Values

Transfield Services continued global success is founded on a clear vision of what we aspire to be as a company and a strong set of values that guide our behaviour every day, no matter where we are or what we do.

Our Vision

Where we want to be

We aim to be a world class service provider.

Our Mission

What we do

We are 'Partners for Change,' working towards creating a better future for our people, our clients, our shareholders and the community.

Our Values

How we work

We lead the way

- We look for new and better ways of doing things and seek to excel in everything we do
- We take on big challenges and deliver great results every time
- Our passion drives us and we enjoy the journey

We do what's right

- We do what we say we will do
- We are open and honest and fair
- Doing what's right is always more important than doing what's expedient

We care for each other

- We watch out for each other's safety and well-being
- We respect and support each other and listen to different points of view
- We recognise and reward our successes

We take responsibility

- We take personal responsibility for a safe workplace
- We challenge the status quo and develop innovative solutions
- We always aim to get it right the first time

Our Business

Who we are and what you can expect from us

Transfield Services delivers essential services to key industries in the resources and industrial, property and infrastructure sectors. A leading provider of operations, maintenance, and asset management services, Transfield Services has more than 29,000 employees in Australia, New Zealand, The United States, The United Arab Emirates, Qatar, New Caledonia, South East Asia, India, Chile and Canada. Transfield Services Limited is publicly listed in Australia.

Our business originated in Australia and our clients include major national and international companies, as well as all levels of government. Transfield Services has long been considered a pioneer in the provision of operations and maintenance services. Our experience and expertise has resulted in a company that is structured to meet the specific needs of our clients effectively and innovatively. Our proactive partnership approach to business means we are able to make a real difference for our clients.

Transfield Services provides a wide range of key business management services to many different industries around the world. As the nature of the work we do is very diverse, we need to ensure we maintain our strong values, systems and processes across our business, and that our operational teams work from this blueprint to tailor our services to meet our clients' needs.

Our Values give our people a clear overall framework and direction by setting out the behaviours and systems we expect to see wherever we operate.



Indigenous Advisory Board Chairperson, Eddie Fry

Guiding Our Approach

The Transfield Services Indigenous Advisory Board (IAB) was founded in March 2006 as one of the key initiatives of the Indigenous Participation Strategy (for more information please read the Transfield Services Indigenous Participation Strategy 2007 – 2009).

The IAB is made up of six esteemed members and leaders of Australia's Indigenous community and six Transfield Services Managers. The IAB advises Transfield Services on Indigenous relations and engagement, provides guidance and direction around implementing policies and practices, and challenges the organisation to seek continual improvements.

To ensure Transfield Services is delivering on its promises, the business provides quarterly progress reports to the IAB.

It is proposed our Reconciliation Action Plan becomes a permanent reporting mechanism for the IAB.

Beyond our Indigenous Participation Strategy is a demonstration by Transfield Services to 'do what is right' by Indigenous people and communities. As claimed by the chair of our Indigenous Advisory Board:

"I accepted Transfield Services' invitation to be chair of its Indigenous Advisory Board because it was sincere in getting Indigenous participation within its business. To get successful Indigenous participation, you need to have cultural acceptance within your business. Transfield Services is taking it slow and ensuring direct link between objectives and the needs of Indigenous people."

Eddie Fry

Chairperson

Transfield Services Indigenous Advisory Board



Our Reconciliation Action Plan (RAP)

In June 2007, Transfield Services launched its Indigenous Participation Strategy. The Strategy sets Transfield Services' priorities in relation to Indigenous participation for the next three years and is supported by dedicated funding and clear and practical policies to ensure we can increase our engagement with Indigenous people and communities. The Strategy seeks to deliver meaningful cultural recognition, employment, education and training opportunities for Indigenous people by focusing on:

1. Corporate strategy: including Indigenous relations in our corporate strategy to establish Transfield Services as a leader in supporting Indigenous people and communities.
2. Cultural competency: increasing employees' understanding and knowledge of Indigenous relations and culture through a range of programs.
3. Cultural recognition: creating a company culture that respects and acknowledges Indigenous culture, heritage, values and beliefs.
4. Relationships and partners: establishing collaborations with key stakeholders to ensure mutually beneficial outcomes for Indigenous communities, our clients, our partners and Transfield Services.
5. Growth and employment: increasing the involvement of Indigenous people in the success and growth of our business.

Our road to Reconciliation began in 2008, when Transfield Services developed a RAP. Our RAP complements our Indigenous Participation Strategy and includes actions and measures by which Transfield Services can fulfil the commitments made in its Indigenous Participation Strategy.

Our RAP was developed after extensive research and input into our Indigenous Participation Strategy 2007 – 2009 and with consultation and contribution by our Indigenous Advisory Board.

RAP Abbreviations

| | |
|---------------|---|
| TSL | Transfield Services |
| GM | General Manager |
| MOU | Memorandum of Understanding |
| LDC | Larrakia Development Corporation |
| WA | Western Australia |
| NT | Northern Territory |
| SLA | Service Level Agreement |
| IDM | Indigenous Development Manager |
| BCI | Business Community Investment |
| RA | Reconciliation Australia |
| RAP | Reconciliation Action Plan |
| DEEWR | Department of Education, Employment and Workplace Relations |
| NGO's | Non-Government Organisations |
| RISC | Regional Indigenous Steering Committees |
| EGM's | Executive General Manager |
| NAIDOC | National Aborigines and Islanders Day Observance Committee |
| NRW | National Reconciliation week |
| IAB | Indigenous Advisory Board |
| CEO | Chief Executive Officer |
| HR | Human Resources |

Relationships:

As part of our journey through the Reconciliation process, we see that having strong, sustainable and respectful relationships with Indigenous people and their communities is a step in the right direction to 'closing the gap' of disadvantages between Indigenous and non-Indigenous groups.

Aim:

- To establish Transfield Services as a leader in supporting and building mutually respectful relationships with Indigenous people and communities.
- To establish collaborations with key stakeholders to ensure mutually beneficial outcomes for Indigenous communities, our clients, our partners and Transfield Services

| Action | Responsibility | Timeline | Measurable Outcome |
|---|---|---|--|
| <p>Work in collaboration with Indigenous people and communities in a way which is mutually respectful and beneficial and supports Indigenous leadership.</p> <p>Larrakia Development Corporation</p> <p>Review and maintain/renew MOU with the LDC.</p> <p>Deliver and report on the objectives outlined in the MOU which focuses on the outlined measurable outcomes.</p> | <p>GM, WA/NT</p> <p>GM, WA/NT</p> <p>GM, WA/NT</p> <p>GM, WA/NT</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> | <p>MOU reviewed.</p> <p>Build a relationship between TSL and the LDC.</p> <p>Engagement with the Indigenous community in Darwin</p> <p>Encouragement of the employment, training and contracting of Larrakia people and Larrakia Businesses.</p> |
| <p>Continue and expand our existing arrangements with specialist Indigenous and non-Indigenous organisations who can advise on best practice in working with Indigenous people and on Indigenous issues.</p> <p>Gimbulki Services</p> <p>Review and renew current SLA with Gimbulki Services.</p> <p>Gimbulki Services to deliver objectives in SLA as outlined in the measurable outcomes.</p> | <p>GM, BCI</p> <p>Gimbulki Services</p> <p>Gimbulki Services</p> <p>Gimbulki Services</p> <p>Gimbulki Services</p> | <p>Nov 09</p> <p>Annually</p> <p>Dec 09</p> <p>Ongoing</p> <p>Ongoing</p> | <p>SLA with Gimbulki Services reviewed/renewed.</p> <p>Chair TSL Indigenous Reference Group meetings.</p> <p>Contribute to the implementation of TSL Indigenous Participation Strategy.</p> <p>Network and support existing TSL contracts in relation to Indigenous issues.</p> <p>Strategic input into reporting mechanisms and measures for stakeholders of TSL Indigenous Participation Strategy.</p> |

| Action | Responsibility | Timeline | Measurable Outcome |
|---|--------------------------|------------|--|
| Other TSL IDM to met with clients and Indigenous Affairs Managers to discuss best practice ideas and partnership opportunities. | IDM | Annually | Four meetings documented and recorded. |
| New Indigenous Partnerships TSL to build new partnerships with Indigenous communities, organisations and service providers in communities where there is a TSL presence. | GM, BCI | Annually | Two new partnerships established annually. |
| Mandala Career Brokers Expand our partnership with Mandala Career Brokers for advice in developing an effective recruitment process for employing Indigenous people. | Recruitment Group | April 2009 | Contract with Mandala Career Brokers extended. |
| Build on relationships in all areas of Government, in sectors which aim to further support Indigenous participation within our business, and continue existing relationships. <i>Non-Government Organisations</i> | | | |
| Reconciliation Australia Build our relationship with RA to support TSL in the development and implementation of our RAP. | GM, BCI | Ongoing | Regular contact with RA RAP Relationship Managers. |
| | GM, BCI | Ongoing | Annual TSL RAP Report reviewed by RA. |
| | GM, BCI | Ongoing | Annually refreshed RAP reviewed by RA and available on RA's website. |
| New NGO Partnerships We will seek to identify other Government and NGOs to build new partnerships e.g. Education departments, Indigenous Community Volunteers etc. | GM, BCI | Dec 2009 | Research undertaken and Stakeholder Engagement undertaken. |
| Social Compass Review and renew current SLA with Social Compass to ensure outlined measurable outcomes are achieved. | GM, BCI | May 2010 | SLA with Social Compass reviewed and renewed. |
| Social Compass to deliver on SLA objectives. | GM, BCI | Ongoing | Provide latest research on Indigenous relations and related issues. |
| | GM, BCI | Annually | Annually benchmark TSL against Industry best practice Indigenous Relations programs. |

| Action | Responsibility | Timeline | Measurable Outcome |
|--|-------------------------------|-------------|--|
| <p>Other</p> <p>Build networks and establish formal partnerships with Educational, Tertiary and Training Institutions to discuss career pathways for Indigenous students who are identified as studying in the fields associated with TSL business.</p> | IDM and Learning Group | Dec 2009 | <p>TSL to visit</p> <ul style="list-style-type: none"> • Two universities • Three TAFE institutions • Three schools |
| Develop an Indigenous Network Database which holds information on key Indigenous people, organisations and communities to assist in building relationships. | IDM | June 2009 | Database developed and accessible by all TSL employees and clients. |
| Indigenous Network Database to be kept up to date. | IDM | Bi-annually | Database updated. |
| Creation of RISC | CEO Australia | June 2009 | RISC established. |
| | RISC | Ongoing | Meeting frequency established (monthly). |
| RISC to deliver against primary objectives as outlined in the Indigenous Participation Strategy. | RISC | Ongoing | Operationalise the TSL Indigenous Participation Strategy. |
| | IDM, Recruitment Group | Ongoing | Facilitate the employment objectives of the TSL STEP Agreement. |

Respect:

As part of our journey through the reconciliation process it is important to Transfield Services that we recognise and respect local customary needs of Indigenous people and their communities as to the significance and importance of preserving Indigenous culture and customs.

| Aim: | | | |
|--|----------------------------------|--|--|
| <ul style="list-style-type: none"> To build our employees' understanding and knowledge of Indigenous relations and culture. To create a company culture that respects and acknowledges Indigenous culture, heritage, values and beliefs. | | | |
| Action | Responsibility | Timeline | Measurable Outcome |
| Improve the understanding and cultural competencies of TSL EGM's and site managers. | BCI | March 2009 | All TSL Australian senior managers to undertake cultural awareness training. |
| All TSL Industry sectors to identify comprehensive cultural learning pathways for their staff. | Industry EGM's | June 09 | Learning Pathways identified and reported. |
| Identify key staff to undertake an individual cultural learning pathway, ending with comprehensive cultural competency training. | Industry EGM's | Within 2 years of commencement of employment within TSL. | Training completed. |
| Work with key Indigenous advisors/organisations to develop and rollout a series of information brochures and cultural protocol guidelines including: <ul style="list-style-type: none"> Welcome to Country Indigenous Cultural Awareness Indigenous Communication Celebrating Indigenous Culture | BCI and Corporate Affairs | June 2009 | Guidelines/brochures developed |
| | BCI and Corporate Affairs | Ongoing review bi-annually | Guidelines/brochures rolled out |
| | BCI and Corporate Affairs | Ongoing | Guidelines/brochures on TransNet |
| TSL will recognise the traditional owners and custodians of the lands where we work. | Corporate Affairs and IDM | June 2009 | Acknowledgement of Country at Annual General Meeting, major Indigenous events and external conferences hosted by TSL |
| Recognise and celebrate NAIDOC Week and NRW and provide opportunities for all staff to participate in TSL and community events. | | | |
| All corporate offices to hold a NAIDOC event. | IAB | Annually (July) | NAIDOC events held in each corporate office. |
| Identify key sites to participate in regional NAIDOC and NRW celebrations. | RISC | Annually | Site participation. |

| Action | Responsibility | Timeline | Measurable Outcome |
|--|----------------------------------|------------------|---|
| Develop an Indigenous story and image which promotes and identifies TSL commitment to Indigenous Participation. | IDM and Corporate Affairs | Dec 08 | Story and image created. |
| | IDM | Completed Oct 08 | Story and image approved by TSL IAB. |
| | BCI and Corporate Affairs | Ongoing | Story and image promoted within TSL and placed on TSL Indigenous related documents and website. |
| Promote our RAP to ensure that our key stakeholders are aware of our commitment to Indigenous people, their communities and culture. | BCI | March 2009 | Indigenous-specific intranet site developed to promote our RAP and report to employees its activities and outcomes. |
| Promotion of RAP to employees. | BCI | Completed | All employees invited to provide thoughts and ideas in relation to our RAP. |
| Promotion of RAP to Clients and Partners. | RISC | Dec 09 | All clients receive a copy of our RAP and are invited to provide comment and discussion. |

Opportunities:

Transfield Services is committed to 'closing the gap' by providing long-term, sustainable employment, training, education and business opportunities for Indigenous people and their communities.

Aim:

- To increase the involvement of Indigenous people in the success and growth of Transfield Services business.

| Action | Responsibility | Timeline | Measurable Outcome |
|--|---------------------------------------|-----------|---|
| <p>Employ and support Indigenous people in all aspects and levels of our business.</p> <p>Increase TSL's current Indigenous employee level to 4% by 2013.</p> | GM - Recruitment | June 2009 | Employ an additional 50 Indigenous employees. |
| | IDM and recruitment | Ongoing | Link into Job Network providers, employment service providers and recruitment agencies, universities and schools. |
| | Recruitment | Annually | Conduct five recruitment workshops with community organisations. |
| | GM, HR | Annually | 10% of existing Indigenous employees undertake further professional development and go into management positions. |
| | GM, HR | June 2009 | Develop and implement Indigenous recruitment and retention strategy. |
| <p>Implement policies and procedures that support our Indigenous employees' cultural needs and obligations.</p> | GM | June 2009 | Policies and procedures created and approved by HR Steering Committee and registered with QA System |
| <p>Identify future Indigenous employment and training opportunities for 2009-2011.</p> | GM, HR | June 2010 | Skills Audit conducted and opportunities identified. |
| <p>Feedback gathered from Indigenous employees on their work experiences and what can be done to enhance retention.</p> | GM, HR | Dec 2009 | Feedback surveys undertaken and analysed and improvements implemented. |
| <p>Develop an Indigenous education strategy that will assist us to engage with Indigenous young people who are at secondary school, TAFE or university.</p> | GM - HR | Dec 2009 | Strategy created. |
| | Learning and Development Group | 2010 | Six one week work experience placements completed. |
| | BCI, GM | Annually | Two Indigenous scholarships. |
| <p>Scope how TSL can engage with Indigenous business enterprises to build two-way partnerships with Indigenous businesses and enterprises.</p> | RISC | Sept 2009 | Arrange or attend at least two workshops per year and invite key business managers. |

Tracking and Reporting

| Tracking and Reporting | | | |
|---|----------------|----------|---|
| Action | Responsibility | Timeline | Measurable Outcome |
| Review and monitor our progress towards meeting the stated 'measurable outcomes' of our RAP. | IAB | Ongoing | TSL to report to the IAB and seek feedback on a bi-annual basis its progress towards meeting action items contained in the RAP. |
| Develop the role and structure of the IAB to review and verify our progress towards meeting the stated measurable outcomes. | IAB | Annually | IAB to approve and verify an annual RAP report for RA demonstrating TSL progress. |
| RAP to be advised on, developed and monitored by our IAB | IAB | Ongoing | Four meetings completed per year with RAP a standing agenda item at each IAB meeting. |
| | IAB | Annually | TSL to report to the IAB its progress towards meeting action items contained in the RAP. |
| | IAB | Annually | Provide RAPs and RAP reports to RA annually and have RAP and reports publicly available of RA website. |



'working with people and linking with cultures'

Our Indigenous Story - Australia

Transfield Services are dedicated to building stronger relationships with Indigenous people and communities and creating increased opportunities for employment and engagement.

Our Indigenous Story was developed by our Indigenous Development Manager, Jason Lewin, who is an Aboriginal and Torres Strait Islander man from Cairns, North Queensland. He is both proud and passionate about his culture and this has been expressed through his development of Our Indigenous Story. Cian McCue, an Aboriginal University student from Darwin, working with our Corporate Design Team in Melbourne whilst he completes his degree in Interactive Media, also contributed to the development of Our Indigenous Story.

The Indigenous Story explains Transfield Services journey from an Indigenous perspective and how through our Indigenous Participation we are **'working with people and linking with cultures'**, which is the title for Our Indigenous Story.

Transfield Services acknowledges Indigenous people as the traditional owners and caretakers of their land. Our Story represents the importance of the 'Mother Land' to Indigenous people by making it the central focus. The inner circles portray the Mother Country, Australia, the giver of all life and provider of the land on which we work. It also represents where Transfield Services started its journey and the growth we have had.

The white dots represent the journey lines of both our company and our people within Australia and globally with each section representing the six continents of the world and our commitment to work with all people and link with all cultures.

At Transfield Services we recognise that Indigenous people are not a generic group but are made up of many different groups with their own unique languages and customs. The colours used in our image such as ochre red (the earth), ochre yellow (the sun), sea blue (the ocean), green (the lands), black (the night sky) and white (unity) are the representation of Aboriginal and Torres Strait Islander cultures as well as the variety of people throughout the world.

The Story is boarded by a representation of the Aboriginal flag on the top and bottom and the Torres Strait Islander flag on the left and right.

Jason summarises the essence of Our Indigenous Story using his own words **"Ngulpa Warra Mabigul, Ketha Monue Murri"** meaning **"We are different people, yet same in spirit"**.

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Transfield Services Reconciliation Action Plan 2008 - 2011