

RECONCILIATION  
ACTION PLAN

REFLECT

# Reflect Reconciliation Action Plan

June 2022 – July 2023



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**Cover Image:** Jarrod Beezley, Kabi/Bundjalung, Reconciliation Action Plan story for Bechtel Australia (2022).

## Acknowledgement of Traditional Custodians and Country

Bechtel respectfully acknowledges the Traditional Custodians of the land on which we operate, live, and gather as employees, and recognise their continuing connection to land, water, community, and culture. We pay tribute to Elders past, present, and emerging.

As part of the Reflect RAP development process, Bechtel advertised an Expression of Interest to First Nations artists with ties to Queensland to produce the artwork for our publication. We would like to express our sincere gratitude to the arts organisations who distributed the opportunity to their networks, and the artists who expressed their interest in supporting our RAP journey.

 Bechtel Communications Manager, Jo Winters with Wik Waya Elder Uncle Tony enjoy a sunset together on the Amrun project in Cape York, Queensland.

## About RAP Artist

My name is Jarrod Beezley, I am a descendant of the Kabi and Bundjalung people from the Southeast coast of Queensland. I am also a Koori descendant (Beezley) but is unknown from where. We are saltwater people. I was born and reside in Gladstone, Queensland, on Goreng, Gurang, Baili and Terabalong country known as PCCC-Port Curtis Coral Coast Lands.

I started painting in my early 20s. It was my father who was a big influence in my life and who encouraged me to learn more about Aboriginal Art. Since then, I have researched the many forms and styles of Aboriginal arts and more so my people's art forms and styles. Over the years, my art and style has evolved and matured into what it is today.

I have developed a strong saltwater theme and style which reflects our spiritual connection to the coastal region of Southeast hinterlands and coastal regions of Tweed Heads.

As an artist, I have gained wisdom, knowledge and understanding of who I am as an Aboriginal artist and as an Aboriginal man (Kabi/Bundjalung). This has helped me to define who I am as an artist, a storyteller, and as a man of faith connecting me spiritually to Biral (God) and the land from which we come.



## About RAP Artwork

### Artist Statement

I see Bechtel as a family tree, five generations strong. From the roots which feed, nourish and support this tree are the values and principles that give the tree strength.

In the middle of each circle (generation) are seeds that produce after itself, and feeds through the branches and to the leaves which represents the external relationships with community and First Nations people, yet is still part of the tree. A tree provides shelter, provides comfort, and food.

### The Nature of a Tree

A tree absorbs the toxins in our air and filters those toxins to produce life giving oxygen. It's not the money, it's not the name... it's the people who make a difference. Like the tree, we can provide shelter, comfort, food, also we can absorb toxins such as indifference, negativity, racism, hate, bias, anger, stereo type, and turn it into something good and give back oxygen... life!

I pray that the Bechtel RAP is just about that - people empowering people - empowering First Nations people, having the ability to absorb life's toxins and in turn, produce life.

### Artwork Components

The water on the edges are an indication to how far and wide Bechtel has successfully positioned themselves across our great nation from the west coast to the east coast. The bright earthly colours in the background are a representation of the rich earth and what it gives up and provides for the company. The large central circles represent the five generations of the family who are Bechtel and is depicted as a family tree.

The smaller circles represent First Nation communities, and the wider communities and are like the branches and leaves of the tree.

The roots at the bottom reflect the core values and principles of the company which support and strengthen the tree as a whole.

The small dots in the larger circles represent seeds. A seed produces after itself and that is derived from the roots and is reflected from generation to generation. The people sitting inside the five circles facing in and facing out represent the family; facing in is family making decisions and reflecting past present and future directions. Facing out is the interaction with First Nations and wider community. Having the ability or respect to listen and learn while engaging with others.



# Message from Our CEO



We welcome this opportunity and are proud to share Bechtel's Reconciliation Action Plan developed in collaboration with Reconciliation Australia.

Collaborating with Reconciliation Australia to develop this plan has enabled us to reflect on our role in supporting First Nations people and communities during our time working in Australia, and to also allow us to establish more thoughtfully what our role will be moving forward.

I'm very proud of Bechtel's 123-year global legacy, which has been built from the foundation of our Vision, Values and Covenants. And while our values of Ethics, Culture, Relationships and Sustainability have supported this legacy well during this time, we have a responsibility to continue to build and foster trust and mutual respect with First Nations communities and provide opportunities that support a more inclusive environment.

This RAP is intended to outline how we will continue to bridge the gap towards reconciliation and improve the quality of life in communities where we work by respecting local cultures, engaging local people, and protecting the environment.


While this is our first RAP, Bechtel has been working with local First Nations communities across Australia to advance participation in our business through local supply chain opportunities, employment, skills development, and community engagement programs.

“ This RAP is intended to outline how we will continue to bridge the gap towards reconciliation and improve the quality of life in communities where we work by respecting local cultures, engaging local people, and protecting the environment.

Living and working in Australia on some of our recent projects, I've seen first-hand some of the challenges faced in reaching true reconciliation for First Nations communities. This RAP will help clearly define our commitment to support greater engagement with First Nations communities in Australia. We also look forward to transferring our knowledge and lessons learned from the RAP process to enhance our work with First Nations communities around the world.


**Brendan Bechtel**  
Chair and Chief Executive Officer  
Bechtel Group Inc.



 The Curtis Island LNG projects in Gladstone, Queensland provided opportunities for more than 400 First Nations employees.





 Bechtel Civil Field Engineer, Andrew Townsend and Bechtel Project Administration Support, Monica Larcombe, on the Bowen Basin project, Queensland, Australia.

# Message from Our Chair



Bechtel respectfully acknowledges the First Nations peoples of the lands of Australia and the Traditional Custodians of the lands where we operate around this beautiful country.

This Reconciliation Action Plan is an important step for us on our journey to truly recognise First Nations peoples and establish a path together that enables full participation in our business activities across Australia.

Bechtel is a global organisation, with extensive history working across geographic regions, economies, and cultures. A diverse and inclusive culture plays an important role in our everyday business operations around the world.

For us to play a role in closing the gap that still exists in our country, we must reflect on, and recognise the past. Acknowledging First Nations history, our shared story and connection to this land is critical to establish a path to true reconciliation. And we hope this will influence and encourage continual change to how we do business, how we engage First Nations peoples in Australia and the communities where we operate around the country.

I have had the privilege to have travelled extensively across Australia throughout my working life and personally connected with many First Nations leaders and communities.

I am encouraged by the amount of change that is taking place in this relationship between First Nations communities and the many organisations operating in Australia. I have seen participation in supporting First Nations programs shift from just those companies obliged to develop programs, to now a level of more expansive support from a broad cross-section of the business community – from retailers, small business operators through to large corporations with operations in Australia. These companies have recognised that they have got to be a part of the solution - to actively engage and participate in programs that are designed to build bridges and support networks in order to break down the barriers that have held back First Nations communities.

 This Reconciliation Action Plan is an important step for us on our journey to truly recognise First Nations peoples and establish a path together that enables full participation in our business activities across Australia.

However, we are continually reminded of the inequality that still exists in society. First Nations peoples continue to experience systemic failures that keep them on the fringes of our modern Australian society.

It is critical that we move forward in partnership and play a role in publicly supporting programs designed to advance the rights and recognition of First Nations peoples, programs that build respect, enhance our relationships, and offer opportunities.

We still have a long way to go as a community, and we can do more. This Reconciliation Action Plan is one way that we can show our commitment to work with Australia's First Nations communities. We take our role seriously in support of First Nations peoples in Australia, to respect rights, contribute to sustainable economic and social development and cultural wellbeing.

Through the process of developing this Reconciliation Action Plan, it has allowed us to reflect on our role in enabling cultural acceptance and our path to a truly inclusive organisation. We hope that this plan shows our commitment for how Bechtel will enhance engagement, empower First Nations people to have a voice on issues that affect their social position and enable opportunities for employment and economic growth.

**Leigh Clifford, AO**  
Chair, Bechtel Australia Pty Ltd  
Director, Bechtel Group Inc.

## Message from

# Reconciliation Australia



Reconciliation Australia welcomes Bechtel Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Bechtel Australia joins 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 close to 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 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.

“ Bechtel Australia joins 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.


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 Bechtel Australia 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 Bechtel Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

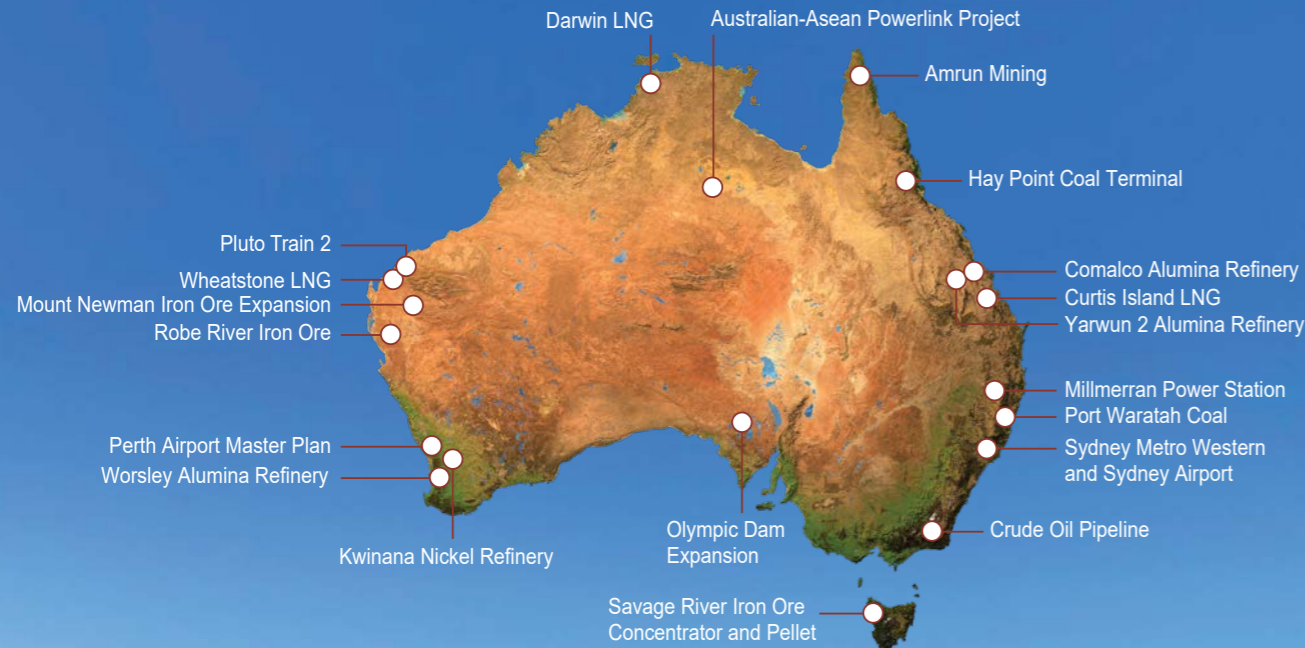
**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia




 Ngarluma Elder Nana Pansy, provided a blessing of the site prior to the construction of the Pluto Train 2 Accommodation Village in Karratha. She is pictured with Bechtel Site Manager, George Kerr.



## Selected projects in Australia



 The Pluto Train 2 team are provided with a tour of the Murujuga National Park Rock Art by Murujuga Aboriginal Corporation Ranger, Sarah Hicks.

## Our business

# About Bechtel

Bechtel is a trusted global engineering, construction and project management partner to industry and government. Differentiated by the quality of our people and our relentless drive to deliver the most successful outcomes, we align our capabilities to our customers' objectives to create a lasting positive impact.

Since 1898, we have helped customers complete more than 25,000 projects in 160 countries on all seven continents that have created jobs, grown economies, improved the resiliency of the world's infrastructure, increased access to energy, resources, and vital services, and made the world a safer, cleaner place.

Bechtel serves the Energy; Infrastructure; Mining & Metals and Nuclear, Security & Environmental markets. Our services span from initial planning and investment, through start-up and operations, with more than 35,000 employees worldwide.

Australia is an important part of Bechtel's history and future, and for more than 60 years, Bechtel has worked to deliver projects in every Australian state and territory across a portfolio spanning rail, airports, mines, minerals processing facilities, LNG installations, refineries, chemical plants, power stations, procurement services, and telecommunications infrastructure.

These projects have taken place in urban, rural, and remote areas, and many have been Australian or industry firsts in relation to size, scale, quality, and impact. Along with more than 500 Australians currently working on our local projects, many Australians are also delivering Bechtel projects around the world – from Iceland to the Middle East, to northern Canada, Asia, and South America.



# RAP Champions

Our RAP Working Group is comprised of a range of personnel from across multiple global business units working in Australia and all levels of the business including some of our most senior management and located across the country.

Our team are all extremely committed to the reconciliation movement and share the ethos of the RAP – to make a positive difference where we can. As our RAP journey evolves, so too will our RAP Working Group membership, to ensure the Bechtel First Nations community has a strong voice in the development and delivery of meaningful outcomes both within our organisation and the communities where we work.

## Sponsors



**Leigh Carter**  
General Manager  
Australia and  
Asia Pacific  
Mining and Metals  
(Brisbane, Australia)



**David Lawson**  
Operations Manager  
Asia Pacific  
Infrastructure  
(Sydney, Australia)



**Melissa Case**  
Manager of  
Sustainable  
Development  
Mining and Metals  
(Perth, Australia)

## Chair



Our team are all extremely committed to the reconciliation movement and share the ethos of the RAP – to make a positive difference where we can.

## Working Group



**Jeff Beckitt**  
Regional Security  
Manager  
Asia Pacific  
(Brisbane, Australia)



**Adam Churchward**  
Senior HR  
Business Partner  
Asia Pacific  
Infrastructure  
(Brisbane, Australia)



**Cecilia Jones**  
Executive  
Administration  
Mining and Metals  
(Brisbane, Australia)



**Catherine McKalip  
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Manager of  
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Infrastructure  
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**Cameron Munday**  
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Mining and Metals  
(Brisbane, Australia)



**Heather O'Neill**  
Human Resources  
Lead  
Western Sydney  
Airport Project  
(Sydney, Australia)



**Mat Ovenden**  
Manager of  
Communications  
and External Affairs  
Mining and Metals  
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**Heloisa Schmidt**  
Corporate Manager  
of Sustainability  
(Houston, USA)



**Rob Scott**  
Delivery Director  
Sydney Metro  
Project  
(Sydney, Australia)



**Brian Stevenson**  
Execution Planning  
Manager  
AAP Powerlink  
Project  
(Brisbane, Australia)



**Jo Winters**  
Social Performance  
and Communications  
Manager  
Pluto Train 2  
(Perth, Australia)

# RAP

Bechtel is excited to begin our reconciliation journey with our first Reflect Reconciliation Action Plan (RAP). Whilst Bechtel has been working with our customers to deliver on their RAP commitments on our projects across Australia for many years, it was recognised we could have an even greater positive impact in our work with First Nations peoples and communities, by developing our own RAP. Our past and present work in Australia provides a solid foundation on which we can build a stronger future. By establishing this RAP framework, we aim to formalise and elevate our commitment to First Nations peoples, within our sphere of influence.



As part of the recruitment activities for the Amrun project, potential candidates from the remote neighbouring communities were invited to the site to see what working on the project would be like.



# Relationships



We build positive, long-term relationships that are built on trust, respect, and collaboration. We demonstrate inclusive behaviours and proactively work to create a sense of belonging where everyone's voice is valued and respected.

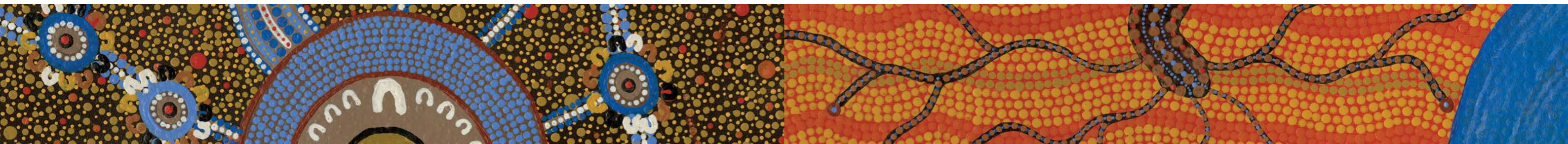
Relationships			
Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	Develop a list of key First Nations, communities and organisations located within and around our project and office locations that could support our reconciliation journey.	January 2023	RAP Working Group Chair
	Research best practice and principles that support partnerships with First Nations stakeholders and organisations.	January 2023	RAP Working Group Chair
Build relationships through celebrating National Reconciliation Week (NRW).	Develop a campaign to communicate and provide access to Reconciliation Australia's NRW resources and reconciliation materials to our staff.	January 2023	RAP Working Group Chair
	RAP Working Group members to participate and encourage attendance of others in an external NRW event.	27 May - 3 June 2022	RAP Working Group Chair
	Encourage and support staff and senior leaders to organise and participate in internal events to recognise and celebrate NRW.	27 May - 3 June 2022	RAP Working Group Chair
Promote reconciliation through our sphere of influence.	Develop a myBechtel Intranet site and teams page to communicate our commitment to reconciliation to all staff.	June 2022	Regional Communications Manager
	Identify external stakeholders, customers and Supply Chain partners that our organisation can engage with on our reconciliation journey.	April 2023	Regional Supply Chain Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	April 2023	Regional Sustainability Manager
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	January 2023	Asia Pacific Human Resources Manager
	Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2023	Asia Pacific Human Resources Manager

# Sustainability



We improve the quality of life in communities where we work by respecting local cultures, engaging local people, and protecting the environment. We celebrate our differences and use them to make a difference by contributing our ideas and perspectives to help make a better team and organisation.

Respect			
Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning.	Develop a communication strategy for increasing understanding, value and recognition of First Nations cultures, histories, knowledge, and rights within our organisation.	June 2022	Regional Communications Manager
	Conduct a review of cultural learning needs within our organisation.	December 2022	Asia Pacific Human Resources Manager
Demonstrate respect to First Nations peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's current and historical operational area.	February 2023	Project Sustainable Development Lead
	Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2022	RAP Working Group Chair
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2022	RAP Working Group Chair
	Introduce our staff to NAIDOC Week by promoting external events in our office and project locations.	July 2022	Regional Communications Manager
	RAP Working Group to participate in an external NAIDOC Week event.	July 2022	RAP Working Group Chair



# Bechtel value Culture



We actively build a diverse, inclusive, and collaborative work environment where all views are welcomed, openness is encouraged, and teamwork and merit are cornerstones. We demonstrate inclusive behaviours and proactively work to create a sense of belonging where everyone's voice is valued and respected. We are proud of what we do and how we do it – and we enjoy doing it!

## Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	Develop a strategy to support, encourage and promote greater First Nations employment and retention within our organisation.	April 2023	Asia Pacific Human Resources Manager
	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	March 2023	Asia Pacific Human Resources Manager
Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop a strategy to support, encourage and promote procurement from First Nations owned businesses within our organisation and project supply chain.	April 2023	Regional Manager of Supply Chain
	Secure Supply Nation membership.	February 2022	Regional Sustainability Manager

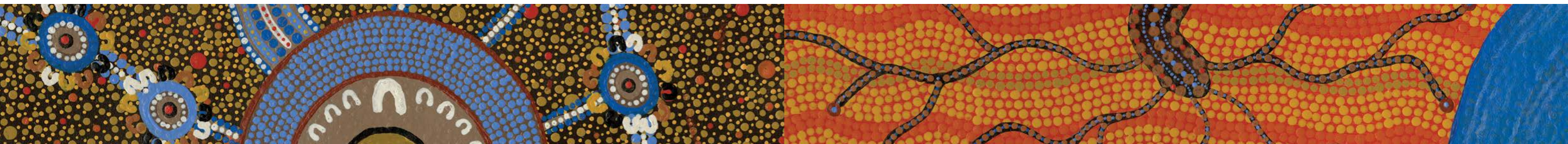
# Bechtel value Ethics




We are uncompromising in our integrity, honesty, and fairness. We are curious and seek, share, and build upon experiences and lessons learned. We do our part to ensure every team member feels valued, respected, welcomed, and treated fairly.

## Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RAP Steering Committee and expand RWG to govern RAP implementation.	Annually	RAP Working Group Chair
	Draft a Terms of Reference for the RWG.	February 2022	RAP Working Group Chair
	Establish First Nations representation on the RWG.	June 2022	RAP Working Group Chair
Provide appropriate support for effective implementation of RAP commitments.	Define resource and budget requirements for RAP implementation.	June 2022	RAP Working Group Chair
	Engage senior leaders and project teams in the delivery of RAP commitments.	February 2022	RAP Working Group Chair
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2022	RAP Working Group Chair
	Maintain senior leadership representation on RAP Steering Committee.	February 2022	RAP Working Group Chair
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022/2023	RAP Working Group Chair
	Report RAP progress internally to all staff and senior leadership.	December 2022, June 2023	RAP Working Group Chair
	Externally publish thought leadership on RAP achievements, opportunities and lessons learned.	June 2023	Regional Communications Manager
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2023	RAP Working Group Chair





 Before construction began, Darug Nation Elders and First Nations community members held a smoking ceremony at the Western Sydney Airport site to help prepare for the start of work.

# Bechtel

## Past and Present Activities

### Building Knowledge

- In Onslow, Bechtel worked with the Thalanyji Traditional Owners to provide more than 35,000 employees and contractors on the project with Cultural Awareness Training.
- In Cape York, Bechtel used Virtual Reality technology for the Elders and Traditional Owners to visualise the changes to the landscape that would occur, prior to the work commencing.
- In Gladstone, Bechtel published a booklet recognising First Nations employees making a difference to the LNG Industry in recognition of Reconciliation Week.

### Building Respect


- In the Pilbara, Bechtel worked with the Circle of Elders to provide a site blessing at the Construction Accommodation Village site, prior to ground breaking.
- In Brisbane, we invited respected Elder Uncle Willie to provide Acknowledgement of Country at our end of year celebration.
- In Sydney, we participated in a smoking ceremony, hosted by Traditional Owners to mark an important milestone on the project.
- In Onslow, Bechtel organised First Nations celebrity chef Mark Olive to share the culinary delights of traditional foods at a NAIDOC week celebration on site.

### Building Communities

- Bechtel spent more than \$800 million with First Nations businesses and paid more than \$22 million in wages to First Nations employees through direct employment on two of our most recent construction projects in Queensland and Western Australia.
- In Sydney, we are working with First Nations businesses to build supply chain opportunities in information and technology devices.
- In the Pilbara, we are working with local First Nations businesses to build capacity for a specialised Fauna Management service to industry in the region.
- On three of our most recent construction projects in Queensland and Western Australia, Bechtel directly trained and employed 1,700 First Nations employees, and supported 50 First Nations apprentices through their trades qualifications.
- In Cape York, Bechtel engaged more than 70 remote Western Cape York businesses and supported more than \$244 million of supply opportunities to First Nations owned companies.
- In the Pilbara, Bechtel is working with the Pilbara Indigenous Business Network to promote opportunities to Pilbara First Nations businesses.
- In Cape York, Bechtel worked with the local Elders and communities to develop flexible roster arrangements for employees to accommodate cultural obligations and enable more frequent returns home to their communities.





 The Sydney Metro project held a smoking ceremony for the team tunnelling below the Sydney Harbour.



## Reconciliation Action Plan Contact

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