



Reconciliation Action Plan

REFLECT: JANUARY 2021 - DECEMBER 2021





Reconciling the injustices with the First Peoples of Australia, has been fundamental in Australia reaching its absolute potential.

By sharing the values and knowledge of Aboriginal and Torres Strait Islander Peoples at Pensar, we are forging a comprehensively inclusive workplace.

We are building trust and respect within our relationships and partnerships, which continue to grow and flourish.

We are very proud to be meaningfully delivering our Reflect Reconciliation Action Plan, demonstrating our continued commitment to reconciliation.

Karl Yunker
Managing Director



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

Pensar 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 over 2.3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways.

This Reflect RAP 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 Pensar 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 Pensar, 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





Our Business

Pensar designs and delivers critical infrastructure solutions for a range of industry segments, providing a broad spectrum of technical capabilities to serve the diverse needs of government departments, regional and metropolitan councils and the private sector.

Our passion to work in partnership filters through our people, and equally inspires our clients as we work towards creating critical infrastructure that makes a better way of life possible for families, businesses and industries.

We are highly credentialed and experienced in the delivery of critical infrastructure projects across the disciplines of power, water and structural services.

Pensar is proud of its reputation in the industry as a trusted, credible, capable, and innovative infrastructure company.

We are protective of our unique culture and provide a positive workplace where dedicated individuals can develop and progress.

This culture encompasses our entire operation from the quality of our people and our project delivery, our approach to health, safety, and the environment, to each interaction with our clients, suppliers, and members of the community.

We have over 150 staff and are working towards increasing our HR metrics for Aboriginal and Torres Strait Islander staff into the future.

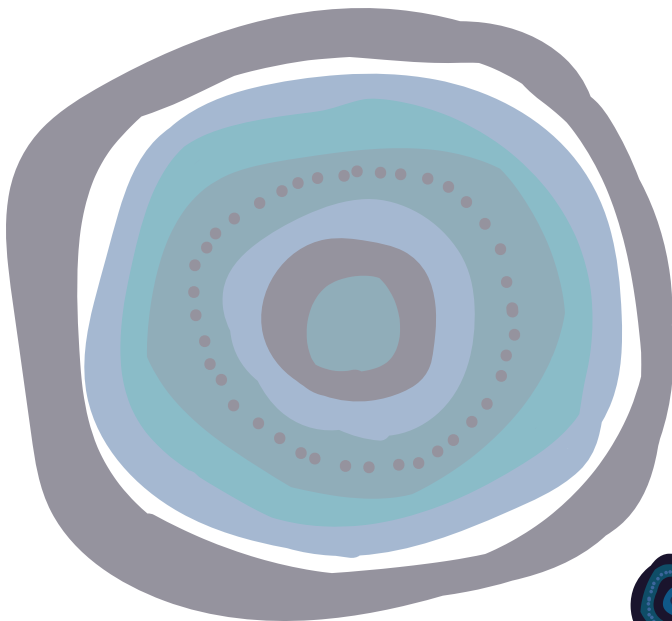
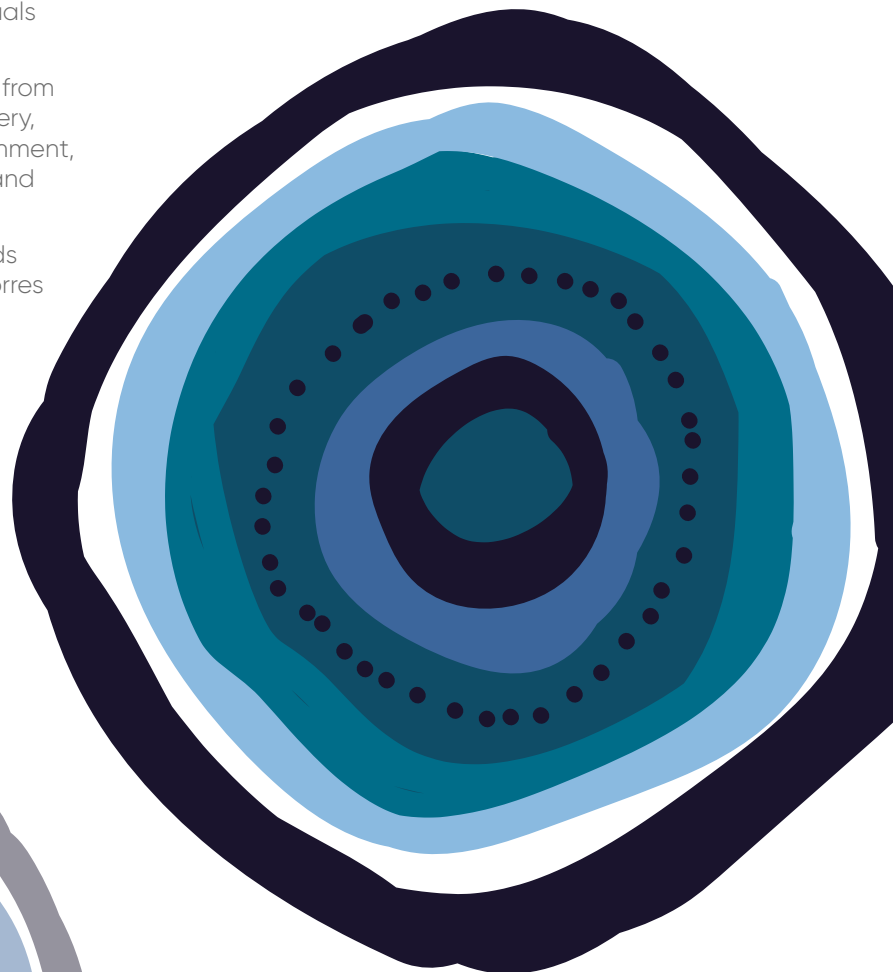
We are highly credentialed and experienced in the delivery of projects across the disciplines of power, water and structural services.

Our geographic reach for current projects includes Tasmania, regional New South Wales, throughout Queensland and out to the Pacific region.

In building critical infrastructure, we have the opportunity to engage with external stakeholders and sub-contractors during the delivery of our projects.

These may include partnerships and sub-contractor opportunities with Supply Nation construction companies, employment opportunities for local Aboriginal and Torres Strait Islander Peoples through engagement with Jobtrail and other Supply Nation employment agencies as well as supply chain opportunities for work wear, PPE, facilities, and stationery.

We are also aware of and committed to reporting incidents of modern slavery.





Our RAP

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Pensar has been taking steps to develop a platform for inclusive and diverse workforce practices; with the commissioning of an audit in 2017.

Since this time, we have been implementing best practices to improve our metrics.

As an Australian owned business, Pensar has progressed to the foundation stage of our reconciliation journey, ensuring that we are in step with the knowledge, awareness and cultural understanding of the Aboriginal and Torres Strait Islander Peoples.

This also enables us to strengthen our workforce and supply chain diversity.

We also engage with community members to acknowledge the Aboriginal and Torres Strait Islander landscapes which may be impacted by the delivery of infrastructure works in communities.



Elaine Chambers-Hegarty
Pensar's Connections to Culture and Nature

Acknowledging the journey of Pensar's RAP commitments.

This artwork takes a look from a creative perspective at Pensar's solutions by using their connections to culture and nature.

Energy from the lightning flashes across the sky towards the land. Detailed line art shows the way our land is structured with hills and valleys, and the weaving ways showing our communities with lines connecting to other communities.

Communities and townships are represented by the circles, whilst the 'coolamon' represents water and it's many uses as a tool for our people. The protection and treatment of water is always important to us all.

Blue colours of Pensar are continued throughout the artwork. From the water and to the sky, together we can all work as one, and conserve and respect the land around us.



We also engage with community members to acknowledge the Aboriginal and Torres Strait Islander landscapes which may be impacted by the delivery of infrastructure works in communities.





Some of our other initiatives

- **Onsite briefings regarding cultural heritage and artifacts**

The intention is to be more pro-active in our management, rather than reactive and relying on information provided by clients. When suspected items/areas are located we stop work and contact and refer to an archaeologist/cultural heritage specialist. Pensar recognises the importance of cultural heritage and we take our responsibility seriously.

- **Participation in Pensar's Mentor Program**

Mentors and mentees are matched under a framework of topics which assist in raising awareness of minority groups represented in the construction industry. Commencing in July 2020, mentors and mentees collaborate regularly with topic themes aligning with *In this Together* generating insights and awareness for Aboriginal and Torres Strait Islander cultures within the organisation. As a member of NAWIC for many years, Pensar is further committed to championing and empowering minority groups.

- **Ongoing inclusive recruitment practices**

Pensar has policies and procedures in place that promote and practice Equal Employment Opportunity and will take appropriate action to eliminate unlawful behaviours in the workplace.

It is our obligation to ensure all staff understand the company and legislative requirements in relation to all discrimination, bullying and harassment. We promote a culture of fair treatment for all persons without favour, discrimination, or harassment.

- **Pensar's leaders' mentorship**

Key leaders are involved in mentoring aspiring construction industry Aboriginal and Torres Strait Islander high school students through their engagement with TRACTION Community. The not-for-profit organisation empowers young people in need, and assists them to positively engage with their communities and discover their talents, through participation in a bike building and maintenance program.





Cultural Heritage

Throughout the years, Pensar has delivered many projects in areas known to have cultural significance, with the potential for Aboriginal and Torres Strait Islander artifacts to be present.

We have recently created a Cultural Heritage Discovery Procedure, which is included as part of each project's site induction.

Where and when relevant, each work crew is informed of the potential for artifacts to be discovered within their present work zone. Current precautions include stopping work, installing an exclusion zone around the area and engagement of an expert in the management and protection of artefacts.

Prior to commencing any project, our teams also make enquires with the client, seeking information on the known presence of any cultural heritage or Indigenous artefacts on sites. If present, advice is sought on the controls required to protect or remove them, prior to the commencement of works.

We have also updated our Environmental Management Plan to include a section regarding the identification and management of cultural heritage and Aboriginal and Torres Strait Islander artefacts.

As part of the process in implementing our RAP, increasing awareness, and understanding the significance of these finds will be one of our key learnings. The intention is to be more proactive in our management, rather than reactive.



RAP Working Group

A RAP Working Group has been established at Pensar to oversee the commencement of our reconciliation journey.

Representatives are from key areas of the business including Directors, the Group Business Manager, Clients and Markets Manager, HSE Manager and the HR and Training Officer.

We are also looking to engage with our staff who identify as Aboriginal and Torres Strait Islander Peoples, to ensure they provide consultation on how we approach and implement our corporate RAP.





Our Partnerships

Pensar is proud to support local economies through the projects we deliver.

We recognise that infrastructure project funding is an essential part of the local economy, paid for by the local community. As a result of this commitment, we aim to invest as heavily with local businesses.

Pensar is also committed to maximising local employment, training, and business opportunities for Aboriginal and Torres Strait Islander Peoples.

As part of our local buy and Indigenous economic benefit commitment, we work with local labour force operators, and seek to ensure local Indigenous employment. Pensar has proven this capacity across previous projects by exceeding the required targets and pursuing new opportunities to support Indigenous businesses.

Pensar also strives to assist Indigenous owned businesses with direct work opportunities and partnerships.

Indigenous Opportunities and Economic Benefit Proven Commitment

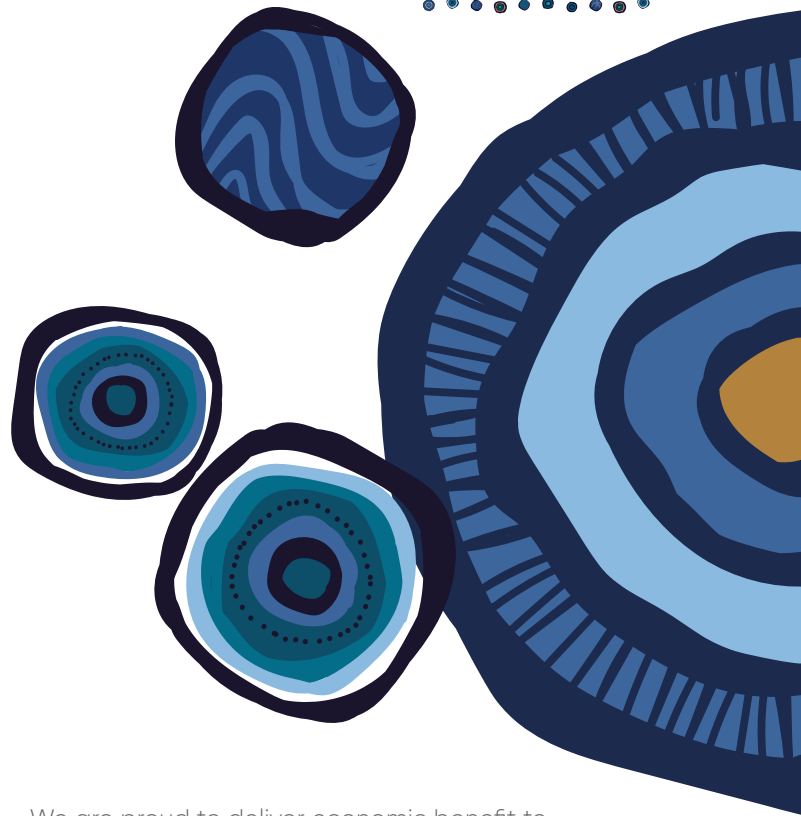
Project:	Helensvale Station Bus Facility Upgrade
Client:	Queensland Rail
Location:	Helensvale, QLD
Agreed Hours IOC:	1,972 hours
Total Deemed Hours IOC:	3,344 hours (Over 1.5 times the agreed hours)

Direct Indigenous Business Opportunity to 2 wholly owned businesses.	
RBV Workstars	\$42,044
Tuff Yards	\$203,986
TOTAL Direct Indigenous support	\$246,030

**Total
Deemed Hours IOC:**
3,344 hours
**Over 1.5 times
the agreed hours**



**Total
Direct
Indigenous
support**
\$246,030



We are proud to deliver economic benefit to Aboriginal and Torres Strait Islander Peoples and endeavor to do so across every project.

More recently, Pensar was engaged by Rockhampton Regional Council to repair the heavily scoured areas of the Fitzroy River and Gavial Creek, in preparation for the construction of the South Rockhampton flood levee. During the construction period, Pensar engaged a local Indigenous worker from the Darumbal peoples through Workpac.

Another area of community involvement which Pensar has been engaged with over several years is TRACTION Community.

Pensar provides warehouse space with staff mentoring program participants. The not for profit organisation engages local communities and serves those most in need by providing a safe, inclusive, action-based environment where vulnerable youth build self-esteem, find a sense of belonging, discover their potential and create their own future.

TRACTION Community partners with referral agencies, such as schools, community organisations, child safety and youth justice agencies, to empower young people in need. They support Aboriginal and Torres Strait Islander participants through their programs.

Pensar understands the importance of ongoing engagement with Aboriginal and Torres Strait Islander communities, both through our onsite projects and in the wider community.

We look forward to engaging in future meaningful opportunities during the process of implementing our corporate Reconciliation Action Plan.

Launch – January 2021

Expiry – December 2021

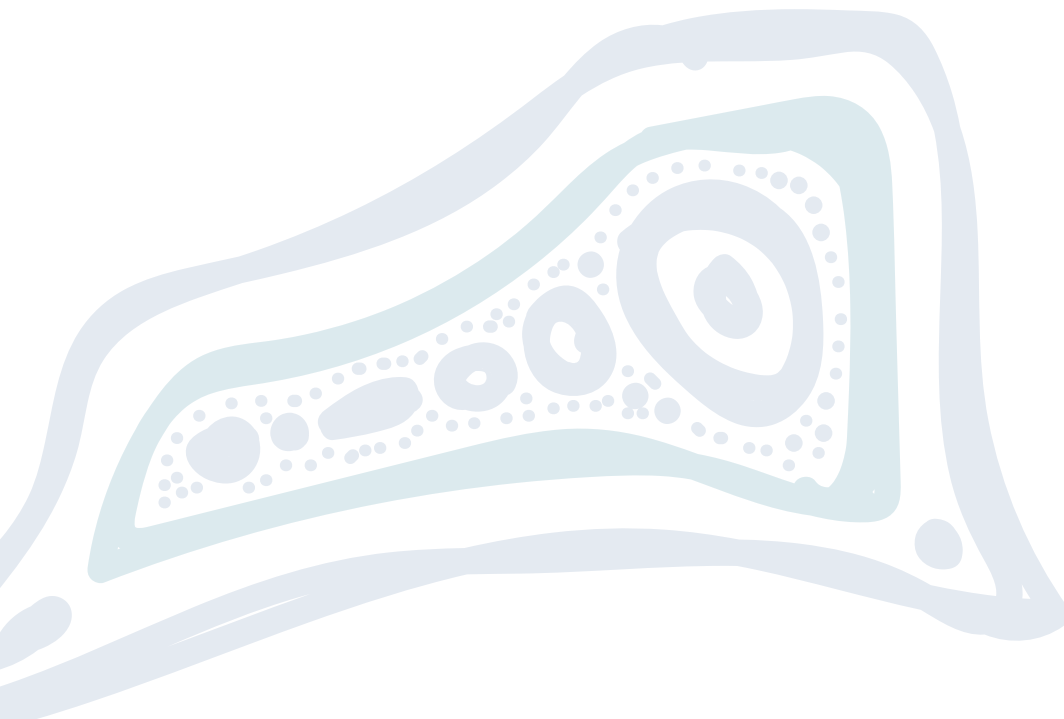
Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	April 2021	Clients & Markets Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	May 2021	Clients & Markets Manager
2. Build relationships through celebrating National Reconciliation Week (NRW) 27 May – 3 June	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2021	Human Resources Officer
	RAP Working Group members to participate in an external NRW event.	May/June 2021	Clients & Markets Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May/June 2021	Clients & Markets Manager
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff.	April 2021	Marketing Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	May 2021	Clients & Markets Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2021	Clients & Markets Manager
4. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination.	June 2021	Human Resources Officer & Group Business Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2021	Human Resources Officer & Group Business Manager



Launch – January 2021

Expiry – December 2021

Respect			
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation.	June 2021	Human Resources Officer & Group Business Manager
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2021	Human Resources Officer & Group Business Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	May 2021	Clients & Markets Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2021	Human Resources Officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week (4 July – 11 July)	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2021	Marketing Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2021	Marketing Manager
	RAP Working Group to participate in an external NAIDOC Week event.	July 2021	Clients & Markets Manager





Launch – January 2021

Expiry – December 2021

Opportunities			
Action	Deliverable	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.	July 2021	Human Resources Officer & Group Business Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2021	Human Resources Officer & Group Business Manager
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.	May 2021	Facilities Manager & Estimating Managers
	Investigate Supply Nation membership.	May 2021	Clients & Markets Manager

Governance			
Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Form an RWG to govern RAP implementation.	July 2021	Group Business Manager
	Draft a Terms of Reference for the RWG.	July 2021	Group Business Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2021	Group Business Manager
11. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	July 2021	Group Business Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	July 2021	Group Business Manager
	Engage Senior Leaders in the delivery of our RAP commitments.	July 2021	Group Business Manager
12. 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.	November 2021	Human Resources Officer
13. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	November 2021	Human Resources Officer



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