

Reflect Reconciliation Action Plan

May 2022 - May 2023



www.kleinfelder.com.au



MANAGEMENT COMMITMENT

It is with great pride that I introduce Kleinfelder's inaugural Reflect Reconciliation Action Plan (RAP).

We at Kleinfelder are dedicated Environmental Consultants, who by nature and profession, respect and enhance diversity, assess and remediate to improve our environment, and plan and support for a stronger future. This is how we see our commitment to reconciliation. We have a deep respect for the 80,000 continuous years of Aboriginal and Torres Strait Islander cultures, that have grown and adapted to survive and thrive across Australia.

The commencement of our reconciliation journey, our Reflect RAP, was announced during National Reconciliation Week in 2021. Recognising that this is just the first step, it formalises our commitments to reconciliation and sets objectives for us to build stronger and more respectful connections with, and develop opportunities and better outcomes for, Aboriginal and Torres Strait Islander communities.

I would like to thank everyone who has contributed to this Reconciliation Action Plan. Your vision and commitment will help us formulate a strong base from which to grow our contribution to reconciliation.



Damien Skinner
General Manager,
Kleinfelder Australia



A MESSAGE FROM RECONCILIATION AUSTRALIA

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

Kleinfelder 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.

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.



Karen Mundine
Chief Executive Officer,
Reconciliation Australia

This Reflect RAP enables Kleinfelder 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 Kleinfelder, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

KLEINFELDER AUSTRALIA

Kleinfelder is an Environmental Consultancy firm, specialising in engineering, contaminated land remediation, ecology and ecological restoration, and environmental management services. Our team of engineers, scientists, and construction professionals provide solutions that improve our clients' transportation, water, energy, and other private infrastructure. While Kleinfelder is a multi-disciplinary firm that also has offices in the United States and Canada, our operations in Australia are focused on environmental services, with Contaminated Land Management and Ecology as our prime service lines, including soil, groundwater and waste assessment, ecological and human health risk assessment and remediation and land rehabilitation services.

We are an industry leader in environmental site assessment and the management of soil and groundwater remediation, providing comprehensive services for public and private clients from diverse industry sectors such as oil and gas, mining, property development, government and renewable energy.

With over 60 years of experience working in North America, Kleinfelder initiated its Australian operations in 2010, through acquiring and merging several established Australian environmental consultancies. With around 100 staff, Kleinfelder Australia has offices in Adelaide, Newcastle, Melbourne, Brisbane and Mackay and whilst the number of employees who identify as Aboriginal and/or Torres Strait Islander is not currently known, we will work within this RAP to determine culturally appropriate ways to understand and address this.

Mission

Our ecosystem mindset encourages collaboration, harnessing the collective ingenuity of Kleinfelder and our partners, to deliver the right solutions to our clients, every day, on every project.



KLEINFELDER VALUES

Our business is founded upon five core values:

Ssafety

Teamwork

Accountability

Integrity

Respect

Our approach for this RAP aligns closely with our core values and with Reconciliation Australia's well-established themes of relationships, respect and opportunities:



SAFETY

Our teams strive for not only physical safety in the work we do, but also to create psychological safety. In a psychologically safe environment, we can build an inclusive workforce by creating enhanced levels of trust and an environment where individual employees can be themselves and be comfortable in speaking up and giving feedback.



TEAMWORK

Implementing the specific deliverables within the RAP will form a strong team effort, and effective teamwork will enhance the implementation of our RAP through facilitating idea generation and creativity, boosting morale and motivation, and allowing us to learn faster.



ACCOUNTABILITY

The two-way nature of Accountability will address not only Kleinfelder's expectations of our employees with respect to engaging with our RAP commitments, but also our staff's expectations of Kleinfelder in terms of providing tangible support to meet those commitments, while maintaining a positive approach to our RAP vision.



INTEGRITY

Kleinfelder not only supports the reconciliation dimension of Institutional Integrity, the active support of reconciliation by Australian political, business and community structures, but also integrity in terms of being honest about understanding the wrongs of the past, and their impact on Aboriginal and Torres Strait Islander peoples. We are genuinely committed to furthering the goal of Aboriginal and Torres Strait Islander Australians participating equally and equitably in all areas of life.



RESPECT

Kleinfelder is fully committed to building respect and understanding of Aboriginal and Torres Strait Islander cultures, including celebrating cultures and spirituality, and partnering with Aboriginal and Torres Strait Islander communities to foster trust, empowerment and a shared sense of purpose.

RECONCILIATION ACTION PLAN

Our Reconciliation Action Plan (RAP) provides a structured approach to advance reconciliation. It supports the advancement of the five dimensions of reconciliation (Unity, Race Relations, Equality and Equity, Institutional Integrity and Historical Acceptance) by developing respectful relationships and creating meaningful opportunities with Aboriginal and Torres Strait Islander peoples. This is the first stage of our journey. There are four types of RAPs - **Reflect, Innovate, Stretch, Elevate** - each designed to suit our organisation at different stages of our reconciliation journey. Our Reflect RAP commits us to scoping and developing relationships with Aboriginal and Torres Strait Islander people, deciding on our vision for reconciliation and exploring our sphere of influence. It will provide us with a better understanding of our current position and articulate the steps we will take to develop reconciliation initiatives in successive RAPs.

As a mark of the commitment of Kleinfelder's senior management to our RAP journey, Damien Skinner, our General Manager, will be our RAP Champion.

ACKNOWLEDGEMENT OF COUNTRY

Kleinfelder acknowledges the Traditional Owners of the Lands on which our business operates and Lands throughout Australia. We pay our respects to Aboriginal and Torres Strait Islander cultures; and to Elders past, present and emerging.



RECONCILIATION ACTION PLAN

KLEINFELDER'S REFLECT RAP

As a business working amongst communities across Australia, and with an existing organisational commitment to the principles of diversity, equity, and inclusivity, Kleinfelder acknowledges its responsibility to educate its employees, contractors and suppliers to develop and foster a genuine respect for, and understanding of, Aboriginal and Torres Strait Islander peoples and their cultures. Kleinfelder is committed to driving genuine social change and reconciliation and making a contribution to closing the gap in employment and business opportunities between Aboriginal and Torres Strait Islander peoples and other Australians.

Our RAP will be supported by the development of a robust governance model, including the establishment and maintenance of a RAP Working Group (RAPWG), including senior management participation and support. The terms of reference for our RAPWG provides for membership as follows; our General Manager, our Human Resources Manager, a senior manager at one of our local offices and representation from First Nations peoples. This representation will be sought following consultation with staff members in the first instance and may also include membership from outside our business. The RAPWG will be responsible for building the business case for delivery on our commitments to cultural awareness and education, securing opportunities for Aboriginal and Torres Strait Islander peoples, and leading to a more inclusive and culturally sensitive organisation.

As we embark on our initial stage Reflect RAP, we will focus on defining our foundational steps to ensure commitment to focused contribution.

Local Delivery Approach

While our RAPWG will provide governance and support at a national level, Kleinfelder will adopt a local delivery approach, as we embark on our reconciliation journey. We will establish Local Office Groups at each of our offices, to provide a more direct link to local Aboriginal and Torres Strait Islander communities, ensuring activities remain focused and relevant.

Our Reconciliation Journey to Date

We presented our intention to develop a RAP to our employees at an all-staff meeting during National Reconciliation Week 2021, including providing background on the history and importance of reconciliation.

Kleinfelder has already commenced incorporating Acknowledgement of Country protocols at staff meetings, having explained to our employees the significance of the acknowledgement as a respectful way to recognise and embrace Aboriginal and Torres Strait Islander cultures and to demonstrate that they are living and enduring.

We have undertaken a staff survey to understand the current level of awareness about reconciliation, to establish staff priorities for RAP activities and to identify individuals who wish to support the RAP through membership of Local Office Groups.

RECENT ACTIVITIES

Our RAP will provide a structured approach to deliver more effective reconciliation outcomes and engagement with Aboriginal and Torres Strait Islander peoples, building on previous engagement activities, some of which are detailed below:

In 2017, Kleinfelder joined with Worimi Local Aboriginal Land Council, in New South Wales (NSW), to provide Cultural Burn Training as part of an Indigenous Traineeship Program, with three former trainees of the program subsequently joining the Kleinfelder NSW team.

In 2019, Kleinfelder sponsored Newcastle Hunter Connect, a local Aboriginal ladies rugby league team. The team's aims centered on participating in the NSW Aboriginal Rugby League Knockout Carnival using the training opportunities to improve the physical, social, emotional and mental health and wellbeing of the local Aboriginal community.

Kleinfelder entered into a Memorandum of Understanding (MOU), in 2019 with Intract, a construction and building maintenance contracting company who provide employment and training opportunities for Aboriginal and Torres Strait Islander peoples. The MOU sets out to jointly pursue mutually beneficial projects for both, and to share knowledge, training and mentoring opportunities, both culturally and project site specific.

Kleinfelder is currently commissioned by the Australian Government to undertake investigation works at Maralinga and Emu Field in South Australia, in relation to legacy wastes from the nuclear tests of the 1950's and 1960's. Through the project we have engaged closely with the Maralinga Tjarutja Council to provide opportunities for the local Anangu owners to provide goods and services to the project. Additionally, we are undertaking extensive consultation with the Maralinga Tjarutja Council to ensure the voices of the Traditional Land Owners are heard during the design of the site remediation. Through this process, the Maralinga Tjarutja and Traditional Anangu owners of these lands have shared their knowledge and stories, giving a cultural background to our work.



Providing training as part of Worimi Local Aboriginal Land Council's Indigenous Traineeship Program



Newcastle Hunter Connect sponsors shirt presentation



Kleinfelder and Intract sign MOU



Debris Pit Investigation at Maralinga

ACTION PLAN ACTIVITIES

How we are following Reconciliation Australia's guide for Reflect RAP



Relationships

Action	Deliverable	Timeline	Responsibility
Establish mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	– Identify and plan engagement activities with the Traditional Owners of the land in which each office is located and also in the areas where we operate	July 2022	General Manager
	– Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	September 2022	General Manager
Build relationships through engaging with National Reconciliation Week (NRW)	– Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff	Early May 2022	Marketing Officer
	– RAPWG members to participate in an external NRW event	27 May - 3 June 2022	General Manager
	– Local offices to participate in an external NRW event	27 May - 3 June 2022	Local Office Managers RAPWG Representative
	– Encourage and support staff and Australian Leadership Team to participate in at least one external event to recognise and celebrate NRW	27 May - 3 June 2022	General Manager
Explore our sphere of influence to promote reconciliation	– Reinforce our commitment to reconciliation to all staff	May 2022	General Manager
	– Develop and implement a social media strategy to promote our RAP and reconciliation goals	August 2022	Marketing Officer
	– Identify external stakeholders that we can engage with on our RAP journey	July 2022	General Manager
	– Identify other like-minded organisations with a RAP that we could approach to collaborate with on our RAP journey	July 2022	General Manager
Promote positive race relations through anti-discrimination strategies	– Research best practice and policies in areas of race relations and anti-discrimination	May 2022	HR Manager
	– Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and any future needs	August 2022	HR Manager
Build relationships with Aboriginal and Torres Strait Islander peoples through engagement with community activities	– Identify local opportunities to support activities in Aboriginal and Torres Strait Islander Communities such as sponsoring cultural and sporting (eg NSW Koori Knockout) events and volunteering	November 2022	Local Office Managers RAPWG Representative

ACTION PLAN ACTIVITIES

How we are following Reconciliation Australia's guide for Reflect RAP



Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	– Develop and communicate business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within Kleinfelder	July 2022	General Manager
	– Undertake a review of cultural learning needs amongst staff	July 2022	HR Manager
	– Identify suitable cultural awareness training appropriate to office locations	September 2022	HR Manager
	– Provide all staff with access to cultural awareness training and promote to staff	February 2023	HR Manager
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	August 2022	Local Office Managers RAPWG Representative
	– Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	July 2022	General Manager
	– Continue to include an Acknowledgement of Country at the commencement of important meetings and events	May 2022	General Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	– Raise awareness and share information amongst staff about the meaning of NAIDOC Week	June 2022	General Manager
	– RAP Working Group to identify appropriate external NAIDOC Week event(s) for participation	May 2022	General Manager
	– Introduce staff to NAIDOC Week by promoting external events in local area	June 2022	Local Office Managers RAPWG Representative
	– RAP Working Group to participate in external NAIDOC Week event	3-10 July 2022	General Manager
	– Local Office Groups to participate in external NAIDOC Week event	3-10 July 2022	Local Office Managers RAPWG Representative

ACTION PLAN ACTIVITIES

How we are following Reconciliation Australia's guide for Reflect RAP



Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes for Aboriginal / Torres Strait Islander recruitment, retention and professional development	– Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	August 2022	General Manager
	– Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future recruitment and professional development	December 2022	HR Manager
	– Investigate potential opportunities for Aboriginal and Torres Strait Islander traineeships and internships at Kleinfelder	December 2022	HR Manager
	– Investigate becoming a Career Trackers employment partner	January 2023	HR Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	– Develop business case for procurement from Aboriginal and Torres Strait Islander owned businesses	November 2022	General Manager
	– Continue to work with First Nations commercial partners to explore employment opportunities for Aboriginal and Torres Strait Islander peoples	April 2023	General Manager
	– Investigate Supply Nation membership	April 2023	General Manager

ACTION PLAN ACTIVITIES

How we are following Reconciliation Australia's guide for Reflect RAP



Governance and Progress Tracking

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP	– Maintain a Kleinfelder RAP Working Group (RAPWG) to govern RAP implementation	May 2022	General Manager
	– Confirm Terms of Reference for RAPWG	June 2023	HR Manager
	– Review RAPWG performance	November 2022	General Manager
	– Confirm process to establish and maintain internal and/or external Aboriginal and Torres Strait Islander representation on the RAPWG	July 2022	HR Manager
	– Establish Aboriginal and Torres Strait Islander representation on the RAPWG	November 2022	General Manager
Provide appropriate support for effective implementation of RAP commitments	– Define resource needs for RAP implementation	July 2022	HR Manager
	– Engage senior leaders in the delivery of RAP commitments	May 2022	General Manager
	– Define appropriate systems and capability to track, measure and report on RAP commitments	November 2022	General Manager
	– Maintain Local Office Groups to assist with delivery	May 2023	General Manager
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	September 2022	General Manager
	– Monitor progress against actions in the RAP and report to staff on six-monthly basis	November 2022	General Manager
Continue our reconciliation journey by developing our next RAP	– Register via Reconciliation Australia's website to begin developing our next RAP	December 2022	General Manager
	– Submit initial draft of new RAP to Reconciliation Australia for review	February 2023	General Manager
	– Submit final draft RAP to Reconciliation Australia for review	April 2023	General Manager



KEY RAP CONTACT

Damien Skinner

RAP Champion
General Manager, Australia

p l: +61 8 8214 9100

e l: dskinner@kleinfelder.com

www.kleinfelder.com.au



May 2022