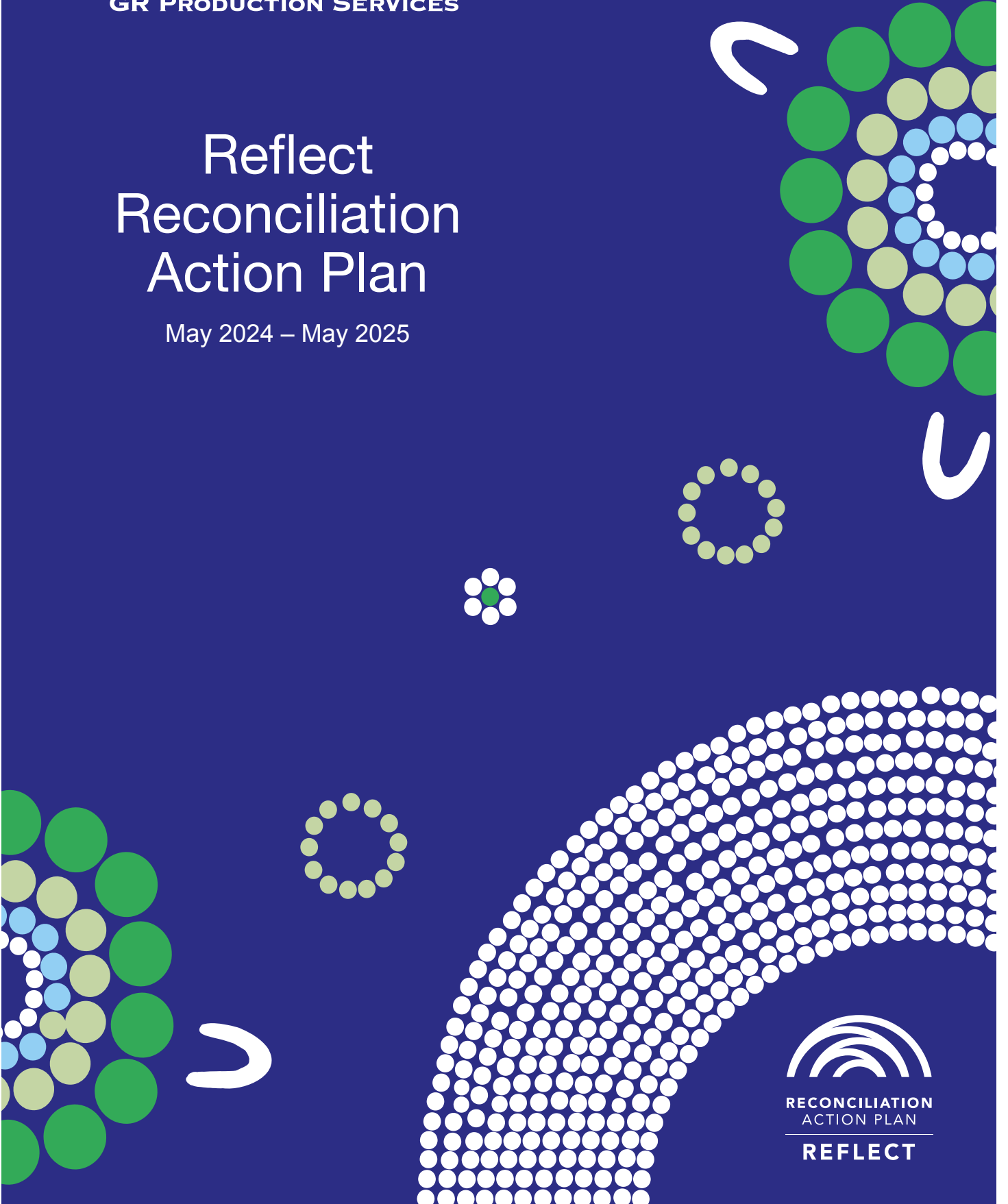




GR PRODUCTION SERVICES

Reflect Reconciliation Action Plan

May 2024 – May 2025





GR PRODUCTION SERVICES

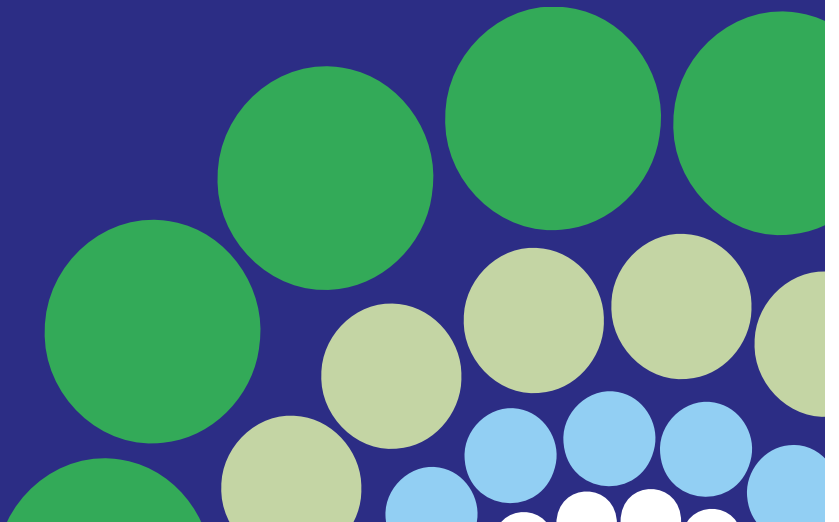
Acknowledgement of Country

In the spirit of reconciliation GR Production Services acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Photograph of Hamersley Gorge, Karijini the traditional home of the Banyjima, Kurrama and Innawonga Aboriginal people.

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Introduction

Message from Cameron Wills, Chief Executive Officer, GR Production Services

I am proud to present GR Production Services' (GRPS) endorsed Reconciliation Action Plan (RAP) detailing our commitment to reconciliation and the fostering of a culture based on respect, diversity and inclusion.

With a recent rapidly expanded workforce, we have continued our reconciliation journey with a second year of a Reflect RAP. The aim of our RAP is to continue to engage with and learn from the local Aboriginal and Torres Strait Islander communities where we work and increase our awareness of their cultures and histories. Within our company, the RAP is an opportunity to reflect on our current business practices and uplift them so that we are purposefully striving for a more inclusive way of working.

In steering our RAP journey, we have representatives from different business units forming our RAP committee with their experience and passion ensuring we are always working towards our RAP goals. I thank them for their commitment and the work that was done to bring our RAP to life.

I believe that it is of critical importance that we raise awareness and acknowledge the past and work together to make tomorrow better for all Aboriginal and Torres Strait Islander people. I am encouraged by the support provided by the executive management team and broadly throughout the business.

It's important that we continue to strive for positive outcomes for Aboriginal and Torres Strait islander people and communities and so I am delighted to endorse our RAP. My team and I look forward to the journey ahead.

Cameron Wills

Chief Executive Officer
GR Production Services



Statement from Chief Executive Officer of Reconciliation Australia

Second Reflect RAP.

Reconciliation Australia congratulates GR Production Services on continuing its reconciliation journey by formally endorsing GR Production Services' second Reflect Reconciliation Action Plan (RAP).

Through this plan, GR Production Services continues to play an important role in a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with 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 continues the journey and primes 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 to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables GR Production Services 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 steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations GR Production Services on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Our business

GR Production Services (GRPS) was established in 1997 in Darwin to service the expanding resources industry. Since then, we have been successfully providing valued and reliable services to a range of clients across energy and resources industries nationally. We are now proudly one of the leading providers of integrated services for asset optimisation and production solutions.

We bring over twenty-five years of expertise in an extensive range of services and delivery of unparalleled production solutions. Our services include operations, maintenance, project management, advisory consulting and on-site execution. Our teams are experienced working in a full range of hydrocarbon production and mineral processing facilities; from supporting early development of Australian oil and gas basins to being at the forefront of well optimisation, Carbon, Capture and Storage (CCS) innovation and green hydrogen projects delivery.

GRPS have built our business on maintaining strong and lasting relationships through reliable, consistent service and an excellent track record of successful delivery. The foundation of our success is our people, our most significant strength. Our team of talented professionals are dedicated and committed to partnering with our clients to provide exceptional results.

GRPS employs approximately 300 people nationally providing end-to-end solutions systems, processes and people to safely extract natural resources and generally working in remote and offshore location throughout Australia. Currently, our business employs four people who identify as an Aboriginal and/or Torres Strait Islander person.



Our **OPERATIONS** management and support services stream focus on safely maximising value by optimising production and minimising deferrals, all while protecting long-term asset integrity.



Our **MAINTENANCE** services stream provides a range of generalist routine and shutdown maintenance provision. In addition to general maintenance, our separable specialist maintenance services include rotating equipment, pressure safety valve certification, flange management, electrical and instrument including hazardous areas and high voltage.



Our **PROJECTS** are delivered by our multidisciplinary team of engineers and project managers who provide a wide variety of EPC services from minor brownfields modifications to major facility upgrades.



Our **ADVISORY** team provide a range of operations transition, commissioning, HAZOP & HAZID, asset integrity and technical due diligence services.



Our core values are the DNA of our business and reflect our strong focus on positive safety, people and community culture.

- OUR CLIENTS ARE OUR FOCUS
- A COMMITMENT TO INNOVATION AND QUALITY
- OUR PEOPLE ARE OUR MOST SIGNIFICANT STRENGTH
- PROVISION OF A SAFE AND HEALTHY WORKPLACE
- WE WILL ALWAYS ACT WITH HONESTY AND INTEGRITY
- RESPECT FOR THE COMMUNITY AND ENVIRONMENT



Our business (continued)

Our dedication to providing quality services, has resulted in our team’s significant growth whilst building loyal relationships with our clients, key suppliers, and communities across Australia. Our communities matter to us. They bring people together and are vital for social connection and a strong sense of belonging. A strong sense of belonging supports connection and the relationships we strive to develop within the communities in which we work. At GRPS we are working to continue to build strong long-term relationships with communities and local businesses.

In 2021 we launched our Community Matters program to actively participate in the growth and success of our communities. Since then, each year we have been increasing our activity by providing sustainable opportunities for local people, business, charities and education institutions within our local communities. Activity includes sponsorship, volunteering, employment, training, business engagement and community campaign participation.

In June 2023 we conducted our Annual Employee Satisfaction Survey to better understand our people’s levels of satisfaction on the topics of Health and Safety Culture and Management, Training, Bullying and Harassment, Job Satisfaction and perceptions of diversity and inclusion within our business. As part of our commitment to reconciliation, we added a new section which included questions about Cultural Awareness to gain insight into the effectiveness of our Reconciliation Action Plan activities throughout our business.





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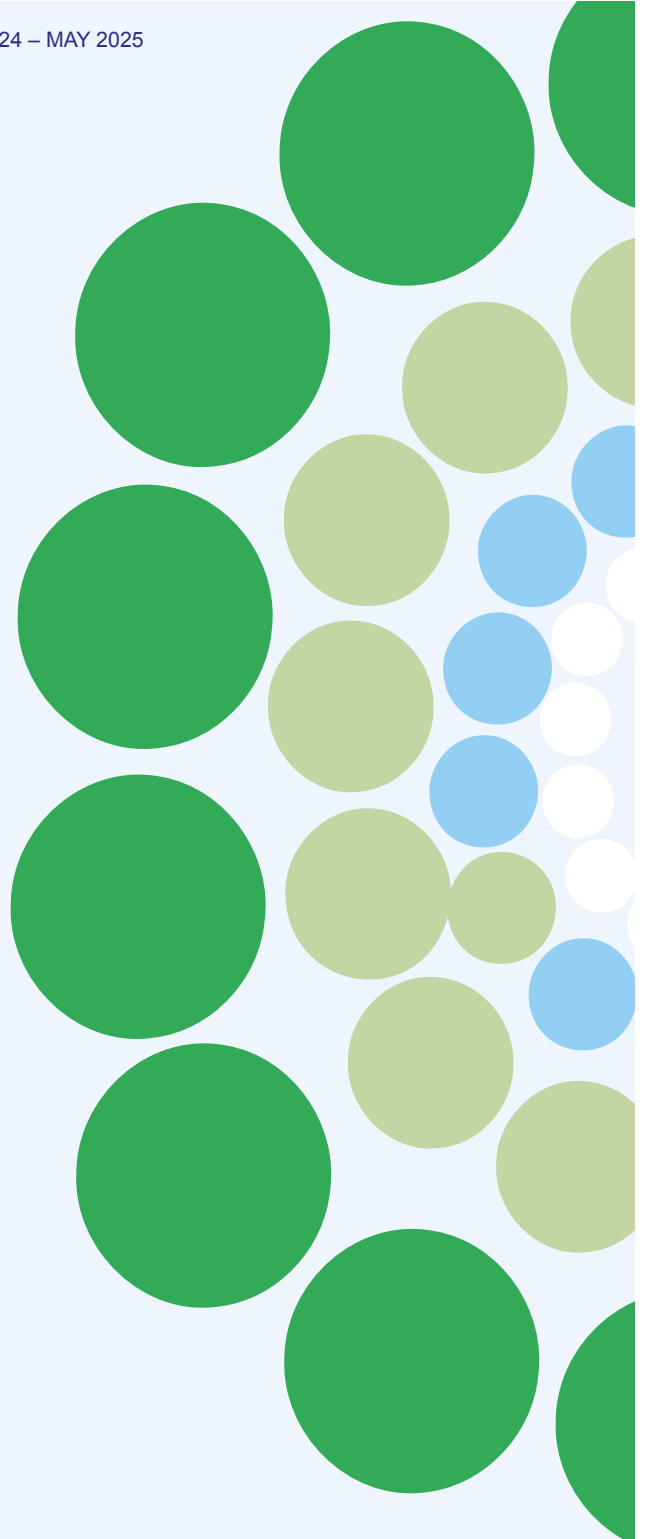


Our artwork story



In 2020 we commissioned Aaron “Jungari” Sutton to create an artwork which reflected our business and core values. Aaron is a Waramungu man from Central Australia, who now resides on Whadjuk Noongar country (Perth/Boorloo). His father is renowned artist Jabaljarri. Over the years, Aaron has learnt the traditional ways of painting from his father and has adapted these styles to create digital pieces like the artwork he has created for us. Painting from a young age, his style has evolved using digitalised images, shapes and colours. Aaron is an accomplished visual artist with a passion for sharing his culture and stories through his art.

Aaron presented the artwork to the business during NAIDOC in 2021 and explained the meaning behind his piece.



Jungari 20'

The GRPS Company Community Connection

The Four Larger Clusters with the mixture of colours represent the Perth, Brisbane, Melbourne and Darwin locations.

The Dotted White Bands represents the people that work with and for GRPS, working together to achieve Harmony in our workspace.

The Blue and Green theme is to represent our work on Land and Sea much like why GRPS uses these colours.

The Single Colour Dotted Circles and Clustered Multi-Coloured Dotted Circles represent all our various work sites.

And finally, the U-shapes around the Four Larger Clusters represent the Spirits, the Elders and the communities we work in and work with, creating a collaborative safe workplace.

Our RAP

GRPS has been operating within Australia for over twenty-five years. During this time, we have lived and worked in many regions and on many different lands of which we know Aboriginal and Torres Strait Islander peoples to be the Traditional Custodians of. Across the country, working closely with Aboriginal and Torres Strait Islander communities we have developed a passion to learn more about the diverse cultures of Aboriginal and Torres Strait Islander peoples and how we can meaningfully play our part in supporting these communities and working together to develop an equitable and successful future for Aboriginal and Torres Strait Islander peoples and other non-Indigenous people.

Each year through our RAP and Community Matters program, we actively increase our meaningful involvement within our communities. Our teams are proud to continue to support various charitable organisations, campaigns and community programs through our active participation.

Over the last twelve months of implementing our Reflect RAP activity, we have succeeded in increasing awareness and education of the dimensions of reconciliation. Over this time, this awareness has strengthened relationships between Aboriginal and Torres Strait Islander peoples and other non-Indigenous people both internally and externally through a shared understanding, sensitivity and respect of Aboriginal and Torres Strait Islander peoples' cultural heritages, histories, rights and experiences.

Over the last twelve months we have also conducted a rebrand of GRPS, aligning more closely with our parent company GR Engineering Services (GRES). We were also successful in obtaining new contracts in new regional areas throughout Australia. As a result of this, we feel there is a need to educate the wider business (GRES) and our new employees on our reconciliation journey and more specifically, our Reflect RAP. We also need time to investigate and establish relationships with key Aboriginal and Torres Strait Islander stakeholders within the new communities where we have recently won new contracts. With such changes, we feel it is valuable and necessary to continue with a Reflect RAP in 2024 to ensure embedment in our work culture and workforce.

We are committed to continue to work with Aboriginal and Torres Strait Islander peoples to establish strong relationships which lead to sustainable and beneficial opportunities, and pathways for prosperity within our communities. Our actions help to create a diverse and inclusive country where everyone is accepted and able to take advantage of equal opportunity, free from discrimination and inequality.



In 2021 we developed our Reconciliation Action Plan Working Group (RAPWG) which is active as of writing this plan. This team supports the development and implementation of actions related to reconciliation. Our group members are:

Josh Harrison

General Manager Operations & Maintenance West
(RAP Champion)

Jasmine Harrison

Contracts Co-ordinator, Darwin

Rhiannon Innes

Tenders & Communications Co-ordinator, Brisbane

Nadine Dulnuan

Marketing & Communications Manager, Brisbane
(Chair)

Tim Latta

Supply Chain & Logistics Lead, Brisbane

Montanna Boon

Recruitment Advisor, Brisbane



Our RAP (continued)

Since the endorsement of our Reflect RAP in June 2022, we have continued to deliver regular communications on the dimensions and pillars of reconciliation throughout our business. We conduct regular Acknowledgement of Country statements at several of our key meetings and work to educate our business about the importance and cultural awareness that these acknowledgements can provide.

We raise the topic of reconciliation and progress of our RAPWG at our management monthly meetings and have created an information page on our SharePoint intranet. This area provides information on Traditional Lands and Custodians, Welcome to Country and Acknowledgement of Country, important dates relating to Aboriginal and Torres Strait Islander cultural protocols and information about significant dates in history and formal reconciliation.

We continue to work and communicate within our sphere of influence and the stakeholders within it so that we can ensure our actions are appropriate and meaningful.



We have identified appropriate contacts within our communities and developed relationships to deepen our understanding about the challenges that Aboriginal and Torres Strait Islander peoples experience. We included targeted questions within our 2023 Employee Satisfaction Survey on the topic of reconciliation to gauge the level of understanding and awareness and have engaged a training provider to implement Cultural Heritage Training throughout our business.

We continue to update our Indigenous Participation Plan which includes measurable targets for developing sustainable relationships with Aboriginal and Torres Strait Islander communities where we work. These targets include increasing awareness and education about reconciliation within our business, increasing employment opportunities for Aboriginal and Torres Strait Islander peoples within the communities in which we work as well as a commitment to spend a percentage of our local spend with Aboriginal and Torres Strait Islander owned businesses in our communities.

In partnership with Programmed, a national HR company, GRPS has successfully seconded twelve National Energy Technician Training Scheme (NETTS) apprentices who identify as Aboriginal and/or Torres Strait Islander people into our business and deployed them to operational sites to provide quality experience and training on a variety of assets throughout Western Australia and the Northern Territory. We have these apprentices work for us for up to two years each, and then at the completion of their program we assist them in finding positions within industry. We directly hired one of these technicians. We continue our 6-year relationship with the NETTS apprenticeship scheme and will continue to provide opportunities for them to develop their skills and experience within our project teams.

Our partnerships/current activities

Ansett Basketball Darwin Platinum Sponsorship – GRPS have partnered with the Ansett Basketball Club as the Platinum sponsor of the Men's league since 2020 and are the Platinum Sponsor for the Men's and Women's leagues for 2023-2024. Several members of the league identify as Aboriginal and/or Torres Strait Islander people. The club estimates that 1/3 of the club's 180+ members are Aboriginal and Torres Strait Islander people which is about 60 people.

In 2021 we announced our commitment to the Northern Territory Indigenous Business Network (NTIBN). We support the NTIBN and are proud to be registered as an Associate Member. The NTIBN exists to support current and emerging Indigenous businesses in their journey to success through programs that work by focusing on strengths, and how they can be used by Indigenous business owners and entrepreneurs to further their futures in business. We have representation at various NTIBN events throughout the year for networking and engaging with like-minded businesses in the region.

We recognise National Reconciliation Week and NAIDOC Week as a business, circulating information and encouraging attendance at events.

During National Reconciliation Week 2023, we were delighted to have Aaron 'Jungari' Sutton host an information session for our team to provide information about National Reconciliation Week and cultural awareness.

In NAIDOC Week, we invited Nick Abraham to join us in person in our Perth office and online for our interstate-based teams, to provide a special information session to learn more about the history and culture of Aboriginal and Torres Strait Islanders and the significance of NAIDOC. Mervyn (Nick) Abraham is the owner and lead guide at Warrang-Bridil (meaning 'Enlighten to Acknowledge' in Noongar language).

We engaged Blak Unicorn Consulting to facilitate Cultural Heritage awareness activities for our personnel in 2022. We will continue to work with Self Made Indigenous Corp. (SMIC) with regards to donations for their community-based charities and mentoring and work experience opportunities with their student programs.

We have engaged and are working with 'CATonline Culture Awareness Training' to implement an online Culture Awareness Training program for our personnel in 2022 and into 2023. Through this initiative, at the time of writing this plan, we are proud to have facilitated the training of over 200 of our personnel in Cultural Awareness Training since we implemented the program in March 2022.



Our RAP actions



RELATIONSHIPS

ACTION	Deliverable	Timeline	Responsibility
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify new Aboriginal and Torres Strait stakeholders in new geographical locations (eg. Darwin, Moranbah and Cooper Basin regions) post-contract awards. 	June 2024	Lead: Supply Chain & Logistics Lead Support: Marketing & Communications Manager and Tenders & Communications Co-ordinator
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	June 2024	Supply Chain & Logistics Lead
2 Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	June 2024	Tenders & Communications Co-ordinator
	<ul style="list-style-type: none"> RAP working group members to participate in an external NRW event. 	27 May - 3 June 2024	RWG Chair
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2024	Chief Executive Officer
3 Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Include regular reconciliation-related articles in bi-monthly internal newsletter. 	June, August, October & December 2024 February & April 2025	Marketing & Communications Manager
	<ul style="list-style-type: none"> Show senior leadership support and endorsement of reconciliation with communications around events and special days. 	June, August, October & December 2024 February & April 2025	Marketing & Communications Manager
	<ul style="list-style-type: none"> Regularly engage with and expand our list of external stakeholders that our organisation engages with on our reconciliation journey. 	May, August & November 2024 February 2025	Supply Chain & Logistics Lead
	<ul style="list-style-type: none"> Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	May, July, September & November 2024	Lead: Supply Chain & Logistics Lead
4 Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Continue to promote and communicate our policies to the workforce through key documents and communication channels (induction, internal newsletter, intranet and staff contracts). 	June, September & December 2024 March 2025	National HR Manager
	<ul style="list-style-type: none"> Monitor legislative changes and regularly review our HR policies to ensure it aligns with RAP commitments and legal obligations. 	June, September & December 2024 March 2025	National HR Manager



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.	<ul style="list-style-type: none"> Continue to promote our online cultural awareness training throughout the business. 	June, September & December 2024 March 2025	National HR Manager
	<ul style="list-style-type: none"> Increase awareness of Aboriginal and Torres Strait Islander culture through regular inclusion in internal newsletter. 	June, August, October & December 2024 February & April 2025	Lead: Marketing & Communications Manager Support: Tenders & Communications Co-ordinator
	<ul style="list-style-type: none"> Continue to regularly consult with our Indigenous workforce partner to ensure cultural awareness training content is current and appropriate and when culturally sensitive issues arise, our Indigenous employees are supported. 	June, September & December 2024 March 2025	National HR Manager
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation as part of our Annual Employee Satisfaction Survey. 	October 2024	National HR Manager
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Communicate information to staff about traditional areas specific to the region. 	June, August, October & December 2024 February & April 2025	Marketing & Communications Manager
	<ul style="list-style-type: none"> Develop HR protocols to align with Aboriginal and Torres Strait Islander culture. 	August 2024	National HR Manager
	<ul style="list-style-type: none"> Continue to conduct Acknowledgement of Country protocols and encourage staff to conduct where appropriate. 	June & November 2024	Contracts Co-ordinator
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	June 2024	Marketing & Communications Manager
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2024	Marketing & Communications Manager
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2024	Chief Executive Officer



OPPORTUNITIES

ACTION	Deliverable	Timeline	Responsibility
8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop a framework tailored to Aboriginal and Torres Strait Islander professional development (ie. career pathway plans). 	November 2024	National HR Manager
	<ul style="list-style-type: none"> Continue to identify individuals who self-identify as Aboriginal and Torres Strait Islander in our workforce through our HR monthly reports, ensuring we capture their representation. 	June, September & December 2024 March 2025	National HR Manager
9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Continue to look for opportunities and enhance and foster current relationships with Aboriginal and Torres Strait Islander suppliers. 	June, September & December 2024 March 2025	Supply Chain & Logistics Lead
	<ul style="list-style-type: none"> Review procurement categories for Aboriginal and Torres Strait Islander sourcing opportunities. 	June, September & December 2024 March 2025	Supply Chain & Logistics Lead
	<ul style="list-style-type: none"> Investigate Supply Nation membership and other Aboriginal and Torres Strait Islander supply networks. 	June 2024	Supply Chain & Logistics Lead



GOVERNANCE

ACTION	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain the RAPWG to govern RAP implementation. 	June, August, October & December 2024 February & April 2025	RWG Chair
	<ul style="list-style-type: none"> Review Terms of Reference for the RWG. 	May 2024	RWG Chair
	<ul style="list-style-type: none"> Continue to encourage Aboriginal and Torres Strait Islander representation on the RWG. 	June, August, October & December 2024 February & April 2025	RWG Chair
11 Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	May 2024	RWG Chair
	<ul style="list-style-type: none"> Continue to engage senior leaders on the progress and delivery of RAP commitments at our monthly operations meetings. 	June, September & December 2024 March 2025	RWG Chair
	<ul style="list-style-type: none"> Appoint a senior leader to champion our RAP internally. 	April annually	RWG Chair
	<ul style="list-style-type: none"> Continue to track our actions and outcomes, measure and report on RAP commitments. 	June, August, October & December 2024 February & April 2025	Marketing & Communications Manager
12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence. 	June annually	Marketing & Communications Manager
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August annually	Marketing & Communications Manager
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September annually	Marketing & Communications Manager
13 Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	February 2025	Marketing & Communications Manager



GR PRODUCTION SERVICES

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