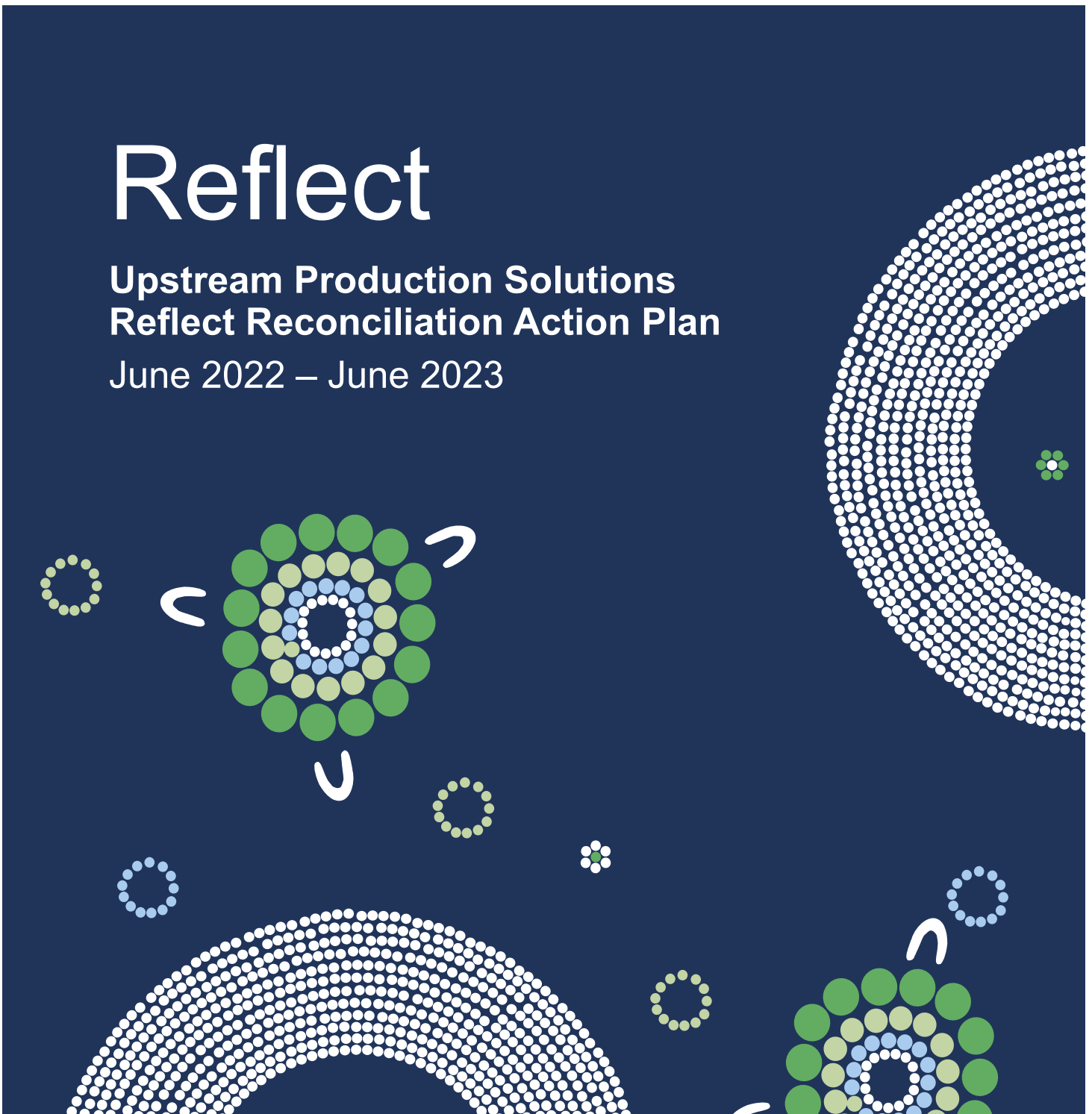




Reflect

Upstream Production Solutions
Reflect Reconciliation Action Plan

June 2022 – June 2023



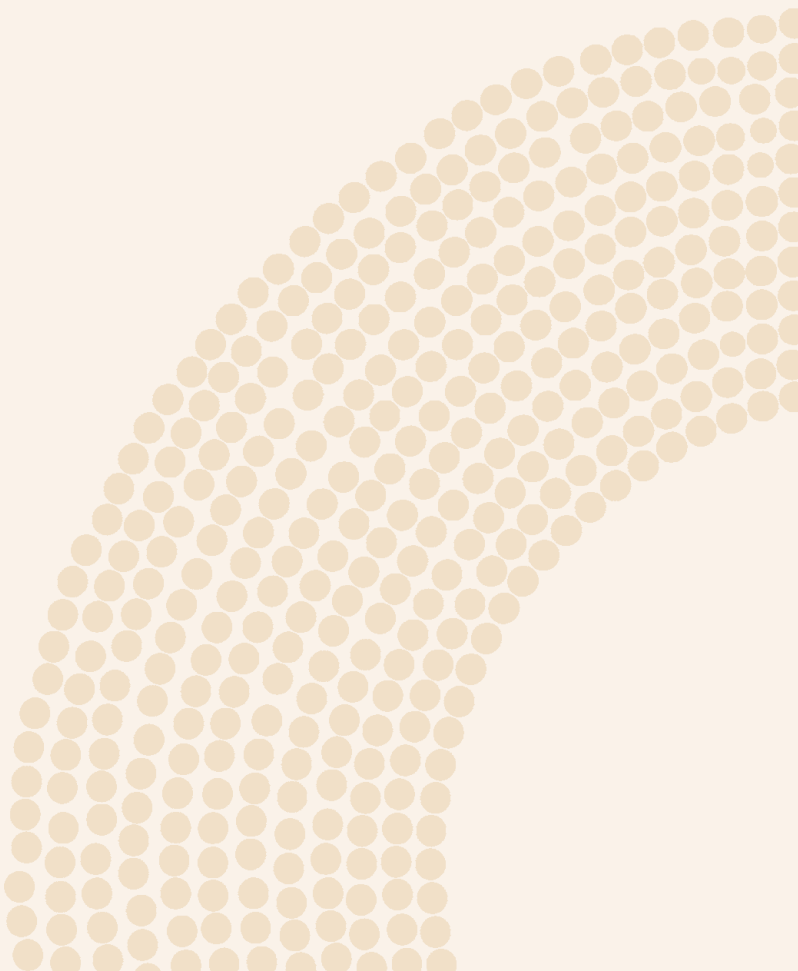
Acknowledgement of Country

In the spirit of reconciliation Upstream Production Solutions 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 the broad-leaved paperbark, *Melaleuca quinquenervia*.

Contents

Introduction.....	4
Statement from CEO of Reconciliation Australia	5
Our Business	6
Our artwork story	10
Our RAP	12
Our partnerships/current activities	15
Our RAP actions	16
RELATIONSHIPS	16
RESPECT	17
OPPORTUNITIES	18
GOVERNANCE	19
Contact Us.....	20



Introduction

Message from Cameron Wills, Chief Executive Officer Upstream Production Solutions

I am proud to introduce Upstream Production Solutions endorsed Reconciliation Action Plan (RAP). Whilst our company have had a formal Indigenous Heritage and Affairs Policy and associated plans for over a decade, this is the first time we have formed a working group and consulted with Reconciliation Australia and the broader Aboriginal and Torres Strait Islander community to develop and endorse a plan with tangible, achievable and measurable outcomes. To date it has been both a welcome journey and an eye-opening learning experience.

The aim of our Reflect RAP is to engage with and learn from the local indigenous communities where we work, and together develop mutually beneficial relationships, and to continue to develop a culture of diversity, inclusion and respect.

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.

I am delighted to endorse our RAP and look forward to the journey ahead.



Cameron Wills
Chief Executive Officer

Statement from CEO of Reconciliation Australia

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



Upstream Production Solutions 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.

This Reflect RAP enables Upstream Production Solutions 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 Upstream Production Solutions, 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

Upstream Production Solutions (Upstream PS) was established in 1997 in Darwin and has been successfully providing quality reliable services to the energy sector for twenty-five years. Headquartered in Perth with locations nationwide, Upstream Production Solutions is a wholly owned subsidiary of GR Engineering Services, an ASX listed process, engineering design and construction organisation.

We are a leading provider of fully integrated capabilities for asset optimisation and production solutions to the oil, gas, energy and water industries supporting a range of Tier 1 and Tier 2 clients operating across several oil and gas basins nationwide.

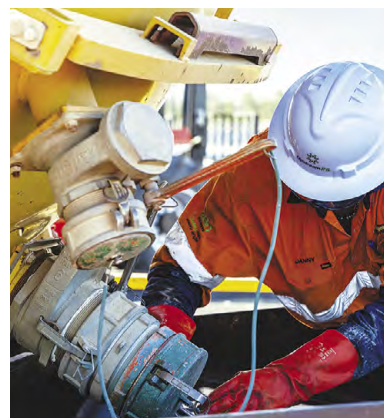
We possess a solid reputation for providing safe, innovative, and sustainable solutions and we work as an integrated team with our clients to enhance HSEQ, field life, cost performance and production performance. Upstream Production Solutions employs approx. 300 to 400 people nationally providing end to end solutions systems, processes, and people to safely extract natural resources generally working in remote and offshore location throughout Australia. At this time of our Reflect Reconciliation Action Plan, our business employs four people who identify as Aboriginal and/or Torres Strait Islander people.

Our core values are the DNA of our business and reflect our strong safety culture with safe and effective working relationships, respecting the culture, diversity and values of others.

- 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.

The foundation of our success is our people, our most significant strength. We value trust and partner with our clients to provide services that are delivered the right way. It is these shared values amongst our team and clients that have helped us to arrive at where we are today.





Our Business (continued)

At Upstream Production Solutions, we bring 25 years of expertise in an extensive range of advisory services and delivery of unparalleled production solutions, including operations, maintenance, project management and execution. Our dedication has resulted in our team’s significant growth whilst building loyal relationships with our clients and key suppliers across Australia.

Our communities’ matter to us. They bring people together and are vital for social connection and enjoying a strong sense of belonging. A strong sense of belonging supports connection and the relationships we develop. At Upstream PS we are working to continue to build strong long-term relationships within the communities and local businesses where we work. Every year we work to increase our meaningful involvement within our communities and our teams are proud to continue to support various charitable organisations, campaigns, and community programs through participation. In 2021 we launched our Community Matters program. We are committed to providing sustainable opportunities for local people, local communities through sponsorship or volunteering and through employment, training, business engagement and community campaign participation.

In May 2022 we will be conducting our Annual Employee Satisfaction Survey in order to better understand our people’s levels of satisfaction on the topics of Health and Safety Management, Training, Bullying and Harassment, Job Satisfaction and perceptions of diversity and Inclusion within our business.





Upstream Production Solutions has been operating within Australia for 25 years.



ENVIRONMENT



SUPPORT



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ADELAIDE +61 8 7079 0534
Level 2, 70 Hindmarsh Square, Adelaide SA 5000

LOCATIONS

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 Upstream Production Solutions 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 Upstream Production Solutions. 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 Upstream Production Solutions uses these colours.

The Single Colour Dotted Circles and Clustered Multi-Coloured Dotted Circles represent all of 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 work place.

Our RAP

Upstream Production Solutions has been operating within Australia for 25 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 Australians.

We know that the implementation of the practical actions within our Reconciliation Action Plan will help to increase awareness and education of the dimensions of reconciliation. Over time this awareness will strengthen relationships between Aboriginal and Torres Strait Islander peoples and other Australians through a shared understanding, sensitivity and respect of our cultural heritage, history, rights and experiences.

We are dedicated and committed to working 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 will work 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 (RWG) to support the development and implementation of actions related to reconciliation.

David Francis

Executive General Manager East (Our RAP Champion)

Josh Harrison

General Manager Operations – Darwin (Co-Chair)

Anne-Marie Blewett

Marketing and Communications Manager – Melbourne (Co-Chair)

Tom Coolican

Executive General Manager West – Perth

Jasmine Harrison

Contracts Co-ordinator – Darwin

Tim Latta

Supply Chain and Logistics Lead – Brisbane

Mellisa Hooper

HSE Advisor East – Brisbane



Our RAP (continued)

We are working to develop and circulate regular communications on the dimensions and pillars of reconciliation throughout our business. We raise the topic of reconciliation and progress of our RWG at our 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, a calendar of important dates relating to Aboriginal and Torres Strait Islander peoples and a timeline of significant dates in history and formal reconciliation.

Currently we are working to gain a clear understanding of our sphere of influence and the stakeholders within it so that we can ensure our actions are appropriate and meaningful. We are working to identify appropriate contacts within our communities and develop relationships to deepen our understanding about the challenges that Aboriginal and Torres Strait Islander peoples experience. We will be including targeted questions within our 2022 Employee 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.

In 2020 we developed our Indigenous Participation Plan which included measurable targets for developing sustainable relationships with Aboriginal and Torres Strait Islander communities where we work. These targets included 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.

As detailed above we created our RWG in 2021 to facilitate our reconciliation Actions.

Our partnerships/current activities

ANSETT Basketball Darwin Platinum Sponsorship - Upstream Production Solutions have partnered with the Ansett Basketball Club as the Platinum sponsor of the Men's league since 2020. Several members of the league identify as Aboriginal and/or Torres Strait Islander people.

In 2021 we announced our commitment to the Northern Territory Indigenous Business Network. We support the NT IBN 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 recognise National Reconciliation Week and NAIDOC as a business circulating information and encouraging attendance at events.

We have engaged Blak Unicorn Consulting to facilitate Cultural Heritage awareness activities for our personnel in 2022. We will be working 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.



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 Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	August 2022	General Manager East and West
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	August 2022	General Manager East and West
	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2023	Marketing & Communications Manager
2 Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> RAP Working Group members to participate in an external National Reconciliation Week event (NRW). 	27 May - 3 June 2023	RWG Co-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 2023	Chief Executive Officer
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	July, October 2022 January, April 2023	Marketing & Communications Manager
3 Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	July, October 2022 January, April 2023	RAP Working Group
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	July, October 2022 January, April 2023	RAP Working Group
	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	October 2022	HR Advisor East
4 Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	November 2022	HR Advisor East



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"> Develop a formal cultural learning strategy for our organisation for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	October 2022	HR Advisor East
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	June 2022	HR Advisor East
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	June 2022	Marketing & Communications Manager
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	June 2022	RWG Co-Chair
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. 	First week in July 2022	Marketing & Communications Manager
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	First week in July 2022	RWG Co-Chair
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July 2022	RWG Co-Chair

Our RAP actions (continued)



OPPORTUNITIES

ACTION	Deliverable	Timeline	Responsibility
<p>8</p> <p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p>	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy in consultation with First Nations communities for Aboriginal and Torres Strait Islander employment within our organisation. <hr/> <ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	<p>December 2022</p> <hr/> <p>December 2022</p>	<p>HR Advisor East</p> <hr/> <p>HR Advisor East</p>
<p>9</p> <p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. <hr/> <ul style="list-style-type: none"> Investigate new ways to support Aboriginal and Torres Strait Islander business owners. 	<p>November 2022</p> <hr/> <p>November 2022</p>	<p>Supply Chain and Logistics Lead</p> <hr/> <p>Supply Chain and Logistics Lead</p>



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 a RWG to govern RAP implementation. 	December 2022	Chief Executive Officer
	<ul style="list-style-type: none"> Review effectiveness and update Terms of Reference for the RWG. 	December 2022	Chief Executive Officer
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	October 2022	Chief Executive Officer
11 Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	July 2022	Chief Executive Officer
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	July 2022	Chief Executive Officer
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	July 2022	RWG Co-Chair
12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September 2022	Marketing & Communications Manager
	<ul style="list-style-type: none"> Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence. 	June 2022	HR Advisor East
	<ul style="list-style-type: none"> Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire. 	August 2022	HR Advisor East
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 2023	Marketing & Communications Manager

Contact Us



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