



RECONCILIATION ACTION PLAN

March 2022 – March 2024



Acknowledgement of Country

In the spirit of reconciliation, Civeo acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of country throughout Australia and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

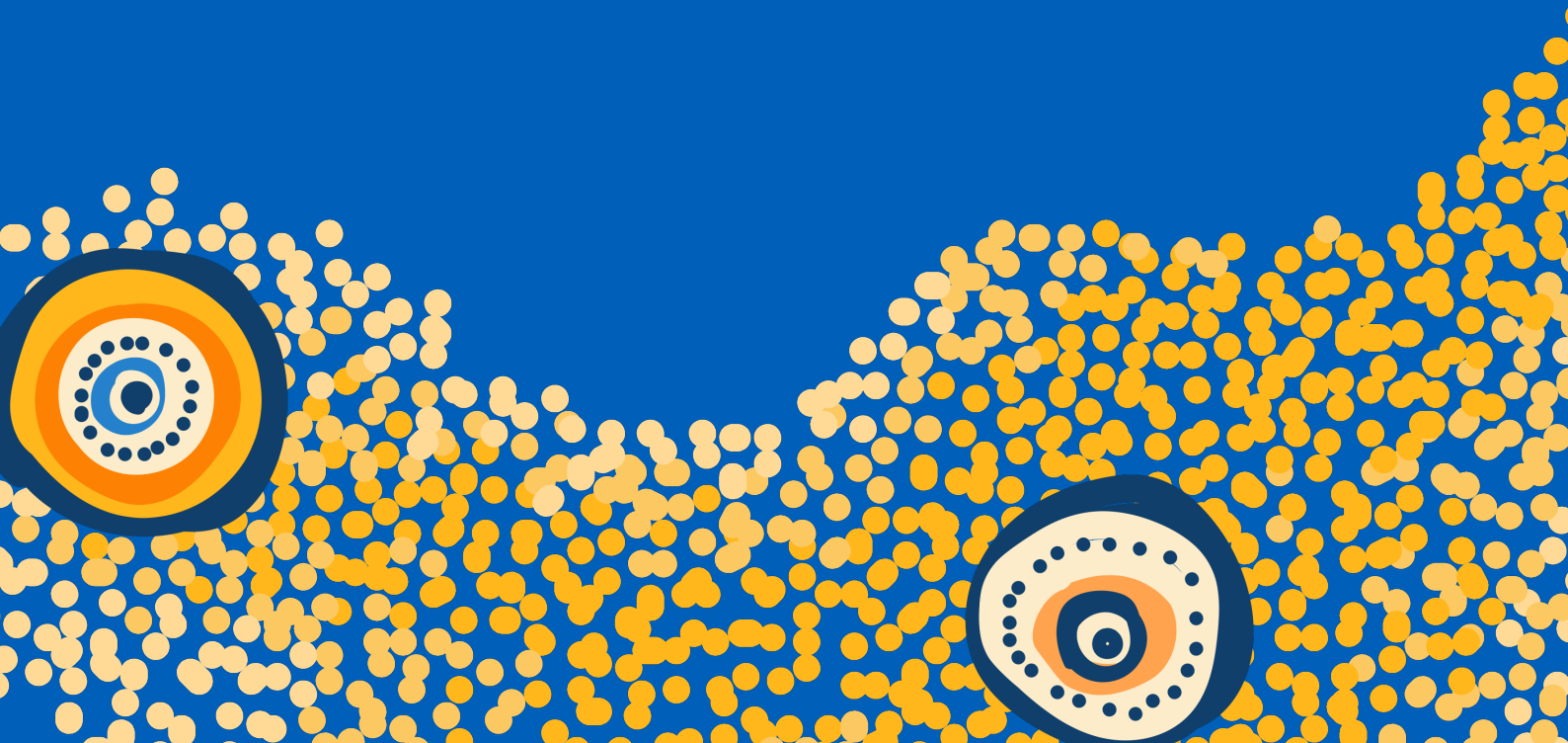


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About the Artwork and Artist



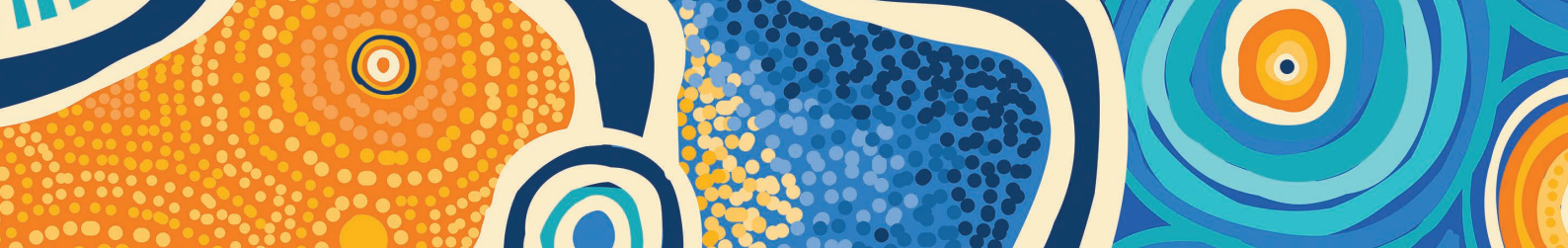
Elaine Chambers is a proud Aboriginal woman with ancestral links to the Koa (Guwa), Kuku Yalangi and Barada Barna peoples

Elaine's family was removed from their homeland three generations ago with her parents raised in Cherbourg before they relocated to the Brisbane area, where they raised her and her four siblings.

After school, Elaine followed her dream of becoming an artist. Since 1988, she has worked in the Graphic Design and Printing sectors. Her company, Cultural Edge Designs, produces Aboriginal artwork using the latest digital design techniques in combination with her own traditional art skills. Her work has been featured in corporate Reconciliation Action Plans (RAPs), sports teams' Indigenous Round jerseys and public murals (just to name a few).

She is a PANPA Award Winner and the 2015 National NAIDOC Poster Competition winner.

Elaine comes from a family with many artists. Their art and culture is their pride and they are honoured to have the chance to share it with the community.



Working Together

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This painting depicts the sites or camps located on country – the country which the ancestors of the artist, Elaine Chambers, called home.

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Main meeting places are shown using main gathering circles. These meeting places can represent both the Barada Barna's campsites back in the day and what they are now - workers' gathering together. The sites are places to come together and work together as one. The sites provide for today's workers just as they did for the Barada Barna people in the past.

The meeting places are connected by waterholes, creeks and river systems. Water connects these meeting places, reflecting their importance to our survival. In addition to water, main flowing lines in the artwork show pathways to each other as well as pathways from workers' homelands to the Bowen Basin, which forms part of the Civeo community.

Lines and dots that fill the areas represent people and communities, their stories and new connections and reflect the land that surrounds the area (mountain peaks, barren flat lands and waterholes) that provides for the people.



Message from the Managing Director



I am very pleased to introduce Civeo Australia's Innovate Reconciliation Action Plan (RAP) for 2022-2024

Civeo has a long and proud history of developing meaningful partnerships with Aboriginal and Torres Strait Islander peoples, organisations and businesses, particularly in the communities in which we operate. In this RAP, we affirm our commitment to the reconciliation process, celebrate the cultures and peoples of Australia's Aboriginal and Torres Strait Islander communities and set a path to build on existing partnerships.

We will build on these partnerships by:

- Developing initiatives to improve and increase Aboriginal and Torres Strait Islander employment outcomes and career pathways within our organisation.

- Supporting Traditional Owner Groups to grow their businesses and assist with the development of their organisational capabilities.
- Providing procurement pathways to increase supply opportunities for Aboriginal and Torres Strait Islander businesses, nationally.
- Providing opportunities to build and maintain relationships between our employees and Aboriginal and Torres Strait Islander peoples by celebrating and participating in National Reconciliation Week (NRW) and NAIDOC Week across the organisation and the communities we operate in.

As one of the world's largest integrated providers of workforce accommodations, we are committed to increasing the representation of Aboriginal and Torres Strait Islander peoples and cultures in the remote hospitality sector. By prioritising employment pathways and developing new business and supply partnerships, we hope to play our part in reducing the inequity that has been created between Aboriginal and Torres Strait Islander peoples and the broader population in Australia as a result of historic disadvantage.

By listening to, learning from and collaborating with Aboriginal and Torres Strait Islander peoples, we can deliver sustainable, long-term economic and employment opportunities for Aboriginal and Torres Strait Islander peoples.

I encourage all employees, customers and suppliers to support us on this journey.

A blue ink signature of Peter McCann, written in a cursive style.

Peter McCann

Managing Director and Senior Vice President, Australia

A statement from Karen Mundine, Reconciliation Australia's CEO



Reconciliation Australia commends Civeo on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Civeo to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Civeo will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Civeo is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Civeo's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations, Civeo, on your Innovate RAP, and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



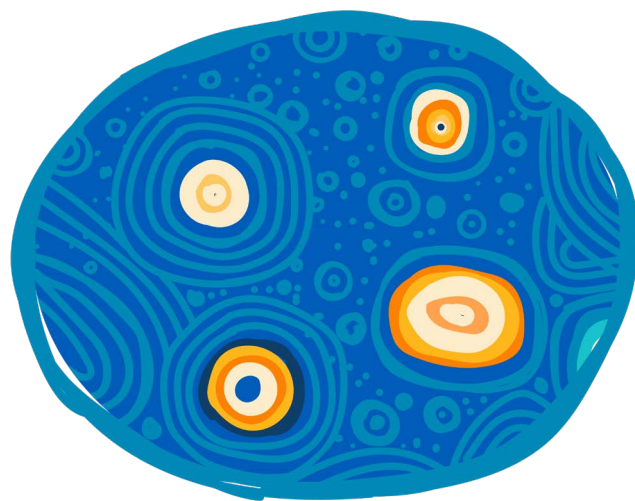
Our Vision for Reconciliation



Our vision for reconciliation is a remote hospitality sector that is connected to country, uniting Aboriginal and Torres Strait Islander peoples and non-First Nations' peoples together through a shared connection to the histories, stories and cultures of the land.



For our organisation, this means nurturing culturally respectful homes away from home for people working in the remote resources sector through cultural awareness, celebration of histories and culture, collaboration with Traditional Owner groups, an inclusive and diverse workplace and advocating for the empowerment of Aboriginal and Torres Strait Islander businesses.



Our Business

Civeo is a global workforce accommodation specialist dedicated to helping people maintain healthy, productive and connected lives while living and working away from home. Given our regional and remote footprint, Civeo's clients are predominately in the mining and construction industry.

Whether we are operating our own assets, or providing integrated services for partners, caring for our clients' people is what we do best. After all, it is our Company Mission to provide remarkable experiences for the people and communities we serve.

As one of the world's largest integrated providers of workforce accommodations (with villages in Canada, the United States and Australia), we have a national footprint of 9,000 rooms in Queensland, New South Wales and Western Australia. Our Australian Villages are located in:

- **Queensland**
Nebo, Coppabella, Moranbah, Dysart and Middelmount
- **New South Wales**
Boggabri and Narrabri
- **Western Australia**
Karratha and Kambalda

In addition to our portfolio of owned villages, we also operate approximately 5,000 rooms in client owned properties in remote regions of Western Australia as well as three corporate offices, located in Sydney, Brisbane and Perth.

As of December 2021, Civeo has over 900 employees, 17 of whom self-identify as Aboriginal and/or Torres Strait Islander people.





Our RAP



Civeo cares about the communities in which it operates and supports them through community engagement, local procurement, local employment and sponsorship of charities and events. These communities include Aboriginal and Torres Strait Islander communities and peoples, so reconciliation is vital to the futures our communities envision for themselves and we aim to help make those futures a reality.



Our villages are small communities. Within them, it is our mission to provide remarkable experiences for our guests. This goes to our value of caring. Reconciliation aligns with our goals and values as it promotes culturally safe environments where Aboriginal and Torres Strait Islander peoples feel welcome, supported and respected.

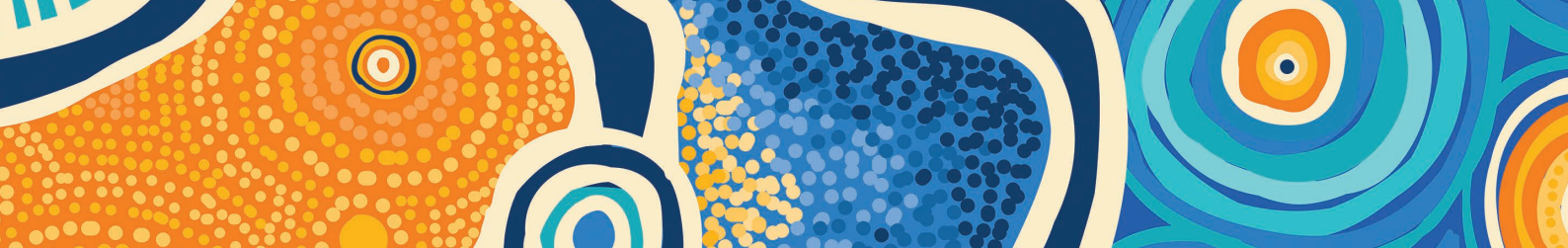
Considering this, reconciliation underpins good business.

For several years, Civeo has engaged informally in the reconciliation process, helping promote Aboriginal and Torres Strait Islander histories and cultures by participating in National Reconciliation and NAIDOC weeks. We also partner with organisations that support Aboriginal and Torres Strait Islander students through their education and employment pathways. Through our membership in Supply Nation, we have increased the percentage of our suppliers that are certified Aboriginal and Torres Strait Islander businesses: businesses that are owned by Aboriginal and Torres Strait Islander peoples, employ Aboriginal and Torres Strait Islander peoples and build relationships with Traditional Owner groups.

To continue making a meaningful impact, we are now at a stage where a Reconciliation Action Plan is needed. Therefore, Civeo is developing an Innovate Reconciliation Action Plan (RAP) to embed reconciliation throughout our company and to positively influence our employees, suppliers, business sector and communities in respect to reconciliation.

We commit to:

- Recognising and supporting the Aboriginal and Torres Strait Islander communities we operate in;
- Building genuine and authentic partnerships with Aboriginal and Torres Strait Islander peoples;
- Taking ownership of our RAP to ensure its success;
- Collaborating and listening to Civeo’s partners and clients who are leaders in the reconciliation space to learn best practices;
- To keep learning, engaging, innovating and improving (especially when we hit barriers and obstacles);
- To give a voice to Aboriginal and Torres Strait Islander peoples by engaging with them throughout the RAP process.



Our RAP Working Group

Our RAP Working Group (RWG) was formed with the aim of guiding our reconciliation process. The RWG is responsible for the deliverables laid out in this document and for championing reconciliation within the organisation.

The members of our RWG are:

- Executive General Manager (EGM), Human Resources (HR) (Internal RAP Champion)
- General Manager, Corporate Development and Business Improvement
- General Manager, Procurement
- Business Development Manager
- Executive Administration Manager, Operations and Business Development
- Communications Manager
- Operations Coordinator (Works and Project Delivery)
- HR Manager
- Community Relations Manager
- Members of Village Management

The group meets quarterly to review the progress of our reconciliation work and is comprised of employees from all levels and areas of the company to ensure our reconciliation efforts obtain company wide support.

One member of the RWG identifies as an Aboriginal person. The RWG also consults with Traditional Owner groups and Aboriginal and Torres Strait Islander partners to ensure Aboriginal and Torres Strait Islander peoples voices are reflected within our RAP.



Relationships

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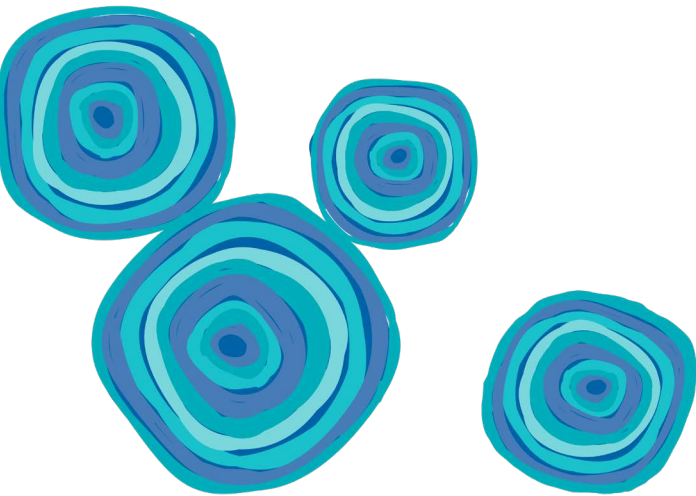
Relationships are vitally important to our business. They are how we gain and retain client loyalty, gain the trust of our communities, attract talented employees and foster mutually beneficial partnerships with our clients. As a result, we know that relationships will be the backbone of our reconciliation efforts.

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Visiting and connecting with Aboriginal and Torres Strait Islander peoples and communities will allow us to share experiences, resulting in better communication, understanding, trust, engagement and mutually beneficial partnerships. Strong relationships will allow us to empower Aboriginal and Torres Strait Islander peoples and communities to reduce opportunity gaps.

To build these strong relationships we understand that we will need to:

- Develop community engagement principles;
- Identify and acknowledge all Traditional Owners at each Civeo location;
- Collaborate for the empowerment of Aboriginal and Torres Strait Islander peoples and communities;
- Commit to outcomes and accountability;
- Ensure that all Aboriginal and Torres Strait Islander peoples who engage with us feel welcome; and
- Listen, learn, share and connect with our local communities.



Relationships - Actions

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2022	EGM, HR
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2022	Community Relations Manager
Connect with Aboriginal and Torres Strait Islander peoples at each Civeo location to create a shared understanding of community needs.	September 2022	Community Relations Manager
Design and implement achievable targets relevant to Aboriginal and Torres Strait Islander engagement.	December 2022	Community Relations Manager
Establish formal, planned meetings for collaboration with each of our respective Aboriginal and Torres Strait Islander communities.	May 2023	Community Relations Manager

2. Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022, 2023	Communications Manager
RAP Working Group members to participate in an external NRW event.	May 2022, 2023	EGM, HR
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2022, 2023	Managing Director and Senior Vice President, Australia
Organise at least one NRW event each year.	May 2022, 2023	Community Relations Manager
Register all our NRW events on Reconciliation Australia's NRW website .	May 2022, 2023	Community Relations Manager



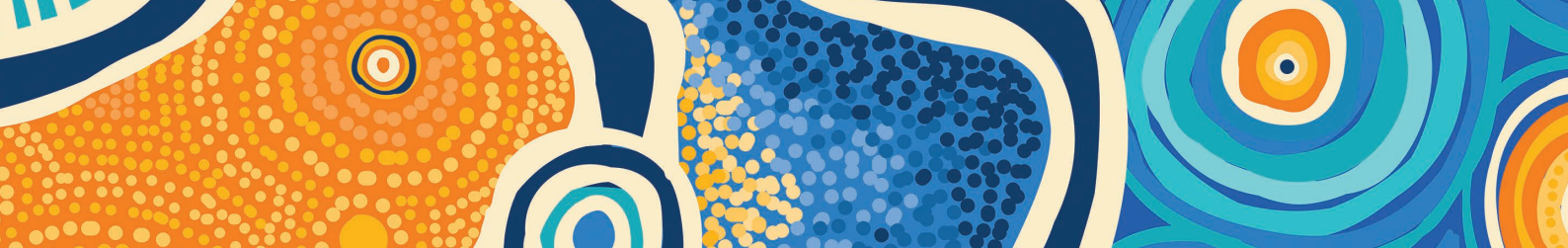
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3. Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Implement strategies to engage our staff in reconciliation.	May 2022	EGM, HR
Communicate our commitment to reconciliation publicly.	May 2022	Communications Manager
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2022	Procurement Manager
Collaborate with other RAP organisations to develop ways to advance reconciliation.	November 2022	Community Relations Manager

4. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2022	HR Manager
Develop, implement and communicate an anti-discrimination policy for our organisation.	February 2023	HR Manager
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2023	EGM, HR
Educate senior leaders on the effects of racism.	January 2023	Managing Director and Senior Vice President, Australia



Respect

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We believe that efforts towards reconciliation will only be successful if they are founded upon genuine and widely held respect for the histories, cultures, knowledge and rights of Aboriginal and Torres Strait Islander peoples and communities.

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In the past, we have promoted and celebrated the cultures and histories of Aboriginal and Torres Strait Islander groups through NAIDOC and National Reconciliation Weeks. We look to expand on this through Welcome to Country and Acknowledgement of Country, as well as by providing cultural awareness opportunities to learn about and acknowledge Aboriginal and Torres Strait Islander histories and cultures.

By acknowledging local Aboriginal and Torres Strait Islander histories and cultures across our sites we envision fostering widespread respect amongst our guests and staff. This respect will underpin and strengthen our reconciliation efforts.

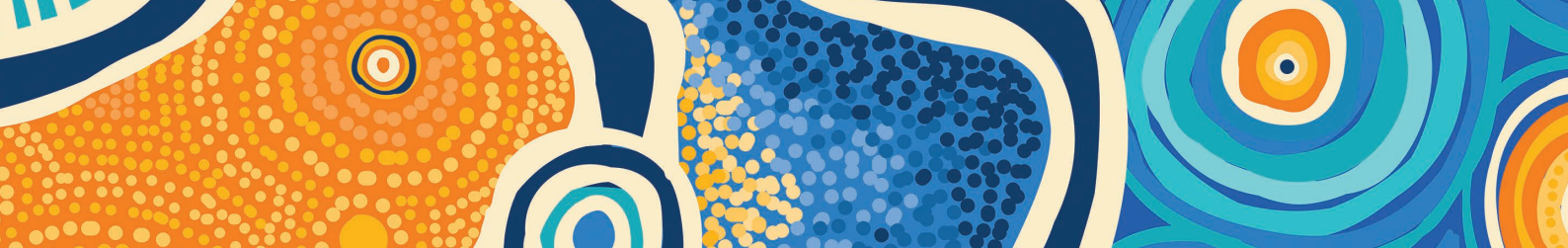
Respect - Actions

5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	September 2022	HR Manager
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	September 2022	Community Relations Manager
Develop, implement and communicate a cultural learning strategy for our staff.	June 2023	HR Manager
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2023	EGM, HR
Design and implement an effective cultural awareness package in collaboration with Aboriginal and Torres Strait Islander community members and practitioners to be included within Civeo's induction program.	February 2023	EGM, HR

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Increase staff members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2022	Community Relations Manager
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	March 2023	EGM, HR
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	January 2023, 2024	Community Relations Manager
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	April 2022, 2023	Community Relations Manager
Identify and acknowledge Traditional Owners at each Civeo location by displaying appropriate signage and recognition.	September 2023	Procurement Manager



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7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
RAP Working Group to participate in an external NAIDOC Week event.	July 2022, 2023	Community Relations Manager
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2022	HR Manager
Promote and encourage participation in external NAIDOC events to all staff.	July 2022, 2023	Managing Director and Senior Vice President, Australia

8. Improve the cultural safety of our offices and villages.

Deliverable	Timeline	Responsibility
Review feedback mechanisms for guests and staff to express cultural concerns.	September 2022	Executive Administration Manager, Operations and Business Development
Purchase and display the Aboriginal and Torres Strait Islander flags in each of our villages.	February 2023	Community Relations Manager
Purchase Aboriginal and/or Torres Strait Islander artwork and display in each of our offices/villages.	July 2023	Community Relations Manager

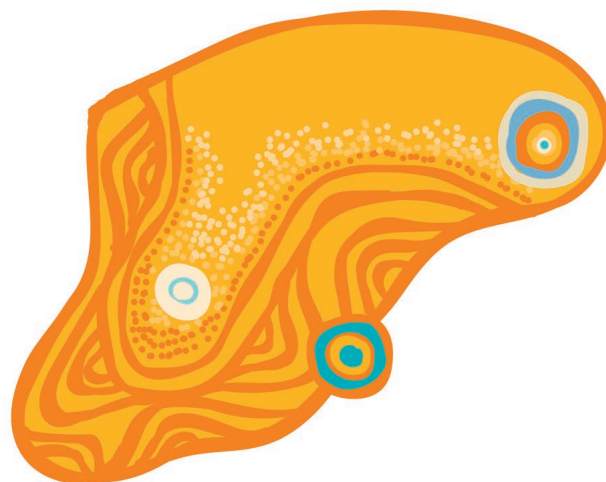


Opportunities

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At Civeo, we understand that historically there have been barriers that have resulted in an economic opportunity gap between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander peoples. As a corporation that values equity, we are committed to identifying ways we can provide economic opportunities for Aboriginal and Torres Strait Islander peoples.

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This means focusing on providing opportunities for Aboriginal and Torres Strait Islander businesses to join our supplier network and for Aboriginal and Torres Strait Islander peoples to become successful employees of our organisation or others in the resources industry.

Civeo will aim to support Aboriginal and Torres Strait Islander peoples throughout their whole employment journey and nurture and grow our procurement relationships with Aboriginal and Torres Strait Islander businesses.



Opportunities - Actions

9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

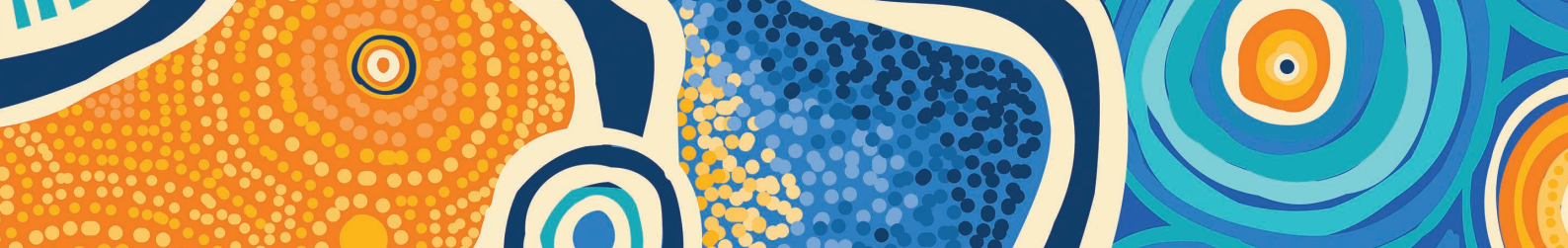
Deliverable	Timeline	Responsibility
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2022	Community Relations Manager
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2022	HR Manager
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2023	EGM, HR
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2022	HR Manager
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2022	EGM, HR
Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce from 1.8% to 3%.	March 2024	EGM, HR
Design and implement a traineeship structure to assist Aboriginal and Torres Strait Islander employees to attain qualifications.	January 2023	Learning & Development Lead
Meet with Civeo's Canadian office to discuss learnings and best practice measures for supporting and retaining First Nations employees, which can then be adopted to each countries local context.	December 2022	EGM, HR



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10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	December 2022	Procurement Manager
Increase our engagement with our Supply Nation membership by meeting directly with our Relationship Manager and attending their events quarterly.	June 2022, 2023 September 2022, 2023 December 2022, 2023 March 2023, 2024	General Manager, Procurement
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2022	Community Relations Manager
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2023	Procurement Manager
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	September 2022	Procurement Manager



Governance

Civeo is committed to ensuring the successful implementation of our RAP, demonstrated through commitment of resourcing and open reporting of our RAP achievements, challenges and learnings, annually.

The RAP Working Group will meet quarterly to review the progress of our reconciliation work to ensure our reconciliation efforts continue to progress in accordance with our commitments.



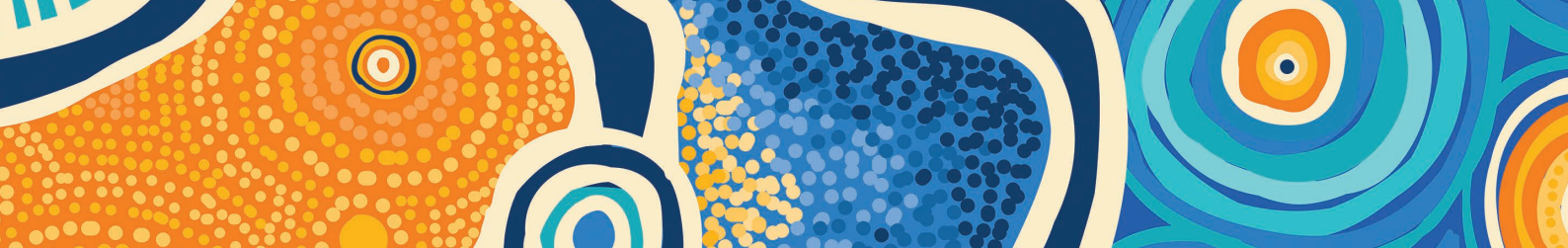
Governance - Actions

11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2022, 2023	Community Relations Manager
Establish and apply a Terms of Reference for the RWG.	September 2022	Community Relations Manager
Meet at least four times per year to drive and monitor RAP implementation.	May 2022, 2023 August 2022, 2023 November 2022, 2023 February 2023, 2024	RAP Champion – EGM, HR

12. Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	September 2022	Community Relations Manager
Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2022	Managing Director
Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2022	Community Relations Manager
Appoint and maintain an internal RAP Champion from senior management.	March 2022	Managing Director and Senior Vice President, Australia



Continued

13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, 2023	Community Relations Manager
Report RAP progress to all staff and senior leaders quarterly.	May 2022, 2023 August 2022, 2023 November 2022, 2023 February 2023, 2024	RAP Champion – EGM, HR
Publicly report our RAP achievements, challenges and learnings, annually.	March 2023, 2024	Marketing Manager
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	July 2022	Community Relations Manager

14. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023	Community Relations Manager



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