



Reflect Reconciliation Action Plan

July 2026 - July 2027



Acknowledgement of Country

Geosyntec Consultants acknowledges the Traditional Owners of the land on which we work and live throughout Australia and recognise their continuing connection to lands, waters and communities. We Pay our respects to Aboriginal and Torres Strait Islander Cultures and to Elders past, present and emerging.

A Message from Reconciliation Australia



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

Geosyntec Consultants joins 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 over 5.5 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 Geosyntec Consultants 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 Geosyntec Consultants, 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

A Message from our Regional President



Geosyntec Consultants Pty ("Geosyntec") has embarked on a journey of Reconciliation that supports our people and our clients, and strengthens the communities in which we work.

Through this journey, we demonstrate our respect for Aboriginal and Torres Strait Islander Peoples, the land, customs, and cultures wherever we operate ultimately strengthening relationships and helping to foster a more equitable and inclusive future for all.

I am very pleased to present Geosyntec Australia's first Reflect Reconciliation Action Plan (RAP) for July 2026 to July 2027[RAP]. This plan frames our intentions, actions, and commitment to reconciliation.

Geosyntec is dedicated to cultivating an inclusive culture that enhances everyone's sense of belonging and promotes equitable advancement opportunities. We strive to retain and recruit the best talent from diverse backgrounds.

Our employees are encouraged to bring their whole selves to work. Our commitment to creating a safe and inclusive environment is not just a core value but a competitive advantage that fuels our success and innovation.

By fostering a more inclusive and diverse workplace, we are better equipped to understand and meet the needs of our diverse client base, bringing a diversity of thought that leads to more innovative solutions.

Geosyntec's dedication to reconciliation is demonstrated through our RAP. Our dedication to Inclusion, Diversity, and Equity (IDE) is demonstrated through our support of Employee Network Groups and commitment to a respectful workplace where every individual feels valued and supported.

As part of our journey of reconciliation we have established a RAP Working Group (RWG) that will lead the development of our cultural learning. I encourage and support all employees across our Australian operations to engage, learn, and participate in Geosyntec's Reconciliation process.

Susanne Bergquist

Regional President
Geosyntec Consultants

Who We Are

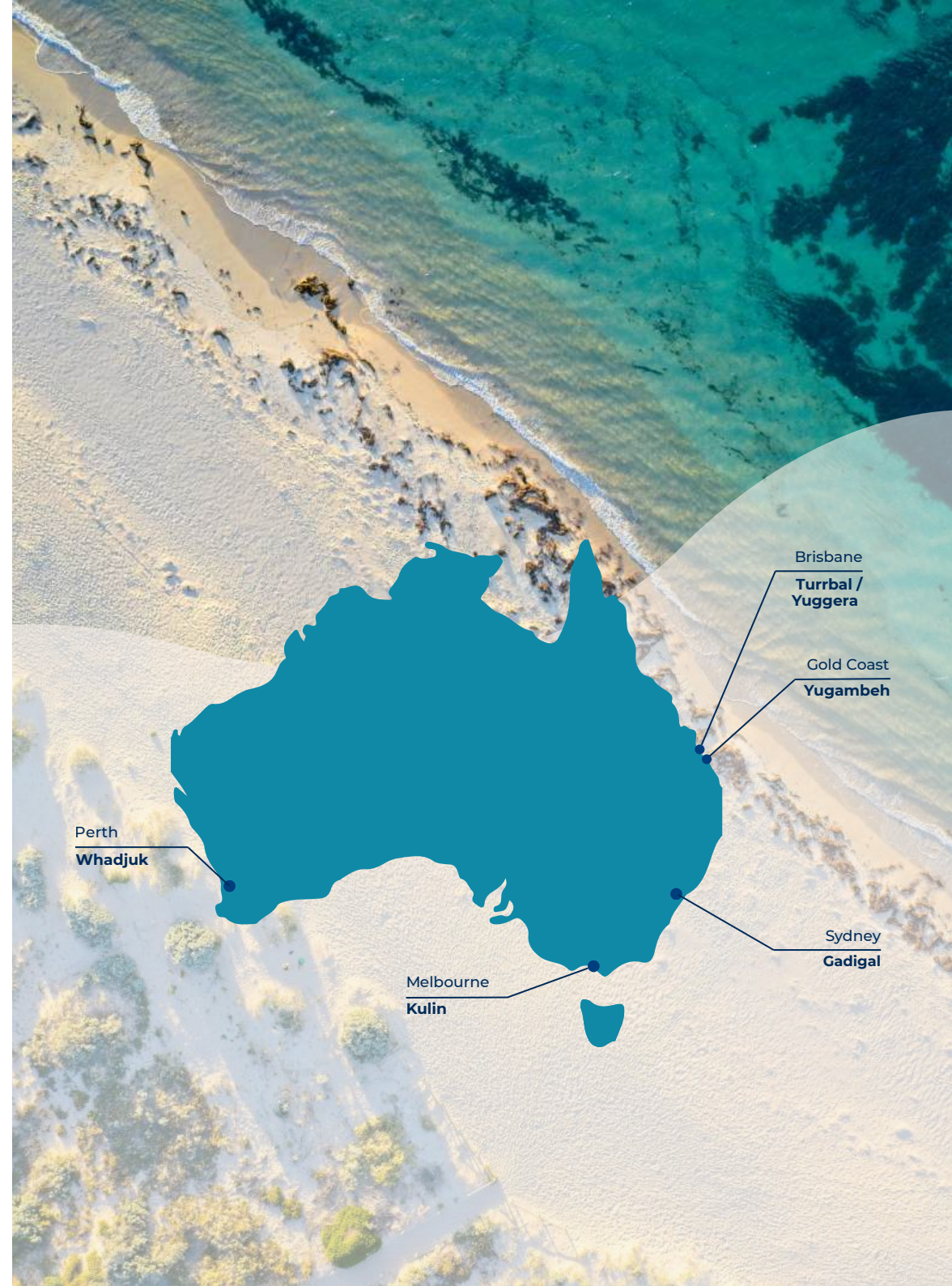
Geosyntec is a global, multidisciplinary engineering and scientific consulting and design firm, providing environmental science and geoenvironmental/geotechnical engineering services to a diverse range of private and public sector clients.

We deliver consulting and engineering services that address environmental, natural resource, and civil infrastructure challenges. Our environmental services include environmental and compliance auditing, litigation support, geochemistry, hydrogeology, contaminant fate and transport, site investigation and remedial design, due diligence, ground gas and vapour intrusion mitigation, soil and groundwater remediation, and risk assessment. Our geoenvironmental engineering services include civil and geotechnical engineering, geosynthetic engineering, tailings and water dam management, as well as project engineering, construction support, and quality assurance.

Geosyntec works across sectors including oil and gas, manufacturing, mining, construction, chemical and petrochemical, government, land development, and power and utilities. We focus on practice-centred approaches, continuous improvement, and responding to evolving client needs - delivering tailored, practical solutions through collaboration.

Headquartered in the United States, Geosyntec operates globally. In Australia, we employ approximately 170 people across five offices: Sydney, Brisbane, Gold Coast, Melbourne, and Perth.

The number of Aboriginal and Torres Strait Islander employees is currently unknown; this RAP will help us improve our understanding. Globally, we also operate in Canada, Europe (Sweden, Spain, Portugal, Finland), the United Kingdom, Saudi Arabia, and the United Arab Emirates, with a total workforce of approximately 3,000 people.





Our Reconciliation Action Plan

Honouring Commitment, Enabling Action & Fostering Inclusion

At Geosyntec, developing a Reconciliation Action Plan (RAP) is a natural extension of our core values. Our commitment is grounded in the belief that learning is a lifelong journey, and that to innovate and lead effectively, we must deepen our understanding of, engagement with, and respect for the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples.

For us, a RAP represents a commitment to meaningful and tangible action. We are focused on translating intention into outcomes, including creating visible and accessible expressions of our commitment—such as sharing our RAP online and within our workplaces for clients, guests, and team members to engage with. We also recognise the leadership of our clients, many of whom have implemented their own RAPs as part of their responsibilities as custodians of the land. Across our industry, there is a clear expectation that organisations like ours demonstrate this same level of respect and action.

As Geosyntec continues to grow, this RAP provides an important platform to bring our teams together across regions, reinforcing our shared values and identity. This journey aligns with the expectations of the communities in which we work, our clients, our people, and our global operations. By demonstrating respect for the land, customs, and cultures wherever we operate, we strengthen relationships and contribute to a more equitable and inclusive future.

In summary, Geosyntec is developing a RAP to:

- Live our values as lifelong learners, innovators, and champions of inclusion
- Take meaningful action that goes beyond intention
- Reinforce our shared identity and values as we grow and integrate as a business
- Meet and exceed the expectations of our clients and communities
- Demonstrate visible and tangible commitment to reconciliation
- Uphold respect for local land, customs, and cultures across our global operations

Through this journey, we are turning good intentions into positive, lasting impact.

Our Approach

Implementation of our RAP will be a holistic and integrated process, woven into the fabric of our workplace practices, systems, and culture. Key elements of our approach include:

Engagement and Education:

We are committed to creating opportunities for all staff to learn about and engage with reconciliation. This includes ongoing workshops, development of resource libraries, and direct engagement with Aboriginal and Torres Strait Islander peoples and organisations on projects where Geosyntec is responsible for engaging contractors.

Community Action:

We will focus on meaningful engagement not only where we work, but also where we live and where our projects are located. Our approach is informed by local context, relationships, and opportunities for impact.

Integration with HSEQ and Inclusion Policies:

This RAP will be embedded within our Health, Safety, Environment, and Quality (HSEQ) system, supporting our inclusion policy and shaping how we operate day-to-day.

Visibility and Accessibility:

We will ensure that the RAP and its actions are visible to all -through displays in our offices, communication channels, inclusion in our onboarding and training resources, and as part of sourcing suppliers and subcontractors.



2024 Geosyntec Sydney office participated in a cultural tour of Barangaroo led by the Barangaroo Cultural Tours team.



Our Reconciliation Journey

Our journey toward reconciliation is ongoing and informed by a series of meaningful actions and experiences across different offices and teams:

Procurement of merchandise and safety gear:

Where possible, we have integrated Aboriginal and Torres Strait Islander businesses (Supply Nation-verified Indigenous businesses) into our supply chain, including purchases of personal protective equipment (PPE) and marketing merchandise. We intend to pursue membership with Supply Nation, or similar organisations, to help us readily identify preferred suppliers.

Training local Aboriginal and Torres Strait Islander peoples:

Geosyntec recently provided the GEMCO Rehabilitation Team, comprising a predominantly First Nations workforce, with training in flora sampling techniques and procedures to enable long-term monitoring of mine rehabilitation and mine closure landforms. Geosyntec has also provided similar training to local First Nations businesses in North Queensland, enabling them to pursue roles and contracts in ongoing mine rehabilitation monitoring activities.

Traffic management:

Geosyntec engages First Nations Traffic Management, an Indigenous-owned business, for Melbourne-based projects requiring traffic management plans and VicRoads MoA permits, and Wallawa Traffic Group for traffic management planning and onsite services in NSW.



Our mining team delivering flora sampling training to the GEMCO Rehabilitation Team

STEM Outreach:

Team members have engaged with school-aged students through initiatives such as the SPARK Engineering Camp, introducing young people from under-represented communities to STEM career pathways and opportunities.

Geotechnical Investigations:

Geosyntec aims to engage local Aboriginal and Torres Strait Islander businesses to provide operators and earthmoving equipment for geotechnical testing programs. To date, we have successfully worked with local First Nations companies on investigations involving more than 500 test sites across multiple civil projects.

Equipment Maintenance:

Geosyntec engages Groote Eylandt and Bickerton Island Enterprises (GEBIE) Civil Construction (GCC), an Aboriginal-owned business, to undertake maintenance of onsite vehicles and geotechnical testing equipment where Geosyntec is responsible for contracting these services. We have maintained this relationship for several years and will continue to engage GCC during our involvement with the GEMCO operation. We also seek to establish similar relationships in other regions where we work.

Human Resources:

Geosyntec has researched best practices and policies relating to race relations and anti-discrimination. We have also reviewed our HR policies and procedures to identify existing anti-discrimination provisions and future opportunities for improvement.





Trio of Paintings (title unknown)
Sunita Farmer

Courtesy of the Maruku Arts (Punuku Ngura), Uluru-Kata Tjuta Cultural Centre.

Education:

In July 2024, the Geosyntec Sydney office participated in a cultural tour of Barangaroo, led by the Barangaroo Cultural Tours team. This experience deepened staff understanding of the history of Warrane (Sydney Harbour), its significance to the Gadigal people, and the importance of this land to Australia's Aboriginal heritage. The tour explored the story behind the name Barangaroo, along with the traditional plants integrated into the area's rehabilitation and redevelopment, and their uses.

Similarly, the Melbourne office engaged the Koorie Heritage Trust in 2023 for a guided walk along the Yarra River, providing insight into the history and cultural significance of the area to First Nations peoples.

Through these initiatives, Geosyntec actively supports education and engagement with Aboriginal heritage and culture.

Office artwork:

Geosyntec's offices showcase various Indigenous artwork. The Brisbane office recently acquired a sculpture from an Aboriginal and Torres Strait Islander artist, from the Wik and Kugu Arts Centre in Aurukun, Queensland, which ensures that proceeds are returned to the artist. The sculpture was created by local artist Vernon Marbendinar of the Apalech Clan.

Each of these steps reflects our initial commitment to practical, respectful, and sustained engagement. As we continue this journey, we do so with humility and purpose - striving to listen, learn, and lead in the spirit of reconciliation.



Ku' Brown and White Spot (2020)
Vernon Marbendinar (Apalech Clan, Wik-Mungkan)

Courtesy of the Wik and Kugu Arts Centre, Aurukun, Queensland.



Our Partnerships

Geosyntec partners with Aboriginal and Torres Strait Islander businesses for a range of services, including procurement of PPE and merchandise, traffic management for Melbourne projects (via First Nations Traffic Management), geotechnical investigations (using local Indigenous companies), and ongoing equipment maintenance through Groote Eylandt and Bickerton Island Enterprises. Our mining project teams have also delivered training in flora sampling to Indigenous teams, such as the GEMCO Rehabilitation Team and businesses in North Queensland, enabling long-term participation in mine rehabilitation monitoring.

Internally, Geosyntec staff engage in STEM outreach for under-represented students, participate in Indigenous cultural tours (Barangaroo in Sydney, Koorie Heritage Trust in Melbourne), and display Indigenous artwork in offices, including sculptures from Wik and Kugu Arts Centre. These initiatives foster education, cultural recognition, and ongoing engagement with Aboriginal and Torres Strait Islander peoples.

Geosyntec has a RAP Champion in our Region President and has already formed a RAP Working Group (RWG) who have assisted in the preparation of this Reflect RAP. The RWG includes personnel from across our workforce, and the states in which we operate – from the senior operational team, technical staff (engineers and scientists), and administrative staff, including talent acquisition, human resources, and marketing.

Our RAP Working Group



Susanne Bergquist
RAP Champion & Regional
President



Simone Smith
RWG Chair & Principal
Engineer



Symon Jackson
RWG Leadership &
Senior Vice President



Lange Jorstad
RWG Leadership &
Senior Services Director



Anna Goto
RAP Champion (QLD) &
Principal



Luke Dinakis
RAP Champion (VIC) &
Engineer



Belinda Millen
RAP Champion (WA) &
HR Specialist



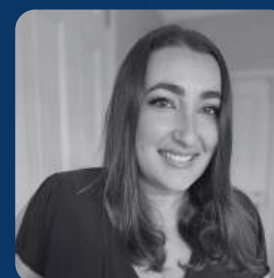
Matthew Rendell
RAP NSW Rep &
Principal Scientist



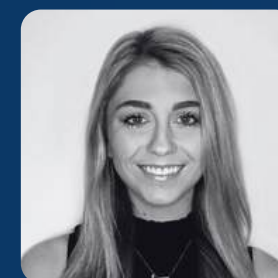
Karen Mackenzie
RWG WA Rep & Senior
Principal Geochemist



Mark Gilbert
RAP HR Rep & Senior
Recruiter



Rebecca de Gorter
Senior Marketing &
Comms Specialist



Eve Gilbert
Marketing & Comms
Specialist



Relationships

Relationships are the foundation of meaningful reconciliation. We are committed to identifying, building, and strengthening mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations across every state in which we operate, as we promote reconciliation more broadly across our sphere of influence.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	- Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence: - Perth, Brisbane/ GC, Sydney & Melbourne	August - September 2026	RWG State Leads
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	August - September 2026	RWG State Leads
	Grow existing relationships and stakeholder engagement with Aboriginal and Torres Strait Islander peoples, i.e. with Goldfields and South32/ GEMCO, traffic management in NSW and VIC	Ongoing subject to project needs	RWG State Leads
2. Build relationships through celebrating National Reconciliation Week (NRW).	Geosyntec is 'All In' for National Reconciliation Week: Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2027	RWG Chair
	RAP Working Group members to participate in an external NRW event.	Annually during NRW	RWG Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	Annually during NRW	Senior Vice President
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	August - December 2026 March - June 2027	Marketing & Communications
	Identify external stakeholders that we can engage with on our reconciliation journey.	September 2026	Talent Acquisition
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	September 2026	Talent Acquisition
	- Develop a library of resources for Reconciliation under Diversity Connect. - Share our Reconciliation Journey on both external and internal web pages. - Add Indigenous Location Names to our office locations and site descriptions.	July - October 2026	Marketing & Communications
4. Promote reconciliation through our sphere of influence.	Research best practice and policies in areas of race relations and anti-discrimination.	July - November 2026	HR Manager, Australia
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Annually starting July 2026	HR Manager, Australia



Respect

Respect begins with listening and learning. We are committed to increasing our understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights, and to observing cultural protocols across each of our offices as we continue to build this understanding across our workforce.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2026	Senior Vice President
	• Conduct a review of cultural learning needs within our organisation.	October 2026	HR Manager, Australia
	• Implement educational cultural learning for existing employees (via Aboriginal and Torres Strait Islander-owned organisation).	December 2026	Talent Acquisition
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	January 2027	RWG State Leads
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2027	RWG Chair
	• Acknowledgement of Country signage in each of the offices where we work • Include Aboriginal and Torres Strait Islander place name in office email addresses.	September 2026 January 2027	RWG Chair RWG State Leads
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2026	RWG Chair
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2026	Marketing & Communications RWG State Leads
	• RAP Working Group to participate in an external NAIDOC Week event.	July 2026	RWG Chair



Opportunities

We see genuine opportunity in growing Aboriginal and Torres Strait Islander recruitment, retention, and professional development across our business. These actions are designed to support improved economic and social outcomes for the communities we work alongside.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	July 2026	Talent Acquisition
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2026	Talent Aquisition HR Manager, Australia
	• Include awareness training course as part of onboarding for new employees.	January 2027	Talent Aquisition HR Manager, Australia
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	August 2026	RWG Chair & Accounting
	• Including Supply Nation accreditation into our Coupa contracting system and review supplier list annually.	October 2026	RWG Chair & Accounting
	• Grow existing relationship with GEMCO through training and other work opportunities.	January 2027	RWG WA Lead



Governance

Governance ensures our commitments translate into meaningful action. Our RAP Working Group will continue to drive, monitor, and report on our progress - building the accountability and transparency needed to carry this commitment into our next RAP.

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form a RWG to govern RAP implementation.	July 2026	Australia Rep, Geosyntec Diversity Council
	• Draft a Terms of Reference for the RWG.	July 2026	Operational Leadership Team (OLT)
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	April 2027	Talent Aquisition
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	January 2027	RWG Chair
	• Engage senior leaders in the delivery of RAP commitments.	February 2027	RWG Chair
	• Appoint a senior leader to champion our RAP internally.	July 2026	Senior Vice President
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2027	HSEQ
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June Annually	Marketing & Communications
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August Annually	Marketing & Communications
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September Annually	RWG Chair Marketing & Communications
	• Develop an annual report to communicate RAP achievements to be shared internally and externally via LinkedIn and our corporate website.	July 2027	Marketing & Communications
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	February 2027	Marketing & Communications



Geosyntec 
consultants

Driven by technical excellence, powered by collaboration.
Start the conversation. Visit www.geosyntec.com.au/contact



INCLUSION | DIVERSITY | EQUITY