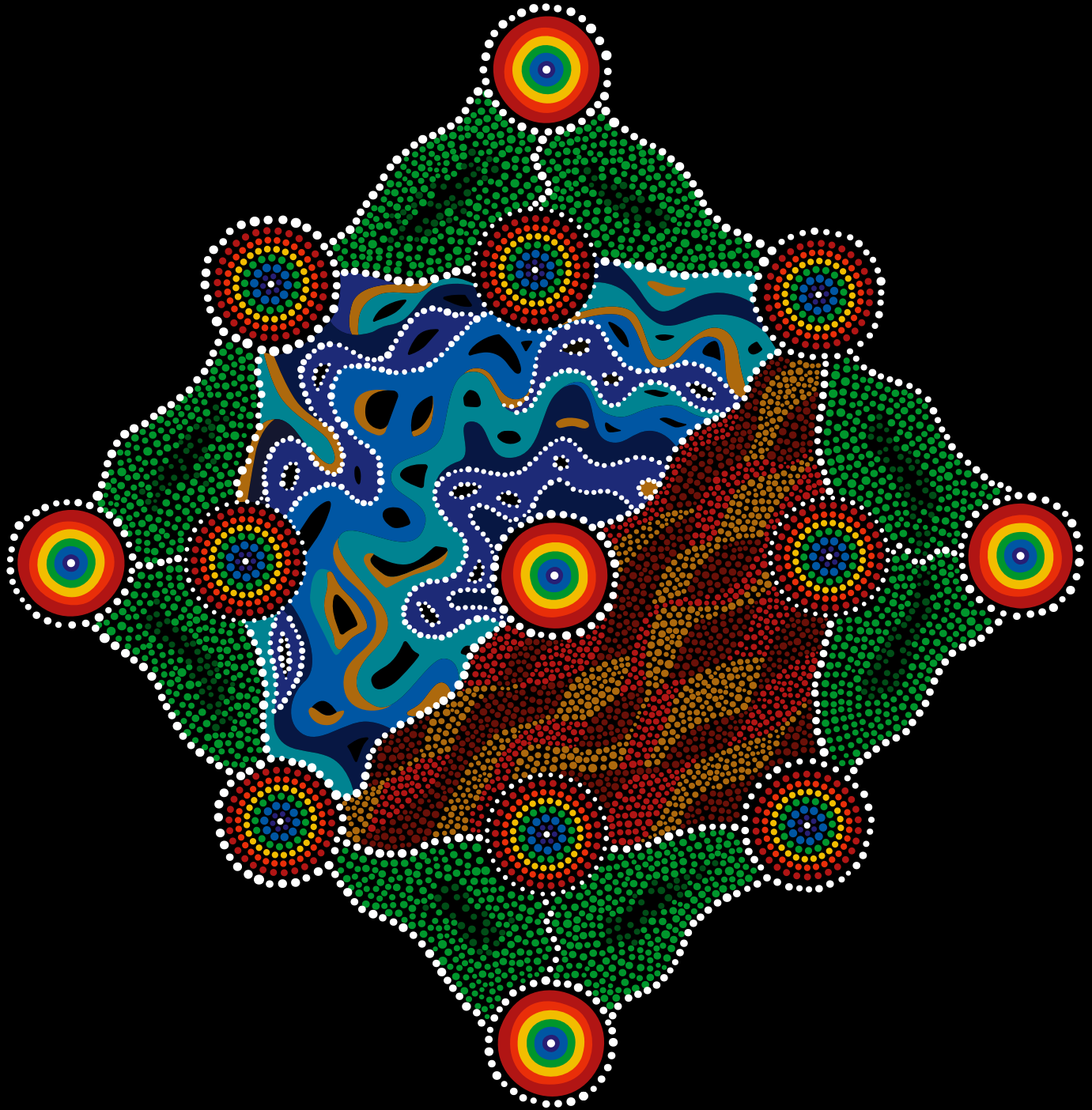


RECONCILIATION ACTION PLAN

REFLECT: AUGUST 2020 - AUGUST 2021



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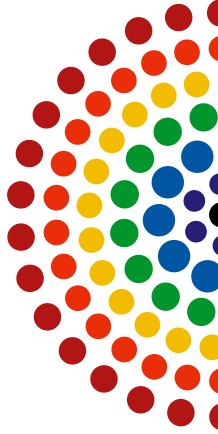
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INTRODUCTION

ADCO'S DEVELOPMENT IN THE RAP PROGRAM HAS GIVEN US THE OPPORTUNITY TO WORK CLOSELY WITH TWO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE, RYAN JAMES AND JASON KING. WE ARE DELIGHTED THAT RYAN HAS ACCEPTED THE ROLE OF AMBASSADOR AND JASON OF EMBLEM ARTIST FOR ADCO'S RAP.



To have an emblem with such meaning from Jason to frame our RAP and the knowledge of Ryan as our Ambassador to guide us as we embark on this journey, will ensure this plan has a strong focus on building relationships and respect for each other.

We have already given much thought to how we advance reconciliation internally and in the communities in which we work and live and have initiated a RAP Working Group. This will sustain momentum and build awareness of the RAP and allow us to investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes.

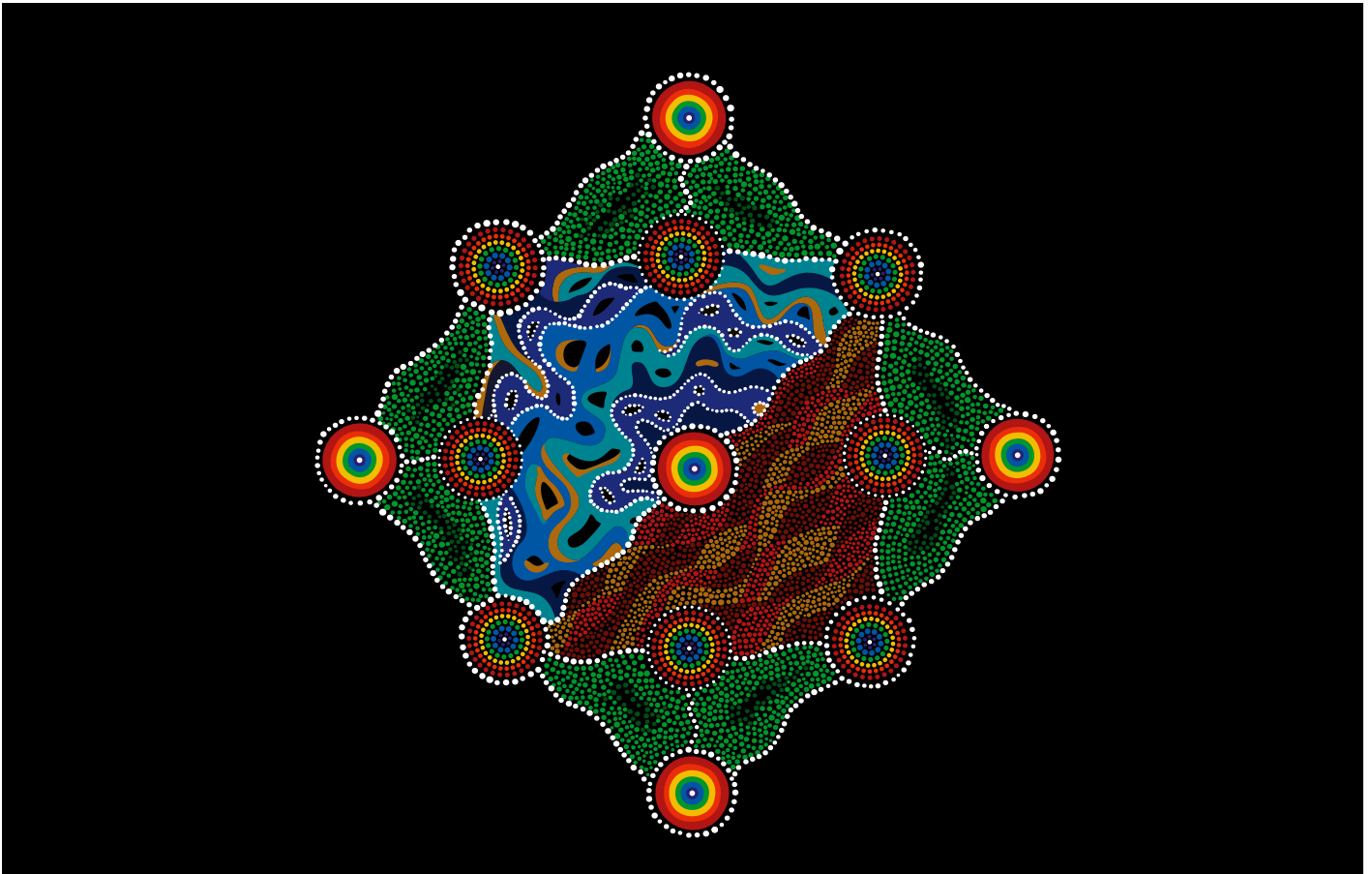
We recognise the role we have in building a diverse and inclusive workforce — one that capitalises on the skills and talents of all members of the community.

We will focus on engaging Aboriginal and Torres Strait Islander owned businesses, and attracting and retaining our industries best talent.

We are responsible and deliver on our promises, we are dynamic and bring energy to our projects and we work as a team to achieve shared goals. Our success, as we have grown over the years, has been steered by our family heritage and our core principles.

'Reflection on Country and Community' by Jason King.
See *page 4* for further information regarding its meaning and significance to ADCO.

OUR EMBLEM



EMBLEM ARTIST

JASON KING



JASON KING IS A PROUD GUMBAYNGGIRR MAN, BORN IN MURWILLUMBAH, AND RAISED IN NEARBY TUMBULGUM, IN NORTHERN NEW SOUTH WALES.

He has a passion for art and preservation of his Indigenous language and has received accolades and awards for his work including an art arrangement with the Northern NSW Health District. Jason continues to live, work and exhibit his art in Northern New South Wales.

Being a fourth generation Aboriginal and third generation South Sea Islander on his mother's side, with some English background on his father's side, Jason likes to integrate storytelling in his art. Many of his works are murals, as that medium allows him to fully explore his history through art.

Jason called his ADCO RAP emblem Reflection on Country and Community. The Artwork's narrative is best described by Jason in his own words -

I was asked by the Chairman of ADCO, Judy Brinsmead whom I have known for many years as we share a love of nature and great respect for the land, if I would create the story of ADCO's reconciliation journey through my art, in particular, to integrate her inspiration from nature with ADCO's wish to build a strong foundation of understanding of our past in order to move forward with a shared future of community.

'Reflection on Country and Community' is the design theme I chose for the start of ADCO's reconciliation journey.

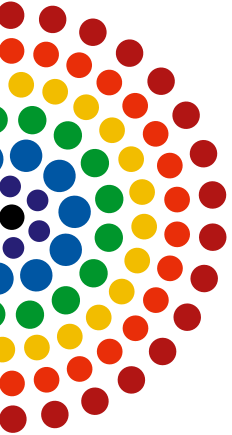
The main sections of the design symbolise the foundation components of this reconciliation journey: green being respect for trees and forests, and the wildlife living within it; brown being understanding of the original landscape, and its purpose; blue being reflection on the ability of the ocean and waterways to sustain life, and the power that brings.

The colourful circles represent the joining of two things: the diverse walks of life, experiences, and values of the people within the communities in which ADCO works, and within the team of ADCO; and ADCO's presence and connections within the broader community.



AMBASSADOR

RYAN JAMES



RYAN JAMES IS AN ELITE PROFESSIONAL ATHLETE AND IS CAPTAIN OF THE GOLD COAST'S NATIONAL RUGBY LEAGUE TEAM – THE TITANS.

He has completed a Bachelor of Business, majoring in Sports Management and is currently studying a Master of Business Administration at Bond University with an ADCO Sports Excellence Scholarship.

Ryan is also a proud Bundjalung man, born and raised in the Tweed region in Northern New South Wales. He commenced his sporting career with the Bilambil Jets rugby league club at age five, where he became a junior life member. Ryan still volunteers at the club regularly.

Ryan has achieved many awards over his career which include -

- / Delegate of the Rugby League Players Association
- / Member of the Rugby League Indigenous Advisory Group
- / Starlight Foundation Ambassador
- / Educational Team member of the Year, 2012
- / Titans Community Award, 2014
- / Indigenous Leadership and Excellence Award, 2017
- / Ken Stephens Award for contribution to the community, 2018

Throughout Ryan's tertiary education and professional career, he has placed great emphasis on community initiatives together with a focus on improving outcomes for Aboriginal and Torres Strait Islander people. Early in his career, Ryan quickly began to understand the sphere of influence rugby league has on the wider community, so he used his platform to proactively influence the rugby league community and Aboriginal and Torres Strait Islander people.

As Ryan transitions into the end of his professional playing career, he is developing opportunities for life after sport. He and his colleagues have formed The Ryan James Group. This is an Indigenous business with the sole purpose of advancing and upskilling Aboriginal and Torres Strait Islander people across many disciplines. The group's first venture is the development and sale of the Minjungbal Hygiene System.

Ryan has also set up the Ryan James Foundation, which will assist Ryan and his family in their continued support of the community and Aboriginal and Torres Strait Islander people.

MESSAGE FROM THE CEO



“I AM EXTREMELY PROUD TO LAUNCH ADCO’S FIRST RECONCILIATION ACTION PLAN. IT SIGNIFIES AN IMPORTANT MILESTONE FOR OUR BUSINESS AND WILL COORDINATE OUR EFFORTS IN ABORIGINAL AND TORRES STRAIT ISLANDER ENGAGEMENT.”

ADCO is committed to providing an inclusive and diverse workplace where our people feel supported and are treated equitably, fairly and with respect. We hope that by advocating for recognition and reconciliation and by enabling our teams to build knowledge, share stories and create opportunities for Aboriginal and Torres Strait Islander peoples, we will help to close the employment gap.

I look forward to the ADCO RAP helping us to advance to the next stage of our journey to become the Builder of Choice for all in Australia.

A handwritten signature in white ink, appearing to read 'Neil Harding', with a horizontal line underneath.

**NEIL HARDING
CHIEF EXECUTIVE OFFICER**

MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia is delighted to welcome ADCO Constructions to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, ADCO Constructions joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides ADCO Constructions a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, ADCO Constructions will lay the foundations for future RAPs and reconciliation initiatives.

We wish ADCO Constructions well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“RECONCILIATION IS HARD WORK—IT’S A LONG, WINDING AND CORRUGATED ROAD, NOT A BROAD, PAVED HIGHWAY. DETERMINATION AND EFFORT AT ALL LEVELS OF GOVERNMENT AND IN ALL SECTIONS OF THE COMMUNITY WILL BE ESSENTIAL TO MAKE RECONCILIATION A REALITY.”

On behalf of Reconciliation Australia, I commend ADCO Constructions on its first RAP, and look forward to following its ongoing reconciliation journey.

**KAREN MUNDINE
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA**



OUR BUSINESS

SINCE OUR BEGINNINGS IN 1972, ADCO HAS BEEN STEERED BY VALUES, TRUST, AND HONESTY.

From day one we have been committed to quality delivery, to our clients, and to our people. These foundations have built our legacy - over 3,500 projects valued in excess of \$14 billion. Our people are now 500 strong and growing as they deliver annual revenues approaching \$1 billion. We are proud to be one of the top 100 private companies in Australia.

ADCO aspires to be the builder of choice for our clients, our consultants, our contractors and our people. Everything we do is underpinned by our core values of responsibility, dynamism and teamwork. We are responsible and deliver on our promises, we are dynamic and bring energy to our projects and we work as a team to achieve shared goals. This means your project gets finished on time, on budget and to the highest standards possible. Always.

The ADCO Way is the name we give to the fusion of our values with market-leading client service and high-quality project delivery. The ADCO Way is embedded in our DNA. It's the way 'people who build' go to work.

The scope of our service, depth of experience and the quality of our

people has positioned us at the front of the pack. Our continued success lies in the strength of our client base and the diversity of the sectors we work in. We retain high levels of repeat business from long-established client relationships amongst key private and institutional corporates, as well as federal, state and local government agencies.

Our award-winning capabilities extend across the retail, education, commercial, government, health and aged care, leisure, aquatic and community markets. Our projects are delivered via early contractor involvement, design and construct, managing contractor and traditional construction methods of procurement.

Our national presence ensures we can deliver projects from \$1 million to \$200+ million anywhere in Australia. ADCO offers a holistic solution tailored to the exact needs of our clients.

ADCO has offices in North Sydney, Gold Coast, Brisbane, Victoria and Western Australia. Our people are now 500 strong and growing, and we are proud to have two Aboriginal and Torres Strait Islander staff members.

WE ARE PEOPLE WHO BUILD.



OUR RAP

ADCO RECOGNISES THE ROLE WE PLAY IN THE COMMUNITY IN WHICH WE WORK AND LIVE.

We hope to better shape the positive impact we have on people directly and indirectly associated with the construction industry. We aim to create a framework that provides our organisation and its partners with a structured approach to reconciliation. We endeavour to embark on a journey that has practical and tangible outcomes that helps drive reconciliation throughout ADCO and the communities that we live and work. We will allocate time in scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, communicating goals for reconciliation to all employees and continue to explore and educate our business decision-makers of their sphere of influence.

ADCO's Business Improvement Manager will champion the initiatives outlined in this Reflect Reconciliation Action Plan.

Our contribution to reconciliation will see that we build respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples, increase awareness of our RAP internally and externally while exploring opportunities throughout all stages of procurement and employment.



OUR RECONCILIATION JOURNEY TO DATE

NOVEMBER 2011

Bond University
- Indigenous art auction.

2014

PARC, Frankston Aquatic Centre
- Smoking ceremony.

2015

HOTA cultural precinct, the team worked with Jabree Ltd who work with Gold Coast Traditional Owner community, to ensure cultural heritage and native title interests were appropriately

managed, to improve access to employment opportunities for our members, and increase knowledge sharing and connectivity across our community.

2017

Craigieburn Aquatic Ceremony
- Smoking ceremony.

2018

Shepparton Law Courts
- Smoking ceremony with Indigenous dance opening. Koori Court have a display case with artefacts in the building. The facility includes a hearing room designed specifically for the Koori Court, which is different from a criminal and civil courtroom. The Koori hearing room is used to resolve disputes

that involve people who identify as Aboriginal and/or Torres Strait Islander and when the Koori Court is not using the facility, it is available for other courts to use. To help encourage the Aboriginal community and as part of VCAT's Koori Inclusion Action Plan, the staff and tribunal members have completed cultural awareness training to help support the

community. The centrepiece of Shepparton's Koori Court is a striking table, which features a design by local Bangerang artist, Kevin Atkinson. It represents the Murray, Goulburn, Campaspe, Broken and Ovens Rivers, which are culturally important to the Traditional Owners. *Images page 10.*

DECEMBER 2018

Southern Cross University Building C Opening
- Smoking ceremony.

JANUARY 2019

VSBA Schools 2020 - Indigenous induction prior to commencement of labour work onsite / Exalt Labour Hire / Smoking ceremony conducted by the schools.

Botanic Ridge had an Aboriginal artefact identified in the Stage 1 CHMP. ADCO engaged Elders to investigate artifacts found on-site, and ensure the area was clear.

FEBRUARY 2019

Marrickville Metro
- Smoking ceremony. *Images page 10.*

APRIL 2019

Victoria University Sunshine Skills Hub
- Indigenous Artist: Mick Harding commissioned. *Image page 10.*

MAY 2019

National Reconciliation Week morning tea for the Bond University Indigenous Program.

JULY 2019

ADCO becomes National Supply Nation Member

SEPTEMBER 2019

Smoking ceremony Waitara Public School.
Smoking ceremony Holiday Inn Express Hotel. *Images page 10.*

OCTOBER 2019

National staff survey conducted requesting information on the diversity of our business.

MARCH 2020

Commenced RAP / Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples.

PARTNERSHIPS / CURRENT ACTIVITIES



2019: Indigenous Artist: Mick Harding



2018: Indigenous Artist: Kevin Atkinson



2018: Indigenous Artist: Kevin Atkinson



SUPPLY NATION

ADCO is a proud member of Supply Nation and we will continue to participate in Supply Nation training and development to build upon our supplier diversity. Nationally our people will attend networking events and share information about companies and individuals that share ADCO's vision and values.

ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS OF THE LAND AND WATERS

We seek to recognise and engage with Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land and waters. We will encourage all members of our profession in the built environment to better understand and respect the intrinsic values of country and spirituality through design construction and handover. Acknowledgment of Traditional Owners of the land, waters and Welcome To Country protocols will be followed when appropriate, we will find Traditional Custodians who speak for the country of where our projects are located, and their people's spirituality.

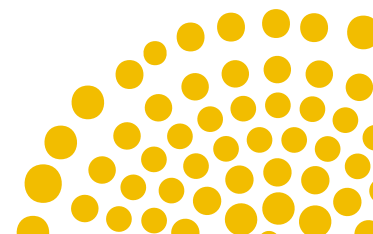
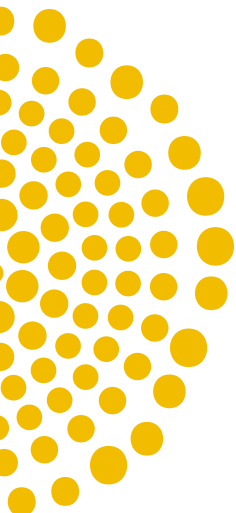


RELATIONSHIPS

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.	September 2020	Business Improvement Manager
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2020	Business Improvement Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021	Business Improvement Manager
	• RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2021	RAP Working Group
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2021	Chief Executive Officer
3. Promote reconciliation through our sphere of influence.	• Communicate our commitment to reconciliation to all staff.	August 2020	Chief Executive Officer
	• Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2020	Business Improvement Manager
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2020	Chief Executive Officer
4. Promote positive race relations through anti-discrimination strategies.	• Research best practice and policies in areas of race relations and anti-discrimination.	September 2020	Head of Risk and Compliance
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2020	Head of Risk and Compliance

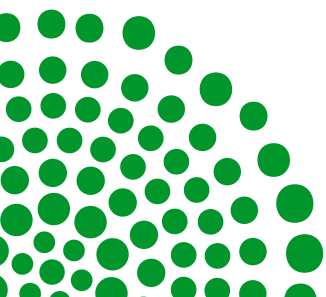
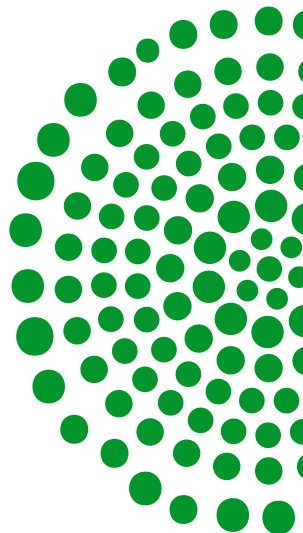
RESPECT

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	November 2020	National Training Coordinator
	• Conduct a review of cultural learning needs within our organisation.	December 2020	National Training Coordinator
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.	September 2020	Business Improvement Manager
	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2020	Business Improvement Manager
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.	November 2020, July 2021	Chief Executive Officer
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	November 2020, July 2021	Business Improvement Manager
	• RAP Working Group to participate in an external NAIDOC Week event.	November 2020, July 2021	Business Improvement Manager



OPPORTUNITIES

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.	September 2020	Business Improvement Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2020	Business Improvement Manager
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.	March 2021	Head of Risk and Compliance
	• Maintain Supply Nation membership.	July 2021	Chief Executive Officer



GOVERNANCE

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Form an RAP Working Group to govern RAP implementation.	August 2020	Chief Executive Officer
	• Draft a Terms of Reference for the RAP Working Group.	August 2020	Chief Executive Officer
	• Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group.	September 2020	Chief Executive Officer
11. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	September 2020	Chief Executive Officer
	• Engage senior leaders in the delivery of RAP commitments.	September 2020	Chief Executive Officer
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2020	Chief Information Officer
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2020	Business Improvement Manager
13. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	May 2021	Business Improvement Manager

If you require any further information regarding ADCO's Reconciliation Action Plan please contact:

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