

RECONCILIATION ACTION PLAN

Innovate: December 2025 - December 2027



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INTRODUCTION

“We all are a part of Australia’s developing story. It is time to share the true stories of the Country the good and bad, it’s the only way the country can heal. As long as you come with good intentions and from the heart there are no right or wrong questions to ask. Look, listen we are all learning.”

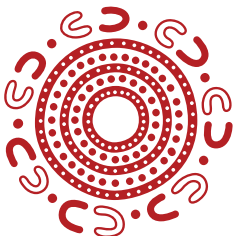
- JASON KING

The original Reconciliation Action Plan (RAP) artwork, titled “Reflection on Country and Community,” was created for ADCO’s Reflect RAP. It began with a strong foundation—acknowledging our past to move forward toward a shared future.

As we transitioned to our first Innovate RAP, the design evolved to include four new elements: **Relationships**, **Respect**, **Opportunities**, and **Governance**. These elements represent our commitment to creating positive outcomes for Aboriginal, Torres Strait Islander, and non-Indigenous peoples. They emphasise taking action to strengthen foundations, deepen knowledge, share experiences, and foster collaboration and integration.

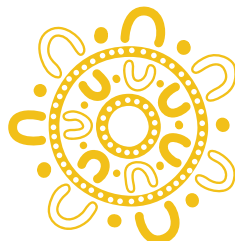
Now, as we move into our second Innovate RAP, these guiding elements continue to shape our journey.

Relationships



Relationships have been key to our successful history in the built environment. Building working relationships is in our DNA. The relationships we have formed to date and the ones we form in the future will be key to us on our journey toward reconciliation.

Respect



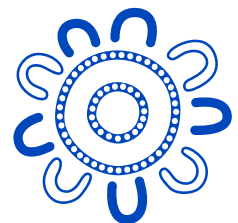
We will continue to take the time to respect and educate ourselves on the traditions, lands, histories and cultures of Aboriginal and Torres Strait Islander peoples and we pay our respect to Elders past and present.

Opportunities



As we embark on our second Innovate RAP, we remain committed to embedding mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities, and cultures into every aspect of how we work.

Governance



Our RAP has been embedded within ADCO’s governance framework, with oversight from the RAP Working Group, Executive Leadership Team and the Board.

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, whom I have known for many years as we share a the love of nature and great respect for 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.

This Innovate RAP expands on the original themes by adding four new elements: Relationships, Respect, Opportunities and Governance.

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 is a proud Bundjalung man, born and raised in the Tweed region in Northern New South Wales.

Holding a Bachelor of Business with a major in Sports Management from Griffith University and an MBA from Bond University, supported by the ADCO Sports Excellence Scholarship, Ryan combines strong business acumen with a passion for sports leadership and strategic management.

A former NRL player with a distinguished 14-year career, during which he played for teams such as the Gold Coast Titans, Canberra Raiders, Brisbane Broncos, and the Indigenous All-Stars. He has received numerous accolades for his significant contributions to the Indigenous community and business sector.

As an entrepreneur, Ryan has launched ventures like BSKT Wholefoods, Project Net Zero, and Indigenous Innovation Ventures, all aimed at creating sustainable, positive outcomes for Indigenous communities. An MBA graduate, Ryan continues his commitment to uplifting his people through his roles on various Reconciliation and not-for-profit boards.



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 peoples. 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 peoples.

As Ryan transitioned into the end of his professional playing career, he developed 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 peoples 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 assists Ryan and his family in their continued support of the community and Aboriginal and Torres Strait Islander peoples.

MESSAGE FROM THE MANAGING DIRECTOR



“We are proud to launch our second Innovate Reconciliation Action Plan, building on the foundations we laid with our first RAP in 2020. This milestone reflects ADCO’s ongoing commitment to meaningful engagement with Aboriginal and Torres Strait Islander peoples.

At ADCO, we pride ourselves on providing an inclusive and diverse workplace where everyone feels supported and respected. Through advocacy for recognition and reconciliation, and by empowering our people to deepen their knowledge, share stories, and create opportunities, we aim to contribute to equitable employment outcomes. Our RAP is an important step forward in our journey to become the Builder of Choice for everyone, and we look forward to continuing this work together.”

A handwritten signature in white ink, appearing to read 'Neil Harding'.

Neil Harding
MANAGING DIRECTOR

MESSAGE FROM RECONCILIATION AUSTRALIA



“Reconciliation Australia commends ADCO Constructions on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program’s potential for impact is greater than ever. ADCO continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that ADCO Constructions will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to ADCO using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program’s emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for ADCO to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, ADCO will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of ADCO’s future RAPs and reconciliation initiatives, providing meaningful impact toward Australia’s reconciliation journey.

Congratulations ADCO on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.”

Karen Mundine
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA

OUR BUSINESS

A force in Australian construction – guided by family values, trust and putting people first.

The ADCO story began back in 1972. In the years since then, we have grown to be a multi-billion-dollar construction business guided by an unwavering commitment to quality, our clients and our people. These foundations have seen us become one of the top private companies in Australia with a blue-chip client list and an award-winning portfolio of almost 4,000 successfully completed buildings from early work packages to \$300+ million projects.

ADCO recognises that our people, and everyone we work with, all unite to form the core of our business. Our success and reputation have been achieved because of the abilities and expertise these people bring to our projects. ADCO celebrates and embraces diversity. We want our workplaces to reflect the communities and clients we serve – and be places where everyone is treated equitably, fairly and with respect. We have over 600 people, with 12 identifying as First Nations, which reflects individuals whose tenure and contributions span multiple years, supported by a culture of inclusion, knowledge sharing, and cultural celebration. We are proud of the longevity and leadership of our First Nations team members, including those who have taken on roles such as RAP Working Group Chair and those who have been promoted into senior roles within the business. We remain committed to creating meaningful opportunities that lead to lasting change.

An in-house support network, in the process of being established, will provide additional support mechanisms to retain and empower First Nations people.

Our geographical reach spans areas surrounding our offices in Sydney, Gold Coast, Brisbane, Melbourne and Perth.

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 sphere of influence encompasses our people, trade partners, clients, communities, and the diverse sectors and regions in which we operate.

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



Kennedy Community Centre handing over of First Nations artwork, commissioned by ADCO



Bond University Corrigan Walk Art Tour



Memorandum of Understanding signing with the KARI Foundation

OUR VISION FOR

RECONCILIATION

Our vision is for ADCO to improve opportunities and strengthen our relationship with Aboriginal and Torres Strait Islander people through practical actions that drive our contribution both internally and in the communities in which we operate.

We also aspire to have strong, open and respectful relationships with Aboriginal and Torres Strait Islander business owners and to work in mutually beneficial partnerships with our industries best talent.

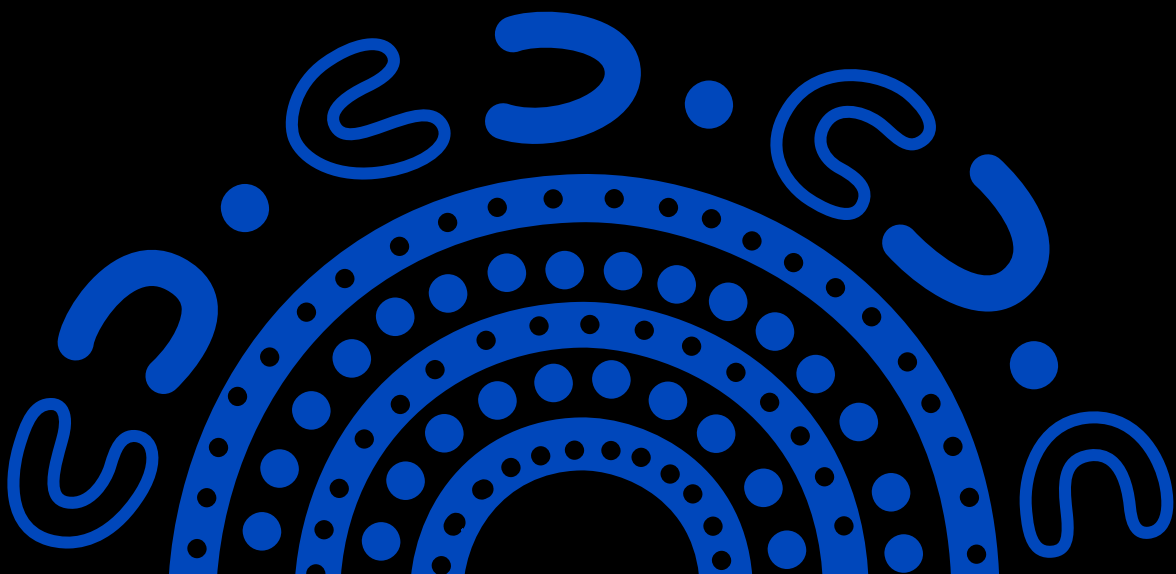
We have the capacity to influence our sector and our supply chain through working with Aboriginal and Torres Strait Islander organisations through the design and construction phase of our projects across Australia. We are also working with our key clients to set ambitious goals and targets and create innovative, community-led approaches to deliver on them.

We are working on initiatives that will make meaningful change in the way we do business. Our Innovate RAP aims to recognise, respect and celebrate the fact that we build, work, live and learn on Aboriginal lands and come together to create a community where all people can thrive, feel safe and create value.

With the goal that our culture celebrates relationships, partnerships and knowledge sharing and to have a positive impact on people that are directly and indirectly connected to the construction industry. This will be achieved by providing individuals and teams with knowledge and tools, while continuing to invest time and following through with concrete actions that demonstrate real change in the communities, we work and live.

Through our Innovate reconciliation Action Plan, we aim to embed a framework that provides our organisation and our partners with a structured approach to reconciliation.

Our journey continues to provide practical and tangible outcomes that help drive reconciliation throughout ADCO and the communities in which we live and work.



OUR RECONCILIATION JOURNEY

OUR RAP

Through the delivery of our Reflect RAP and first Innovate RAP, we cultivated partnerships that have supported the development of our second Innovate RAP. Central to this work is our RAP Working Group (RWG), made up of 13 members from senior leadership, project and construction management, communications, business improvement, apprenticeships and ESG, alongside an External RAP Ambassador. Five of these members are Aboriginal and Torres Strait Islander representatives, ensuring cultural knowledge and lived experience are embedded in our commitments.

While we do not have a formal external Aboriginal and Torres Strait Islander Advisory Group, we continue to strengthen relationships with respected First Nations individuals and organisations across nationally, who provide cultural guidance, community insights and support in building meaningful connections. Some of our key partnerships include KARI (NSW & Qld), Kinaway Chamber of Commerce (Vic), Noongar Chamber of Commerce and Industry (WA), and Supply Nation (National).

A reflection on our journey since developing our Reflect RAP, and first Innovate RAP, a summary of the key learnings.

We started our initial RAP journey with the desire to celebrate our history of being an inclusive business, giving a great structure to develop and ensure the successful delivery of reconciliation throughout our industry. Furthermore, understanding that this formal approach to building respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples' business and communities takes ongoing commitment and understanding of our shared history and sharing our future. When designing and seeking feedback for our first Innovate RAP we encouraged everyone to connect and share ideas and learning, so we can ensure we are improving and challenging business as usual.

Our work over the subsequent years has provided all of us the opportunities for open discussions, knowledge sharing and discovery. This has become an essential part of our continued commitment to reconciliation.

From our previous years RAP journeys, we have noted key leanings that have been reflected:

- We learnt that giving people the opportunity to connect, learn and experience First Nations cultures gave our people a better understanding of the commitments we have made as a business and the positive role they can play.
- We learnt that our teams need more support in the development and establishment of meaningful relationships with Aboriginal and Torres Strait Islander business and communities that differ from the areas outside of our usual areas of business. In most areas across our projects, we are able to build genuine relationships with Elders and communities however work still needs to be done in respectfully navigating these relationships when the Traditional Owners are unclear.

- We learnt that our vision for a consistent approach across projects and states may not be the best approach, we believe a local people focused approach will achieve a better considered and meaningful relationship.
- We learnt through our staff engagement survey and the Workplace RAP Barometer that our people know we have a RAP to celebrate events such as National Reconciliation Week and NAIDOC Week, and also, to learn about and build respect for cultural protocols such as Welcome to Country and Smoking Ceremonies. However, our people are still unsure of the role they can play in contributing to larger reconciliation initiatives, integrating reconciliation into their business as usual and engaging more effectively with Aboriginal and Torres Strait Islander peoples and businesses. Within this RAP, ADCO is trialling new initiatives and tools to empower our people on their reconciliation journey.

Our first Innovate RAP helped us to create a framework that provides our organisation and our partners with a structured approach to reconciliation. Our second Innovate RAP further embeds this framework as 'business as usual' and builds upon our learnings to further stretch our capabilities.

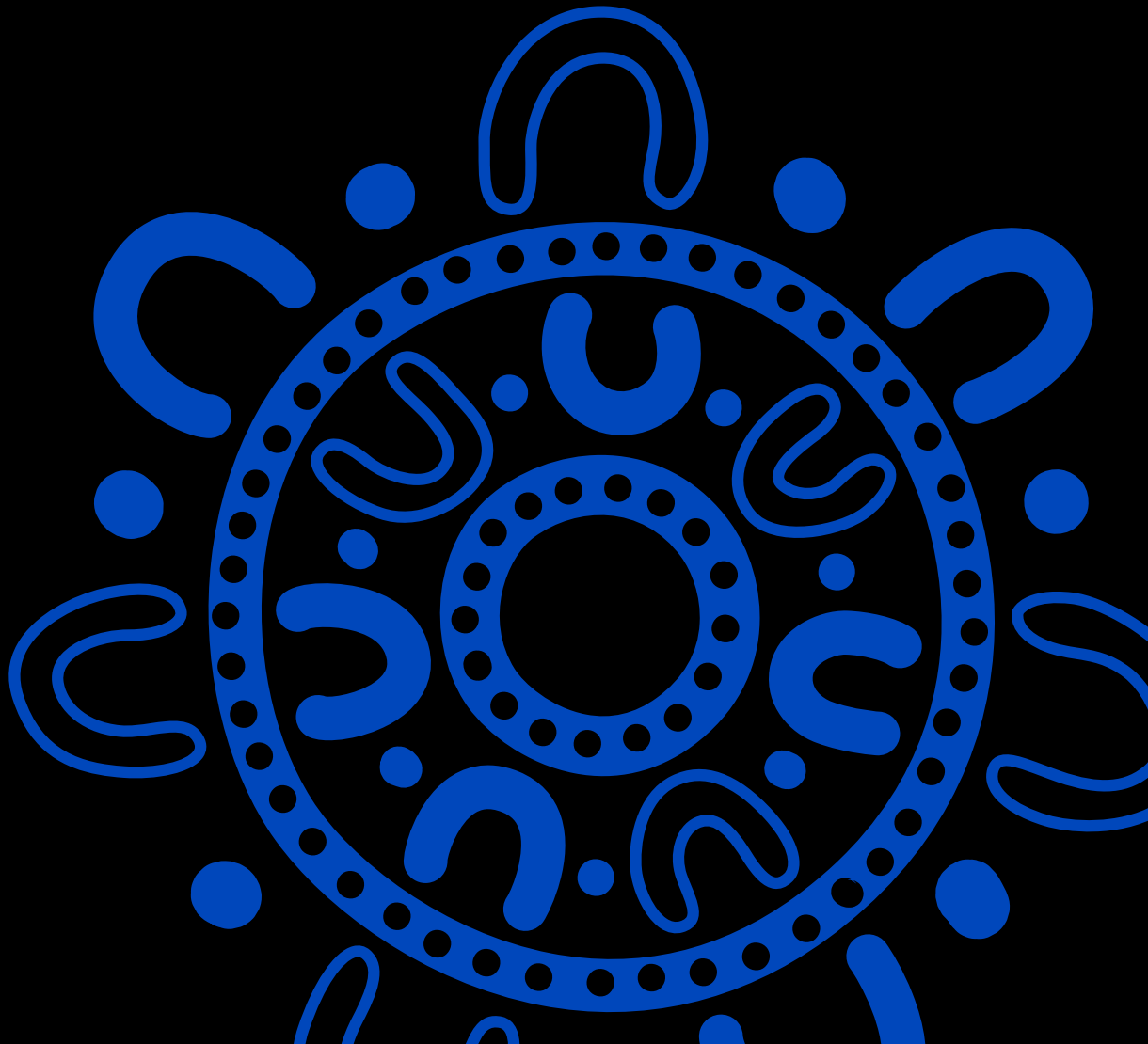
This includes improving employment outcomes for First Nations people by connecting our team leaders with supportive procurement and recruitment resources such as Supply Nation, Social Traders and Kinaway Chamber of Commerce.

Our second Innovate RAP has been embedded within ADCO's governance framework, with oversight from the RAP Working Group, Executive Leadership Team and the Board. ADCO's National ESG Coordinator (and RWG chair) and the RWG will champion the initiatives outlined in this Innovate RAP supported by other internal stakeholders.

We have now embarked on a journey that has practical and tangible outcomes that helps drive reconciliation throughout ADCO and the communities that we live and work.

Our RAP Working Group is building relationships with Aboriginal and Torres Strait Islander stakeholders, sharing reconciliation goals with employees, educating decision-makers, and engaging our sphere of influence.

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, employment and in the community.



OUR KEY ACHIEVEMENTS:

STRENGTHENING PROCUREMENT OUTCOMES WITH FIRST NATIONS BUSINESSES.

- Our reported Indigenous spend has shown a strong year-on-year trajectory, increasing from \$2.36M in FY21 to \$21.63M in FY25, demonstrating a genuine commitment to strengthening procurement outcomes with First Nations businesses and embedding long-term value across our supply chain.
- This growth reflects not only increased client expectations and contractual requirements, but also our proactive approach through targeted initiatives, capability uplift and robust governance frameworks.
- Key contributing factors include:
 - **Clear policies:** ADCO Indigenous Procurement Policy, ESG Policy and supporting frameworks with measurable outcomes.
 - **Improved internal capability:** Tailored training, procurement tools and practical guidance for pre-construction and delivery teams on opportunity identification, engagement approaches and tracking requirements.
 - **Early engagement:** Identifying and engaging First Nations businesses early in tender planning and subcontractor selection, ensuring capability alignment to support successful delivery outcomes.
 - **Stronger governance:** Verifying that businesses are registered or certified with recognised certifying authorities and maintaining compliance through systematic checks and data validation processes.
 - **Collaboration:** Working closely with Aboriginal and Torres Strait Islander partner organisations such as KARI, Kinaway Chamber of Commerce, and Noongar Chamber of Commerce and Industry, while drawing on our strengthened relationship with Supply Nation to expand opportunities and build sustainable partnerships.

BUILDING CULTURAL LEGACY THROUGH AFL / AFLW PARTNERSHIPS (REFER TO CASE STUDY).

- Commissioning First Nations artist and former Hawthorn player John Lambley to create an artwork for the Hawthorn Football Club that tells the local story of Hawthorn and its people.
- Western Bulldogs and Nallei Jerring Program sponsorship.
- Carlton Football Club First Nations community engagement sponsorship.
- South Fremantle Football Club Premier-level Indigenous and Female Football 2 year partnership.

ADCO / TRADEMUTT / JASON KING PPE COLLABORATION.

- In collaboration with our RAP artwork provider, Jason King, we developed First Nations designed PPE to enhance support and promote learning across the business.

BETTER UNDERSTANDING OUR ROLE IN CREATING EQUITY AND EQUALITY.

- Through story telling at key events and training i.e. NRW, NAIDOC Week (refer to Case Study).

PROUDLY SUPPORTING FIRST NATIONS COMMUNITIES AND ORGANISATIONS.

- Through ADCO's Community Day, to date, we have partnered with over 10 organisations helping to improve community facilities and through our ongoing relationships with the Kinaway Chamber of Commerce, KARI, and the Noongar Chamber of Commerce and Industry, we remain committed to expanding our support even further.
- This also offers a valuable opportunity for our non-First Nations people to engage with Indigenous cultures and deepen their understanding of our shared history.

A FIRST NATIONS PERSON REPRESENTING AND CHAIRING ADCO'S RAP WORKING GROUP.

- Recently, Renee Zaitouni assumed the role of Chair. As a proud First Nations person, Renee has been able to foster strong cultural connections and lead the RAP from a First Nations perspective.

PROVIDING RESOURCES THROUGH OUR RAP TILE AND NEWSLETTER.

- We launched a RAP Tile on our internal hub, which has strongly supported increasing cultural awareness, capability, and engagement across the business. We have since introduced new tools to further support social procurement, strengthening First Nations supplier engagement and increasing diversity across our supply chain. The RAP Tile also houses supplementary materials and resources to support our people in using these tools effectively. Since its launch, the RAP Tile has been viewed over 500 times.
- Another key achievement has been the introduction of a regular RAP Newsletter, which shares updates on our reconciliation commitments and progress, along with resources to support our people in delivering these commitments. We also provide RAP updates in our monthly business update and feature them in the quarterly ADCO Link Newsletter distributed to all employees.

RAP WORKING GROUP MEMBERS

ADCO's RAP Working Group meets quarterly to progress the goals outlined in our innovative rap and progress topics that embraces unity between Aboriginal and Torres Strait Islander peoples and, other Australians. We seek to progress conversations that helps us understand culture and our shared history.

We are pleased to have 4 internal and external Aboriginal and Torres Strait Islander representation to help us deliver meaningful reconciliation outcomes.

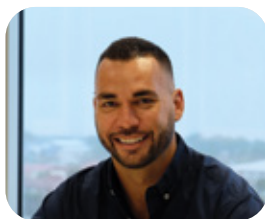
Our rap ambassador is a member who helps strengthen our vision for reconciliation and seeks to identify opportunities internally and externally that connect cultures, and finds respectful ways to develop, collaborate and connect with Aboriginal and Torres Strait Islander peoples where we live and work.



Renee Zaitouni
NATIONAL ESG
COORDINATOR



Neil Harding
MANAGING DIRECTOR



Ryan James
RAP AMBASSADOR



Shanelle Woodall
HEAD OF CORPORATE
AFFAIRS
RAP CHAMPION



James Black
COMMUNICATIONS
MANAGER



Kellie Mackay
BUSINESS IMPROVEMENT
MANAGER



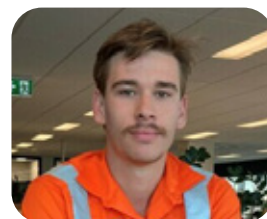
Dan Metcalfe
CONSTRUCTION
MANAGER (WA)



Chris Gavin
PROJECT MANAGER (WA)



Nathan Thomas
STATE MANAGER (VIC)



Kyle Lambley
APPRENTICE (VIC)



Matthew Wilkinson
CONSTRUCTION
MANAGER (NSW)



Brandon Provenzano
ASSISTANT PROJECT
MANAGER (NSW)



Blake Humphries
SENIOR PROJECT
MANAGER (QLD)



= First Nations
Representative

CASE STUDIES

ADCO BOARD MEETING ON BUNDJALUNG NATION:

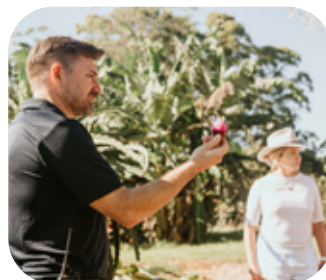
This artwork in the ADCO Reconciliation Action Plan (RAP) series expands on the themes incorporated into the Reflect and Innovate RAP designs.

The original Reconciliation Action Plan (RAP) design 'Reflection on Country and Community' started out with a strong foundation of understanding of our past in order to move forward with a shared future of community.

The Innovate RAP added four new elements: Relationships, Respect, Opportunities and Governance to bring about positive outcomes for both Aboriginal and non-Aboriginal people through taking action to build upon the foundations, expanding knowledge and shared experiences and providing support through collaboration and integration.

The latest iteration added 2 new elements: handprints of the members of ADCO Board of Directors and local Indigenous representatives, from a recent visit to Tropical Fruit World; and the seven rings representing the seven natural springs located on the Tropical Fruit World property, sustaining life and nourishing the crops on the farm.

Combining the handprints along with the existing and new elements in one artwork, demonstrates the importance that the ADCO Board of Directors are placing on this journey and their current and future commitment to it.



CASE STUDIES

BUILDING CULTURAL LEGACY THROUGH AFL/AFLW PARTNERSHIPS:

ADCO's involvement in major AFL/AFLW infrastructure projects has provided opportunities to celebrate and strengthen relationships with **First Nations communities and Industry Partnerships**.

At the **Kennedy Community Centre** project, ADCO commissioned **First Nations artist** and former Hawthorn player **John Lambley**, a proud **Wadawurrung man**, to create an artwork for **Hawthorn Football Club** that tells the local story of Hawthorn and its people. Delivered across three powerful pieces, the artwork was gifted to the club to be proudly displayed in the clubhouse, supporting the club's Indigenous Program and culturally safe spaces.

Created by John and his talented children, including **ADCO apprentice Kyle Lambley**, the pieces reflect their family's shared passion and skill for storytelling through art. Kyle contributed both to the artwork and to the delivery of the club's new home as part of the project team.

The collaboration reflects a strong sense of continuity and **legacy**, with a former Hawthorn player working together with his family to create meaningful artworks that **strengthen cultural safety** and **connection**, now displayed in the club's new home, which his son helped deliver.

During the **Whitten Oval redevelopment**, ADCO proudly supported the **Nallei-Jerring Program** through the **Western Bulldogs Football Club**. The program offers young First Nations people opportunities to be inspired, educated, and developed as leaders, reinforcing ADCO's commitment to meaningful community impact beyond construction.

ADCO played a central role in the **redemption of Ikon Park**, the historic home of the **Carlton Football Club** and the AFLW. As Carlton's main First Nations community engagement sponsor, ADCO supported the club's advocacy, education and awareness initiatives. This included sponsoring the launch of their **2021 AFL Indigenous guernsey**. Designed by Melbourne artist and proud **Gunditjmara woman Laura Thompson**, the guernsey was created in consultation with Carlton's Indigenous players.

In 2024 ADCO proudly joined **South Fremantle Football Club** as a Premier-level **Indigenous & Female Football Partner** for 2 years. This partnership reflects our strong commitment to community and aligns with our passion for supporting First Nations engagement and the growth of female representation—key priorities for South Fremantle Football Club and ADCO.



South Fremantle Football Club | Indigenous & Female Football Partnership



Carlton Football Club | 2021 Indigenous guernsey



Hawthorn Football Club | First Nations Artist - John Lambley with family and Hawthorn Football players



Western Bulldogs Football Club | Nallei-Jerring Program

CASE STUDIES

BETTER UNDERSTANDING OUR ROLE IN CREATING EQUITY AND EQUALITY:

Beyond becoming an employer of choice for First Nations peoples, we widen our sphere of influence by extending invitations to cultural events to the broader project teams including our clients, our consultants and our trade partners.

We actively support the First Nations economy by connecting team leaders with supportive procurement and recruitment resources such as Supply Nation, Social Traders, Kinaway Chamber of Commerce and our own Indigenous Procurement Policy.

Trade partners, clients, and consultants are now actively included in reconciliation activities, not just as participants but as collaborators and supporters.

Education and cultural awareness initiatives are embedded in project delivery, extending the sphere of influence to a broad range of stakeholders.

ADCO's RAP journey is marked by measurable growth in First Nations engagement, spend, and participation, with tangible examples across states and sectors.

In 2025, ADCO **strengthened its commitment to equity and equality** by fostering cultural awareness and education through NRW and NAIDOC Week initiatives, increasing learning opportunities and building awareness around respect.

During **NRW**, we welcomed keynote speaker **Shelley Reys AO**—a Djiribul woman and nationally recognised leader in reconciliation and corporate engagement, who shared insights on Australia's reconciliation journey and the Reconciliation Action Plan Program. Her vision is "to create a culturally competent Australia, one workplace at a time." The invitation was issued to ADCO people, our clients, consultants and trade partners and over 100 people tuned in to hear Shelley speak.

Invitations were extended to our clients, consultants, and trade partners, and we were thrilled to see so many join us in celebrating **NAIDOC Week** across our sites. The events featured **local Aboriginal and Torres Strait Islander educators** and offered immersive cultural experiences, including Smoking Ceremonies, traditional jewellery making, fire starting, spear throwing, and artwork creation.

At the Lidcombe Multi-Level Warehouse project, ADCO hosted a **Cultural Immersion Day** for client representatives, trade partners, and project teams. The event included Acknowledgment of Country, a Smoking Ceremony, and interactive cultural activities, all designed to foster deeper connections and understanding. This initiative was driven by the project team, not contractually required, and inspired the client to begin their own reconciliation journey.

Trade partners participated in woomera (spear) throwing and contributed to a handprint artwork, **reinforcing shared respect and cultural learning**.

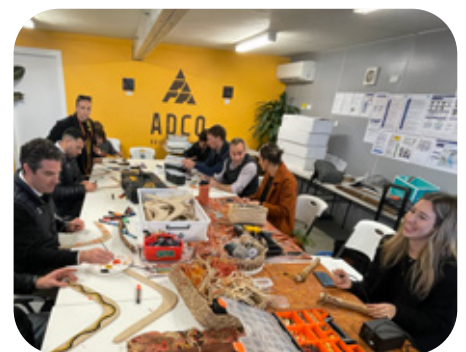
The client at Lidcombe Multi-Level Warehouse has since sought advice on developing their own reconciliation plan after participating in ADCO's event.



NAIDOC Week Celebrations | Lane Cove



NAIDOC Week Celebrations | Lidcombe Multi Level Warehouse



NAIDOC Week Celebrations | Kennedy Community Centre



Liverpool Health and Academic Precinct Car Park by Bibi Barba



Robina Office Building by Goompi Ugerabah



Art Gallery of Western Australia by Christopher Pease



Community Day | Oonah Aboriginal Health and Community Services



Community Day | The Murri School



Community Day | Community project for KARI Foundation

First Nations engagement is embedded in the Bellevue Railcar Maintenance Facilities project site, beginning with the induction process. Every worker, including consultant and JV partner participate in comprehensive **Cultural Awareness Training** led by **Aunty Dawn Ugle**, gaining a deeper understanding of the connection First Nations people have to Country, historical influences, key terms, and contemporary social positions. After the session, Aunty Dawn encourages open dialogue through a casual yarn with participants. To recognise those who complete the training, artwork by a **local First Nations artist**—depicting the snake and grass tree, both significant in **Noongar culture**—has been incorporated into hardhat stickers.

ADCO's **Supply Chain Engagement** and procurement spend with **First Nations businesses** has grown steadily, averaging approximately 50 First Nations suppliers engaged nationally each year, about **245 suppliers** over the past **5 years**. Tools like the ADCO Trade Partner Database and the Supply Nation API have been integrated to support inclusive procurement. ADCO's reported spend with First Nations businesses has **outperformed industry averages** in construction, recruitment, administration, and facilities management.

Community has been central to the ADCO story for over 50 years. We continue to engage actively with charities, community groups and like-minded businesses to create positive impacts across Australia. Over the last 3 years ADCO has worked with **10 First Nations community organisations**, collaborating with partners to enhance schools, cultural centres, and community spaces.

ADCO integrates **First Nations art** into built environments, commissioning works for civic, health, and cultural facilities. Artwork by **Goompi Ugerabah** was commissioned and installed at the Robina Office Building, by **Christopher Pease** at Art Gallery of Western Australia, and **Bibi Barba** at Liverpool Health and Academic Precinct Car Park.

RELATIONSHIPS



Strong relationships have always been at the heart of how we work at ADCO. They've shaped our success in the built environment—and they're just as important on our journey toward reconciliation.

We are proud of the partnerships we've built so far, and we are committed to growing new ones that are grounded in trust, respect, and shared learning. Our goal is to keep building a culture that values connection and collaboration. That means giving our people the tools and knowledge they need, and continuing to invest time and energy into the actions that matter.

By forming meaningful relationships in the communities where we live and work, we're helping to create lasting, respectful, and mutually beneficial connections with Aboriginal and Torres Strait Islander peoples, businesses, and communities.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Maintain and continue applying guiding principles for engagement, developed in consultation with local Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2026	State Managers
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2026	National ESG Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Maintain the circulation of Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, 2027	National ESG Coordinator
	• Maintain opportunities for RAP Working Group members to participate in external NRW event.	27 May- 3 June 2026, 2027	RAP Working Group Members
	• Continue to encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2026, 2027	State Managers
	• Continue to organise at least one NRW event each year.	27 May- 3 June 2026, 2027	State Managers
	• Continue to register all our NRW events on Reconciliation Australia's NRW website .	May 2026, 2027	National ESG Coordinator

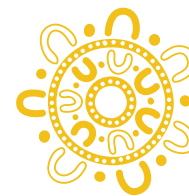


RELATIONSHIPS



3. Promote reconciliation through our sphere of influence.	• Maintain implementation of strategies to engage our staff in reconciliation, continue to embed and strengthen these approaches across the organisation.	May – July 2026, 2027	Business Improvement Manager
	• Maintain public communication of our commitment to reconciliation.	July 2026, 2027	Managing Director
	• Continue to collaborate with RAP and like-minded organisations to develop and implement innovative approaches to advance reconciliation.	February 2026	RAP Working Group Members
	• Continue to include an overview of the RAP as part of staff induction processes, with ongoing implementation to support awareness and engagement.	February 2026, 2027	State Managers / National Learning and Development Manager
	• Explore opportunities to support staff learning about the rights of First Nations peoples, for example Lunch and Learn sessions on the principles of the Uluru Statement from the Heart and UNDRIP and maintaining our dedicated RAP platform as a central resource with educational materials, human rights tools and guides.	May 2026	National Learning and Development Manager
	• Continue to encourage partner organisations to develop a RAP and share learnings, while exploring opportunities to support a nationally coordinated approach.	March 2026	RAP Working Group Members
4. Promote positive race relations through anti-discrimination strategies.	• Ongoing monitoring of HR policies and procedures to ensure existing anti-discrimination provisions continue to meet current and future needs through ADCO's Quarterly Policy Review committee and cycle.	March, June, September, December 2025, 2026, 2027	Head of Corporate Affairs
	• Ensure the Discrimination, Harassment and Bullying Prevention Policy and Procedure remains effective by ensuring it remains clear, accessible and regularly communicated.	November 2026, 2027	Head of Corporate Affairs
	• Engage with Aboriginal and Torres Strait Islander staff or Aboriginal and Torres Strait Islander advisors, as appropriate, to consult on our Discrimination, Harassment and Bullying Prevention Policy.	August 2026	National ESG Coordinator
	• Educate senior leaders on the effects of racism, to support continued learning and understanding through annual Workplace Conduct Training and Management Foundations Training (and on onboarding).	November 2026, 2027	National Learning and Development Manager

RESPECT



We will keep building awareness and respect for Aboriginal and Torres Strait Islander cultures, histories, and protocols. Creating a respectful workplace will help our staff feel confident working with First Nations stakeholders and clients, support the retention of First Nations employees, and strengthen cultural pride across our organisation.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct an annual review of our organisation's cultural learning needs to ensure we remain responsive and informed.	June 2026, 2027	National Learning and Development Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2026	National Learning and Development Manager
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	February 2026	National Learning and Development Manager
	• Continue to provide cultural learning opportunities to all staff across ADCO.	May – July 2026, 2027	National Learning and Development Manager
	• Provide opportunities for RAP Working Group members, managers and other key leadership staff to participate in formal and structured cultural learning.	May 2026	National Learning and Development Manager
	• Investigate local cultural immersion opportunities for staff.	October 2026	National Learning and Development Manager

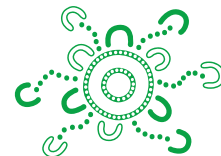


RESPECT



6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Strengthen staff understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2026, 2027	National ESG Coordinator
	• Explore ways to ensure the cultural protocols document, including protocols for Welcome to Country and Acknowledgement of Country, is well understood and effectively communicated across the organisation.	May 2026, 2027	National ESG Coordinator
	• Continue to invite a local Traditional Owner or Custodian to deliver a Welcome to Country or other appropriate cultural protocol at significant events.	September 2026, 2027	State Managers
	• Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	September 2026, 2027	State Managers
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• Continue to support RAP Working Group participation in external NAIDOC Week events.	First week in July 2025, 2026 (Sunday to Sunday)	State Managers
	• Ongoing review of HR policies and procedures to identify and remove barriers to staff participation in NAIDOC Week.	November 2025	Head of Corporate Affairs
	• Continue to promote and encourage staff participation in external NAIDOC Week events.	First week in July 2025, 2026 (Sunday to Sunday)	RAP Working Group Members

OPPORTUNITIES

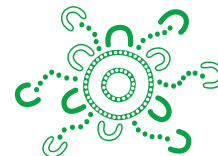


ADCO is committed to building a workplace that reflects the diversity of the communities and clients we serve. We know that a diverse workforce strengthens our business—helping us attract and retain talent, build an engaged team, and foster a culture that values different perspectives.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025	National ESG Coordinator
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November 2025	National ESG Coordinator
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2026	National Learning and Development Manager
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2025	State Managers
	• Continue to review HR and recruitment policies and procedures to ensure barriers to Aboriginal and Torres Strait Islander participation in our workplace are identified and addressed, and that they remain responsive to current and future needs.	March, June, September, December 2025, 2026, 2027	Head of Corporate Affairs
	• Continue efforts to increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	April 2026	Managing Director

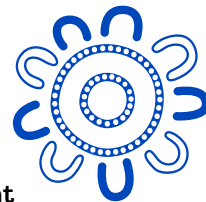


OPPORTUNITIES



9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Maintain and review the Aboriginal and Torres Strait Islander procurement strategy to ensure alignment with relevant legislation and support continued growth.	August 2026	National ESG Coordinator
	• Maintain Supply Nation membership.	June 2026, 2027	Managing Director
	• Promote procurement opportunities to Aboriginal and Torres Strait Islander businesses through The Supply Nation Member Opportunity Board (MOB).	November 2025	State Managers
	• Continue to report quarterly on our First Nations spend through Supply Nations SpendTracker.	March, June. September, December 2025, 2026, 2027	National ESG Coordinator
	• Continue to communicate opportunities for procuring goods and services from Aboriginal and Torres Strait Islander businesses to staff, building on existing practices.	March, June. September, December 2025, 2026, 2027	RAP Working Group Members
	• Continue to review and strengthen procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2026	National ESG Coordinator
	• Build on established commercial relationships and explore new opportunities with Aboriginal and/or Torres Strait Islander businesses to support continued growth and long-term partnerships.	March, June. September, December 2025, 2026, 2027	RAP Working Group Members
10. Build our employees engagement capability with Aboriginal and Torres Strait Islander suppliers and business owners.	• Maintain and review the state-specific tool kits developed to help teams navigate and engage local Aboriginal and Torres Strait Islander businesses, ensuring each remain current and effective.	August 2026	Business Improvement Manager
	• Consult with First Nations advisors on the development of an internal engagement toolkit for our team.	August 2026	Business Improvement Manager / National ESG Coordinator
	• Investigate additional training opportunities for staff to build their knowledge and engagement capacity skills.	August 2026	Business Improvement Manager / National ESG Coordinator

GOVERNANCE

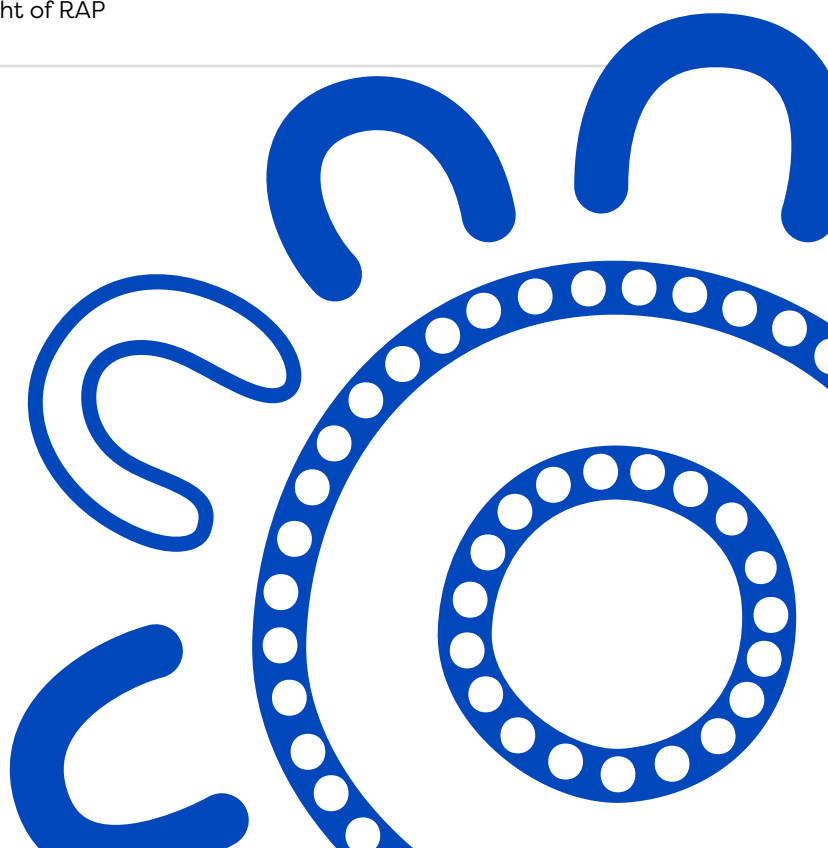


Our new approach has been embedded within ADCO's governance framework, with oversight from the RAP Working Group, Executive Leadership Team and the Board.

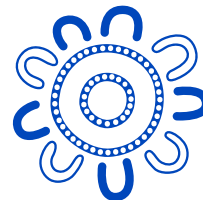
Responsibility for deliverable actions have been reallocated across a broader range of functions as part of our commitment to continuous improvement, and new methods for regular updates and progress monitoring have been introduced.

This ensures accountability, transparency, and multiple layers of compliance across all RAP commitments.

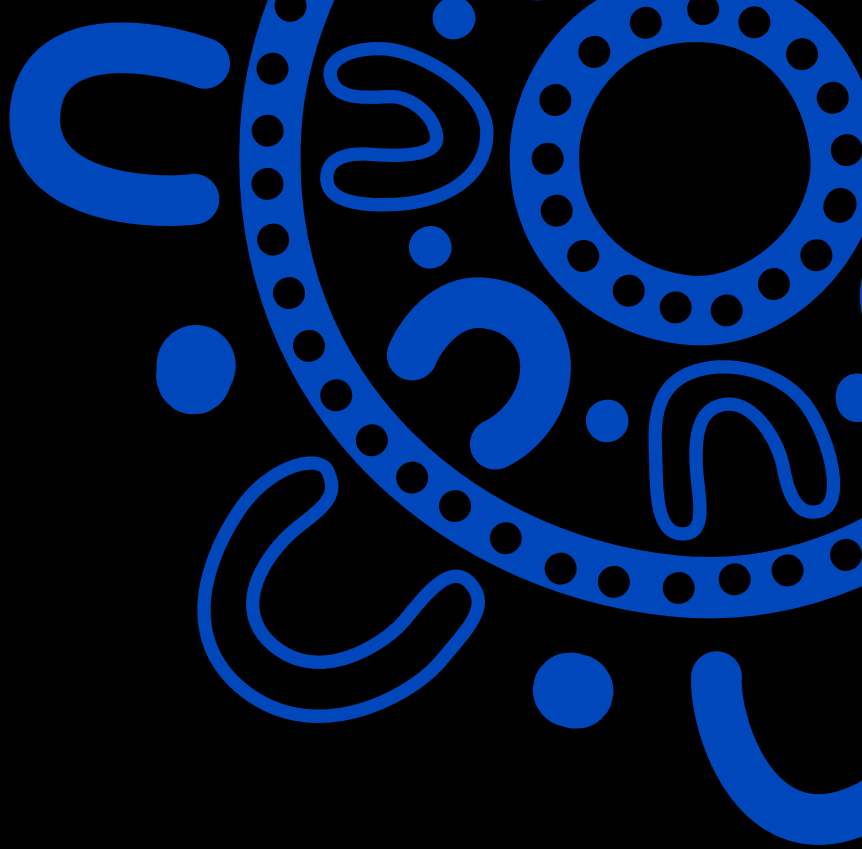
Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2025, 2026, 2027	Managing Director
	• Maintain the established Terms of Reference for the RWG.	January 2025, 2026, 2027	Managing Director
	• Continue to meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2025, 2026, 2027	Managing Director
12. Provide appropriate support for effective implementation of RAP commitments.	• Continue to work to define resource needs to effective RAP implementation.	November 2025	Business Improvement Manager
	• Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	March, June, September, December 2025, 2026, 2027	Head of Corporate Affairs
	• Maintain defined systems to track, measure and report on RAP commitments, ensuring they remain effective and up to date.	March, June, September, December 2025, 2026, 2027	National ESG Coordinator
	• Maintain the appointment of an internal RAP Champion from senior management to support ongoing leadership and oversight of RAP implementation.	December 2025, 2026, 2027	Managing Director



GOVERNANCE



13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Maintain annual completion and submission of the RAP Impact Survey to Reconciliation Australia.	30 September 2025, 2026, and annually	Head of Corporate Affairs
	• Continue reporting RAP progress to all staff and senior leaders on a quarterly basis.	March, June, September, December 2025, 2026, 2027	National ESG Coordinator
	• Continue progressing towards public reporting our RAP achievements, challenges and learnings on an annual basis.	September 2025, 2026, and annually	Communications Manager
	• Continue to ask RAP specific question in our annual and bi-annual employee engagement surveys.	May 2026, 2027, and annually	Business Improvement Manager
	• Continue participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026 - confirming participation and September 2026 complete survey	National ESG Coordinator / Business Improvement Manager
	• Continue investigating how to provide project teams with the tools and structure needed to appropriately report on project specific RAP initiatives.	February 2026	Business Improvement Manager
	• 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 2025, 2026, and annually	National ESG Coordinator
	• Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the online RAP Impact Survey.	August 2025, 2026, and annually	National ESG Coordinator
	• Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	March 2026	National ESG Coordinator
14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	December 2026	National ESG Coordinator



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

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