

RECONCILIATION ACTION PLAN

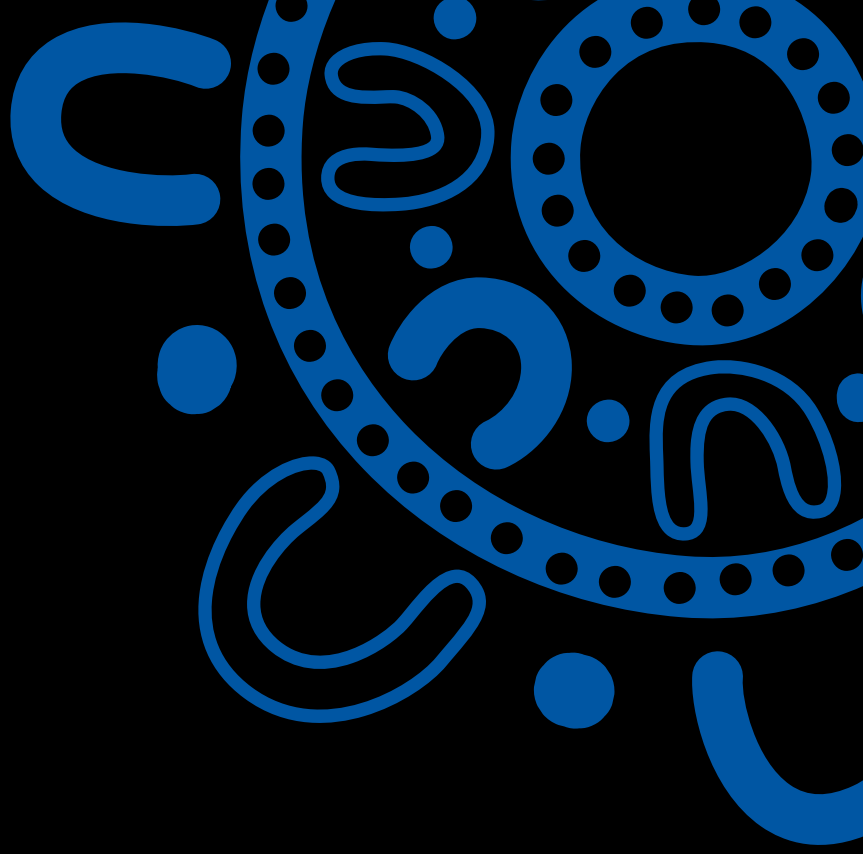
INNOVATE: JUNE 2022



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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 QUESTION TO ASK. LOOK, LISTEN WE ARE ALL LEARNING”

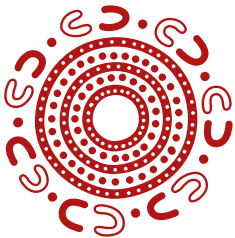
- JASON KING

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.

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

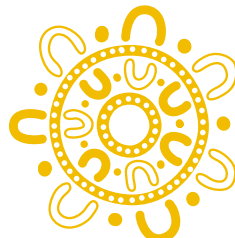
These new elements will help to bring about positive outcomes for both Aboriginal, Torres Strait Islander and non-indigenous peoples through taking action to build upon the foundations, expanding knowledge and shared experiences, and providing support through collaboration and integration.

RELATIONSHIPS



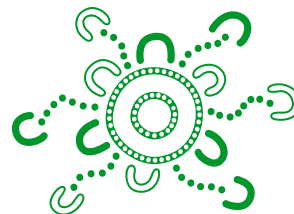
Relationships has been key to our successful history in the built environment. Building working relationships is in our DNA. The relationships we have formed to date and the ones we form in the future will be key to us on our journey toward reconciliation.

RESPECT



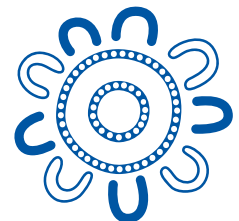
We will take the time to respect and educate ourselves on the traditions, lands, histories and cultures of Aboriginal and Torres Strait Islander peoples and we pay our respect to Elders past and present and emerging.

OPPORTUNITIES



We look forward to the opportunity in building mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities, and cultures into the way we work.

GOVERNANCE



Our RAP has been reviewed and endorsed through ADCO governance processes, including risk and compliance, Health & Safety, Environment, ADCO's RAP working group Executive Leadership Team and ADCO's 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 ALSO A PROUD BUNDJALUNG MAN, BORN AND RAISED IN THE TWEED REGION IN NORTHERN NEW SOUTH WALES.



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 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 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 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 will assist Ryan and his family in their continued support of the community and Aboriginal and Torres Strait Islander peoples.

MESSAGE FROM THE MANAGING DIRECTOR



**“IT’S EXTREMELY REWARDING
TO LAUNCH OUR INNOVATE
RECONCILIATION ACTION PLAN AND
CONTINUE TO BUILD UPON OUR EFFORTS
IN ABORIGINAL AND TORRES STRAIT
ISLANDER ENGAGEMENT SINCE WE
PUBLISHED OUR FIRST RAP IN 2020”**

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 build equitable employment.

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 black ink, appearing to read 'Neil Harding', written over a horizontal line.

**NEIL HARDING
MANAGING DIRECTOR**

MESSAGE FROM RECONCILIATION AUSTRALIA



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

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

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

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

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

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

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

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

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

Congratulations ADCO Constructions on your Innovate RAP and I look forward to following your 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 five Aboriginal and Torres Strait Islander staff members.

WE ARE PEOPLE WHO BUILD.



OUR VISION FOR

RECONCILIATION

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

Our vision is for ADCO Constructions 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 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.

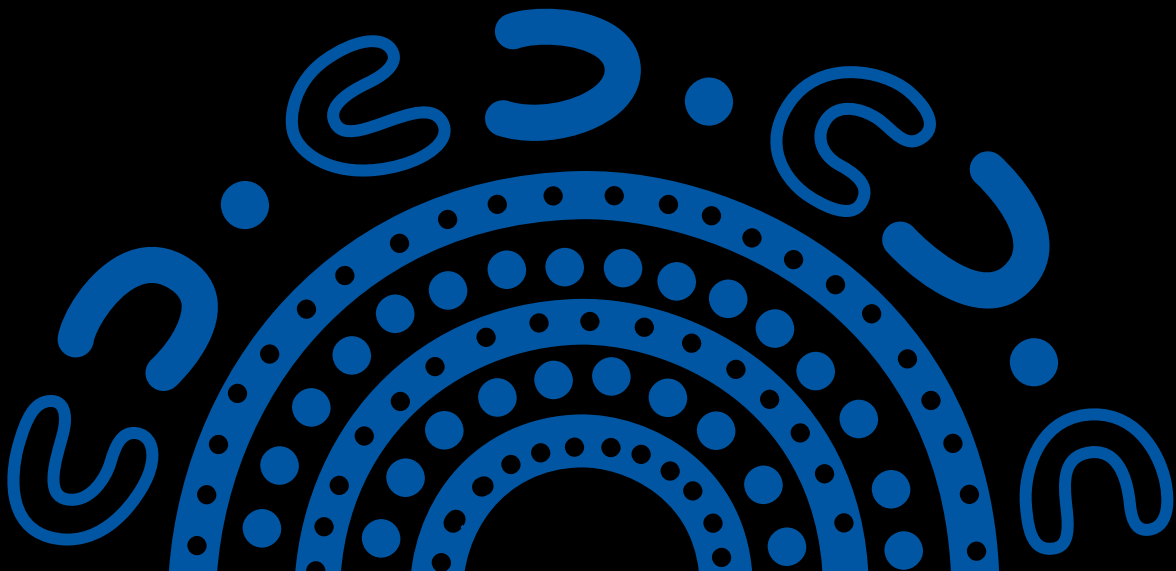
With the goal that our culture celebrates relationships, partnerships and knowledge sharing. This will be achieved by providing individuals/teams with knowledge and tools, while continuing to invest time and following through with concrete actions that demonstrate real change in the communities, we work and live.

We hope to better shape the positive impact we have on people directly and indirectly associated with the construction industry. We believe that our RAP has helped us to create a framework that provides our organisation and its partners with a structured approach to reconciliation. Our Innovate RAP has been design and developed and endorsed by ADCO's RAP working group and ADCO board of directors. ADCO's Business Improvement Manager and the RAP working group will champion the initiatives outlined in this Innovate Reconciliation Action Plan.

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 has allocated 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 and we will continue to engage our sphere of influence in reconciliation.

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.

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.



OUR RECONCILIATION JOURNEY

A REFLECTION ON OUR JOURNEY SINCE DEVELOPING OUR FIRST REFLECT RAP, A SUMMARY OF THE KEY LEARNINGS.

We started our RAP journey with the desire to celebrate our history of being an inclusive business therefore 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 understand of our shared history and shared our future. When designing and seeking feedback for our Innovate RAP we encouraged everyone to connect and share ideas and learning so we can ensure we are improving challenging business as usual.

Our work over the last year 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.

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.

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

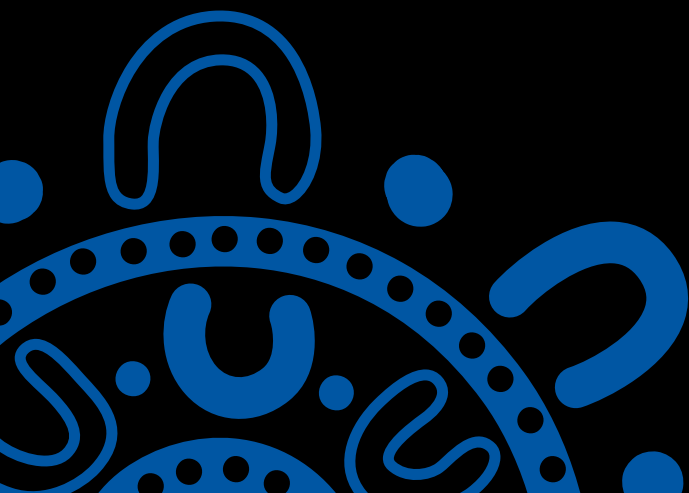
We learnt that our teams need more support in the development and establishment of meaningful relationships with Aboriginal and Torres Strait Islander business and communities that differ from the areas outside of our usual areas of business. In most areas across our projects we are able to build genuine 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 that our staff and teams 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 employees 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 trialing new initiatives and tools to empower our people on their reconciliation journey.

Our achievement highlights:

- / Significantly increased Aboriginal and Torres Strait Islander supply chains spend across ADCO. (ADCO's spend in Q1 of this financial year was more than the whole of last financial year)
- / Carlton Football Club partnership
- / ADCO / Trademutt / Jason King PPE collaboration
- / Better understanding our role in **creating equity and equality.**



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
CONSTRUCTION MANAGER (VIC)



KYLE LAMBLEY
APPRENTICE (VIC)



MATTHEW WILKINSON
CONSTRUCTION MANAGER (NSW)



BRANDON PROVENZANO
CONTRACTS ADMINISTRATOR (NSW)



LEO REYNOLDS
STATE RAIL MANAGER (QLD)



CASE STUDIES

CARLTON FOOTBALL CLUB PARTNERSHIP:

ADCO is proud to support Carlton Football Club's 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 seven current Indigenous players.

ADCO has committed its support for the next two years as the official partner of the Club's Indigenous advocacy, education and awareness-raising activities. Find out more about the guernsey in the video below -



[READ THE ARTICLE](#)



[WATCH THE VIDEO](#)

CASE STUDIES

ADCO BOARD MEETING ON BUNDJALUNG NATION:

This latest 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,

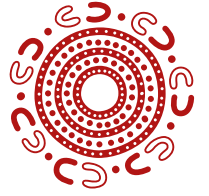
expanding knowledge and shared experiences and providing support through collaboration and integration.

This latest iteration adds two 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.





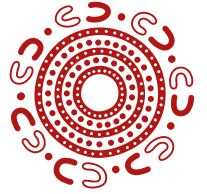
RELATIONSHIPS

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. Our goal is that our culture continues to celebrate relationships, partnerships, and knowledge sharing. This will be achieved by providing individuals/teams with knowledge and tools while continuing to invest time in the actions and deliverables below. Its import to us to build meaningful relationships in the communities, we work and live as this means we are successfully contributing to growing meaningful, mutually beneficial and respectful relationships with Aboriginal and Torres Strait Islander peoples, business leaders and communities.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2022	Construction Managers
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2022	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 2023, 2024	Business Improvement Manager
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023, 2024	Business Improvement Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023, 2024	Business Improvement Manager
	• Organise at least one NRW event each year.	27 May - 3 June 2023, 2024	Business Improvement Manager
	• Register all our NRW events on Reconciliation Australia's NRW website .	May 2023, 2024	Business Improvement Manager



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. Our goal is that our culture continues to celebrate relationships, partnerships, and knowledge sharing. This will be achieved by providing individuals/teams with knowledge and tools while continuing to invest time in the actions and deliverables below. Its import to us to build meaningful relationships in the communities, we work and live as this means we are successfully contributing to growing meaningful, mutually beneficial and respectful relationships with Aboriginal and Torres Strait Islander peoples, business leaders and communities.

3. Promote reconciliation through our sphere of influence.	• Implement strategies to engage our staff in reconciliation.	September - 2022	Business Improvement Manager
	• Communicate our commitment to reconciliation publicly.	June 2022	Managing Director
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2022	Business Improvement Manager
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	March 2023	Business Improvement Manager
	• Include an overview of the RAP as part of staff induction processes.	June 2022	National Training Coordinator
	• Host lunch and learn sessions for staff on the aims of the Uluru Statement.	February 2023	Business Improvement Manager
	• Encourage partner organizations to develop a RAP and share learnings.	March 2024	Business Improvement Manager
4. Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022	Head of Risk and Compliance
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	September 2022	Head of Risk and Compliance
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2022	Head of Risk and Compliance
	• Educate senior leaders on the effects of racism.	September 2022	Sarah Hine



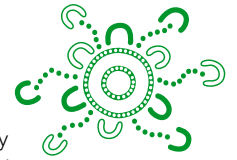
RESPECT

Our culture will continue to raise awareness of, and respect for, Aboriginal and Torres Strait Islander cultures, shared history and cultural protocols. Fostering our culture of respect for First Nations peoples in our workplace will equip our staff with the confidence to engage with First Nations stakeholders and clients, to foster a positive and productive work environment for all staff which will additionally support the retention of First Nations staff, and to foster a sense of pride of identity across our business.



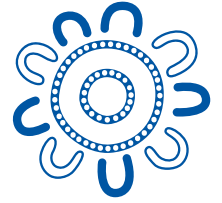
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	December 2022	National Training Coordinator
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	October 2022	Business Improvement Manager
	• Develop, implement, and communicate a cultural learning strategy for our staff.	November 2022	National Training Coordinator
	• Provide cultural learning opportunities to all staff across ADCO.	November 2022	Business Improvement Manager
	• Provide opportunities for RAP Working Group members, managers, and other key leadership staff to participate in formal and structured cultural learning.	August 2023	National Training Coordinator
	• Investigate local cultural immersion opportunities for staff.	November 2022	National Training Coordinator
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2022	Business Improvement Manager
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2022	Business Improvement Manager
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events.	July 2022	Business Improvement Manager
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	March 2023	Business Improvement Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2022, 2023	Business Improvement Manager
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2022	Head of Risk and Compliance
	• Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2022, 2023	Business Improvement Manager

OPPORTUNITIES



ADCO will ensure we create and maintain a workplace that reflects the community and clients that we serve. We know diversity improves our business, by attracting and retaining talent, creates an engaged workforce and continues to nurture a culture that celebrates and embraces diversity. Fostering an organisation that benefits from the diversity of perspectives in our workforce we will be on our way to becoming an employer of choice for First Nations peoples.

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 2023	Business Improvement Manager
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	April 2023	Business Improvement Manager
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	April 2023	Business Improvement Manager
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2022	Business Improvement Manager
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2022	Head of Risk and Compliance
	• Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	April 2024	Managing Director
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2022	Business Improvement Manager
	• Maintain Supply Nation membership.	September 2022	Managing Director
	• Promote procurement opportunities to Aboriginal and Torres Strait Islander businesses through The Supply Nation Member Opportunity Board (MOB).	November 2022	Business Improvement Manager
	• Continue to report quarterly on our First Nations spend through Supply Nations SpendTracker.	November 2022	Business Improvement Manager
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2022	Business Improvement Manager
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2022	Business Improvement Manager
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May 2023	Business Improvement Manager
10. Build our employees engagement capability with Aboriginal and Torres Strait Islander suppliers and business owners.	• Develop a State-specific tool kit that helps teams navigate and engage local Aboriginal and Torres Strait Islander businesses.	August 2023	Business Improvement Manager
	• Consult with First Nations advisors on the development of an internal engagement toolkit for our team.	August 2023	Business Improvement Manager
	• Investigate additional training opportunities for staff to build their knowledge and engagement capacity skills.	August 2023	Business Improvement Manager



GOVERNANCE

Our RAP has been reviewed and endorsed through ADCO governance processes, including risk and compliance, Health & Safety, Environment, ADCO's RAP working group Executive Leadership Team and ADCO's Board.

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.	September 2022	Managing Director
	• Establish and apply a Terms of Reference for the RWG.	November 2022	Managing Director
	• Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2022, 2023, 2024	Managing Director
12. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	June 2022	Business Improvement Manager
	• Continue to engage our senior leaders and other staff in the delivery of RAP commitments.	Review February 2023	Business Improvement Manager
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2022	Chief Information Officer
	• Appoint and maintain an internal RAP ambassador from senior management.	Review February 2023	Managing Director
13. 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 2022, 2023 and annually	Business Improvement Manager
	• Report RAP progress to all staff and senior leaders quarterly.	June 2022, 2023 and annually	Business Improvement Manager
	• Publicly report our RAP achievements, challenges, and learnings, annually.	September 2022, 2023	Business Improvement Manager
	• Continue to ask RAP specific question in our annual and bi-annual employee engagement surveys.	May 2022	Business Improvement Manager
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	Business Improvement Manager
	• Investigate how we can provide project team with the tools and structure to appropriately report on project specific RAP initiatives.	June 2022	Business Improvement Manager
	• Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June 2022, 2023 and annually	Business Improvement Manager
	• Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August 2022, 2023 and annually	Business Improvement Manager
	• Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	March 2023	Business Improvement Manager
14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	February 2024	Business Improvement Manager

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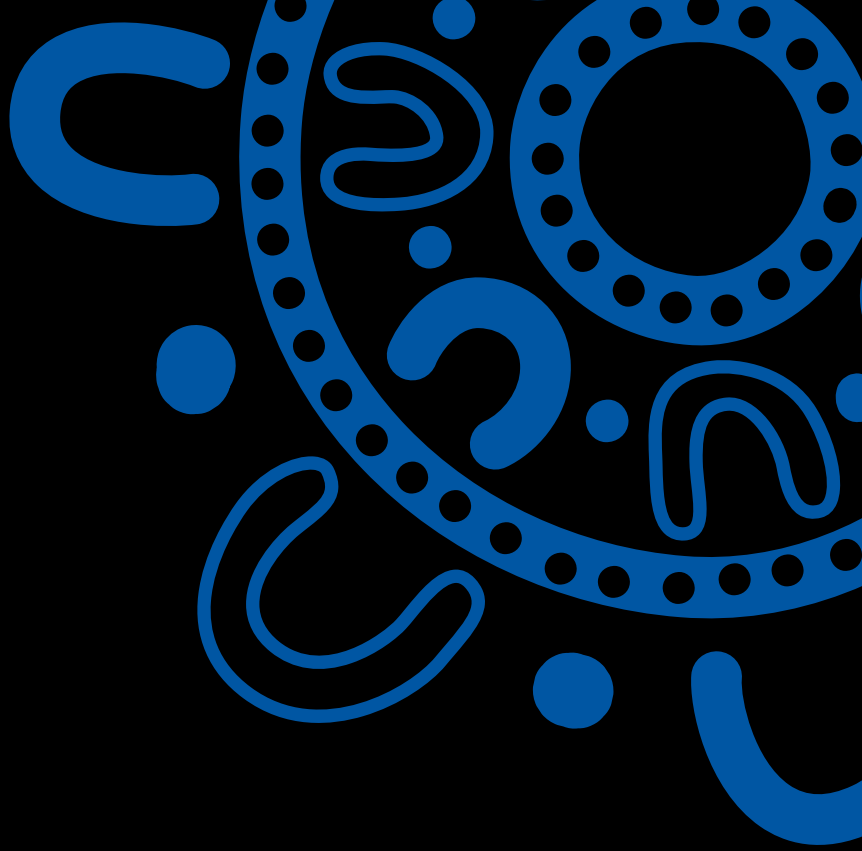
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ADCO

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