ESG STRATEGY
CREATING A CULTURE OF POSITIVE IMPACT

RICHARD CROOKES
CONSTRUCTIONS

2025



Richard Crookes Constructions acknowledges the Traditional Custodians of the lands and waterways we operate on.

In paying our deepest respect to Elders past and present, we recognise their enduring connection to Country and realise the lands on which we build have always been places of innovation and knowledge-sharing.

We honour the rich traditions of First Nations people and commit to learning from and working with Indigenous Communities to build a better tomorrow.



Artwork produced for RCC by Christine Slabb, Bundjalung woman and graphic designer

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OUR APPROACH TO SUSTAINABLE BUSINESS PRACTICE

PROUDLY MAKING A POSITIVE IMPACT ON PEOPLE AND THE PLANET.

Our approach to Envionmental, Social and Governance (ESG) is an important part of our commitment to building a better tomorrow.

For 50 years we have proudly created places and initiatives that make a lasting and positive impact. Our commitment is reflected in our culture and backed by leadership.

Throughout our journey we take care to reduce our environmental footprint and create opportunities that foster positive social change and sustainability outcomes.

The way we do that has evolved, along with our business. As a family-owned company we quickly respond to changes and adapt our approach so it continues to remain relevant to our people, partners and planet.



Jamie Crookes
Managing Director

ESG MILESTONES

1995

FIRST ADAPTIVE REUSE PROJECT



1999

GOVERNMENT BEST-PRACTICE CONTRACTOR ACCREDITATION

2005

PARTNERED WITH SYDNEY BREAST CANCER AS PRINCIPAL SPONSOR

2006

FIRST FEMALE SITE WORKER

2014

CONSTRUCTION OF OUR FIRST 6 STAR GREEN STAR BUILDING, UTS VICKI SARA BUILDING



2018

FIRST CERTIFIED AS A GREAT PLACE TO WORK

2021

INDIGENOUS IMPACT PLAN LAUNCHED

2023

DELIVERED THE FIRST 6 STAR GREEN STAR SCHOOL INFRASTRUCTURE FACILITY



2024

MOVED RCC HEADQUARTERS TO A 5 STAR GREEN STAR BUILDING



2024

DOUBLE MATERIALITY ASSESSMENT COMPLETED

CALCULATED BASELINE SCOPE 1 AND 2 EMISSIONS

2025

LAUNCHED ESG STRATEGY

INVESTING IN THE LONG-TERM

Our ESG strategy brings together existing and new initiatives and guides us to make decisions that are in the best interest of people and the planet.

The strategy is an extension of the simple principles our business is built on; we work with integrity; we are transparent; we care and are accountable for our actions.

Our people, clients and partners helped shape our strategy. What matters to them, matters to us. We continue to work with them to capture opportunities and challenges as they emerge, and work towards a more sustainable and equitable future.

Through collaboration, a shared commitment to higher standards, and a culture of impact, RCC is proudly building a legacy of positive social and environmental change.





ALIGNED PURPOSE

Our vision is to build places and relationships that exceed expectations, stand the test of time and make us proud.

Taking a long-term view, we make decisions that are in the best interests of our clients and business, now and in the future.

Today, ESG is more important than ever. RCC seeks to minimise our footprint and maximise our positive contributions.

Together, we can achieve great things.

PROUDLY BUILDING TOMORROW

Purpose

WE TAKE PRIDE IN OUR WORK
WE DO WHAT WE SAY
WE VALUE PEOPLE
WE WORK SAFELY AS A TEAM

Values

CREATING A CULTURE OF POSITIVE IMPACT

ESG Approach

MATERIALITY ASSESSMENT UNDERSTANDING OUR IMPACT

Our ESG strategy was informed by a materiality assessment which identified the topics that matter most to our business and stakeholders.

The assessment evaluated impact through two lenses.

- Impact materiality — the impact our business has on the environment and key stakeholders.
- Financial materiality — the impact external sustainability factors have on our financial health.

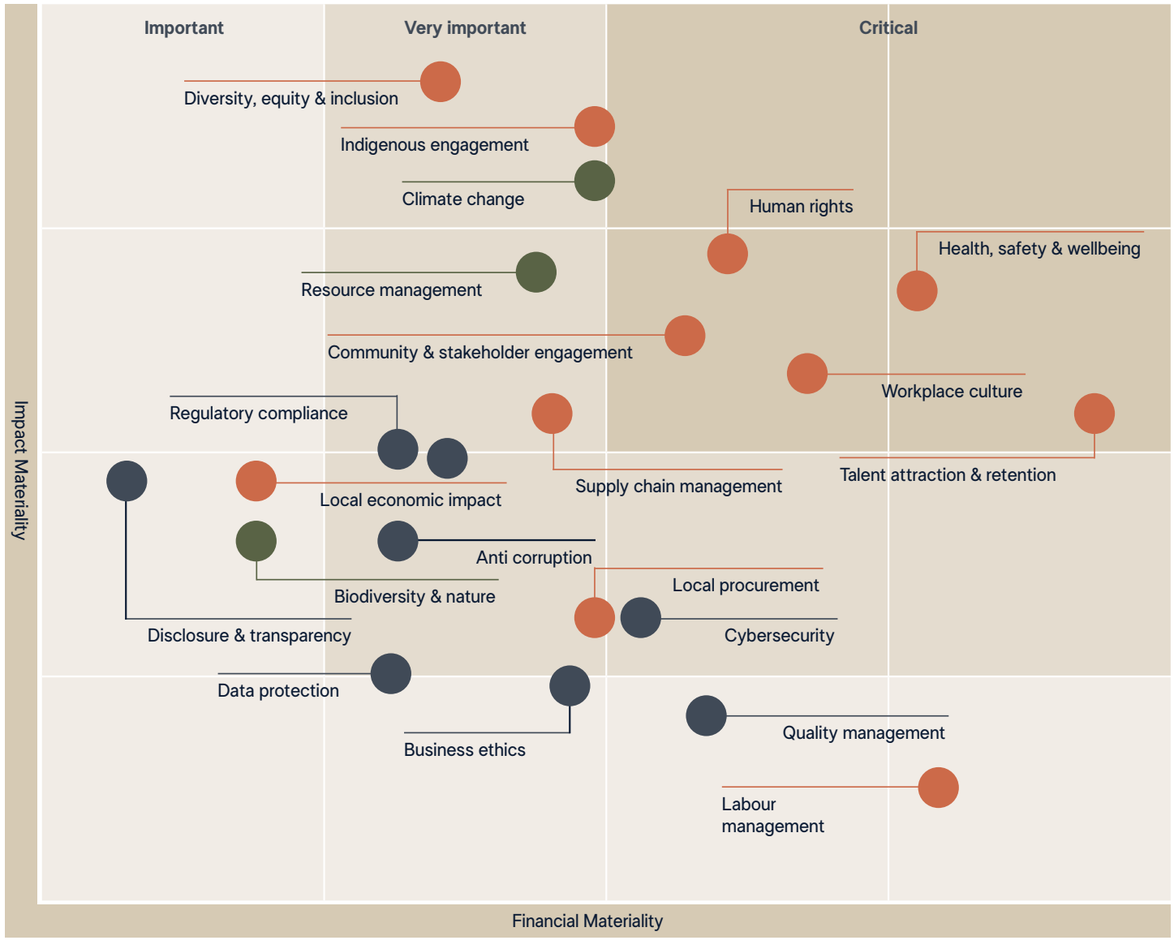
The assessment included an internal review, external desktop study, peer analysis and close internal and external stakeholder consultation.

The assessment was key to aligning our strategy with stakeholder needs and priorities.

MATERIALITY INPUTS		
ASSESSMENT METHODS	**ANALYSIS & WEIGHTING**	
Internal desktop study	Review internal documentation and tender requirements	40%
External desktop study	Assess macro and sector ESG trends, and the priorities of industry bodies and standards	
Peer analysis	Understand peer ESG priorities and progress	
Stakeholder engagement - stakeholder workshops, surveys and interviews	Identified internal and external stakeholder ESG priorities	60%
	Assessed financial impact of ESG topics	

The materiality assessment shaped our strategic priorities. Based on the assessment, we have outlined the ESG priorities for RCC and our stakeholders.

- Social
- Environment
- Governance



ESG FRAMEWORK

Our ESG strategy embraces a holistic approach to sustainability. We are committed to leading in social outcomes for our people and partners and upholding rigorous standards to care for our environment that meet our stakeholders' expectations.

Our actions will be enabled by robust governance practices that support our ongoing ESG journey, ensuring we create lasting value.





PROUDLY CREATING A CULTURE OF POSITIVE IMPACT

Our approach to creating a culture of positive impact is a constant.

A consistent focus on:

- What is important to our stakeholders
- Authentic and transparent communication and relationships
- Leveraging our extensive supply chain and ecosystem

Builds on our existing success:

- Connected and high performing teams — engagement score of over 90% since 2019
- Robust social procurement through first nations business, social enterprises, charities and community projects — representing 2% of total revenue annually
- Trusted partner on Green Star projects — delivering 10-15 projects a year

Our commitment to ESG has been recognised:

- Great Place to Work accreditation
- Lowest gender pay gap amongst our peers in the 2025 Workplace Gender Equality Report
- Over 60% repeat client business
- Industry leading safety indicators

We're committed to creating

A CULTURE OF POSITIVE IMPACT

For our

PEOPLE

Diversity, equity and inclusion

Health, safety and wellbeing

High performing teams



PARTNERS

Social impact

Supply chain management

First Nations relationships and opportunity



PLANET

Climate response

Sustainable resources

Environment and nature

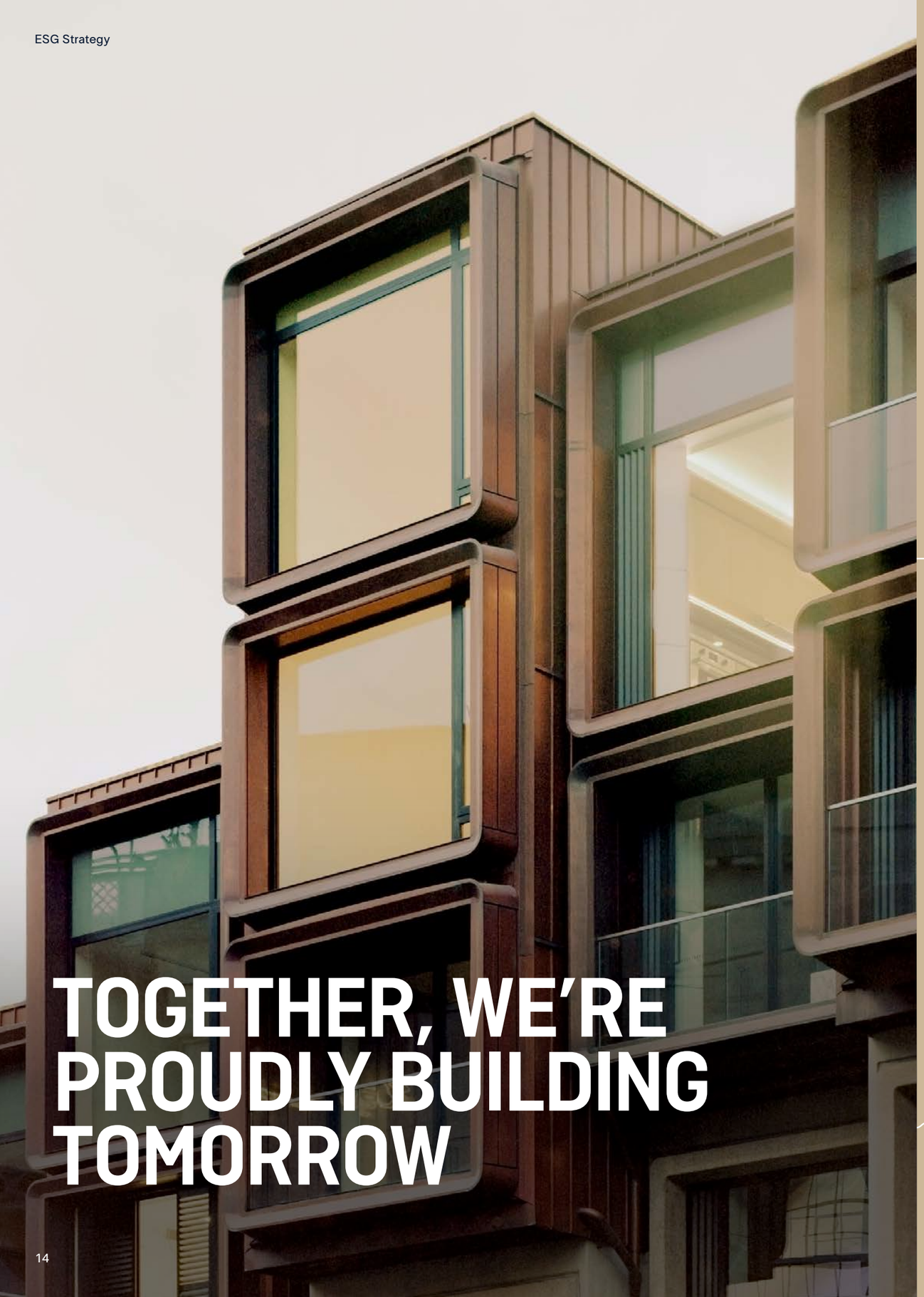


Enabled by

ETHICS, COMPLIANCE AND TRANSPARENCY

QUALITY, RISK AND REPORTING

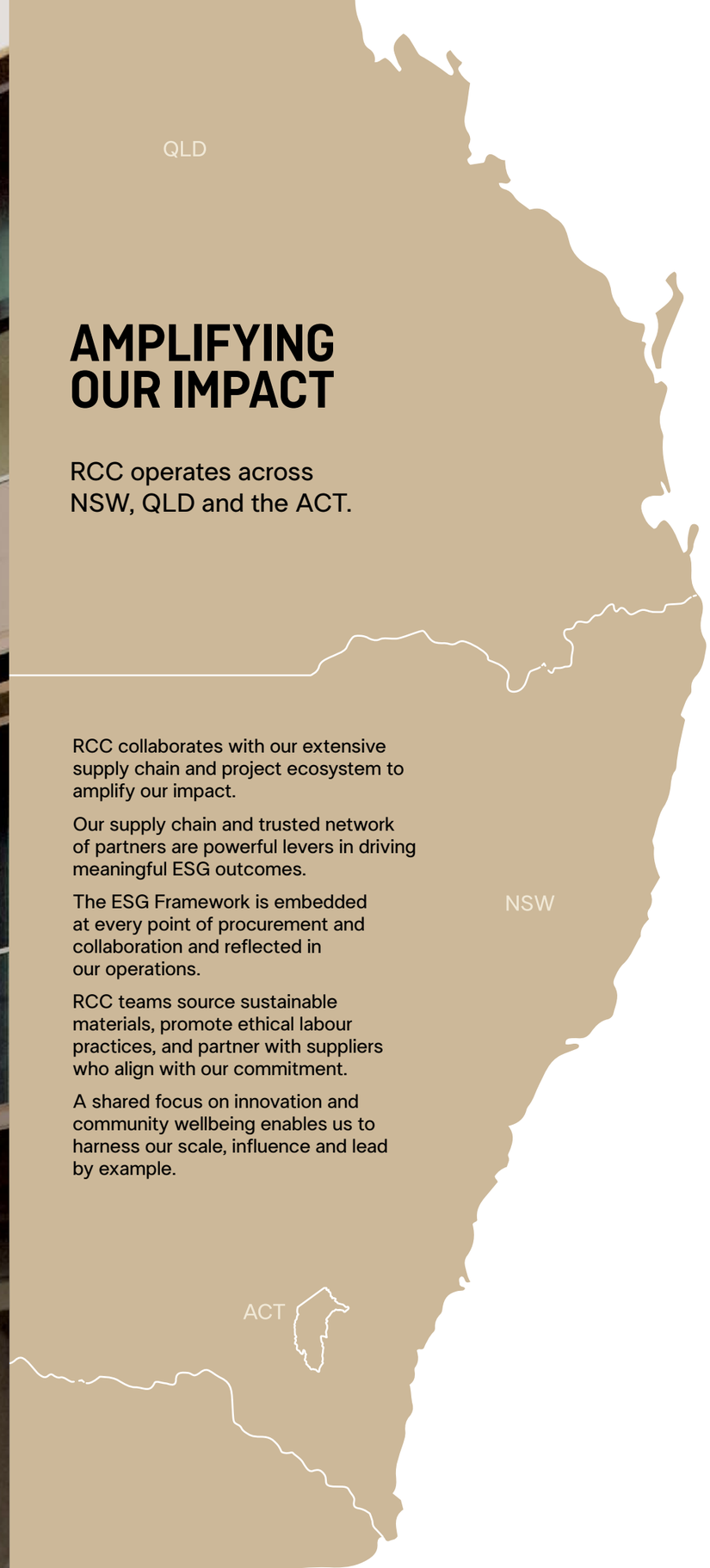
CYBER AND DATA SECURITY



TOGETHER, WE'RE PROUDLY BUILDING TOMORROW

AMPLIFYING OUR IMPACT

RCC operates across NSW, QLD and the ACT.



RCC collaborates with our extensive supply chain and project ecosystem to amplify our impact.

Our supply chain and trusted network of partners are powerful levers in driving meaningful ESG outcomes.

The ESG Framework is embedded at every point of procurement and collaboration and reflected in our operations.

RCC teams source sustainable materials, promote ethical labour practices, and partner with suppliers who align with our commitment.

A shared focus on innovation and community wellbeing enables us to harness our scale, influence and lead by example.

40+
Project sites

5
Corporate offices

4,500
Supply chain partners

200
Consultants

OUR FOCUS

Together we are making a positive impact today and leaving a legacy for tomorrow.

Our commitment to our people, partners, and planet is backed by leadership and made accountable through our focus on best practice initiatives and processes.



TARGETS AND ASPIRATIONS

PEOPLE

90%

Employee engagement

$0

Gender pay gap on comparable roles

PARTNERS

2%

Social procurement

Develop a Sustainable Procurement Guide for use from FY27

PLANET

Renewable electricity for all corporate offices from FY26

2027

Report kg/m² of waste generated per building from 2027

90%

Divert at least 90% of waste from landfill

Prioritise cost-effective electric construction equipment

PEOPLE
PARTNERS
PLANET



OUR PEOPLE ARE AT THE HEART OF EVERYTHING WE DO



PEOPLE

The skills, care, and commitment of our people shapes our projects, culture, and reputation. It's why RCC prioritises investment in a safe and inclusive workplace, meaningful careers, and opportunities for development.

Championing wellbeing, diversity and capability is fundamental to building stronger teams, stronger communities, a stronger business. It is what creates successful projects, lasting partnerships, and positive outcomes.

HEALTH, SAFETY & WELLBEING

RCC prioritises safety and wellbeing and fosters a culture where safety is a shared responsibility and a core value.

DIVERSITY, EQUITY & INCLUSION

A commitment to a workplace where everyone feels valued, respected, and empowered enables innovation and sustainable, positive outcomes.

HIGH PERFORMING TEAMS

Our investment in continuous improvement, developing capability, leadership and team culture empowers our people to build fulfilling careers and helps build a resilient and agile future workforce.





INITIATIVES THAT SUPPORT OUR TARGETS

RCC recognises our people are our greatest strength.

Our investment in development and training initiatives support our vision and enable our people to grow and succeed at all stages of their career.

- Market leading culture program — focused on changing industry norms and building an inclusive and supportive workforce
- Psychological safety training — education on positive duty and supporting others
- ELEVATE Program — developing future female leaders
- One of the largest construction cadet programs in NSW

Outcomes of our commitment to people and culture are measured through a range of internal and external initiatives.

- Accreditation as a Great Place to Work 2018, 2019 & 2025
- Place in the Top 10 Inspiring Workplace 2025
- Annual employee engagement survey — current engagement score is 90% with 93% of respondents proud to work at RCC.
- Monthly culture surveys to ensure we are supporting leaders to create high performing teams and a supportive environment.

Alignment to UN SDGs



INVESTING IN A POSITIVE & INCLUSIVE WORKPLACE CULTURE
THE CULTURE PROGRAM



CHALLENGE

Create a safe and inclusive workplace where people feel connected, respected and empowered.

At RCC our people are our greatest strength. We recognised the construction industry has faced challenges and there is opportunity to improve how safe and supported at work

OUTCOME

Our continued commitment to creating an inclusive, consistent culture has created successful outcomes across the business.

- Our people feel more connected to RCC. Employee engagement score grew 83% to 90% in 2025
- 93% of our people would recommend RCC as a great place to work
- Better leadership experiences. In 2025 84% of our people said their manager is a great role model and 86% agreed they can bring their authentic self to work.
- Lowest attrition rate since 2020, our people are staying at RCC for longer
- Great Place to Work accreditation in 2018, 2019 & 2025

One example is a Project Manager, who saw a 50-point increase in engagement results, raising their leadership score from 31 to 81 points in just 18 months. They credit the Culture Program for transforming their leadership style and impact.

Actively nurturing a culture of care, accountability and collaboration helps ensure every RCC workplace is safe, inclusive and one where people feel proud to belong. Together, we challenge norms and build a stronger, more progressive industry for the future.

90%

Engagement across the business

45,000

Hours spent in program

$2.5M

Invested in the program

OUR RESPONSE

In 2021 RCC established our Culture Program. The program was initially created to develop our leaders to consistently demonstrate positive behaviours, provide consistent experiences and create inclusive teams that deliver successful project, client and community outcomes.

The program now includes all employees through a series of tailored culture initiatives and workshops.

- Delivered over 45,000 hours of leadership development
- Intensive training with over 170 leaders.

To date RCC has invested over $2.5M in the Culture Program, which Managing Director, Jamie Crookes views as our priority - the initiative that has potential to create the greatest positive impact on our business and industry.

The Culture Program includes initiatives which set clear expectations, educate on positive behaviours and leadership, and empower our people to be the best version of themselves.

Executive coaching with a psychologist — regular coaching sessions for leaders.

Culture immersion — ongoing immersive development experience for senior leaders (key to driving culture) including regular feedback, skills practice and reflection.

Culture connection workshops — build awareness and connection to our culture, values and behaviours. To date, over 800 employees have participated.

Culture activation — teams identify the team culture they want and the behaviours and actions to get there. 90 day checks foster accountability and help keep culture top of mind.

New starter induction — introduces new employees to our purpose, history, strategy, and vision. Sessions include presentations from executive team members and founding owner, Richard Crookes.

Culture Impact Awards — celebrate inspiring leadership and recognise individuals who significantly contribute to driving our culture.

In 2024, RCC received over 50 leadership stories demonstrating qualities such as vulnerability, empathy, authenticity, and positivity, which reflect our values and behaviours.



GROWING WOMEN AS LEADERS ELEVATE PROGRAM

14

Female participants

5

Participants promoted

CHALLENGE

In the construction industry, women are significantly under-represented in leadership positions. RCC recognises the need to build a pipeline of qualified women to grow the industry, as well as creating pathways for future women leaders.

OUR RESPONSE

In 2024 RCC introduced Empowerment and Leadership Enhancement for Women's Advancement through Education (ELEVATE), a 12-month leadership training initiative for female employees.

ELEVATE fosters inclusive workplace cultures and real opportunities for women to progress into leadership roles to increase the number of women entering the sector and improve retention.

The initiative provides women with an experience that enhances their leadership capabilities and helps prepare them for broader and more complex roles.

Participants learn the skills needed to successfully perform in senior leadership positions and develop, mentor, and support other female professionals in the industry.

This approach provides a positive cycle of growth that extends beyond the duration of the program and RCC. The program encourages diversity of leadership within RCC and the broader industry now and in the future.

ELEVATE is funded by the Women in Construction Industry Innovation Program (IIP), which supports industry initiatives that encourage participation and retention of women in construction.

OUTCOME

The initial 14 female ELEVATE participants gained valuable leadership skills that developed them as leaders. These skills include how to manage difficult conversations, prepare and execute career development plans and motivate and engage others to bring out their best.

- 5 participants were promoted to more senior roles during the 12-month course.
- One participant requested and successfully transitioned to another role within RCC.
- All participants will mentor a female in construction within 12-months of completing ELEVATE.

'The ELEVATE program has been nothing short of life changing. It has been a space where you, are encouraged to dig deep, challenge your assumptions, and truly back yourself and realise your worth. It wasn't just about learning to be a leader, it was about uncovering your strengths, building your confidence, and walking away with tools and insights that you can apply every day.'





PEOPLE
PARTNERS
PLANET



STRENGTHENING THE ECOSYSTEMS THAT SUPPORT OUR BUSINESS



PARTNERS

RCC proudly builds some of the most iconic buildings in Australia and many trusted relationships along the way. Together we innovate to create positive outcomes for industry and community now, and in the future.

Collaboration with our partners strengthens the ecosystem that support our business. This approach enables us to build trust, align on values and contribute to a more inclusive and equitable construction industry.

SOCIAL IMPACT

RCC is committed to fostering authentic partnerships that deliver long term positive social change. This progress relies on working collaboratively with those who share our values and purpose.

SUPPLY CHAIN MANAGEMENT

Subcontractor and supplier engagement improves transparency and alignment on best practice. Responsible supply chain management, upholding human rights, and ethical procurement enables us to consistently deliver positive outcomes.

FIRST NATIONS RELATIONSHIPS & OPPORTUNITY

Through ongoing work in First Nations engagement RCC builds strong, respectful relationships with First Nations peoples, co-creates economic and employment opportunities, and embeds cultural understanding across our business.





OBJECTIVES & INITIATIVES THAT SUPPORT OUR TARGETS

Our programs, policies and procedures help ensure our operations deliver genuine social impact, foster First Nations partnerships, uphold ethical standards across our supply chain, and safeguard human rights.

Our commitment

- Implement meaningful charity and community engagement programs
- Build genuine First Nations engagement and partnerships
- Commence a Reflect reconciliation action plan (RAP) in FY26
- Leverage our extensive supply chain and project partners to amplify impact
- Policies and procedures that safeguard human rights
- Modern slavery reporting in line with the Commonwealth Modern Slavery Act 2018

Alignment to UN SDGs



IMPROVING FIRST NATIONS REPRESENTATION
RCC INDIGENOUS SCHOLARSHIP

CHALLENGE

First Nations students pursuing construction-related studies face a number of barriers that may impact their education and long term career prospects.

These challenges not only limit individual student success, but also reduce First Nations representation within the construction industry.

- Limited access to information about university pathways and career opportunities in construction and civil engineering
- Financial constraints that hinder ability to fully engage in university life and studies
- A lack of culturally relevant support systems which may contribute to a sense of isolation and reduced retention rates

OUR RESPONSE

RCC partnered with the University of Newcastle to establish the RCC Indigenous Scholarship for Construction and Civil Engineering.

The scholarship aimed to:

- Support Aboriginal and Torres Strait Islander students enrolled in construction or civil engineering degrees
- Provide financial assistance, reducing the burden of study-related costs enabling recipients to focus on academic and professional development
- Provide an opportunity to work and gain practical experience
- Enhance cultural and educational inclusion.

OUTCOME

RCC has proudly provided 4 Indigenous Scholarships and offered recipients a place in the RCC Cadet Program at completion of their degrees.

The scholarship program has a transformative impact on individuals, our business and the industry. Our 2020 recipient joined the RCC Cadet Program after completing their Construction Management degree.

The Cadet Program provided experience across a number of projects in the Hunter Region and led to a full time position as a site engineer.

Our mutually beneficial partnership with University of Newcastle demonstrates how combined support and collaboration creates a lasting impact for students and the region.



4

Successful recipients

1

Recipient accepted RCC Cadetship offer

> ‘This scholarship has been an immense help for my studies. I have been able to get the hardware and software I need to run construction management programs and purchase textbooks that have helped me achieve higher marks. This has taken away a lot of stress. I’m grateful to RCC for their support in helping me finish my degree and their commitment to making a difference in the lives of Aboriginal and Torres Strait Islander peoples’
>
> ~2019 Recipient

> ‘My research project is based around the question “Can an Australian home be built with sustainable materials while remaining cost effective?” The ability to focus more on this research due to your generous financial support is a great privilege.’
>
> ~2021 Recipient

MAKING A POSITIVE IMPACT ON COMMUNITIES THROUGH PARTNERSHIP
SYDNEY BREAST CANCER FOUNDATION

CHALLENGE

Breast cancer remains one of the most common cancers affecting Australian women. The Sydney Breast Cancer Foundation (SBCF) needed ongoing support to fund early detection programs, patient care services and specialist training.



OUR RESPONSE

Driven by both a corporate responsibility and personal passion, in 2000 RCC formed a long term partnership with SBCF, led by RCC co-founder and breast cancer survivor, Lynne Crookes.

- Principal sponsor of the annual Rugby Long Lunch, a key SBCF fundraising event since 2005.
- Donated over $1.4M to the Rugby Long Lunch which has raised over $5M for SBCF.
- Provides SBCF with office space which enables more funds for frontline services.
- Support with SBCF accounts and bookkeeping.

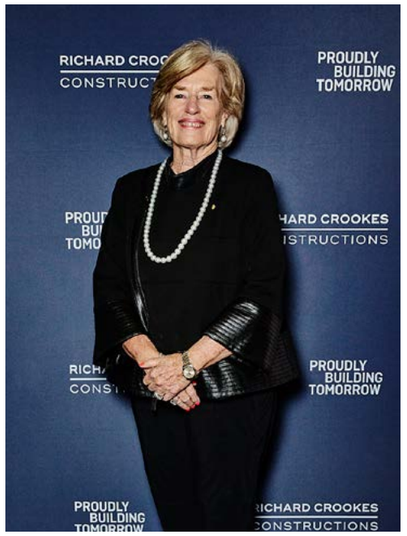
OUTCOME

The partnership with SBCF has grown into a model of positive corporate social responsibility.

Our ongoing sponsorship helps raise awareness, fund specialist programs including Sydney Breast Cancer Foundation Fellowship Program and Compassionate Care Fund and enhance patient support services across Australia.

The Rugby Long Lunch has become a premier fundraising event which attracts broad community and industry support and participation and is the cornerstone of the SBCF fundraising strategy.

In recognition of her continuous support and contributions, in 2005 Lynne Crookes was awarded the Medal of the Order of Australia (OAM) for her service to the community.



25

Years continuous partnership

$1.4M

More than $1.4million donated

OAM

OAM awarded to Lynne Crookes in 2005 for service to the community



PEOPLE
PARTNERS
PLANET

BUILDING A POSITIVE, RESILIENT FUTURE ALONGSIDE OUR PARTNERS



PLANET

Our responsibility to the environment extends beyond compliance it creates lasting and positive impact. As a commercial construction company, RCC has the opportunity and obligation to take meaningful climate action and prioritise the use of sustainable resources to protect natural ecosystems.

RCC is committed to leveraging our network of thousands of local and international partners to amplify environmental change. Sustainability is embedded across our procurement, design, and delivery processes, to influence and improve practices throughout the construction lifecycle.

Our focus is to reduce emissions, embrace circularity, source responsibly, and preserve biodiversity. Through collaboration, innovation, and accountability RCC strives to build a positive and resilient future alongside our partners.

CLIMATE RESPONSE

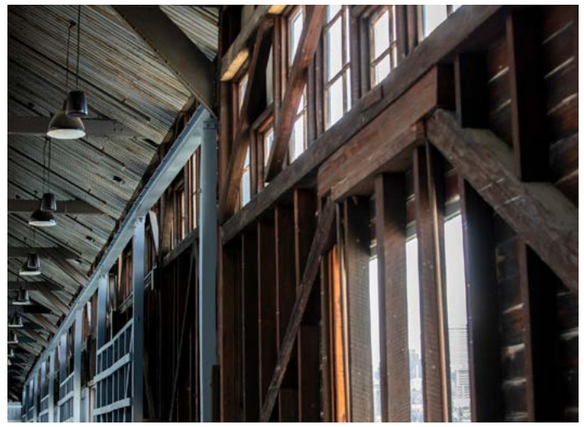
Committed to construction that withstands climate change and reduces our carbon footprint to improve outcomes now and in the future.

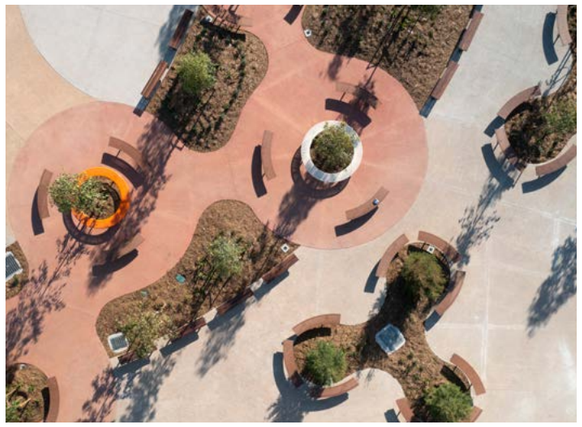
SUSTAINABLE RESOURCES

Materials are the largest component of our environmental footprint. In response, RCC optimises efficient use of resources and selects sustainable products.

ENVIRONMENT AND NATURE

Construction that considers and protects the environment is critical to a sustainable future. RCC collaborates with our partners to innovate and improve environmental outcomes.





OBJECTIVES & INITIATIVES THAT SUPPORT OUR TARGETS

Our targets and aspirations are supported by the systems and processes that we use to measure and report resource consumption and carbon emissions.

RCC collects data on energy, carbon, water, waste and materials. Data is formally reported at project level for client requirements including Green Star and other third party sustainability ratings and at corporate level for mandatory climate related financial reporting.

- Corporate climate reporting
- Delivering sustainable buildings — including Green Star and WELL ratings
- Waste management and circularity principles embedded across projects.

Alignment to UN SDGs



ADAPTIVE RE-USE
NAALA BADU

CHALLENGE

Design and construction of Naala Badu presented a number of complex challenges to RCC and our delivery partners.

- Create a 21st century cultural institution that attracts more major national and international exhibitions to Sydney.
- Include dynamic and diverse galleries with space for new forms of art, that become a prominent destination for First Nations art and culture.
- Integrate the new build with the existing Art Gallery of NSW.
- Manage construction over the operating Eastern Distributor land bridge while minimising the impact on neighbouring communities.
- Manage heritage and hazardous materials while re-purposing a World War II oil tanks.

OUR RESPONSE

The original building was revitalised with restored architectural features, more space for art and an enhanced visitor experience. The old and new buildings were connected via an art garden to create an art gallery campus which doubles the available gallery space for the NSW Art Gallery.

Best practice design and the latest building and operational technology was applied to optimise environmental and economic sustainability of the new build.

OUTCOME

Naala Badu is the first public art museum in Australia to achieve a 6 star Green Star Design and As Built rating, the highest environmental design standard. This globally recognised rating is based on factors including ecologically sustainable design, energy efficiency, water efficiency, and landscape design.

Importantly, the project is a stunning architectural example of sustainable and adaptive reuse of industrial infrastructure which transforms a former World War II oil tank into a spectacular art space.

- 3,740m^2 of green roof and landscaped courtyards planted with Australian native species to boost biodiversity.
- 14,715m^2 of the site retained and rehabilitated with landscaping for public use.
- Water efficiency systems capture and reuse rainwater for irrigation and other building uses
- Over $1B expected economic benefit to the NSW economy over the next 25 years.



100%

Renewable electricity powered, with 10% generated by 1,500m^2 of rooftop solar panels.

95%

Construction and demolition waste diverted to recycling.

1200m^3

From existing concrete oil tanks was demolished and recycled for use as aggregate in concrete mixes for the new building.



REDUCING CARBON THROUGH CIRCULARITY
ASPECT INDUSTRIAL ESTATE

CHALLENGE

Use low-carbon concrete manufactured in alignment with the UN circularity approach without compromising the durability and finishes required for an industrial warehouse floor.

OUR RESPONSE

RCC chose to partner with local supplier, Western Suburbs Concrete (WSC) on supply and installation of low-carbon concrete.

The benefit of partnering with WSC was twofold for RCC:

1. An opportunity to support local business and help improve their capability.
2. As the only concrete supplier to significantly re-use excess waste concrete, WSC offered additional circularity.

This was the first time WSC had worked with low-carbon concrete for a reinforced fibre warehouse floor.

RCC supported WSC to understand how low-carbon concrete behaves with steel fibre reinforcement and develop the burnishing process for the finish.

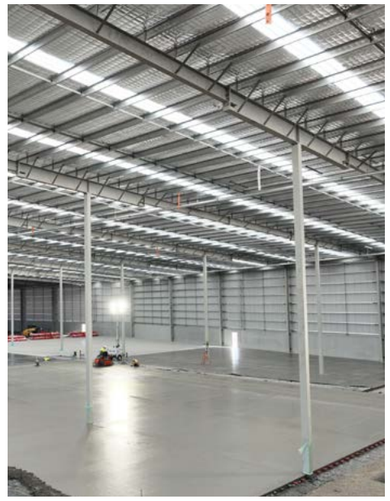
Extensive offsite testing prior to installation of the slab was backed by on site quality testing for each pour.

OUTCOME

RCC supported a local Western Sydney business and contributed to local employment - 100% of WSC employees live in Western Sydney, many from culturally and linguistically diverse (CALD) backgrounds.

The collaboration gave WSC valuable new experience and knowledge in applying lower carbon concrete to industrial slab. This strengthened the capability of WSC and gave RCC access low-carbon concrete manufactured and installed using multiple circular processes.

- Reuse of excess concrete
- Reuse of sand and aggregate
- Building waste recycling for aggregate
- Water recycling
- Waste product recycling (slag and fly ash)



26%

Reduction in cement by replacing with recycled materials

100%

Recycled water

100%

Employees from Western Sydney



PROGRESSING THE USE OF LOW CARBON MATERIALS
LIGHTHORSE LOGISTICS HUB

CHALLENGE

Identify lower carbon materials that deliver the same structural integrity as concrete and steel to align with client project sustainability and aesthetic objectives.

OUR RESPONSE

With a focus on sustainability and innovative construction, the RCC team selected glue laminated timber (GLT) and cross laminated timber (CLT) over steel and concrete for the warehouse office structures.

Timber was designed, supplied and installed in partnership with local mass timber supplier, Savcon. This procurement model reduced lead times, delivery distance, and supported the local economy.

Selection of four Australian sustainable timbers leveraged the natural characteristics of each species and delivered on various structural requirements.

- Victorian Ash and Tasmanian for strength - internal beams and columns
- Spotted Gum for durability - external columns
- Pine for economy and machinability — floor and wall panels
- Blackbutt for aesthetics, durability and low maintenance — cladding

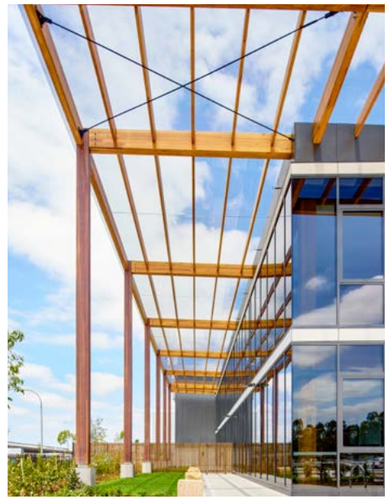
As one of the first mass uses of CLT and GLT in the NSW industrial sector, successful implementation relied on the team's expert and innovative planning. This included intricate sequencing of material delivery and storage to mitigate delays and risk of weather damage.

The team also arranged precision offsite manufacture of columns and beams to enable perfect fit during construction. Close collaboration with services partners on time sensitive routing through panels ensured connections were hidden and enhanced the architectural characteristics of the industrial buildings.

OUTCOME

This innovative use of GLT and CLT over concrete and steel in the warehouse offices:

- Reduced embodied carbon by around 80%
- Provides a beautiful, welcoming and natural aesthetic to the building entrances
- Significantly reduced construction time, labour and truck deliveries
- Saved the client time, money
- Reduced environmental impact and carbon emissions



80%

Reduction in embodied carbon for warehouse office structure

6

Weeks to install timber structure

3

Used across 3 industrial offices



GOVERNANCE

We act with integrity. As a family-owned company, RCC has the flexibility to quickly respond to our changing environment and make decisions that deliver certainty and positive impact.

ETHICS AND TRANSPARENCY

As an ethical, values-rich organisation RCC develops and empowers leadership to embody behaviours that drive our industry recognised culture.

QUALITY RISK AND REPORTING

RCC delivers certainty by continually improving policies and procedures to align with best-practice and in response to environmental changes.

CYBER AND DATA SECURITY

RCC, partner and client data is protected through best-practice cyber security which aligns with Australian Government defence and security agency recommendations.

INITIATIVES THAT SUPPORT OUR TARGETS

- Regular review of the RCC Code of Conduct
- Cultural Program to help create a safe and inclusive workplace
- Internal Organisation for Standardisation (ISO) 9001 Certification, the foundation for our robust quality management system
- Defence Industry Security Program (DISP) accreditation
- Essential 8 Maturity Model (Australian Signals Directorate)

ACCREDITATIONS & CERTIFICATIONS

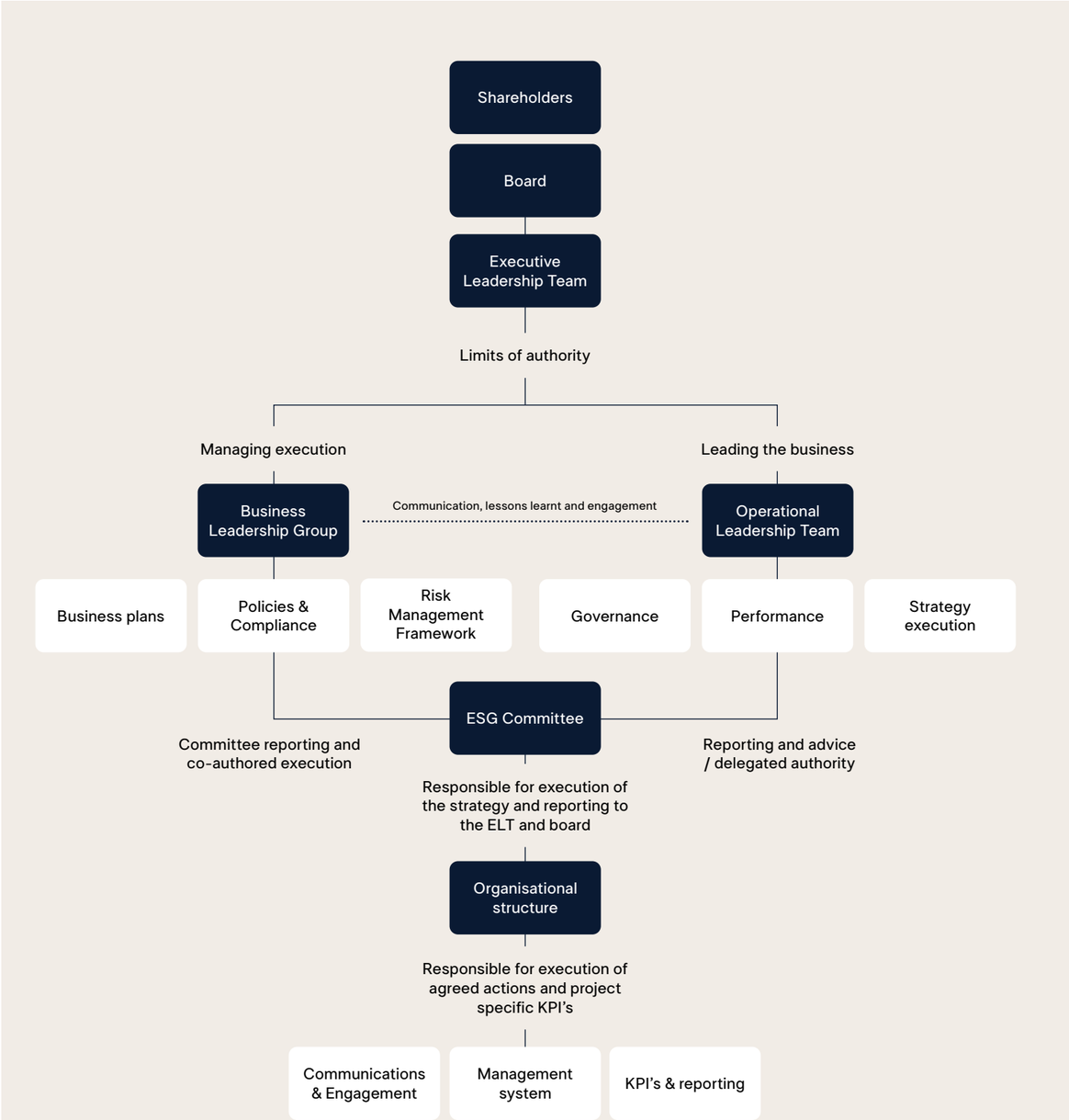
- ISO 27001 Information Security Management Systems
- ISO 14001 Environmental Management Systems
- ISO 9001 Quality Management Systems
- ISO 45001 OH&S Management Systems
- Essential 8 Maturity Model (Australia Signals Directorate)
- Defence Industry Security Program (DISP) accreditation

Alignment to UN SDGs



The RCC Governance structure consists of our shareholders, Board of Directors, Senior Leadership Team and management. The Board includes two independent non-executive directors, the Group Managing Director and the Executive Chairman. The Chair of the Board is an independent non-executive director.

The organisation chart below details RCC structure and relationships.



ESSENTIAL EIGHT ACCREDITATION CASE STUDY

CHALLENGE

Reduce the risk of potential cyber threats now and in the future.

OUR RESPONSE

RCC cyber security strategies align with the Australian Signals Directorate Essential Eight maturity model.

KEY STAT

LVL3

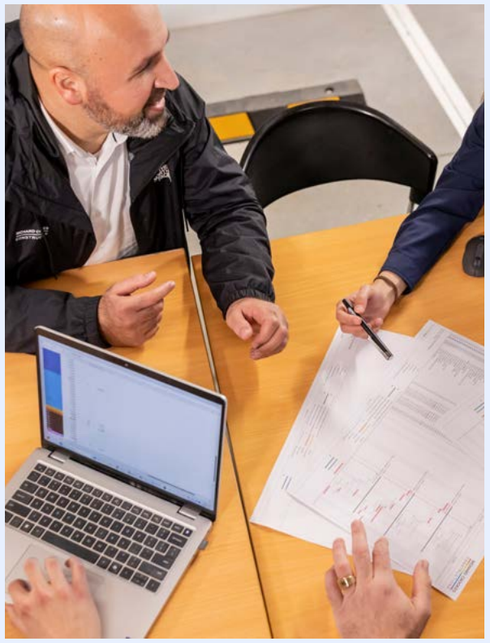
RCC has achieved the highest level of maturity in accordance with Essential Eight — Level 3 compliance.

OUTCOME

RCC implements the Essential Eight strategies to improve cyber security posture, readiness and culture.

The mitigation strategies that constitute the Essential Eight are:

- Patch applications
- Patch operating systems
- Multi-factor authentication
- Restrict administrative privileges
- Application control
- Restrict Microsoft Office macros
- User application hardening
- Regular backup



OUR ECOSYSTEM

With scale comes responsibility. Collaboration with our stakeholders, including an extensive supply chain, enables us to amplify positive impact — bigger than the sum of our parts.



OUR PARTNERS



OUR PEOPLE

STAKEHOLDERS	Clients, sub-contractors, suppliers, consultants, government agencies and authorities, industry organisations, accreditation providers, charities, under-represented groups and local communities.	The board, leadership team, employees and future employees.
BENEFIT OF STRATEGY	Trust, risk mitigation, values alignment, positive impact, target achievement, industry advancement and collaboration.	Pride, trust, success, security, safety and wellbeing, career development and values alignment.
HOW WE INTERACT	Forums, submissions, tenders, project reports, briefings, awards, accreditation, ceremonial events, surveys, sponsorships, learning and development programs, internships and cadetships, community engagement, volunteering, philanthropy and industry group participation.	

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

CONNECTION TO A GREATER CAUSE

	PEOPLE	PARTNERS	PLANET	GOVERNANCE	FOCUS	SUPPORTING POLICIES & PROCESSES
NO POVERTY	✓	✓			Robust Modern Slavery systems and processes Our People and Culture team develop processing and benchmarks to ensure our people are paid above industry average	Anti-slavery Policy Sustainable Procurement Policy
GOOD HEALTH AND WELLBEING	✓	✓	✓		Committed to the holistic health and wellbeing of our people and wider stakeholder group We have a number of wellbeing, mental health, psychological safety and safety management initiatives in place	Work Health and Safety Policy Mental Health and Wellbeing Policy Domestic Violence Policy Hardship Policy Physical and Psychological Safety Management Plan
QUALITY EDUCATION	✓	✓			Schools engagement program University partnerships and scholarships Leadership training	Culture Program ELEVATE Program
GENDER EQUALITY	✓	✓			DE&I Committees Anti-bullying and harassment training WGEA Reporting	Domestic Violence Policy Equality Policy Workplace Flexibility Policy
CLEAN WATER AND SANITATION	✓	✓	✓		Water efficiency in building design and construction, using recycled or harvested water instead of potable water for all uses possible Initial focus on water audits and consistent minimum standards	Environmental Policy
AFFORD-ABLE AND CLEAN ENERGY			✓		Transitioning towards the use of renewable electricity and diesel	ESG Strategy
DECENT WORK AND ECONOMIC GROWTH	✓	✓			Local industry participation DE&I targets Indigenous engagement Social traders	Equal Opportunity Policy Anti-Slavery Policy Sustainability Policy or Sustainable Procurement Policy

	PEOPLE	PARTNERS	PLANET	GOVERNANCE	FOCUS	SUPPORTING POLICIES & PROCESSES
INDUSTRY, INNOVATION AND INFRASTRUCTURE			✓	✓	Design Management and sustainable construction	ISO accreditation Sustainability Policy
REDUCED INEQUALITIES	✓	✓		✓	Design Management and sustainable construction	ISO accreditation Sustainability Policy
SUSTAINABLE CITIES AND COMMUNITIES	✓	✓	✓	✓	Refurbishment and responsible construction	GBCA Accredited Sustainability Management Plan
RESPONSIBLE CONSUMPTION AND PRODUCTION	✓	✓	✓	✓	Material selection Circularity on site Waste management	ESG Strategy Waste Management Plan Environmental Policy
CLIMATE ACTION			✓	✓	Internal education Baselining emissions and setting reduction targets Climate risk assessment and mitigation Public Reporting	Environmental Policy Sustainability Policy Sustainable Procurement Policy Climate Risk Framework
LIFE BELOW WATER			✓		Developing minimum standards for all projects	Environmental Policy Project Management plan
PEACE, JUSTICE AND STRONG INSTITUTIONS				✓	Creating a business culture of high integrity, ethical and accountable behaviour Transparent reporting of climate related issues including carbon emissions and climate risk	Code of Conduct Board Charter ARCC Charter

PROUDLY MAKING A POSITIVE IMPACT ON PEOPLE AND THE PLANET

OUR APPROACH TO ESG IS AN IMPORTANT PART OF OUR COMMITMENT TO BUILDING A BETTER TOMORROW.

ESG STRATEGY
CREATING A CULTURE OF POSITIVE IMPACT

RICHARD CROOKES
CONSTRUCTIONS

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