INNOVATE
RECONCILIATION ACTION PLAN

RICHARD CROOKES
CONSTRUCTIONS

RECONCILIATION
ACTION PLAN
INNOVATE

July 2026 – July 2028



Richard Crookes Constructions (RCC) acknowledges the Traditional Custodians of the lands and waters on which we operate and build. We pay our respects to Elders past and present and recognise their enduring connection to Country, culture and community.

As a construction company working across diverse regions, we acknowledge that every place we build has a unique First Nations history and significance. We recognise the knowledge, care and responsibility First Nations peoples have held for Country for tens of thousands of years.

Through this Reconciliation Action Plan, we commit to working respectfully with First Nations peoples, communities and businesses, listening, learning and creating opportunities that contribute to strong communities and a shared legacy for the future.

TERMINOLOGY DISCLAIMER

In this Reconciliation Action Plan, RCC uses the term First Nations to refer collectively to Aboriginal and Torres Strait Islander peoples of Australia. This terminology is used in recognition of the diversity, strength and sovereignty of Australia's First Peoples and is intended to be inclusive and respectful. We acknowledge that individuals and communities may identify with different terms and language groups, and RCC remains committed to respecting and using local and preferred terminology where appropriate.

HONOURING LANGUAGE AND CULTURAL AUTHORITY

First Nations languages carry deep cultural meaning and are an expression of identity, connection and continuity. RCC was granted permission by the Dharawal Aboriginal Language Program to use the Dharawal words *Gumbul Nguralanga*, meaning *Strong Communities.* We acknowledge this permission with respect and gratitude and recognise our responsibility to honour the cultural and intellectual property of First Nations peoples in our work.

Artwork produced for RCC by Dennis Golding, Kamilaroi/Gamilaraay artist.

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CALLING. 2026



‘Calling. 2026’ comes out of a shared conversation with Richard Crookes Constructions, sitting together and speaking through the ideas that shape their Innovate Reconciliation Action Plan.

What came forward in that space were ways of understanding identity, community, and culture - not as separate ideas, but as things carried by people, through relationships over time. From there, other values naturally surfaced - family, legacy, care, responsibility, support, leadership, voice, safety, and future generations.

The artwork is centred on native birds calling to each other across Country. The call is what brings the flock together, a signal of support, community, and belonging.

The tree provides shelter and a place of return. Its roots extend beneath the surface, forming the structures that hold everything in place. The river runs below, a constant resource that birds move around and return to. The bush plants and flowering growth provide food for the birds, and in return seeds and feathers are carried across Country.

The nest holds eggs and feathers, providing a place for the next generations. The flock responds to the call, moving through sky and sound, gathering around the tree and the waterways that sustain them.

Together the system works. Land, sky, birds, roots, river, flock. Each element connected to and dependent on the others. The artwork holds this as a single living whole, not a series of symbols arranged together, but one moment observed in Country where everything is already in relationship.

In that way, the artwork reflects the values shared in the workshop and connects to RCC’s own story, one built through family, through people coming together, and through the ongoing responsibility of carrying that forward.

ABOUT THE ARTIST

Dennis Golding is a Kamilaroi / Gamilaraay artist born and raised on Gadigal land (Redfern, Sydney), with ancestral ties to Biripi Country on the Mid North Coast of NSW through his mother’s lineage.

Working across painting, photography, video and installation, Golding’s practice critiques the social and political representations of race and identity, drawing on his experiences growing up in the Aboriginal community of Redfern. His creative foundations were shaped early; watching his mother and grandmother paint cultural motifs, native flora and fauna, and human figures on canvas and fabric.

Golding graduated with a Bachelor of Fine Arts (Honours) from UNSW Art & Design in 2019 and was awarded the Create NSW Visual Arts Fellowship in 2020. He has exhibited at the Art Gallery of NSW, the Art Gallery of South Australia, Carriageworks and Sydney Living Museums, and his public art installations appear across Sydney. He is also co-founder of the Re-Right Collective.

Through his practice, Golding presents powerful representations of contemporary Aboriginal cultural identity that honour history and lived experience.

A STATEMENT FROM OUR MANAGING DIRECTOR

At RCC, we believe our responsibility extends beyond delivering exceptional projects.

We are committed to creating meaningful social impact in the communities where we work and live. For RCC, Reconciliation is about people, relationships, trust and opportunity.

We have been on this journey for some time. Through our First Nations Impact Plan, we began the work of listening, learning and building genuine relationships with First Nations peoples, communities and organisations. That foundation matters, because reconciliation cannot be rushed or manufactured. It is earned through sustained action, honest reflection, and the willingness to be accountable. Our Innovate RAP is the next chapter in that journey.

Our Innovate Reconciliation Action Plan challenges us to move towards intentional impact. It asks more of our leaders, project teams and supply chain partners. We have set deliberate commitments around cultural learning, First Nations employment, and supplier diversity, because we understand that economic participation and cultural respect are connected goals. A construction company of our scale has real influence over opportunities on our sites and in procurement. We intend to use that influence purposefully.

As a family-owned Australian business, we take a long-term view. We understand that reconciliation requires consistency, accountability and humility. This RAP sets clear actions and expectations for our leaders, our people and our partners. Progress will be measured, reported and reviewed, because accountability is how trust is built.

I am personally committed to championing this plan's delivery, and I am equally committed to the harder work that sits beneath it: ensuring that reconciliation is embedded in how RCC operates every day, on projects and in communities where we have the privilege of building.



Jamie Crookes

MANAGING DIRECTOR

A STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends RCC 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 RCC 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, RCC 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 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. RCC is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals RCC's 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 RCC on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA



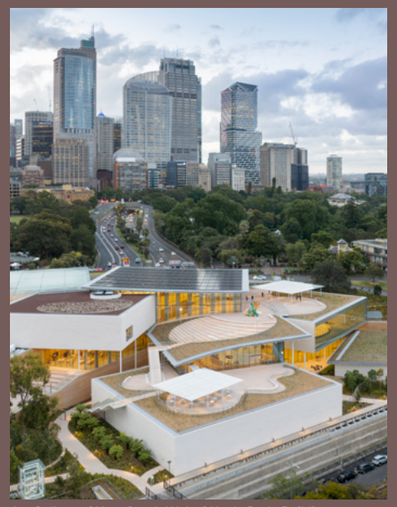
OUR VISION FOR **RECONCILIATION**

Our vision for reconciliation is grounded in Gumbul Nguralanga—Strong Communities.

We believe reconciliation is achieved through respectful relationships, shared responsibility and meaningful action that delivers lasting social, cultural and economic outcomes for First Nations peoples.

As a family-owned Australian business, RCC recognises that the places we build and the communities we work within are shaped by the enduring connection First Nations peoples have to Country.

Our vision for reconciliation is therefore inseparable from our responsibility to listen, learn and act in ways that support self-determination, cultural strength and economic participation.



Art Gallery of New South Wales' Naala Badu Building



Yarning Circle, Irrawang High School

Reconciliation is not a standalone initiative. It is embedded in how we plan projects, engage partners, support our people and measure success. Through this Innovate RAP, we commit to strengthening accountability, transparency and continual improvement on our reconciliation journey.

Aligned with our First Nations Impact Plan and ESG Strategy, RCC's approach to reconciliation focuses on:

PROUDLY BUILDING TOMORROW

Purpose

Building respectful, long-term relationships with First Nations peoples and communities.

Values

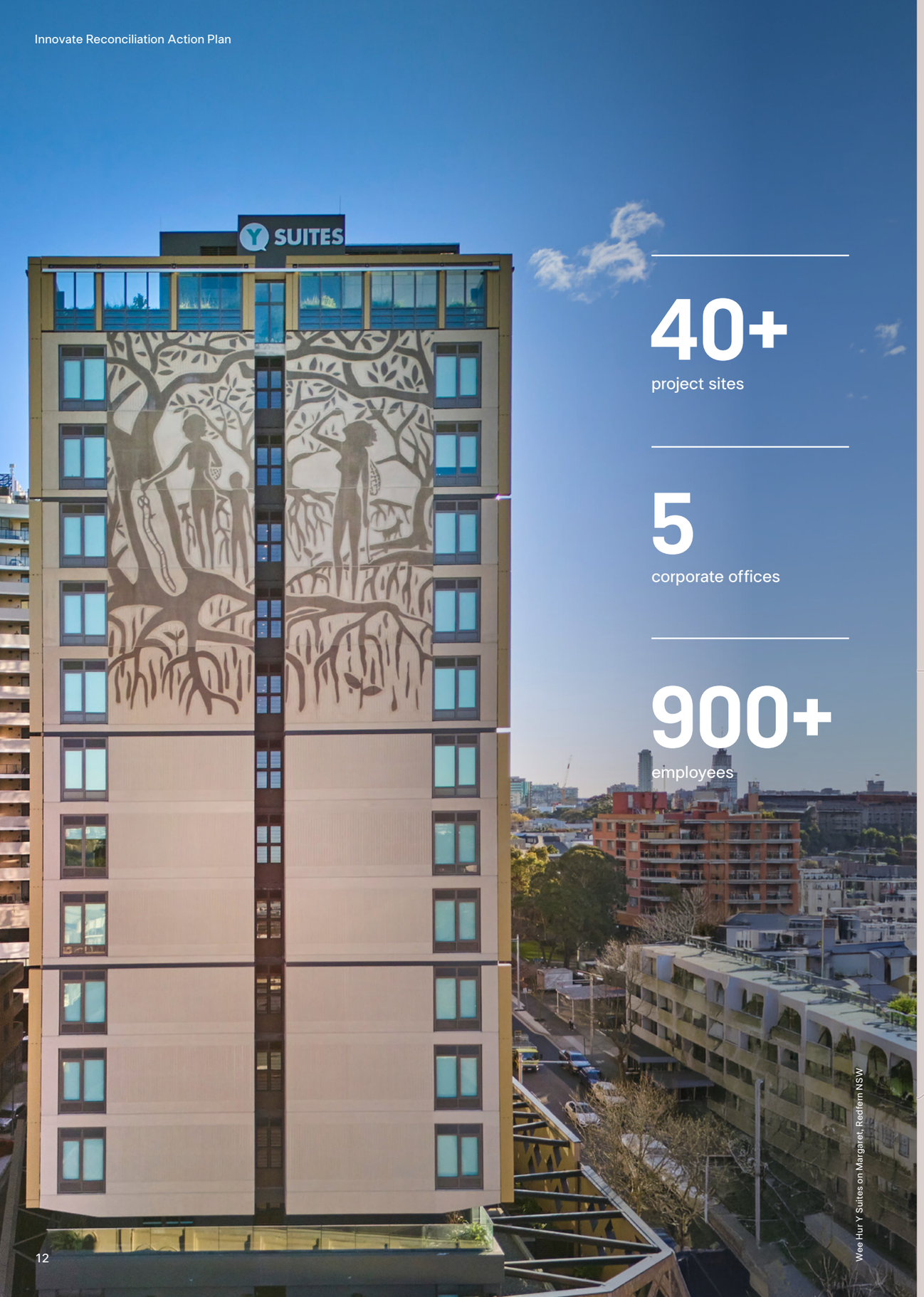
Creating genuine opportunities through employment, training and procurement.

Investing in capability, leadership and cultural understanding across our workforce and supply chain.

Leaving a positive legacy that extends beyond the built environment.

CREATING A CULTURE OF POSITIVE IMPACT

ESG Approach



40+
project sites

5
corporate offices

900+
employees

Wee Hur Y Suites on Margaret, Redfern NSW

OUR BUSINESS

RCC is a privately owned Australian construction company established in 1976 on Cammeraygal Country.

RCC has grown into a leading contractor delivering complex projects across health, education, industrial, commercial and cultural sectors.

RCC operates across New South Wales, Queensland and the Australian Capital Territory, employing more than 900 people nationally and supporting thousands more through our extensive subcontractor and supplier network.

We maintain corporate offices in Sydney (Cammeraygal Country), Newcastle (Awabakal Country), Tamworth (Gamilaraay Country), Canberra (Ngunnawal and Ngambri Country) and Brisbane (Turrbal and Yuggera Country), and manage around 40 active project sites at any one time.

Our core business is project delivery, but our influence extends beyond the direct workforce. Through long-standing relationships with clients, consultants, subcontractors, suppliers and community partners, RCC has a sphere of influence across the construction industry.

This influence creates both an opportunity and a responsibility to drive positive social outcomes, including improved employment and economic participation for First Nations peoples.

RCC's ESG Strategy reinforces our commitment to building a culture of positive impact. First Nations engagement, ethical procurement, local economic participation and respectful community relationships are material priorities for our business. These commitments guide how we make decisions, manage risk and deliver projects in a way to benefit people, partners and communities.

We are working to better understand the diversity of our workforce, including the number of staff who identify as Aboriginal and / or Torres Strait Islander peoples, and will formalise this through actions within this RAP.



OUR RAP

RCC has developed an Innovate Reconciliation Action Plan (RAP) which strengthens alignment between our First Nations Impact Plan - Gumbul Nguralanga, our ESG Strategy and the Reconciliation Australia framework.

While RCC has an established history of First Nations engagement, the RAP provides a clear, structured and transparent mechanism to test, refine and embed best-practice approaches to reconciliation across our business.

The RAP reflects RCC's belief that reconciliation is a shared responsibility that requires leadership, consistency and humility. While RCC's First Nations Impact Plan focuses on delivery outcomes, this Innovate RAP provides the governance, accountability and cultural framework to embed reconciliation consistently across our business. It sets out clear actions across relationships, respect, opportunities and governance, ensuring reconciliation commitments are embedded into day-to-day operations, project delivery and decision-making.

The RAP was developed through internal consultation, engagement with First Nations advisors, and active involvement from senior leadership. A RAP Working Group was established to guide development and implementation, comprising senior representatives from operations, people and culture, procurement, corporate affairs and project delivery, with First Nations representation through internal employees and external advisors.

The Managing Director is our RAP Champion, supported by the Executive Leadership Team. This governance structure ensures reconciliation commitments are resourced, monitored and championed at the highest level of the organisation. Through this Innovate RAP, RCC commits to learning, measuring impact and continually strengthening its contribution to reconciliation.

Smoking Ceremony, Wee Hur, Redfern NSW

OUR RECONCILIATION JOURNEY

1976

RCC is established



1995

Becomes NSW Public Works accredited contractor; begins community engagement and First Nations procurement

2016

Supports Clontarf Foundation with donations and executive involvement



2017

Partners with CareerTrackers; employs three First Nations interns



2019

Launches First Nations Scholarships with University of Newcastle; Four scholarships awarded with pathway to RCC cadetships



2020

Establishes First Nations Impact Plan (FNIP) Committee; supports Wunanbiri Aboriginal Preschool relocation; scholarship recipient joins RCC as cadet (now Site Engineer)

2021

Launches Gumbul Nguralanga First Nations Impact Plan; delivers cultural training (leaders + 80 Champions); exceeds First Nations participation targets on Wyong Hospital project

2022

Commissions Bundjalung artist Christine Slabb for RCC corporate artwork



2023

Partners with Tika EQ to strengthen First Nations engagement



2024

Expands supply chain engagement (Yarpa); launches First Nations Impact Portal; commissions major artwork series for Sydney House project



2025

Establishes First Nations Employee Resource Group and RAP Working Group; launches First Nations Participation and Engagement Policy; reaches $30m spend with 29 First Nations businesses; wins major NSW Health project with our largest APIC commitment.

2026

Displays Acknowledgement of Country across 40 sites; strengthens regional partnerships



OUR RECONCILIATION JOURNEY CONTINUED

RCC's reconciliation journey has evolved through more than a decade of working alongside First Nations people, businesses and communities across the regions in which we operate.

We acknowledge that RCC projects are delivered on First Nations land, each with distinct Traditional Owners, histories, cultures and aspirations.

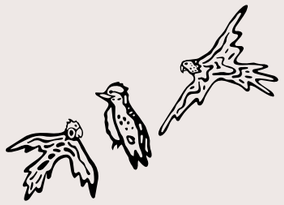
Over time, RCC has learned that meaningful outcomes are achieved when engagement is early, local and grounded in trust.

These learnings led to the formalisation of our commitment in 2021 through the launch of our First Nations Impact Plan, Gumbul Nguralanga (Strong Communities). The Plan provides a strategic framework built on four pillars: Relationships, Governance, Respect and Opportunities.

Focusing on delivering tangible outcomes through First Nations employment, procurement, training and community partnerships.

Through partnerships with First Nations specialists such as Tika EQ and the Aboriginal Employment Strategy (AES), RCC has strengthened cultural capability across its leadership team and embedded culturally informed practices into project delivery. We have supported First Nations employment pathways, partnered with First Nations-owned businesses, and consistently met or exceeded First Nations participation targets on government projects.

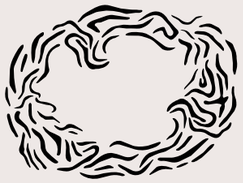
RELATIONSHIPS



RESPECT



OPPORTUNITIES



GOVERNANCE





Roger Ornek, **RCC**; Malcolm Devin, **BY Group**; Liam Harte, **Tika EQ**

Our reconciliation journey has reinforced that reconciliation is not about numbers alone, but about people, relationships and long-term impact. This Innovate RAP builds on the foundations of Gumbul Nguralanga and RCC's ESG Strategy, providing a nationally recognised framework to strengthen governance, accountability and continual improvement.

This Innovate RAP represents RCC's transition from established delivery of First Nations outcomes to structured reconciliation leadership, strengthening consistency, transparency and continual improvement across the organisation.



Smoking Ceremony, Sydney House, Sydney CBD NSW

OUR RAP WORKING GROUP

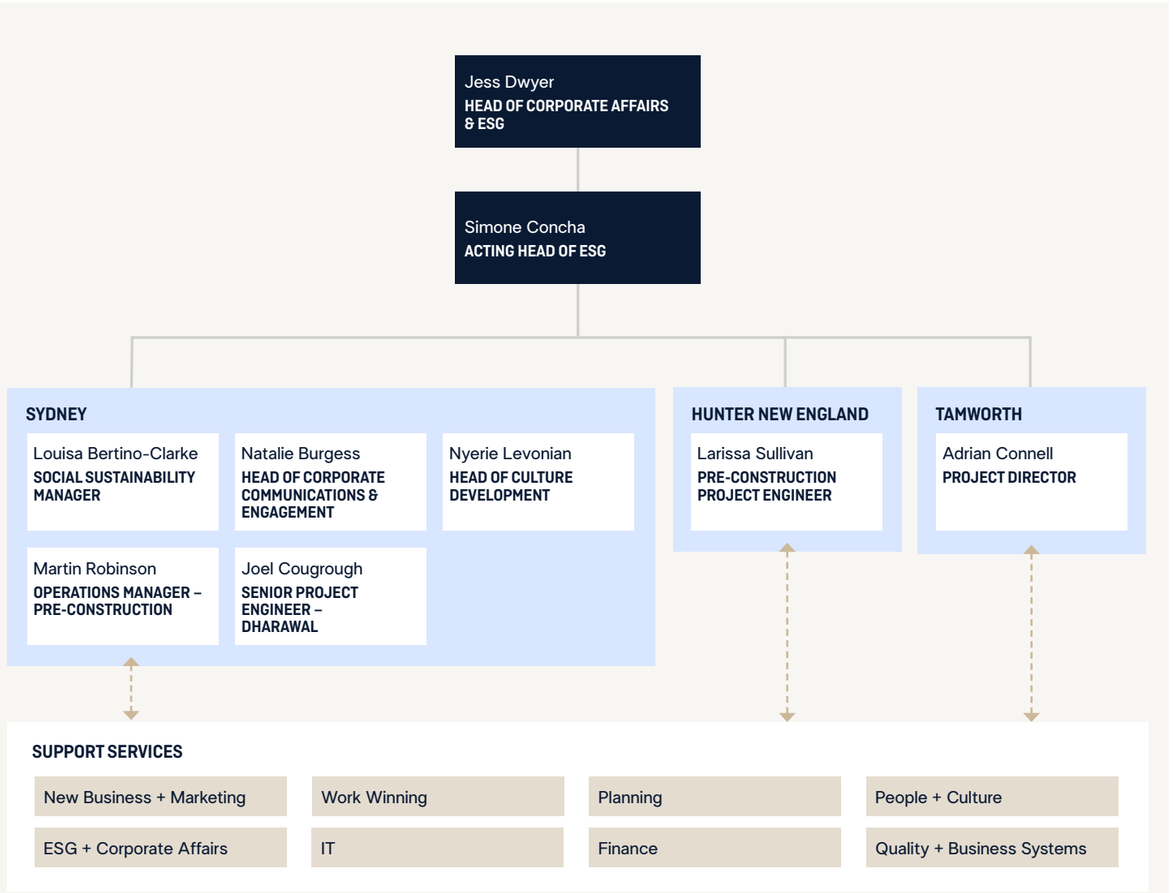
Our Innovate RAP is guided by a cross-functional RAP Working Group made up of representatives from across RCC.

The group includes Aboriginal and Torres Strait Islander representation, with a member who brings lived experience and cultural perspective to our reconciliation commitments.

This internal foundation is strengthened through ongoing partnerships with external First Nations advisors and community voices, ensuring our commitments are informed by both organisational accountability and broader cultural knowledge.

Together, the Working Group provides oversight, momentum and continual learning across RCC's reconciliation journey.

RCC's Managing Director is the Executive Sponsor of the RAP Working Group, reinforcing leadership accountability for reconciliation. The group works closely with RCC's Operational Leadership Team to support implementation of actions and delivery of outcomes outlined in this RAP.





Jess Dwyer
HEAD OF CORPORATE AFFAIRS + ESG



Simone Concha
ACTING HEAD OF ESG



Louisa Bertino-Clarke
SOCIAL SUSTAINABILITY MANAGER



Natalie Burgess
HEAD OF CORPORATE COMMUNICATIONS + ENGAGEMENT



Nyerie Levonian
HEAD OF CULTURE DEVELOPMENT



Martin Robinson
OPERATIONS MANAGER – PRE-CONSTRUCTION



Adrian Connell
PROJECT DIRECTOR



Larissa Sullivan
PRE-CONSTRUCTION PROJECT ENGINEER



Joel Coubrough
SENIOR PROJECT ENGINEER – DHARAWAL

> 'Our approach to reconciliation is shaped by strong relationships, collective responsibility, and purposeful action. The RAP Working Group plays a vital role in embedding these values into our daily operations and ensuring our commitments are reflected throughout the organisation. Their leadership will provide the direction and support our people and partners need to achieve reconciliation outcomes.'

JAMIE CROOKES, MANAGING DIRECTOR

STARTING PROJECTS THE RIGHT WAY

At RCC, reconciliation begins on the ground, at the places we build and with the people connected to them.

We are committed to starting projects in a way that recognises Country, respects local First Nations peoples and builds meaningful participation from the outset. This may include early engagement with local First Nations communities where appropriate, supporting opportunities for local First Nations businesses and workers, and creating visible, respectful acknowledgements on site such as signage recognising Traditional Owners.

These commitments may be brought to life through culturally appropriate practices that help set the tone for select projects. Smoking Ceremonies, Welcome to Country and other community-led activities provide an opportunity for learning, reflection and connection, reinforcing respect for Country and culture among our workforce and partners. In 2025, RCC marked NAIDOC Week with a Smoking Ceremony at the Westmead Integrated Mental Health Complex (IMHC), featuring guest speaker Liam Harte from Tika EQ, RCC's First Nations Advisory Partner. Moments like these support safer, more inclusive sites and help ensure our projects are grounded in respect, shared understanding and strong local relationships.



Smoking Ceremony and NAIDOC event, Integrated Mental Health Complex, Westmead NSW



Smoking Ceremony, Melonba Public School, Melonba NSW



Smoking Ceremony, Walsh Bay Arts Precinct, Walsh Bay NSW

'A Smoking Ceremony is not a formality; it is an invitation to be present on Country with intention and respect. What we witnessed at Westmead was a workforce pausing to acknowledge something larger than the project itself. When construction companies make space for culture from day one, it changes the relationship between the site, the workforce and the community. That is where genuine reconciliation begins.'

LIAM HARTE, DIRECTOR, TIKA EQ

CASE STUDIES RECONCILIATION IN ACTION

These case studies illustrate how RCC's reconciliation commitments translate into practice on the ground, across different projects, communities and contexts. They reflect the relationships, decisions and moments that define what meaningful engagement looks like for our business.

Melonba Public School, Melonba NSW

CASE STUDY
HUNTER RIVER HIGH SCHOOL PROJECT

Legacy through respect, connection and cultural integration.



When RCC was engaged to upgrade Hunter River High School, the project became an opportunity to do something that endures well beyond the build, embedding First Nations cultures, knowledge and identities into the fabric of the school itself.

RCC partnered with local Worimi artist Tyson Jolly, a former student of the school, to deliver a series of Connecting with Country workshops with students. Tyson guided participants through storytelling, cultural learning and creative expression. Students didn't just observe, they contributed directly to the artwork, helping paint panels that were later installed across the school buildings as custom screen façades and integrated wall graphics. The finished works reflect the stories, landscape and cultural identity of the Worimi people and the broader Hunter region, leaving students with a genuine sense of pride, ownership and connection to Country.

The project also required sensitivity of a different kind. Working alongside the NSW Department of Education, Worimi Local Aboriginal Land Council (LALC) and an appointed archaeologist, RCC respectfully managed Aboriginal artefacts uncovered during early works.



With a First Nations spend target of 3.5%, RCC achieved 13.9% - a result that speaks to genuine partnership, not just procurement targets.

In October 2024, RCC coordinated and participated in a reburial ceremony, returning artefacts from three registered Aboriginal culture and heritage significant sites to a protected location on Country. The ceremony brought together school community representatives, Worimi LALC, cultural heritage specialists and the RCC project team, a moment that reinforced the responsibility construction companies carry when they work on Country.

To support the team on site, RCC also delivered Cultural Awareness Training for staff and contractors, not as a compliance exercise, but driven by a genuine desire to understand the cultural significance of the land and respond appropriately to any heritage items encountered. For the client, School Infrastructure, it demonstrated what respectful, culturally informed project delivery looks like in practice.





CASE STUDY
WYONG HOSPITAL REDEVELOPMENT PROJECT

Delivering critical care with community at its core.

The Wyong Hospital Redevelopment was one of the Central Coast's most complex and consequential infrastructure projects, delivered in a live hospital environment without disrupting critical care. But alongside the technical achievement, RCC was committed to ensuring the project created lasting opportunity for First Nations people in the local community.

Tash, an Aboriginal woman from the Central Coast, joined the project through an Aboriginal traineeship, starting as a traffic controller before being offered training that enabled her to pursue her goal of working as a Dogman, a crane spotting role requiring precision, focus and trust. That opportunity came through Reds Global, a long-standing RCC subcontractor operating across many of RCC's major project sites. For Tash, it was more than a career step.

'It's given us a chance to provide and look after our families as well as ourselves. I can't see myself doing anything else now, I'm happy. Isn't that what you're supposed to be doing? Living and chasing your dreams? It sounds cliché but for myself I'm right where I'm meant to be. I'm chasing the dream and I feel like I'm in bliss.'

TASH, DOGMAN, REDS GLOBAL





'When the community has been employed, you can see those faces around, you know that something special is going on.'

COREY GRECH, BUSINESS OWNER, MEAT BROTHERS

The project also created an opening for Corey Grech, a Kamilaroi and Wonnarua man and founder of Meat Brothers, a Supply Nation certified Aboriginal catering business, to operate on site, providing food and drinks to the construction workforce. What began as a commercial opportunity quickly became something more visible: a First Nations business owner, present and thriving in the middle of a major build.

Together, Tash and Corey's stories reflect what RCC means when it talks about creating sustainable economic participation, not as a reporting line, but as a genuine outcome for real people in the communities where RCC builds.

CASE STUDY
CUMBERLAND INTEGRATED MENTAL HEALTH COMPLEX, WESTMEAD

Building spaces that heal both physically and culturally.



The Cumberland Integrated Mental Health Complex (IMHC) at Westmead is the largest and most complex mental health redevelopment ever undertaken in NSW, a ten-storey facility consolidating acute, sub-acute and community mental health services into a single, purpose-built building connected directly to Westmead Hospital. As Main Works Contractor, RCC is delivering a project of exceptional clinical and community significance within one of Australia's leading health precincts.

From the outset, RCC's approach combined precision construction in a live health precinct with a deep commitment to cultural inclusion and First Nations participation. Guided by RCC's First Nations Impact Framework, every trade package was structured to embed measurable Aboriginal procurement and participation (APP) outcomes, as a condition of how the project operates.

That commitment has translated into results. RCC is exceeding First Nations participation targets above contractual APP benchmarks through early engagement of verified First Nations suppliers and targeted workforce inclusion programs. First Nations-owned enterprises have been directly engaged for scaffolding, security, labour hire, landscaping, waste management and artwork fabrication, a supply chain deliberately built to create economic opportunity across multiple disciplines. More than 400 site personnel completed a two-tier cultural induction combining an on-Country session led by local Elders with an online learning module, ensuring the workforce understood the significance of the land on which they were building before a single trade commenced.

SHAPING CULTURALLY INFORMED INFRASTRUCTURE

Cultural knowledge has also shaped the physical environment itself. Dharug artist Leanne Watson Redpath was commissioned to create artwork embedded throughout the project collateral and built environment, celebrating Country and creating visibility for First Nations artists within one of NSW's most prominent health precincts. Aboriginal Elders and community representatives informed the layout and landscaping of the precinct, ensuring outdoor spaces support connection to nature, healing and cultural safety for patients, families and staff.



The legacy of this project will extend beyond its construction. The IMHC sets a new standard for what culturally informed infrastructure delivery looks like, demonstrating that practical construction excellence and genuine cultural integrity can be prioritised together.

For RCC, it is proof that when you build with community the result is a facility that doesn't just function well; it belongs.



RELATIONSHIPS

Building strong, respectful relationships with First Nations peoples is fundamental to how we operate and deliver projects.

As a Head Contractor working across metropolitan and regional communities, RCC recognises that trust, transparency and early engagement are critical to achieving outcomes that endure well beyond project completion.

RCC's approach to relationships is grounded in *Gumbul Nguralanga* — Strong Communities. We understand that meaningful relationships are built over time, through listening, consistency and follow-through. By engaging early with local First Nations stakeholders, RCC seeks to better understand local priorities and aspirations, and to respond in ways that are locally informed and culturally appropriate. These actions are intended to strengthen consistency, cultural safety and measurable reconciliation outcomes across RCC's workforce, projects and supply chain.

Relationships are also central to RCC's business model and sphere of influence. Our long-standing partnerships with clients, consultants, subcontractors and suppliers enable us to amplify positive reconciliation outcomes across the construction industry. Through collaboration and shared accountability, RCC aims to strengthen relationships that support reconciliation, improve project delivery and contribute to stronger communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
01 **Strengthen and sustain relationships with First Nations communities connected to RCC projects.**	Continue to work with local First Nations organisations, Traditional Owner groups and service providers to strengthen existing partnerships, foster new opportunities to achieve mutual goals, and support culturally appropriate engagement.	Review July 2027, 2028	Lead: Operational Leadership Team Support: Project Managers,
	Build on established relationships to inform guiding principles for ongoing and future engagement that reflect local context, community priorities and project needs.	Review July 2027, 2028	Social Sustainability Manager
02 **Maintain long-term, mutually beneficial partnerships with First Nations organisations.**	Maintain and deepen relationships with First Nations organisations, advisors and networks to inform RCC's reconciliation commitments and First Nations engagement approach.	Review July 2027, 2028	Lead: Social Sustainability Manager Support: Operational Leadership Team
	Identify opportunities to collaborate beyond individual projects, including community initiatives, shared capability building and industry participation.	July 2027	Lead: Social Sustainability Manager Support: Chief People Officer
03 **Build relationships through celebrating National Reconciliation Week (NRW).**	Promote Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2027, 2028	Lead: Social Sustainability Manager Support: Head of Corporate Communications & Engagement
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2027, 2028	Head of Culture Development
	Encourage and support our employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2027, 2028	Lead: Head of Culture Development Support: Operational Leadership Team
	Continue to organise at least one RCC-wide NRW event or communication campaign each year.	27 May - 3 June 2027, 2028	Lead: Head of Culture Development and Social Sustainability Manager Support: First Nations Impact ERG
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2027, 2028	Social Sustainability Manager
04 **Promote reconciliation through our sphere of influence.**	Develop and implement an employee engagement strategy to raise awareness of our RAP across our workforce, including sharing information, resources and learning opportunities that build understanding of First Nations cultures, histories and contributions.	July 2026	Lead: Head of Corporate Affairs & ESG Support: Head of Corporate Communications & Engagement
	Communicate our commitment to reconciliation publicly through internal and external communication channels, including corporate publications, digital platforms and project communications.	December 2026	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager and Work Winning Senior Managers
	Explore and leverage opportunities to positively influence external stakeholders including clients, consultants, subcontractors, suppliers, and other key partners to support reconciliation outcomes and foster respectful engagement with First Nations peoples and businesses. Including supporting key partners to develop their own reconciliation commitments or implement Reconciliation Action Plans.	Review July 2027, 2028	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager and Work Winning Senior Managers
	Collaborate with RAP organisations and other like-minded organisations to share knowledge, learn from best practice and explore innovative approaches to advancing reconciliation within our industry.	Review July 2027, 2028	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager
05 **Promote positive race relations within RCC through anti-discrimination strategies.**	Review human resources policies and procedures to identify existing anti-discrimination provisions and any opportunities to strengthen alignment with best practice.	July 2027	People & Culture Director
	Review existing anti-discrimination policy, ensuring reinforcement of our commitment to respectful, inclusive and culturally safe work sites, including culturally appropriate reporting pathways and supports.	July 2027	People & Culture Director
	Educate senior leaders on the impacts of racism and discrimination, including their role in promoting positive race relations and addressing inappropriate behaviours in the workplace.	July 2027	People & Culture Director

RESPECT

Respect for First Nations peoples, cultures, histories and knowledge underpins RCC's values and its commitment to building a culture of positive impact.

Demonstrating respect is essential to creating culturally safe workplaces, strengthening relationships and supporting meaningful participation in decisions that affect First Nations peoples.

RCC recognises that respect is demonstrated through action. This includes building cultural capability across our workforce, observing cultural protocols and creating space for learning and reflection. Improving understanding of First Nations histories and contemporary experiences supports more informed decision-making and respectful engagement across all levels of the organisation.

Aligned with RCC's ESG Strategy, our approach to respect supports inclusive leadership, wellbeing and ethical business practices. Through structured cultural learning and consistent application of protocols, RCC seeks to embed respect into everyday behaviours, project delivery and leadership.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
01 **Strengthen cultural understanding and respect across RCC.**	Conduct an annual health check of cultural learning needs and existing resources within our organisation.	December 2026, 2027	Lead: Head of People & Culture Support: Social Sustainability Manager
	Review the effectiveness of our cultural learning strategy and update to reflect the needs of our workforce, with revised strategy communicated to all staff.	Review December 2026, 2027	Lead: Head of People & Culture Support: Social Sustainability Manager
	Continue to deliver First Nations cultural awareness learning opportunities that build understanding, respect and confidence across office and site environments.	Review December 2026, 2027	Lead: Head of People & Culture Support: Social Sustainability Manager
	Refresh and share learning resources to support ongoing understanding of First Nations cultures, histories and contemporary perspectives.	Review December 2026, 2027	Lead: Head of People & Culture Support: Social Sustainability Manager
02 **Embed respect for First Nations cultures into RCC ways of working.**	Maintain and evolve cultural protocol guidance to reflect current best practice and lived experience.	Review December 2026, 2027	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager
	Provide practical guidance and support to leaders and project teams to confidently apply First Nations cultural protocols in everyday business and project contexts.	Review December 2026, 2027	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager
	Continue culturally respectful site and project commencement practices, including Welcomes to Country, Acknowledgements of Country, signage and ceremonies.	Review December 2026, 2027	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager
03 **Support truth-telling and ongoing learning.**	Provide opportunities for our employees to engage with First Nations voices, perspectives and experiences through learning sessions, guest speakers and shared resources.	Review December 2026, 2027	Head of People & Culture
	Review HR policies and procedures to remove barriers to our employees participating in NAIDOC Week.	December 2026	People & Culture Director
	Promote and encourage participation in external NAIDOC events to all employees.	First week in July 2027, 2028	First Nations Impact ERG

OPPORTUNITIES

Creating meaningful opportunities for First Nations peoples is a core priority for RCC and central to the intent of *Gumbul Nguralanga*.

As a major employer and purchaser of goods and services, RCC recognises the role it can play in supporting economic participation, capability development and long-term prosperity.

RCC's approach to opportunities focuses on practical, outcome-driven actions across employment, training and procurement. By supporting First Nations workforce participation and partnering with First Nations-owned businesses, RCC seeks to contribute to self-determination while strengthening the resilience, diversity and capability of the construction industry.

Our extensive supply chain provides a powerful lever to amplify impact. Through clear expectations, capability building and long-term commercial relationships, RCC aims to remove barriers to participation and create sustainable opportunities that extend beyond individual projects. These commitments align with RCC's ESG Strategy and long-term focus on local economic participation and value creation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
01 **Support First Nations employment pathways.**	Build on RCC's existing understanding of First Nations workforce participation to strengthen visibility and insight across projects and work sites.	December 2026	Lead: People & Culture Director Support: Head of Workforce Development
	Engage with our First Nations employees and partners to consult on our recruitment, retention and professional development strategy.	December 2026	Lead: People & Culture Director Support: Head of Workforce Development
	Explore and strengthen pathways including traineeships, cadetships and early-career opportunities linked to RCC projects and partners, with a focus on retention, progression and long-term participation.	December 2026	Lead: People & Culture Director Support: Head of Workforce Development
	Maintain a culturally safe workplace where First Nations peoples are supported to participate, grow and succeed.	Review December 2026, 2027	People & Culture Director
02 **Strengthen opportunities for First Nations businesses.**	Develop and implement a First Nations procurement strategy.	December 2026	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager
	Track and review engagement with First Nations businesses, including procurement activity and supplier participation, to inform continual improvement.	December 2026	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager
	Investigate relationships with First Nations business and procurement organisations and peak bodies, such as Supply Nation, NSWICC and other Indigenous Chambers of Commerce as required.	December 2026	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to our employees.	December 2026	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	December 2026	Lead: Social Sustainability Manager Support: Estimating Manager, Project Managers
03 **Build capability across RCC and our supply chain.**	Share expectations, learnings and guidance with subcontractors to support First Nations participation and employment.	Review December 2026, 2027	Social Sustainability Manager
	Align procurement and workforce initiatives with RCC's First Nations Impact Plan and ESG Strategy.	Review December 2026, 2027	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager

GOVERNANCE

Strong governance supports transparent, consistent delivery of RCC's RAP commitments.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
01 **Maintain strong governance of RCC's RAP and First Nations Impact Plan.**	Provide ongoing executive oversight of RAP implementation to ensure alignment with RCC's ESG Strategy and First Nations Impact Plan.	Review July 2027, 2028	Head of Corporate Affairs & ESG
	Maintain and apply a Terms of Reference for the Rap Working Group.	Review July 2027, 2028	Social Sustainability Manager
	Meet at least four times per year to monitor progress against RAP actions and report internally on outcomes, challenges and learnings.	2026: September, December 2027: March, June, September, December 2028: March, June	Social Sustainability Manager
	RAP Working Group members will be supported through access to ongoing learning, external insights and First Nations advisory input to strengthen informed decision-making and effective implementation.	Review July 2027, 2028	Head of Corporate Affairs & ESG
02 **Strengthen accountability across the business.**	Verify RCC primary and secondary contact details with Reconciliation Australia, ensuring we do not miss out on important RAP correspondence.	Review July 2027, 2028	Social Sustainability Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026, 2027	Social Sustainability Manager
	Embed RAP commitments into relevant business strategies, policies and operational decision-making.	Review July 2027, 2028	Lead: Head of Corporate Affairs & ESG Support: Social Sustainability Manager
	Support leaders to understand and champion their role in delivering RAP commitments.	Review July 2027, 2028	Social Sustainability Manager
	Use a combination of qualitative feedback, participation data and project-level reporting to assess the effectiveness of RAP actions, inform continual improvement, and publicly report RCC's RAP achievements, challenges and learnings on an annual basis.	Review July 2027, 2028	Social Sustainability Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2028	Social Sustainability Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	April 2028	Social Sustainability Manager
03 **Continue our reconciliation journey by developing our next RAP.**	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	Social Sustainability Manager

INNOVATE RECONCILIATION ACTION PLAN

RICHARD CROOKES
CONSTRUCTIONS

CONTACT ESG FOR MORE INFORMATION

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