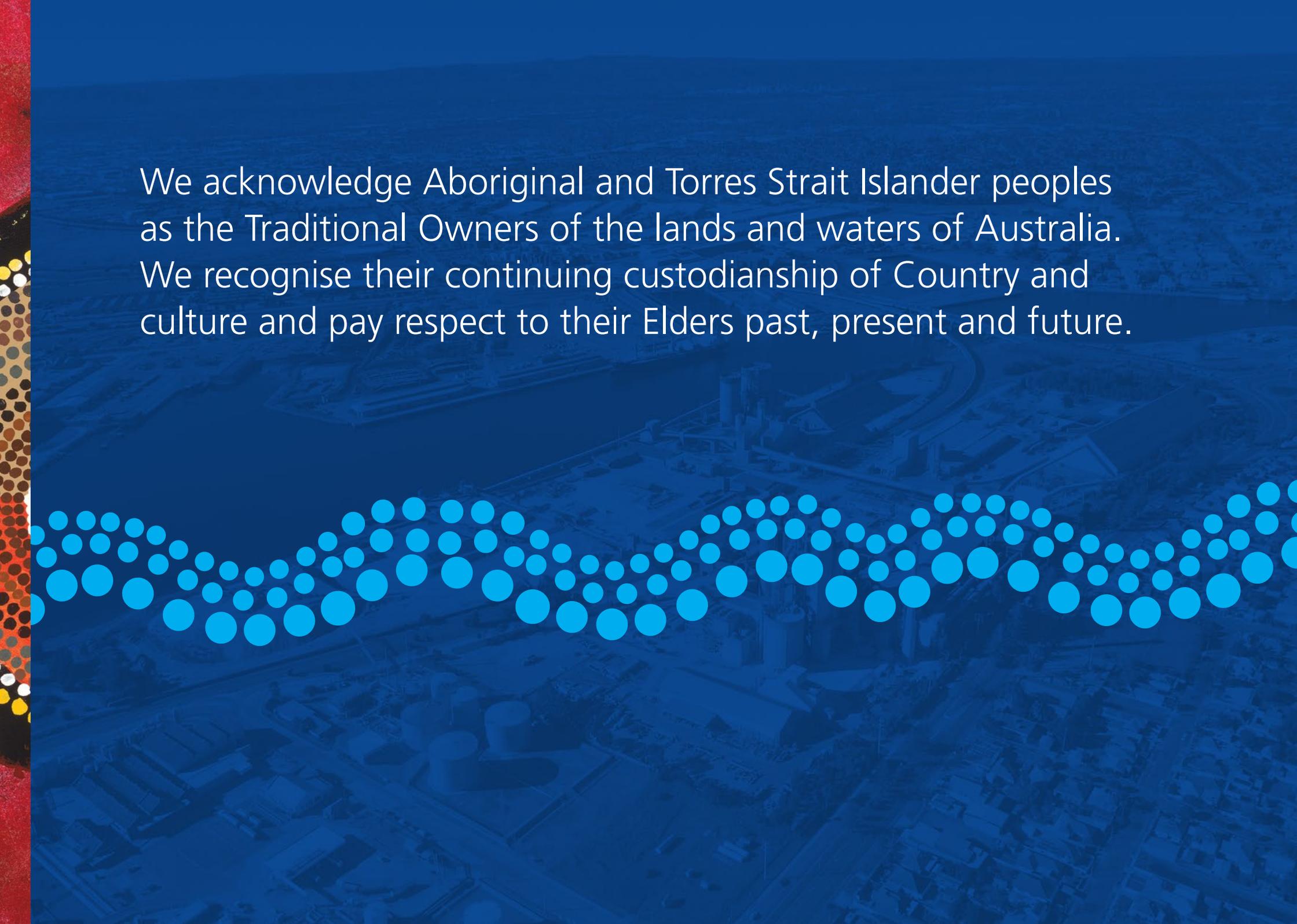




Adelaide Brighton Ltd

Reconciliation Action Plan January 2020 - June 2021



The background of the slide is a dark blue, semi-transparent aerial photograph of an industrial complex, likely a refinery or chemical plant, with various structures, pipes, and storage tanks. A decorative horizontal band of light blue dots of varying sizes is positioned across the lower half of the image. On the far left edge, there is a vertical strip with a red and black background, featuring a pattern of white and yellow dots.

We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands and waters of Australia. We recognise their continuing custodianship of Country and culture and pay respect to their Elders past, present and future.

RAP Artwork

The Aboriginal artwork featured in Adelaide Brighton's Reflect RAP was designed by Joseph, Aliyah, Yasmin, Zyiane and Rianna – all students at Warriappendi School in Adelaide.

The overall vision for the artwork was developed by one student, supported by another student who painted the water (referencing sand), while two students painted the galaxy surrounding (looking at the bigger picture compared to the microcosms within the circles), while two other students did the dot painting (referencing quarry, gravel and pavers).

Ochre Dawn Creative Industries, a 100% Australian Aboriginal owned and operated business, provided the creative services for the design and printing of Adelaide Brighton's Reflect RAP.

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Foreword

I am pleased to introduce Adelaide Brighton's (ABL) Reflect RAP which outlines our commitment to reconciliation.

Since our inception in 1882 when William Lewis, a Welsh immigrant, officially opened the Brighton Cement Works, ABL has invested in Australian communities; creating strong futures for our employees while helping cities and towns prosper.

Like our founder and the communities in which we operate, our employees come from many different backgrounds and cultures. This is key to our continued growth and success as we innovate and set the example for others to follow. This Reflect RAP forms part of ABL's broader diversity and inclusion strategy and helps foster a culture where we embrace difference.

ABL's Group Executive Team and RAP Working Group believe that through our three divisional businesses of Cement and Lime, Concrete and Aggregates and Concrete Products, we can make a positive difference to Aboriginal and Torres Strait Islander peoples. We want

to focus on areas such as employment, education, empowerment and economic development, while enhancing the cultural understanding of our non-Indigenous workforce.

ABL's Reflect RAP supports the three pillars of reconciliation which includes relationships, respect and opportunities. It is the beginning of our reconciliation process and will be continually refined through consultation as we move through the RAP stages.

As we have reflected on our reconciliation journey to date, it's been inspiring to see how our people have been actively creating employment opportunities, education and economic development for Aboriginal and Torres Strait Islander peoples and businesses through locally led initiatives. I encourage all our people to continue to build on this good work, while being inclusive and embracing difference.

This is the start of our formal reconciliation journey, and by working together, I'm confident we can build even stronger relationships with Aboriginal and Torres Strait Islander communities and peoples that creates lasting benefit for all.



Nick Miller – Chief Executive Officer



A message from Reconciliation Australia

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

As a member of the RAP community, Adelaide Brighton joins over 1000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

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

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

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

"Reconciliation is hard work — it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Karen Mundine
Chief Executive Officer
Reconciliation Australia



About Adelaide Brighton

A trusted partner since 1882.

Adelaide Brighton, an ASX200 company, brings together some of Australia's leading construction materials brands. Our brands are some of the most trusted and respected providers of cement, lime, aggregates, concrete and concrete products to customers in the residential, commercial and infrastructure sectors.

Each of our brands share a common goal of providing quality products and services. They can work seamlessly together to provide integrated solutions tailored to customers' requirements, or as individual businesses supplying specific products and services.

Adelaide Brighton takes a long-term view to managing its natural resources and our teams work closely with communities to foster sustainable outcomes. Our 1500-strong workforce, located across 137 locations, is diverse, like the communities in which we operate, bringing a unique ability to innovate and set the example for others to follow.

As one of the most experienced Australian construction materials companies we have helped build the foundations of our communities. We partner with our customers to develop solutions that enhance the quality of lives of Australians, underpinned by our national footprint, secure supply chain, technical expertise, and integrity.

Our brands include fully owned entities of Adelaide Brighton and strategic joint ventures that provide long-term value adding services to our customers. They are structured into three areas of expertise: cement and lime; concrete and aggregates; and concrete products.

Our Brands

Concrete & Aggregates



Joint Ventures



Cement & Lime



Joint Ventures



Concrete Products



Joint Ventures



Our RAP

Adelaide Brighton recognises that a diverse and inclusive culture is essential for the company's long-term success. We understand and appreciate the benefits that come from a fairer and more inclusive culture where our workforce is diverse as the communities in which we operate.

At Adelaide Brighton we aim to accelerate our journey towards a more diverse workforce and inclusive culture, with a focus on building our gender and cultural diversity capability. We believe this Reflect RAP will enhance the cultural awareness and capability of our people, and provide opportunities for Aboriginal and Torres Strait Islander peoples, including the creation of employment pathways. Three percent of Adelaide Brighton employees identify as being Aboriginal or Torres Strait Islander peoples and we are committed to improving their engagement in our company to better reflect our communities.

In line with the development of our Diversity and Inclusion Strategy in 2019, Adelaide Brighton's Board and senior management team committed to the development of the company's first Reconciliation Action Plan. Since this time, expressions of interest were sought from employees to participate in the RAP Working Group and build awareness of our reconciliation journey prior to the RAP's launch. This process has seen several of our Aboriginal and Torres Strait Islander employees engage in and help shape the direction of our RAP, including the key deliverables and associated timeframes. During the initial RAP Working Group meetings we also sought to understand our reconciliation journey to date and have documented these in our RAP under 'Our Partnerships and Current Activities'.

Members of the RAP Working Group, led by the RAP Working Group Chair, will take a key role in implementing the RAP. They will also be supported by the Executive General Manager, HR & HSE who is the executive sponsor and will provide strategic advice on the plan's direction and implementation.



Adelaide Brighton sponsored the 2018 Around the Campfire Cup, an annual women's AFL carnival.

Our partnerships and current activities



Since 2012, ABL has proudly supported the Indigenous Law Student Mentoring Program run by the South Australian legal community. This is a unique development opportunity for Indigenous law students from University of Adelaide, Flinders University and University of South Australia to be mentored by legal professionals. This assists students in establishing networks within the legal community and breaks down barriers through robust relationships.

ABL is proud to provide financial support to help with the ongoing viability of this predominantly volunteer program. Additionally, we support the program's functions and events through attendance and participation. It is our intention in the future to involve where possible members of the RAP Working Group.

Olivia Brownsey graduated with a Bachelor of Laws from the University of South Australia in March 2017.

"The mentoring program has been hugely beneficial to me. My mentor was able to assist me with networking, assignments and I even got to shadow him as a clerk one summer. That experience not only at work but just generally networking with someone already so established in the legal profession boosted my confidence and allowed me to take full advantage of all opportunities presented to me. Without the program I likely wouldn't be where I am today."

Arrin Hazelbane is a Warai and Kokatha man and law student at the University of Adelaide who has been part of the mentoring program whilst studying. He explains how it has enabled him to forge valuable professional connections and network with other students.

"The students in the mentoring program are very fortunate to have a member of the profession dedicate valuable time to meet with students. As a law student, I have had the opportunity to work closely with my mentor over the years and I have gained a greater understanding of the profession and areas of practice."

"The program creates an environment where students feel encouraged to seek help from their mentors but also have a unique opportunity to gain an insight and understanding of the legal profession."



Olivia Brownsey



Arrin Hazelbane and his mentor, Alan Lindsay, SC.



Aurora Education Foundation

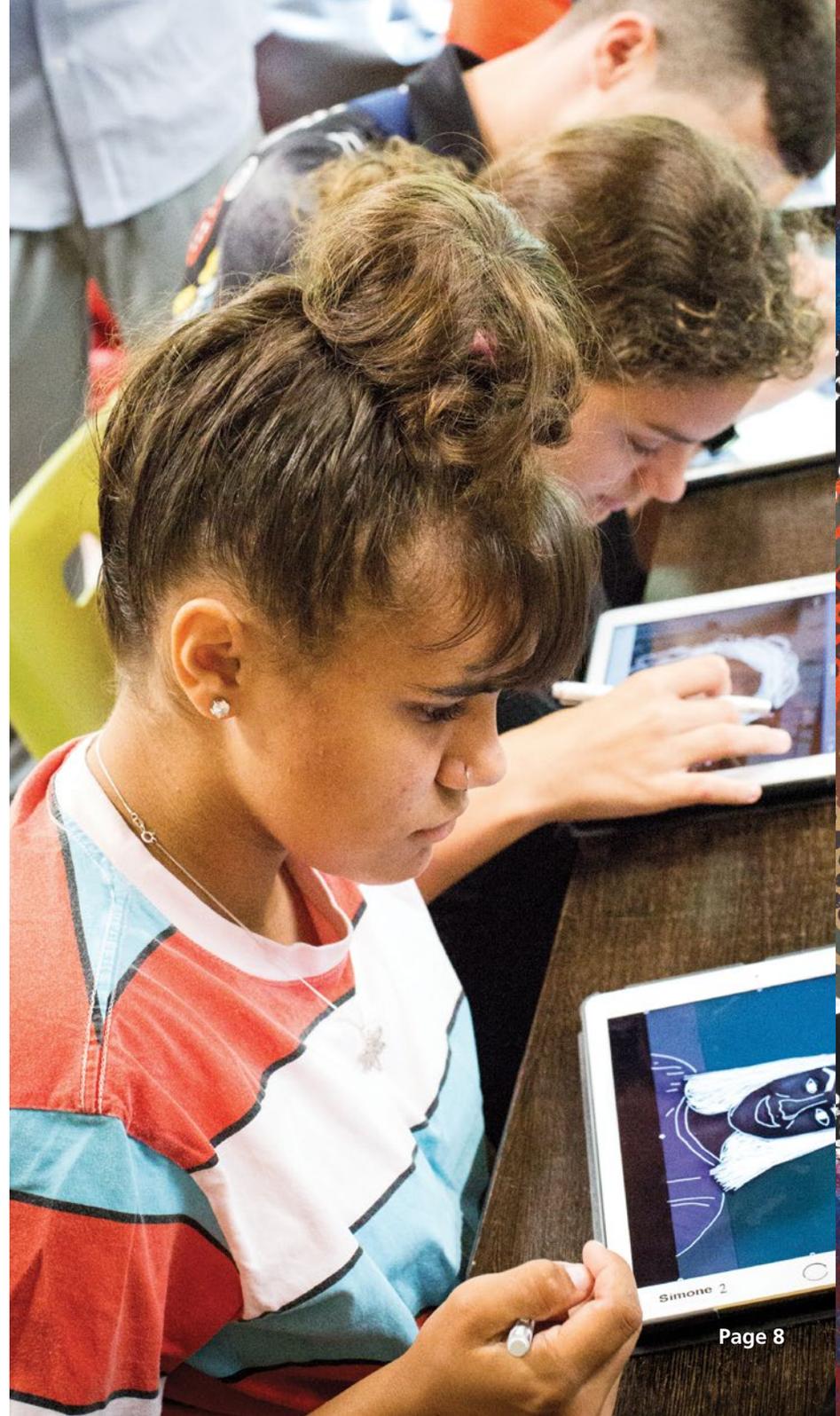
For six consecutive years ABL has provided financial support to Aurora Education Foundation to help break the cycle of disadvantage and inequality and move to cycles of success and achievement. Aurora believes that Indigenous excellence is not only about changing the lives of individuals, but about creating long-term change in Indigenous Australia through education. Aurora's High School Program is a unique education program for Indigenous students.

The program works with cohorts of 30 students for six years, from Year 8 through to the first year out of high school. Aurora's vision is a future where there is no education gap and with Aboriginal and Torres Strait Islander Australians achieving equitable participation at the highest levels – in the professions, in boardrooms and across government. ABL is proud to support this vision.

"Aurora greatly appreciates our partnership with Adelaide Brighton. Their support towards the High School Program is helping to transform lives and empower Indigenous young people to achieve stronger academic outcomes while draw on their culture and communities as a source of strength."

Leila Smith, Deputy CEO – Aurora Foundation

Indigenous students participating in the High School Program.



Our partnerships and current activities



St Peter's College

ADELAIDE, AUSTRALIA

St Peter's College is a leading boarding and day school for boys, committed to being an exceptional community of learning centred on truth, respect and service.

Three years ago ABL entered into a six year commitment with St Peter's to financially support the education of an Indigenous student throughout his schooling. This opportunity will help opening doors for the Indigenous student to excel in his education, while building Indigenous awareness with his peers.

"St Peter's College is proud to work with Adelaide Brighton to educate the next generation of Indigenous leaders. We are grateful for the scholarship they have funded at the School to enable and empower Indigenous students."

*Tim Browning
Headmaster*



Our Commitments

across the key pillars of:
reconciliation; relationships;
respect; opportunity
and; governance.





Relationships



Our commitments

Relationships



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build internal and external relationships	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander organisations and individuals to support us on our RAP journey. 	June 2020	Executive General Manager, Corporate Affairs
	<ul style="list-style-type: none"> Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey. 	June 2020	Executive General Manager, Corporate Affairs
Celebrate National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Identify and communicate local events. 	May 2020, May 2021	Executive General Manager, Corporate Affairs
	<ul style="list-style-type: none"> Display posters and distribute collateral. 	May 2020, May 2021	Executive General Manager, Corporate Affairs
	<ul style="list-style-type: none"> Encourage Acknowledgement of Country to be provided at all meetings during NRW. 	May 2020, May 2021	Executive General Manager, Corporate Affairs
	<ul style="list-style-type: none"> Where practical fly Aboriginal and Torres Strait Islander flags throughout the week. 	May 2020, May 2021	Executive General Manager, Corporate Affairs
	<ul style="list-style-type: none"> Encourage our staff to attend a NRW event. 	May 2020, May 2021	Executive General Manager, Corporate Affairs
	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2020, May 2021	Executive General Manager, Corporate Affairs
	<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. 	May 2020, May 2021	RAP Working Group Chair
Raise internal awareness of the ABL RAP	<ul style="list-style-type: none"> Develop and implement a communication plan to raise awareness amongst all employees about our RAP commitments and activities. 	June 2021	Executive General Manager, Corporate Affairs
	<ul style="list-style-type: none"> Share the RAP on ABL's intranet. 	March 2020	Executive General Manager, Corporate Affairs
	<ul style="list-style-type: none"> Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP. 	March 2020	Executive General Manager, Corporate Affairs
Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Research best practice in areas of race relations and anti-discrimination. 	June 2021	Executive General Manager, HR & HSE
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	June 2021	Executive General Manager, HR & HSE



Respect



Our commitments

Respect



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate Aboriginal and Torres Strait Islander cultural learning and development	• Executive to undertake cultural awareness training.	June 2020	Recruitment Coordinator
	• Investigate Cultural Awareness training for all employees and embed into induction.	December 2020	Recruitment Coordinator
	• Establish Aboriginal and Torres Strait Islander cultural resource library.	June 2020	RAP Working Group Chair
	• Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	December 2020	Executive General Manager, HR & HSE
	• Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	June 2021	Executive General Manager, HR & HSE
	• Conduct a review of cultural awareness training needs within our organisation.	June 2021	Executive General Manager, HR & HSE
Celebrate NAIDOC Week	• Encourage Acknowledgement of Country to be provided at all meetings during NAIDOC Week.	July 2020	Executive General Manager, Corporate Affairs
	• Where practical fly Aboriginal and Torres Strait Islander flags throughout the week.	July 2020	Executive General Manager, Corporate Affairs
	• Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	July 2020	Executive General Manager, Corporate Affairs
	• Introduce our staff to NAIDOC Week by promoting community events in our local area.	July 2020	Executive General Manager, Corporate Affairs
	• Ensure our RAP Working Group participates in an external NAIDOC Week event.	July 2020	RAP Working Group Chair
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	• Scope and develop a map of Traditional Owners within ABL's sphere of influence.	December 2020	CP Divisional Finance Manager/ Consultant Trade Mark and Patent Attorney, Legal and IP
	• Develop and implement plan to raise awareness and understanding of the meaning and significance of Welcome to Country and Acknowledgement of Country protocols.	June 2020	Executive General Manager, HR & HSE
	• Develop Acknowledgement of Country plaque for display in key offices.	June 2020	Executive General Manager, Corporate Affairs
	• Add Acknowledgement of Country to induction and ABL formal presentations.	June 2020	Recruitment Coordinator

Opportunities



Our commitments

Opportunities



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate Aboriginal and Torres Strait Islander employment	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	December 2020	Recruitment Coordinator
	<ul style="list-style-type: none"> Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities. 	December 2020	Recruitment Coordinator
Investigate Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> Review procurement policies to address barriers to Aboriginal and Torres Strait Islander services and suppliers. 	December 2020	Group Procurement & Logistics Manager
	<ul style="list-style-type: none"> Investigate membership of Supply Nation. 	December 2020	Group Procurement & Logistics Manager
	<ul style="list-style-type: none"> Develop targets in relation to the use of Indigenous enterprises. 	December 2020	Group Procurement & Logistics Manager
Support opportunities for Aboriginal and Torres Strait Islander students	<ul style="list-style-type: none"> Continue to support Aurora Education Foundation. 	June 2021	Executive General Manager, HR & HSE
	<ul style="list-style-type: none"> Continue to support Indigenous Law Student Mentoring Program in South Australia. 	June 2021	Executive General Manager, HR & HSE
	<ul style="list-style-type: none"> Continue to support Indigenous Scholarship at St Peter's College, Adelaide. 	June 2021	Executive General Manager, HR & HSE



Governance



Our commitments

Governance



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain an effective RAP Working Group to drive governance of the RAP	<ul style="list-style-type: none"> Maintain a RAP Working Group to govern RAP implementation. 	January 2020	Executive General Manager, HR & HSE
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RAP Working Group. 	January 2020	Executive General Manager, HR & HSE
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RAP Working Group. 	January 2020	Executive General Manager, HR & HSE
Build support for the RAP	<ul style="list-style-type: none"> Define systems and capability needs to track, measure and report on RAP activities. 	June 2020	CP Divisional Finance Manager/ Legal Counsel
	<ul style="list-style-type: none"> Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia. 	September 2020	Executive General Manager, HR & HSE
Review and refresh RAP	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	February 2021	Executive General Manager, HR & HSE
Work towards development of Innovate RAP	<ul style="list-style-type: none"> Establish a RAP budget. 	October 2020	Executive General Manager, HR & HSE
	<ul style="list-style-type: none"> Achieve actions identified in Reflect RAP. 	June 2021	RAP Working Group Chair
	<ul style="list-style-type: none"> Identify and socialise potential opportunities to progress our reconciliation journey. 	June 2021	Executive General Manager, HR & HSE



For enquiries about this RAP please contact:

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RECONCILIATION
ACTION PLAN

REFLECT