



Adbri Innovate
Reconciliation
Action Plan

November 2023 – November 2025





Acknowledgement of Country

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 emerging.



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About our Innovate RAP artwork

The artwork featured in Adbri's Innovate RAP was designed by Tyrown Waigana, an Aboriginal and Torres Strait Islander multidisciplinary artist and graphic designer.

Tyrown's vision for the artwork is to provide a visual reminder and call to action to create actively inclusive, supportive, educated, culturally safe and engaging workplaces.

The imagery signifies Adbri's commitment to understanding the rich connection that Aboriginal and Torres Strait Islander peoples have to Country, and our responsibility to forge meaningful connections between our worksites, communities and the Country on which we operate.

The artwork speaks to our purpose of Building a Better Australia. We do this through providing opportunities, resources and infrastructure where it matters most to support Aboriginal and Torres Strait Islander peoples nationally.

The four outer circles symbolise Adbri's main operations and the centre circle represents Adbri as an organisation. The lines stretch outward representing our outreach and aim and work enriching communities. Everything in our artwork is connected and uses unique forms that speak to Adbri's purpose of Building a Better Australia.



Our reconciliation vision

As a national company with over 130 sites around Australia, Adbri engages with Aboriginal and Torres Strait Islander peoples through our employees, our suppliers, our customers and our local communities. Supporting employment and skilling, ensuring cultural safety in our workplaces and building commercial opportunities is core to our reconciliation investment.

Many of our sites are in regional Australia, close to Aboriginal and Torres Strait Islander people's communities and some sites, especially our manufacturing sites and quarries, have the potential to impact on Country. Consulting with local communities, engaging them in rehabilitation projects, and providing resources and infrastructure, enables Adbri to continue to build meaningful connections and to provide practical support and agency to local communities.

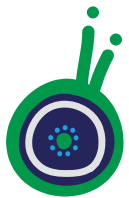
Our vision is to strive to create actively inclusive, supportive, educated, culturally safe and engaging workplaces for Aboriginal and Torres Strait Islander peoples. Through our reconciliation efforts we will provide opportunities, resources and infrastructure, proudly working alongside Aboriginal and Torres Strait Islander peoples, to bring meaningful connection between Adbri worksites, communities and Country to Build a Better Australia and a brighter future for all.



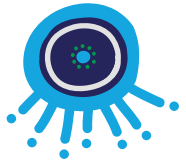
Our vision is based in four principles:



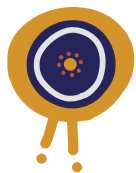
Speaking out against racism and discrimination



Deepening the cultural experience and understanding of our people



Operating on Country with care and respect



Working with local communities in pursuit of their cultural, social and economic aspirations

Message from Adbri's CEO



I'm proud to present Adbri's Innovate Reconciliation Action Plan (RAP), outlining our commitments to strengthening our relationships with Aboriginal and Torres Strait Islander peoples and communities.

This is our second RAP, and our first Innovate RAP, reflecting the progress we are making in learning from, and working with, our Aboriginal and Torres Strait Islander stakeholders.

As one of Australia's pioneering construction materials companies, directly employing over 1,500 people and generating indirect full-time equivalent employment for over 11,500 people, we believe we can make a positive contribution to the socioeconomic outcomes and equitable opportunities accessible to Aboriginal and Torres Strait Islander peoples.

Since 2012, when we first supported the Aboriginal and Torres Strait Islander Law Students Mentoring Program, we have partnered with a number of organisations to build capability and competency both within our company and our communities.

Our pillars of 'inclusivity' and 'sustainable growth' are at the core of our RAP journey. At Adbri, being inclusive means working together, embracing differences, respecting and listening to each other, and empowering our people. Meanwhile sustainable growth helps create long-term value for communities and delivers on our promise to be Always Ready.

Our Innovate RAP outlines our commitments over the next two-year period as we continue to progress reconciliation. It has a strong focus on delivering on our vision of an inclusive workplace, as well as creating value for the communities in which we operate.

This plan was developed in consultation with our RAP Working Group, who for the past three years have championed reconciliation at Adbri. The plan strengthens our commitments to reconciliation and sets targets that we will report against.

We know that reconciliation is hard work, requiring determination and effort at all levels of industry, government and community. However, we remain confident that by working together we can build strong and enduring relationships that create a brighter future for all.

Mark Irwin
Chief Executive Officer
Adbri



Message from Reconciliation Australia



Reconciliation Australia commends Adbri 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.

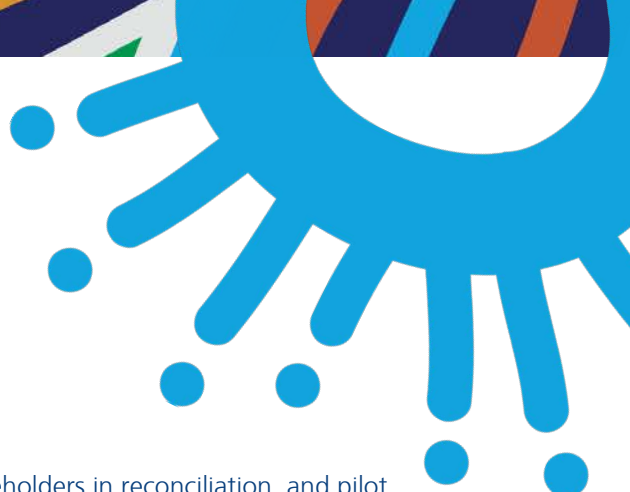
Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Adbri 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, Adbri 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 close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Adbri is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.



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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



About Adbri

Adbri is a construction materials and industrial mineral manufacturing company. We produce and distribute cement, lime, concrete, aggregates, masonry products and industrial minerals that have helped build a better Australia since 1882.

With twelve respected and fully owned brands within the Adbri portfolio, complemented by our seven joint venture companies, we have the product range, scale and geographic footprint to deliver on our purpose of Building a Better Australia. We operate across over 130 sites nationally, with offices in major urban centers.

As a pioneering construction materials company, we believe in doing business responsibly; keeping our people and communities safe; meeting the needs of our customers; and creating long-term value for our shareholders and communities. Our pillars of safety, customer focus, inclusivity and sustainable growth guide our approach.

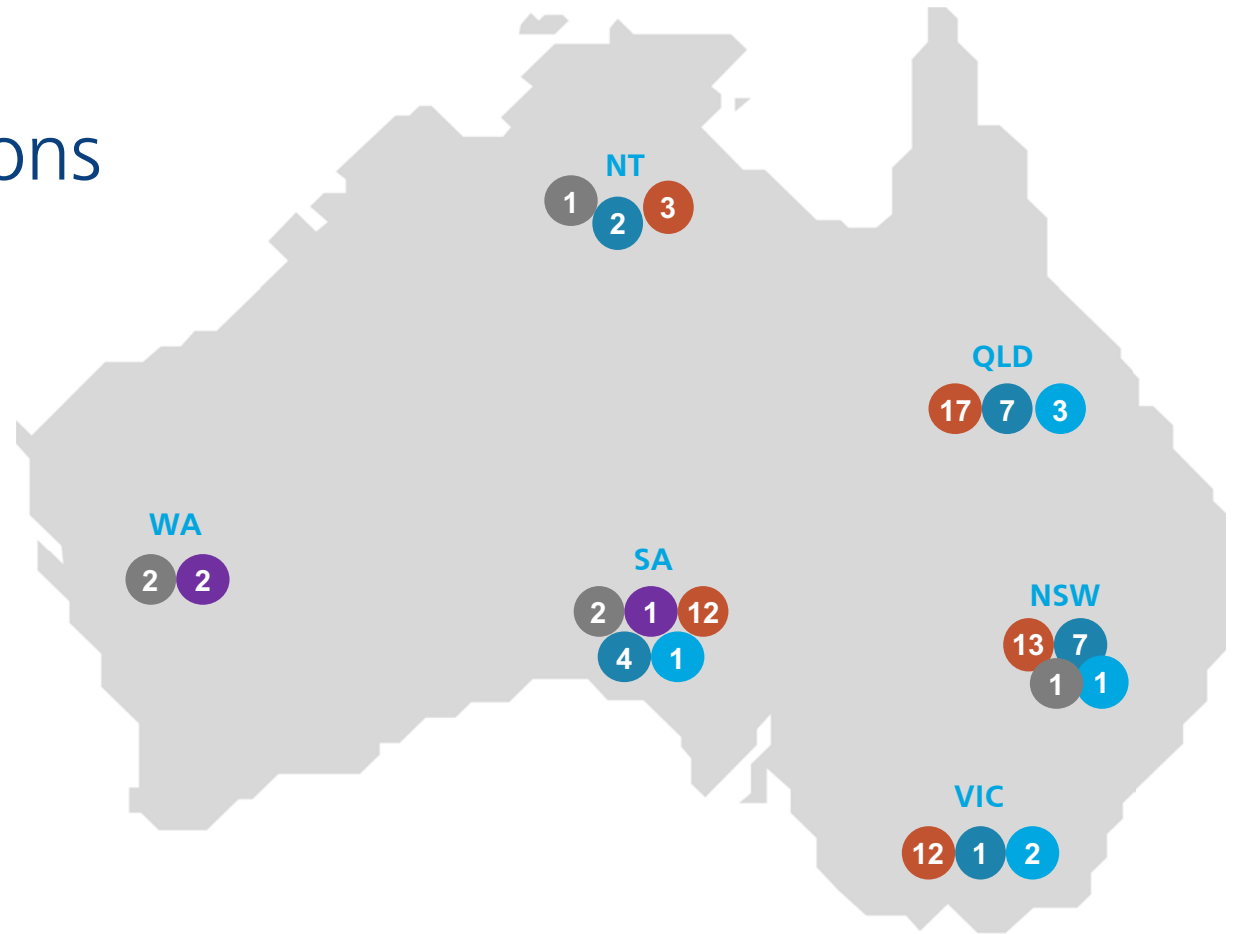
We directly employ over 1,500 people, approximately 3.5 percent of whom identify as Aboriginal and/or Torres Strait Islander peoples. Our sphere of influence extends beyond our employees to our industry partners, joint ventures, contractors, suppliers and commercial partners. We have community engagement plans in place for each of our major manufacturing plants and quarries, and we engage regularly with local communities across our operational footprint.

As an ASX-listed business we have a part to play in positively and responsibly influencing society through our commitments, communications and reporting.

Fully-owned operations

-  Cement plants
-  Quarries*
-  Lime plants
-  Masonry plants
-  Concrete plants

*Excludes tenements that exclusively supply internal cement and lime operations





Message from Adbri's RAP Working Group

Following the endorsement of Adbri's Reflect RAP by Reconciliation Australia in 2020, our passionate and diverse RAP Working Group has taken strides over the past two years in working towards contributing to greater outcomes by reducing the barriers facing Aboriginal and Torres Strait Islander peoples and communities.

During this time, we increased Adbri's spend with Aboriginal and Torres Strait Islander owned businesses to more than \$650,000 per year and launched our sustainable procurement approach to further promote Aboriginal and Torres Strait Islander participation in our supply chain, onboarding in excess of sixty suppliers.

Internally, we used a self-identifying survey to determine that 3.5 per cent of Adbri's employees are Aboriginal and/or Torres Strait Islander people. Over the past 12 months, 6.2 per cent of our new starters have identified as Aboriginal and/or Torres Strait Islander people. We have achieved this result through connection with communities, partnerships with Aboriginal and Torres Strait Islander recruitment organisations and targeted traineeship campaigns.

We launched our Cultural Protocols and Aboriginal and Torres Strait Islander cultural awareness training offerings to our leaders and teams and provided awareness training and cultural immersion opportunities at our major quarries.

We also raised awareness of our commitment to reconciliation and our Reflect RAP commitments across our network of sites nationally through our RAP Working Group, the establishment of a RAP SharePoint site, and on our company social networking platform. We strengthened cultural awareness across our Australian operations by hosting National Reconciliation Week and NAIDOC Week events and encouraged our staff to participate in events in their local communities.

In our 2019 Sustainability Framework we made a public commitment to build our maturity by entering into our Innovate RAP by 2024.



"I am very proud and excited to formalise our Innovate RAP and further progress our vision for reconciliation. Thank you to our RAP Working Group for their contribution and hard work on our journey so far.

As a member of Adbri's Executive and an individual committed to the right to self-determination for all Aboriginal and Torres Strait Islander people, I am honoured to take on the role of Chair for Adbri's restructured RAP Working Group. I am looking forward to working closely with the members of the RAP Working Group, our employees, external stakeholders and Reconciliation Australia to deliver on our Innovate RAP goals."

Christine Rayfield
Chief People Officer
Adbri



Our RAP approach

In 2020 Adbri's Reflect RAP was endorsed by Reconciliation Australia. Since the release of our inaugural Reflect RAP, we have made significant investment and progress across the key pillars of reconciliation: relationships, respect, opportunity and governance.

Our Reflect RAP Working Group (RWG) comprised of a core group of twelve people from senior management, technical, stakeholder relations and operational roles, supported by a number of Executive leaders. Progress was reported via regular updates to the Adbri Board through our quarterly People and Culture Committee Meeting, as well as published in our annual Sustainability Report.

As we move to an Innovate RAP, we will strengthen our governance approach based on our learnings to date, as we adopt a revised model that empowers and drives more meaningful change. This will see our reconciliation efforts championed by our RAP Working Group Chair, supported by four leaders who will drive progress across key focus areas. This core group is also supported by Adbri's Chief Operating Officers and Chief People Officer, with regular updates to the Adbri Diversity Council and Board.

This new model will see the formation of a new RAP Working Group, including a Chair/Sponsor, an independent Aboriginal advisor and four functional workstream leads, all supported by approximately twelve working group members and functional leaders from People and Culture, Procurement, Environment, Community and Stakeholder Engagement and Operations. The core roles in our Innovate RWG will dedicate a minimum of one to two days per month to reconciliation activity.

| Role | Role purpose | Indicative incumbent (Nomination process to follow) |
|---|---|--|
| Chair and Sponsor | <ul style="list-style-type: none"> • Coordinate RWG meetings • Take responsibility for holding other members of the group accountable and on track • Be the primary RAP contact for Adbri employees, community members, organisations and Reconciliation Australia | Group Manager working at State or National level with responsibility for business and people management |
| Independent Aboriginal Adviser | <ul style="list-style-type: none"> • Provide Aboriginal and Torres Strait Islander knowledge and perspectives • Build a culturally appropriate approach to RAP development, implementation and reporting • Assist the RWG and organisation work through complex or sensitive areas | Brendan Littlechild, Revolution Australia |
| RAP Program Manager and Secretary | <ul style="list-style-type: none"> • Support the coordination of RWG meetings and track initiatives | Leader with program and project management qualifications and experience |
| Cultural Safety Lead | <ul style="list-style-type: none"> • Deliver activities within the Cultural Safety stream of work, including agreeing and implementing the Adbri Aboriginal and Torres Strait Islander Learning Strategy and connecting our Aboriginal and/or Torres Strait Islander employees | Group Manager or Senior Leader at National level with commercial expertise |
| Commercial Lead | <ul style="list-style-type: none"> • Deliver activities within the Commercial stream of work, including agreeing and implementing the Adbri Aboriginal and Torres Strait Islander Procurement Strategy, reporting and driving opportunities for supplier contracts and partnerships | Group Manager or Senior Leader at National level with commercial expertise |
| Employment and Skilling Lead | <ul style="list-style-type: none"> • Deliver activities within the Employment and Skilling stream of work, including partnerships, working with high schools, the attraction and onboarding of Aboriginal and/or Torres Strait Islander employees and execution of the cultural learning strategy. | Group Manager or Senior Leader at National level with passion for people leadership and culture. |
| Engagement, Community and Environmental Lead | <ul style="list-style-type: none"> • Deliver activities within the Engagement, Community and Environmental stream of work, including partnership with communities, and councils and sponsorships. | Senior Leader at State level with community engagement, government relations and sponsorship expertise. |
| Working Group Members | <ul style="list-style-type: none"> • Support agreed initiatives, form connections and feed important messages through our business | Approximately 12 employees passionate about reconciliation, with a minimum of two Aboriginal and/or Torres Strait Islander employees on the RWG. |

Our RAP journey

2012

- Committed to an Aboriginal and Torres Strait Islander Law Student Mentoring Program support (ongoing)

2016

- Committed to an Aboriginal student scholarship at St Peters College, Adelaide for six years

2018

- Committed to Aurora Education Foundation, High School Program for six years

2019

- Established RAP Working Group
- Commenced work on Reflect RAP
- Partnered with Warriappendi School, Adelaide for the development of RAP artwork and school facilities

2020

- Endorsed and launched Reflect RAP
- Held events for National Reconciliation and NAIDOC Week
- Entered three-year partnership with Tecside for Aboriginal and Torres Strait Islander peoples recruitment
- Mapped our sites to Traditional Landowners



2021

- Extended Reflect RAP by six months to Dec 2021 due to COVID pandemic
- Established a panel of Aboriginal and Torres Strait Islander suppliers
- Committed to Curtin University, Moorditj Yorga mature age scholarship, \$55k over five years

2022

- Launched a self-identifying survey with 3.1% of employees identifying as Aboriginal and/or Torres Strait Islander peoples
- Launched online Aboriginal and Torres Strait Islander Cultural Awareness Training
- Commenced work on Innovate RAP
- Spent \$650,000 with Aboriginal and Torres Strait Islander suppliers
- Directed 30% of our community investment program to Aboriginal and Torres Strait Islander initiatives
- Released Adbri's Cultural Protocols

2023

- Entered into partnership with Oz Minerals Carrapateena, providing a traineeship and a scholarship for a Kokatha Aboriginal school student
- Extended St Peters College partnership by one year to support current student to complete his studies
- Established new RAP Working Group structure to support Innovate RAP

Case studies

Strong partnerships providing education outcomes

Adbri has established ongoing relationships with targeted education institutions and foundations, with the aim of providing further education opportunities, resources and support for Aboriginal and Torres Strait Islander peoples.

Adbri has built a relationship with St Peter's College in Adelaide since entering into an agreement in 2016 to support an Aboriginal student scholarship worth \$180,000 over six years. In 2023, we extended our partnership by one year to support the current student to complete his studies. The scholarship provides the opportunity for the student to excel in his education, while further building Aboriginal and Torres Strait Islander cultural awareness within his peer cohort.

Our support of the Aurora Education Foundation commenced in 2018, with a \$120,000 commitment over six years. The Aurora High School Program, run through the Foundation, works with cohorts of 30 students for six years, from Year 8 through to the first year out of high school, with the aim of empowering Aboriginal and/or Torres Strait Islander young people to achieve stronger academic outcomes while drawing on their culture and communities as a source of strength.

In 2021, Adbri entered into a five-year agreement with the Moorditj Yorga Scholarship Program which partners with Nowanup Bush (Curtin) University to support mature-aged Aboriginal and/or Torres Strait Islander women to attend university and receive early-career mentoring. Adbri will provide \$55,000 of support over the five-year agreement. One of the recent recipients is a Walbuja Woman from the Yuin Nation. Displaced at age 13 with no opportunity to attend high school, she is now studying Social Work at Curtin University. Her hope is to continue the work of those who have come before her, addressing and healing the relationship between the social work profession and Aboriginal and Torres Strait Islander peoples.

Supply partnerships that support reconciliation

As part of our review into opportunities for Adbri's reconciliation journey, Adbri's procurement team has identified opportunities to work with Aboriginal and Torres Strait Islander suppliers across the business.

Throughout 2022, the procurement team set targets, onboarded local Aboriginal and Torres Strait Islander suppliers and looked for opportunities, resulting in an increase in total spend with Aboriginal and Torres Strait Islander suppliers of \$650,000 achieving beyond the set annual target.

One of the biggest contributors to reaching this goal was with Amaroo Mining and Civil, contracted by Hy-tec for the provision of agitator trucks for the upgrade of the Tindal RAAF Base in Katherine, Northern Territory.

The Supply Nation Conference held in Sydney in 2022 also provided the opportunity to establish new Aboriginal and Torres Strait Islander connections and, as an outcome, Adbri entered into a partnership with Kooya for employee salary packaging options. Kooya's Bibbulmun Fund donates 5% of gross profits to the Bibbulmun Fund. The Fund aims to open new possibilities for Aboriginal enterprise and foster entrepreneurial leadership by supporting Aboriginal-owned and delivered projects that focus on real outcomes and collaborative approaches toward economic development. It is led by an advisory board who approve support for regionally relevant initiatives that facilitate positive impact throughout Aboriginal Australia.

Other contracts Adbri has in place with Aboriginal and Torres Strait Islander suppliers include working with Aboriginal and Torres Strait Islander Managed Services for labour hire, as well as supply in areas such as stationery, personal protective equipment (PPE), security, new vehicle purchases, electrical services, drinking water and logistics.



Building cultural awareness

Adbri is committed to providing employees at our sites with access to cultural heritage assessment and training. At our key quarry sites across Australia, Elders have come onto site to provide cultural heritage assessment and to train our people to identify potentially sensitive sites.

During National Reconciliation Week and NAIDOC Week, Adbri provided opportunities for our employees to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. These events, coupled with training throughout the year, also provide employees with opportunities to learn more about cultural protocols, including explaining the history of customs such as Welcome to Country.

To support general employee education and awareness, we have also provided further cultural awareness training for Adbri leaders, increasing their understanding on how a person's culture may inform their values, behaviour, beliefs and basic assumptions.

Through Evolve Communities, Adbri has provided the stakeholder engagement specialist at our Munster operation in Western Australia, with the opportunity to undertake 'Ally' training. The training provides participants with the internal skills and confidence to support and engage Aboriginal and Torres Strait Islander peoples and communities.

"The Evolve Allyship program taught me so much that I wish I knew already. It has provided me the understanding and confidence to contribute to our working group and assist in delivering our RAP across the organisation, as well as approaching reconciliation in my everyday life in a whole new way. There is still so much to learn but my cultural awareness education journey so far has been fascinating."

Vanessa Rodeghiero, Business Partner – Stakeholder Engagement

Our RAP deliverables

The tables on pages 22 to 27 outline our actionable commitments for 2023 to 2025 across Reconciliation Australia’s RAP framework: Relationships, Respect, Opportunities and Governance. These deliverables aim to contribute to positive outcomes for Aboriginal and Torres Strait Islander peoples and communities, and to support our progress towards achieving our reconciliation vision.



Relationships

Adbri is committed to building strong and long-lasting relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities, based on respect and a deep understanding of culture. We have an important role to play in supporting the local communities where we operate and a responsibility to build mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. This includes promoting reconciliation within our workforce and supply chain, and with our other stakeholders and like-minded organisations. We are committed to continue to strengthen and broaden our relationships with Aboriginal and Torres Strait Islander stakeholders and organisations to make a positive impact.

Focus area:

Contributing to a safe, healthy and sustainable future for Australians, our communities and the environment is a fundamental part of Adbri’s culture. Adbri’s pillars of customer focus and sustainable growth see us building long-term partnerships that add value, creating value for our investors and communities, and contributing to a sustainable future.

| Action | Deliverable | Timeline | Responsibility |
|---|--|------------|-------------------------------|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | <ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement | March 2024 | RAP Chair |
| | <ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations | March 2024 | RAP Community Engagement Lead |

| Action | Deliverable | Timeline | Responsibility |
|---|--|--------------------------------|---------------------------------------|
| 2. Build relationships through celebrating National Reconciliation Week (NRW) | • Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff | May 2024 | RAP Program Manager |
| | • RAP Working Group members to participate in an external NRW event | 27 May – 3 June 2024, annually | RAP Program Manager |
| | • Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW | 27 May – 3 June 2024, annually | RAP Chair |
| | • Organise at least one NRW event each year | 27 May – 3 June 2024, annually | RAP Program Manager |
| | • Register all our NRW events on Reconciliation Australia's NRW website | May 2024, annually | RAP Program Manager |
| 3. Promote reconciliation through our sphere of influence | • Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce | Jan 2024 | Cultural Safety RAP Lead |
| | • Communicate our commitment to reconciliation publicly | Feb 2024, annually | RAP Chair |
| | • Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes | Jun 2024, annually | Community Engagement Lead |
| | • Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation | Jun 2024, annually | Lead: RAP Chair Support: RAP Leads |
| 4. Promote positive race relations through anti-discrimination strategies | • Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs | Sept 2023, annually | Chief People Officer |
| | • Develop, implement, and communicate an anti-discrimination policy for our organisation | Jan 2025 | Chief People Officer |
| | • Engage with Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy | Sept 2024 | Chief People Officer |
| | • Educate senior leaders on the effects of racism | Sept 2025 | Chief People Officer |
| 5. Embed self-determination and Aboriginal and Torres Strait Islander Leadership in our workplace | • Engage with Adbri Aboriginal and Torres Strait Islander employees to better understand their connection to their communities, what support those communities need and how we can partner and support | Sept 2025 | Cultural Safety RAP Lead |
| | • Build a national network of Aboriginal and/or Torres Strait Islander employees and provide a platform for them to have a voice, build connection, and insights | Sept 2025 | Cultural Safety RAP Lead |
| | • Continue to provide donations to Nowanup Bush University through the life of the RAP | Sept 2025 | Community Engagement Lead |
| | • Partner with, and sponsor, identified Aboriginal and Torres Strait Islander organisations | Sept 2025 | Commercial RAP Lead |



Respect

Adbri is committed to fostering deep mutual respect and trust with all our Aboriginal and Torres Strait Islander stakeholders. We recognise and value the unique Aboriginal and Torres Strait Islander cultures, histories and achievements, and are committed to promoting and strengthening cultural awareness among our employees and other stakeholders, including through cultural learning opportunities and experiences, such as participating in NAIDOC Week events. We believe a culture of respect is fundamental to creating value for all our stakeholders, including our communities. Working with integrity, through open, honest and respectful relationships, is fundamental to how we operate and is underpinned by our values.

| Action | Deliverable | Timeline | Responsibility |
|---|--|------------------------------|--------------------------|
| 6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning | <ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation | Jan 2024 | Cultural Safety RAP Lead |
| | <ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy | Oct 2024, annually | Cultural Safety RAP Lead |
| | <ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff | March 2024 | Cultural Safety RAP Lead |
| | <ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning | Sept 2025 | RAP Chair |
| 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols | <ul style="list-style-type: none"> Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols | Sept 2025 | Cultural Safety RAP Lead |
| | <ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country | Oct 2023 | RAP Chair |
| | <ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year | Sept 2025 | RAP Chair |
| | <ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings | Sept 2025 | RAP Chair |
| 8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week | <ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event | First week in July, annually | RAP Chair |
| | <ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week | May, annually | Chief People Officer |
| | <ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff | June annually | RAP Program Manager |



Opportunities

Adbri is committed to broadening social and economic opportunities for Aboriginal and Torres Strait Islander peoples through employment - including long-term career pathways and training - and increased participation in our supply chain. We recognise that supporting economic opportunities for Aboriginal and Torres Strait Islander-owned businesses and people creates positive outcomes for their families and communities. We aim to further increase employment opportunities for Aboriginal and Torres Strait Islander people at Adbri and to build on our existing Aboriginal and Torres Strait Islander Employment Strategy. This strategy seeks to address barriers to employment and career progression opportunities, including through our recruitment processes for Aboriginal and Torres Strait Islander people. We also aim to proactively promote Aboriginal and Torres Strait Islander-owned businesses in our supply chain in Australia to help ensure that they are properly represented. Our Procurement Strategy incorporates objectives aimed at promoting the use of Aboriginal and Torres Strait Islander suppliers.

Focus area:

Adbri's three-year Diversity Equity and Inclusion Strategy is collectively owned and sponsored by the Board, CEO and Executive. It centres around diverse workforces, inclusive experiences, purpose-led organisation and authentic reconciliation. We strive to attract and retain a diverse workforce representative of the communities in which we operate and to create safe workplaces with positive employee experiences where all people feel they belong, are valued, and can contribute meaningfully to Building a Better Australia.

| Action | Deliverable | Timeline | Responsibility |
|---|---|-----------|---------------------------------------|
| 9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development | • Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities | Sept 2025 | Lead: RAP Chair Support: RAP Leads |
| | • Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy | Sept 2025 | RAP Employment and Skilling Lead |
| | • Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy | Jan 2024 | RAP Employment and Skilling Lead |
| | • Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders | Sept 2025 | RAP Employment and Skilling Lead |
| | • Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace | Jun 2024 | RAP Employment and Skilling Lead |
| 10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes | • Develop and implement a specific Aboriginal and Torres Strait Islander procurement strategy | Jan 2024 | RAP Commercial Lead |
| | • Investigate Supply Nation membership | Sept 2025 | RAP Commercial Lead |
| | • Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees | Mar 2024 | RAP Commercial Lead |
| | • Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses | Sept 2025 | RAP Commercial Lead |
| | • Develop commercial relationships with Aboriginal and Torres Strait Islander businesses | Sept 2025 | RAP Commercial Lead |



Governance

Adbri is committed to fostering deep mutual respect and trust with all our Aboriginal and Torres Strait Islander stakeholders. We recognise and value the unique Aboriginal and Torres Strait Islander cultures, histories and achievements, and are committed to promoting and strengthening cultural awareness among our employees and other stakeholders, including through cultural learning opportunities and experiences, such as participating in NAIDOC Week events. We believe a culture of respect is fundamental to creating value for all our stakeholders, including our communities. Working with integrity, through open, honest and respectful relationships, is fundamental to how we operate and is underpinned by our values.

| Action | Deliverable | Timeline | Responsibility |
|--|---|-------------------------------|-----------------|
| 11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP | <ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG | Sept 2025 | RAP Chair |
| | <ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RWG | Sept 2023 | Program Manager |
| | <ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. | Mar, June, Sept, Dec annually | Program Manager |
| 12. Provide appropriate support for effective implementation of RAP commitments | <ul style="list-style-type: none"> Define resource needs for RAP implementation | Sept 2023, annually | Program Manager |
| | <ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments | Sept 2025 | RAP Chair |
| | <ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments | Sept 2025 | RAP Chair |
| | <ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management | Sept 2023 | RAP Chair |

| Action | Deliverable | Timeline | Responsibility |
|---|--|-------------------|-----------------|
| 13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally | <ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence | June, annually | Program Manager |
| | <ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey | 1 Aug, annually | Program Manager |
| | <ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia | 30 Sept, annually | Program Manager |
| | <ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly | Sept 2025 | RAP Chair |
| | <ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually | Sept 2025 | RAP Chair |
| | <ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer | May 2024 | Program Manager |
| | <ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP | Sept 2025 | Program Manager |
| 14. Continue our reconciliation journey by developing our next RAP | <ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP | March 2025 | Program Manager |



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