



INNOVATE 2024-2026


Reconciliation Action Plan

Inspire a better world
through influence
and design





Thrive by Timothy Buckley (2022)



As a proud Australian-owned business, ADP Consulting acknowledges the Traditional Custodians as the first engineers and designers of the lands on which we live, gather and work.

We express our gratitude for their enduring connection to culture and community and pay our respect to Elders past and present for their courage and resilience.

In particular, we offer that respect to the First Peoples of the lands on which our offices operate – the Wurundjeri People of the Kulin Nation in Naarm, the Gadigal People of the

Eora Nation in Warrang, the Turrbal and Yuggera Peoples in Meeanjin, the Kurna People of the Adelaide Plains in Tarndanya and the Yugambeh People of the Bundjalung Nation in Krurungal.

We extend that respect and recognition to the First Peoples of every Nation and Country within our circle of influence.

Contents

Artist Spotlight: Timothy Buckley	5
Message from Reconciliation Australia CEO	6
Message from the Board	8
Our Vision for Reconciliation	10
Our Business	11
Our Reconciliation Working Group (RWG)	14
Kyle Vander-Kuyp – Aboriginal Advisor to ADP Consulting	16
Our Journey	17
Respect	18
Relationships	20
Opportunities	23
Relationships	26
Respect	28
Opportunities	30
Governance	32



Tim Buckley, Artist and Designer

Artist Spotlight: Timothy Buckley

In 2022, ADP Consulting connected with artist Timothy Buckley, whose rich and diverse heritage encompasses Oceanic First Nations peoples – Aboriginal (Mununjali), Australian South Sea Islander and Māori – and Irish ancestry.

Tim was engaged to create an artwork through which we hoped to showcase our alignment with Reconciliation Australia's five dimensions of Reconciliation – race relations, historical acceptance, integrity, equality and equity. In response, Tim prepared 'Thrive', inspired by the many environments where we find life; all of which thrive through balance and diversity. In the same way, we exist in our own environments that thrive and grow when we celebrate diversity – creating positivity and growth for everyone. The artwork also serves as a reflection of ADP Consulting's cultural alignment with the four pillars of Reconciliation.

As a proud member of the LGBTQIA+ community, Tim navigates in-between many spaces and has an acute awareness of complex social issues, understanding how to sensitively navigate the intersection between race, culture, gender, sexuality and spirituality. His unique perspective enriches each project while taking inspiration from the resilience and spirit of those who continue to fight for human rights.

Our relationship with Tim has continued through 2023 and 2024 as he designed this Innovate RAP. We thank Tim for his creative direction and look forward to working with him in the future.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Message from Reconciliation Australia CEO

Reconciliation Australia commends ADP Consulting 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 ADP Consulting 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, ADP Consulting 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 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. ADP Consulting 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 ADP Consulting'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 ADP Consulting on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Koorie Heritage Trust walk
in Melbourne, 2023



Michael Delaney
Director / Board Member
RAP Champion and Chair

Message from the Board

Over the last decade, ADP Consulting has curated a team of enthusiastic and delivery-driven professionals who understand the value of sustainable and human-centred design. To uncover the best solutions, we believe in collaboration and using our position of influence for good. This includes creating space to accommodate for a vast range of human experiences and listening to the voices of past and future generations.

As an engineering firm, we are deeply aware of our impact on and connection to Country. We recognise that we operate within a broader system and that as engineers and consultants we have an important role to play in contributing to and advocating for reconciliation in Australia. We also acknowledge that we are in a unique position to foster meaningful connections across the property industry and always seek to act in alignment with our company vision of inspiring a better world through influence and design.

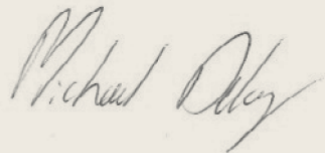
Aboriginal and Torres Strait Islander communities have preserved kinship with land, sky, and water for more than 60,000 years. Their patterns of sustainable living cultivated a beautiful Country and a diverse thriving tapestry of the world's oldest living cultures. The devastating reality is that these patterns of being and knowing have been disrupted through colonisation and the exploitation of the environment. We work to acknowledge privilege and social justice so that all people have access to their rights of kinship and self-determination.

As an engineering consultancy firm with a large focus on sustainable design, we acknowledge and hold immense respect for Aboriginal and Torres Strait Islander peoples as the true sustainable engineering pioneers. We recognise the intricate engineering knowledge deeply embedded within Aboriginal and Torres Strait Islander cultures and draw inspiration from their remarkable feats. Our admiration extends to the sophisticated understanding the Traditional Custodians possess regarding

environmental systems, resource management, and sustainable practices. Over the next two years, we will work to practically honour this rich heritage and invaluable contribution to engineering and advocate for the integration of these ancient knowledge systems into our contemporary practices.

Over the past two years, we have been on a journey of truth-telling through continuous learning and reflection. Our inaugural RAP marks the start of our formalised reconciliation journey and we look forward to using the framework to enhance our cultural understanding and form meaningful relationships with community. In doing so, we hope to co-design our subsequent action plans with Aboriginal and Torres Strait Islander peoples.

At such a significant time in our nation's history, we reflect on the Uluru Statement from the Heart and the urge to advance these necessary conversations on a national scale. In recognition of this, we commence our official reconciliation journey with humility, respect, gratitude and hope for the future.



Michael Delaney
Director / Board Member
RAP Champion & Chair

"The launch of ADP Consulting's inaugural RAP not only brings a sense of honour, but more importantly, responsibility. Having previously contributed to the development and implementation of an Innovate RAP, I am acutely aware of the need to dedicate valuable resources so real progress can be made.

Having taken numerous steps on our reconciliation journey concurrent to the development of this RAP, we are prepared and eager to tackle our commitments. We are excited to strengthen our ties with Aboriginal and Torres Strait Islander communities – the First Engineers – and continue contributing to a better world."



Belinda Coates,
Chief Executive Officer



Our Vision for Reconciliation



At ADP Consulting, our company vision is to inspire a better world through influence and design.

Our vision for reconciliation is to contribute to a future where the wisdom of Australia's Traditional Custodians – particularly as the First Engineers – is respected and upheld, thus informing better ways of working, designing and living.

We envisage a future where Aboriginal and Torres Strait Islander connection to Country and culture is acknowledged in all that we do – and see this as the way to national reconciliation.

As we maintain a positive outlook for the future, we hope to realise this vision through the following key goals:

- Engaging with Aboriginal and Torres Strait Islander stakeholders including consultants, educators and artists to promote cultural-sensitivity and awareness.
- Partnering with like-minded organisations and individuals to celebrate the rich and diverse heritages of First Peoples through the built environment.
- Creating pathways for growth with Aboriginal and Torres Strait Islander individuals and communities through scholarship, work experience, and empowered career progression.
- Advocating for the earth in allyship with Traditional Custodians by centring and elevating Aboriginal and Torres Strait Islander peoples as the First Engineers and advocating for the integration of these ancient knowledge systems into contemporary practises.



Our Business

ADP Consulting was established in 2011 when two engineers set out to create a progressive and energetic consultancy practice founded on great relationships and shared purpose. This vision has become a business employing more than 300 engineers, building experts and consultants, all of whom are committed to reinvesting into the places we call home.

Originally operating from an office on Malvern Road (Melbourne), ADP Consulting has relocated and expanded several times over, now with established offices in Naarm (Melbourne), Warrang (Sydney), Meeanjin (Brisbane), Tartanya (Adelaide) and Krurungal (Gold Coast). Our national presence has been built one person at a time as we deliver sustainable and innovative engineering solutions on projects across Australia. Currently, we have one First Nations person employed on a full-time basis and look forward to increasing this number over the coming years.

ADP Consulting has developed a deep appreciation for the built history and character of our cities in order to deliver projects that will stand the test of time. We are passionate about preserving and celebrating our shared heritage through the built environment, but we recognise that this historically included the displacement of Aboriginal and Torres Strait Islander peoples; and their cultures, knowledge systems and languages. We recognise that the best way to preserve our planet is to protect Country and reintegrate the natural environment into our cities and neighbourhoods.

We are proud to have worked collaboratively on a number of projects that place Indigenous design principles – and reconciliation as a broader concept – at the forefront. These include the provision of pro bono services to the establishment of the Ilbjerri Theatre Company's headquarters in Collingwood, the longest established First Nations

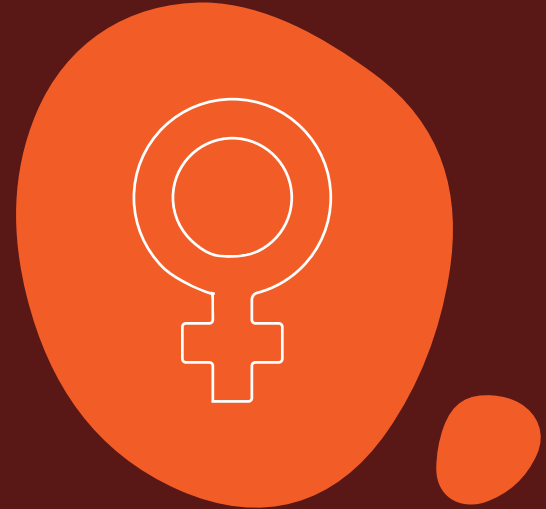
theatre company in Australia. Another example is the St Ives Cultural and Environmental Education Centre, which embraces Aboriginal culture and incorporates design elements to showcase Aboriginal heritage. Finally, the landmark 101 Albert Street Cross River Rail Over Station Development, known as the 'Rainforest Tower', which embodies a new era of storytelling and design – heavily influenced by Blacklash Creative, Fulcran Agency and the ongoing dialogue with the Traditional Custodians of the area.

By emphasising the value of diversity and representation, our team seek to reimagine the built environment with more regenerative and equitable design. Our ultimate goal is to inspire a more inclusive world that enriches all communities.



300
Thinkers

40%
Executive team
gender balance



Founded
in Australia,
growing
international
footprint



6
Locations



United Nations Global Compact and Sustainable Development Goals

In 2023, ADP Consulting became a signatory to the United Nations Global Compact (UNGC). The UNGC is the world's largest corporate social responsibility initiative, a voluntary commitment to taking a principles-based approach to doing business. This means operating in ways that, at a minimum, meet fundamental responsibilities in the areas of human rights, labour, environment, and anti-corruption – outlined in the Ten Principles of the UN Global Compact.

The multi-year strategy of the UNGC is based on its core purpose of driving awareness of and encouraging businesses to take action towards accomplishing the seventeen United Nations Sustainable Development Goals (SDGs). This framework, along with the United Nations International Declaration on the Rights of Indigenous Peoples, have been intrinsic to the development of our overarching ESG strategy and have guided our approach to reconciliation.

Our commitment to reconciliation particularly ties in with principles 1 and 2 (human rights) and principle 8 (environment) of the UNGC.

- **Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights
- **Principle 2:** Make sure that they (businesses) are not complicit in human rights abuses
- **Principle 8:** Undertake initiatives to promote greater environmental responsibility

Our commitment to these principles has formalised our position on human rights, ethical labour standards, and the condemnation of corruption, discrimination, bribery, extortion, coercion, nepotism, and unethical conduct of any kind. This position is captured in our Board-approved Code of Ethics and Ethical Procurement Plan, both of which are adopted at every level of the organisation and subject to self-reporting in our annual Communication on Progress.



Our Reconciliation Working Group (RWG)

The RWG is tasked with managing and implementing ADP Consulting's RAP and embedding the vision for reconciliation in the fabric of the company. Comprised of twelve staff members across various departments of the business – including sustainability consultants, engineers, administrators and business support staff – the diversity of perspectives within the group is essential to driving a holistic, organisation-wide approach to our RAP.

Led by RAP Chair and Champion Michael Delaney, the RWG exists primarily as an engine to drive the actions and deliverables outlined later in this document – which first and foremost, must be done by engaging all ADP Consulting staff. RWG members also connect with external stakeholders in our sphere of influence along with First Nations individuals and businesses.

Established in October 2021, ADP Consulting's RWG has evolved and matured over time. During the drafting of the RAP, more than thirty people attended meetings, group discussions and launched regional office initiatives as part of the informal working group.

To ensure accountability and clarity, ADP Consulting formalised the group before the launch of the Innovate RAP in order to clarify responsibilities and establish channels for task delegation and reporting.

At ADP Consulting, our philosophy is that limiting access does not limit impact; rather it amplifies the responsibility and honour of being in the group. The RWG operates as an engine for reconciliation – not as a gatekeeper of initiatives, but as a catalyst to champion the broader movement within the company. Widespread staff participation has encouraged the RWG to become a key agent for change, leading us on the path to achieving our vision for reconciliation.

The structure is as follows:

RAP Chair and Champion

Michael Delaney
Director / Board Member

RAP Coordinator

Ruby Buxton
ESG Specialist

Aboriginal Advisor

Kyle Vander-Kuyp
TBNG

VIC State Champion

Thomas Miers
Associate and Sustainability
Team Lead (VIC)

NSW State Champion

Ryan Godfrey
Associate (NSW)

QLD State Champion

Michael Bourke
Associate Director (QLD)

Relationships Lead

Aishwarya Salvi
Sustainability Consultant (VIC)

Respect Lead

Marley Elleray
Business Support (NSW)

Opportunities Lead

Penny Benjamin
Sustainability Consultant (QLD)

The progress of the RWG is reported to ADP Consulting's Management Executive by RAP Coordinator Ruby Buxton.



Michael Delaney



Kyle Vander-Kuyp



Ruby Buxton



Thomas Miers



Michael Bourke



Ryan Godfrey



Marley Elleray



Aishwarya Salvi



Penny Benjamin



Kyle Vander-Kuyp
Aboriginal Advisor

Kyle Vander-Kuyp Aboriginal Advisor to ADP Consulting

In March 2024, ADP Consulting appointed Kyle Vander-Kuyp, Owner and Co-Founder of The Bulwul Njindiwan Group, as First Nations Advisor to ADP Consulting. Kyle is a proud descendant of the Yuin Clan of South Coast NSW, and the Woromi Clan of North Coast NSW.

Kyle is also a 12-time national hurdles champion and Australian record holder in the 110m hurdles event, and has competed at two Olympic Games, four World Championships and four Commonwealth Games.

Since retiring from athletics, Kyle has been a strong advocate for Aboriginal and Torres Strait Islander peoples and has served as an ambassador for a variety of Indigenous, private, public and sporting organisations. He is passionate about supporting opportunities for First Nations people and established Bulwul Njindiwan for this very reason.

The Bulwul Njindiwan Group (TBNG) is committed to creating improved economic and social outcomes for First Nations businesses and communities. The name derives from his grandmother's Dhurga language, the language of the Yuin people.

Bulwul (pronounced boolwool) means 'Strong'
Njindiwan (pronounced nindiwan) means 'All of us'
To TBNG, it means 'Stronger together'

Kyle sits on our Reconciliation Working Group providing leadership and guidance as we implement and progress the various strategies in the RAP. We are honoured to have Kyle join us.

Our Journey

ADP Consulting began our reconciliation journey in late 2021 with the formation of the Reconciliation Working Group (RWG). With a longstanding commitment to ESG, it was identified that utilising the RAP framework to guide our reconciliation journey was the natural next step. With this in mind, ADP Consulting sought to immediately engage staff in reconciliation initiatives to ensure that culture would change concurrent to the development of the RAP. This included purchasing from Aboriginal and Torres Strait Islander suppliers such as Warndu Mai, Mabu Mabu and Bunji, enhancing our teams' knowledge and appreciation of native ingredients and Aboriginal foods. Our offices around the country have also recognised and celebrated both National Reconciliation Week and NAIDOC week since 2022. More information about our journey – categorised into the four pillars of reconciliation – can be found on the following pages.





Respect

Australian Reconciliation Convention, November 2021

The Australian Reconciliation Convention was held over three days in November 2021. Moved to an entirely virtual format, the event was accessible from anywhere in the country and allowed national participants to watch panel discussions featuring First Nations advocates and storytellers from Australia, New Zealand, Canada and the US.

Topics included Repatriation and Cultural Strength, Economic Futures, Transformational Partnerships, and Community Truth-telling. The session led by Professor Eleanor Bourke, Chair of the Yoo-rrook Justice Commission and a respected Wergaia/Wamba Wamba Elder, touched on the significance of amplifying Aboriginal and Torres Strait Islander voices and sharing stories and histories to amplify truth-telling, with the help of non-Indigenous people.

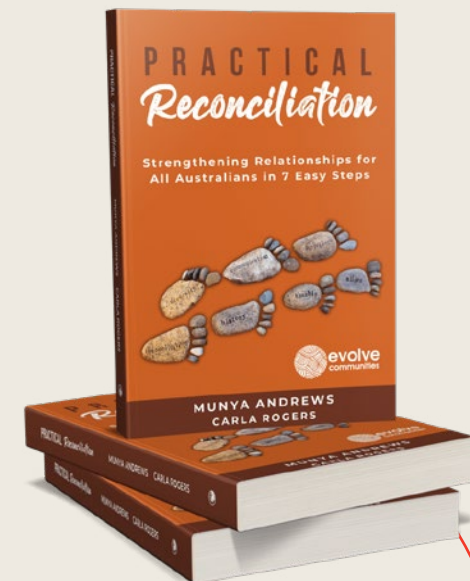
The nine group members gained a better understanding of the difference between advocacy and allyship, as well as the important roles of both the public and private sectors in working together to advance reconciliation. At the close of the Reconciliation Convention, the group prepared ADP Consulting's Acknowledgment of Country which was adopted at all major meetings, and later included in email signatures, document templates and on the ADP Consulting website.

Elevating Aboriginal and Torres Strait Islander Voices

Following National Reconciliation Week 2023, ADP Consulting launched a page on the company intranet to enable everyone in the business to access reliable information relating to reconciliation. The intranet site shares Local Aboriginal and Torres Strait Islander peoples histories, knowledge and experiences from reputable sources. Resources include Closing the Gap, language revitalisation efforts, relevant land council and leader contact pages, council and university projects with Aboriginal and Torres Strait Island inclusive participation, and Supply Nation approved sources. The page also includes suggestions for upcoming events and tours.

The group also curated a library of written and multimedia resources with the help of Reconciliation Australia, Readings Bookshops, and several local libraries. The digital and physical library includes a wide range of texts, novels, films, music, documentaries and podcasts of anthologies and short stories, non-fiction and fiction, history and art, cooking and biographies that will continue to evolve over time.

One of these books, 'Practical Reconciliation' by Aunty Munya Andrews, was selected by ADP Consulting for their monthly Book Club, an internal group where novels by business leaders are reviewed and discussed by ADP Consulting Staff.



Relationships

National Reconciliation Week, 2022 and 2023

In 2022 and 2023, ADP Consulting organised Walks on Country for National Reconciliation Week. These immersive and interactive experiences included the Birrarung Wilam Walk at the Koorie Heritage Trust, the Yalinguth Walking Tour in Fitzroy, the Bunjilaka Aboriginal Cultural Centre at Royal Melbourne Museum, and the Aboriginal Harbour Heritage Tour at the Sydney Royal Botanical Gardens. Visits to the Queensland Gallery of Modern Art in Meeanjin (Brisbane), The National Gallery of Victoria, and the Australian Museum in Warrang (Sydney) were also organised to observe their respective First Nations exhibits.

The Birrarung Wilam (River Camp) Walk was attended by 18 people over two days with guests from Essence Project Management. An authorised guide explained the significance of the Birrarung River to the local Kulin peoples and how colonisation has changed the land and river over time.

ADP invited BKK Architects to join the Yalinguth Tour, meaning 'yesterday' in Woi Wurrung. The augmented audio experience guided visitors through significant sites of the Black Power Movement in Ngár-go (Fitzroy, VIC) using natural soundscape, music and the spoken word from more than 30 prominent Elders.

In 2023, a bushfood potluck challenge was also organised for Friday morning tea in our Naarm (Melbourne) Warrang (Sydney) and Meeanjin (Brisbane) offices. Employees were invited to select a recipe from a list, or follow their own; using native ingredients, chutneys and jams sourced from Welcome to Country, Matt Atkins and Melbourne Bushfood. A total of 25 volunteers across all three offices brought in dishes to share, including wattleseed and thyme damper, lemon myrtle tarts, croissants filled with strawberry gum and vanilla custard and fresh saltbush calamari.



Brisbane's bushfood potluck, 2023

NAIDOC Week, 2022

During NAIDOC Week 2022, several team members assembled over the weekend to visit the Kin for Country Exhibit at the Shrine of Remembrance on Bunurong Country in Naarm (Melbourne). Around the same time, representatives from ADP Consulting attended the Aboriginal and Torres Strait Islander statue unveiling at ANZAC Square in Meeanjin (Brisbane).

After the tours, team members were encouraged to share their experiences with each other at a Morning Tea meeting catered by local Aboriginal businesses. These reflections grappled with Australia's black history, recognising the sufferings and heartaches of the First Peoples in order to celebrate their resilience and ensure their histories and cultures are treated with respect and dignity.



For Kin and Country Exhibit, Melbourne, 2022



Yemurraki Egan, Mr NAIDOC Award Ceremony, 2022

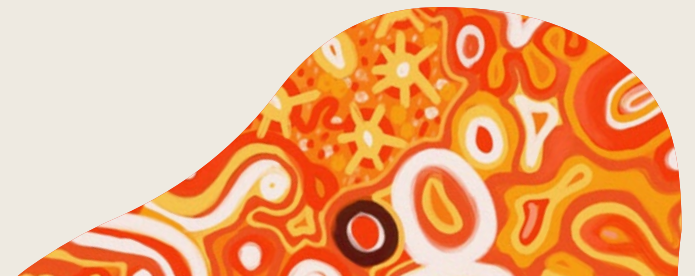
Yemurraki Egan

Through our existing relationships, ADP Consulting has developed a working partnership with Yemurraki (Yemma) Egan. A proud Yorta Yorta, Wemba Wemba and Gunditjmara man, Yemma was engaged by ADP Consulting to provide cultural consultancy services, sitting on the RWG as First Nations Advisor. Currently working as Outreach and Engagement Team Leader at Murrup Barak, the Melbourne Institute for Indigenous Development, Yemma is already a young leader in the reconciliation space – also voted Victoria’s Mr NAIDOC in 2022.

In 2023, we assembled nearly 90 attendees to hear Yemma present his research on Indigenous Placemaking. With lessons learnt from New Zealand and Canada, Yemma provided examples of how First Nations culture can be successfully integrated into public realm environments through the lens of his lived experience. As built environment professionals, the presentation

was particularly valuable in highlighting the wisdom of First Peoples in the engineering and design of place. It also instructed on the importance of building meaningful relationships with Aboriginal and Torres Strait Islander communities in order to realise sustainable environments.

Yemma’s focus on empowering the next generation of First Nations leaders strongly aligns with ADP Consulting’s commitment to contribute to a better world for future generations. As of February 2024, Yemma is currently on a leave of absence from his consulting role as he finishes his university degree. Over this leave of absence, we are maintaining our relationship with Yemma and look forward to welcoming him back upon his return.



Opportunities

Victorian Indigenous Engineering Winter School, 2023

For NAIDOC Week 2023, ADP Consulting contributed \$5,000 towards the Victorian Indigenous Engineering Winter School in partnership with Boeing, Google, Arup, SYPAQ, Nuffield and Spark.

The program aims to attract young Aboriginal and Torres Strait Islander students to the fields of engineering and sustainability by hosting engagement sessions for students from regional communities in Years 10-12.

Annually, over 30 students are selected to participate and are flown to Naarm (Melbourne) to meet mentors and representatives from University of Melbourne, RMIT University, Monash University and Swinburne University.

During the week, students had the opportunity to build, create and design while exploring opportunities facilitated by a degree in engineering. Sponsors and industry professionals were given the opportunity to share some of these opportunities at the celebration dinner, where we were delighted to hear from local Elders, academics and entrepreneurs.



ADP team members with Yemurraki Egan (second left) and Jordan Carter (second right) from The University of Melbourne. Image from VIEWS Program 2023 Dinner, photo by Huong Taing



BOOK TICKETS

Black is Proud

IT'S IN OUR DNA

ALWAYS WAS ALWAYS WILL BE!

BLAK EXCELLENCE

FOR OUR ELDER'S

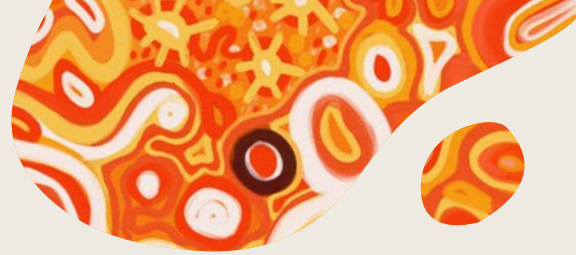
I'M BLACK

BLAK & DEADLY

FOR our Elder's



Image from VIEWS 2023 Program, photo by Huong Taing



Mob in Fashion Pathways Program, 2023

In 2023, ADP Consulting joined a consortium with Slattery, Architectus and MPA to support Aboriginal and Torres Strait Islander creatives at the Paypal Melbourne Fashion Festival. The sponsorship included a premium feature runway for emerging and established First Nations designers, as well as traineeship opportunities for models, stylists, make-up artists and other back of house staff under the creative direction of stylist Rhys Ripper.

Featured urban designers included Yanggurdi, Gammon Threads, Amber Days, Ginny's Girl Gang, and Ngala Creative with accessories by Haus of Dizzy and Kinya Lerrk. More than 23 First Nations designers were featured throughout the Festival, many returning from previous years.

In support of Mob in Fashion, organised by Nathan McGuire, we were proud to contribute to the creation of ten unique jobs for Aboriginal and Torres Strait Islander creatives as part of the pathways program. The entire festival was able to facilitate the creation of more than 120 new jobs for First Nations people, achieving 18% procurement from Aboriginal and Torres Strait Islander suppliers. The week-long event achieved its target of introducing emerging First Nations talent to more than 350,000 event attendees and millions of viewers across social media.



Image courtesy of Melbourne Fashion Festival 2023



Relationships

At ADP Consulting, we seek to nurture our current and future relationships with Aboriginal and Torres Strait Islander stakeholders with trust and transparency. We believe this is the key to creating meaningful and enduring, mutually beneficial partnerships. We look forward to collaborating with likeminded businesses to achieve community-led outcomes and recognise the responsibility we have to positively influence our peers.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders to develop guiding principles for ongoing engagement	June 2024	VIC State Champion, NSW State Champion, QLD State Champion
	If necessary, engage an intermediary to help us connect with Aboriginal and Torres Strait Islander stakeholders in a culturally sensitive way	June 2024	RAP Chair, Aboriginal Consultant
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	July 2024	Lead: Relationships Lead or RAP Coordinator
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and Reconciliation materials to our staff via the Reconciliation Library on Sharepoint	May 2024, 2025	RAP Coordinator
	RAP Working Group members to participate in an external National Reconciliation Week event	27 May – 3 June 2024, 2025	VIC State Champion, NSW State Champion, QLD State Champion
	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, 2025	RAP Chair
	Organise at least one NRW event each year	27 May – 3 June 2024, 2025	RAP Coordinator
	Register all our NRW events on Reconciliation Australia's NRW website	May 2024, 2025	RAP Coordinator

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence	Develop and implement a staff engagement strategy to raise awareness of Reconciliation across our workforce	July 2024	VIC State Champion, NSW State Champion, QLD State Champion
	Continue communicating our commitment to Reconciliation publicly, through both written and verbal communication	August 2024, 2025	RAP Coordinator
	Identify and collaborate with like-minded organisations to develop innovative approaches to advance Reconciliation	July 2024, 2025	Relationships Lead
	Explore opportunities to positively influence our external stakeholders to drive Reconciliation outcomes	August 2024	RAP Chair
Promote positive race relations through anti-discrimination strategies	Develop, implement and communicate an anti-discrimination policy for our organisation	October 2024	RAP Coordinator
	Engage with Aboriginal and Torres Strait Islander staff or advisors to consult on our anti-discrimination policy	September 2024	RAP Coordinator
	Continue reviewing HR policies and procedures to identify existing anti-discrimination provisions and future needs	Nov 2024, 2025	RAP Coordinator
	Continue distributing the annual Staff Engagement survey to gather findings and feedback about diversity and inclusion at ADP Consulting	June 2024, 2025	RAP Coordinator
	Conduct an ESG induction session for all new starters monthly, including a run through of our RAP and commitment to reconciliation	Monthly, 2024, 2025, 2026	RAP Coordinator
	Educate senior leaders on the effects of racism through formal cultural awareness training	December 2024	RAP Chair




Respect

ADP Consulting is dedicated to respecting and honouring Aboriginal and Torres Strait Islander protocols and practises in order to preserve and celebrate the tapestry of unique and distinct Aboriginal and Torres Strait Islander cultures. We look forward to increasing our cultural awareness through both formal and informal training – and hope to guide others in the industry to do the same.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation through safe and confidential forums	June 2024	RAP Coordinator
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy	June 2024	RAP Coordinator
	Develop, implement, and communicate a cultural learning strategy document for our staff	July 2024	RAP Coordinator supported by Respect Lead
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	Octoberober 2024	RAP Chair
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop, implement and communicate a Cultural Protocol document, including protocols for Welcome to Country and Acknowledgement of Country	Octoberober 2024	RAP Coordinator supported by Respect Lead
	Facilitate training on the Cultural Protocol document for all staff	December 2024	RAP Coordinator supported by each state Champion
	Increase staff's understanding of the purpose and significance of Acknowledgement of Country and Welcome to Country protocols	June 2024, 2025	Respect Lead
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	December 2024, December 2025	RAP Chair supported by RAP Champion
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	June 2024	Respect Lead



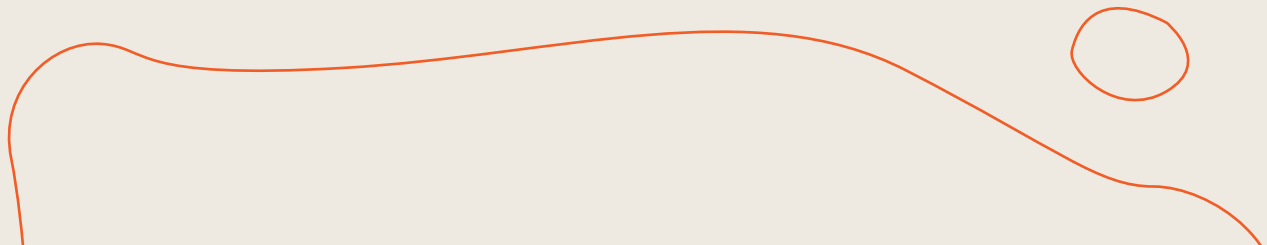
Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024, 2025	RAP Coordinator supported by Respect Lead
	Encourage all staff to attend NAIDOC events in their local areas	First week in July 2024, 2025	Respect Lead
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024, 2025	RAP Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2024, 2025	RAP Coordinator
Elevate First Nations engineering knowledge and practises	With advice from Yemurraki Egan, finalise and present the 'Indigenous Design Considerations' presentation to all staff	June 2024	VIC State Champion
	Conduct a research workshop with ADP staff, members of the RWG and First Nations peoples, to understand more about First Nations engineering practises – with a particular focus on sustainability	November 2024	VIC State Champion
	Host a roundtable with industry peers and First Nations voices, presenting our research focused on First Nations peoples as sustainable engineering pioneers	April 2025	RAP Chair and Champion



Opportunities

At ADP Consulting, we want to foster greater economic and social outcomes for Aboriginal and Torres Strait Islander peoples – and we know that the key to doing so is through improved employment and procurement opportunities. By creating collaborative partnerships with Aboriginal and Torres Strait Islander individuals and businesses, we intend to promote knowledge sharing, unity and growth – facilitating the upskilling and uplifting of communities in self-determined ways.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	May 2024	RAP Coordinator
	Engage with Aboriginal and Torres Strait Islander voices to consult on our recruitment, retention and professional development strategy	June 2024	RAP Coordinator
	Investigate Career Trackers membership	June 2024	Opportunities Lead
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional pathways program	August 2024	State Champion and Opportunities Lead
	Continue reviewing HR and recruitment procedures and policies to eliminate barriers to Aboriginal and Torres Strait Islander participation in our workplace	September 2024, 2025	RAP Coordinator
	Continue investigating the launch of a scholarship program for a First Nations university student	November 2024	Opportunities Lead
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	September 2024, 2025	RAP Coordinator



Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Investigate Supply Nation membership	April 2024	RAP Coordinator
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	October 2024	RAP Coordinator, Opportunities Lead
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	November 2024	RAP Coordinator
	Continue reviewing and updating procurement practises to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	July 2024, 2025	RAP Coordinator
	Build upon existing commercial relationships with Aboriginal and/or Torres Strait Islander businesses such as Rareland Art and Mabu Mabu	December 2024, 2025	Opportunities Lead
	Develop new commercial relationships with Aboriginal and Torres Strait Islander businesses	December 2024, 2025	Opportunities Lead
	Establish Aboriginal procurement targets using Supply Nation benchmarks	October 2024	Lead: RAP Chair and Champion, Support: RAP Coordinator



Governance

ADP Consulting is committed to providing the necessary resources and skills to facilitate the implementation of our RAP and ensure the overall progression of our reconciliation journey. This includes safe spaces to have honest and open dialogue as we continue to grow and evolve.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	Meet on a quarterly basis as an entire RAP Working Group to govern RAP implementation	May, July, September, and December 2024, 2025, 2026	RAP Coordinator
	Establish a Terms of Reference for the RAP Working Group, including clear position descriptions, responsibilities and obligations	May 2024	RAP Coordinator
	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group	June 2024, 2025	RAP Chair and Champion
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	May 2024	RAP Coordinator
	Engage our senior leaders and other staff members in the delivery of RAP commitments	April 2024	RAP Chair and Champion
	Define appropriate systems and capability to track, measure, report and receive feedback on RAP commitments	June 2024	RAP Coordinator
	Appoint and maintain RAP champion from senior management	May 2024, 2025	RAP Chair and Champion

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	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 2024, 2025	RAP Coordinator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	August 2024, 2025	RAP Coordinator
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	September 2024, 2025	RAP Coordinator
	Report RAP progress to all staff and senior leaders quarterly in the Management Executive meetings	May, July, September, and December 2024, 2025, 2026	RAP Coordinator
	Publicly report our RAP achievements, challenges and learnings annually via the ESG Report	January 2025, 2026	RAP Coordinator
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2024, 2026	RAP Coordinator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	December 2025	RAP Coordinator
Continue our Reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	November 2025	RAP Coordinator



**Want to know more
about ADP Consulting's
commitment to reconciliation?**

Contact Ruby Buxton, ESG Specialist
0428 083 648 / r.buxton@adpconsulting.com



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