

The background of the cover features several bright blue, glowing light trails that curve across the dark blue background, creating a sense of motion and energy. The text is centered in the upper half of the image.

ESG

REPORT 2024



Leadership Message

Leadership Message



“As part of a growing multi-services engineering consultancy, I am a fierce believer in our engineers’ role as enablers of a more resilient, equitable and environmentally conscious world.”

With great pride and unwavering commitment, I present our second Environmental, Social and Governance (ESG) report, marking another year of progress toward a more sustainable and equitable future. This report underscores our dedication to integrating ESG principles into the core of our operations and showcases the impact of our initiatives over the past year.

I remain steadfast in my belief that engineers are uniquely positioned to address the complex challenges facing our planet. From driving environmental stewardship to fostering social inclusion and championing robust governance practices, our role as enablers of meaningful change has never been clearer.

In 2024, we achieved several significant milestones that reflect our ESG principles in action. Notably, we launched our Innovate Reconciliation Action Plan (RAP), demonstrating our commitment to meaningful engagement with First Nations communities. This initiative was brought to life through a partnership with The Bulwul Njindiwan Group (TBNG) and Director Kyle Vander-Kuyp, who led impactful cultural awareness training sessions for our team, broadening our understanding of our shared history with Aboriginal and Torres Strait Islander peoples.

Our ongoing environmental leadership continues to deliver tangible results. We maintained our Climate Active Carbon Neutral certification and strengthened our alignment with the World Green Building Council’s Net Zero Carbon Buildings Commitment. Through our ESD team’s innovative project delivery, we contributed to creating spaces that are not only environmentally efficient but also socially impactful.

In governance, our commitment to transparency and accountability remains at the forefront. This year, we advanced our obligations under the United Nations Global Compact with the submission of our 2023/24 Communication on Progress, reinforcing our dedication to ethical business practices and stakeholder trust.

Social responsibility remains deeply rooted in our corporate culture. We have continued to champion diversity, equity and inclusion, exemplified by the balance achieved in our Executive Leadership Group and our commitment to creating an environment where everyone can thrive.

These achievements are the result of collective effort. I extend my heartfelt gratitude to our team, clients and stakeholders for their dedication, collaboration and belief in our shared vision.

As we reflect on our progress, we remain mindful that ESG is a journey, not a destination. Together, we are building a legacy of resilience, equity and environmental responsibility—one that will benefit generations to come.

Sincerely,
Michael Delaney
Director / Steering Committee Member – ADP an Ayesa Company

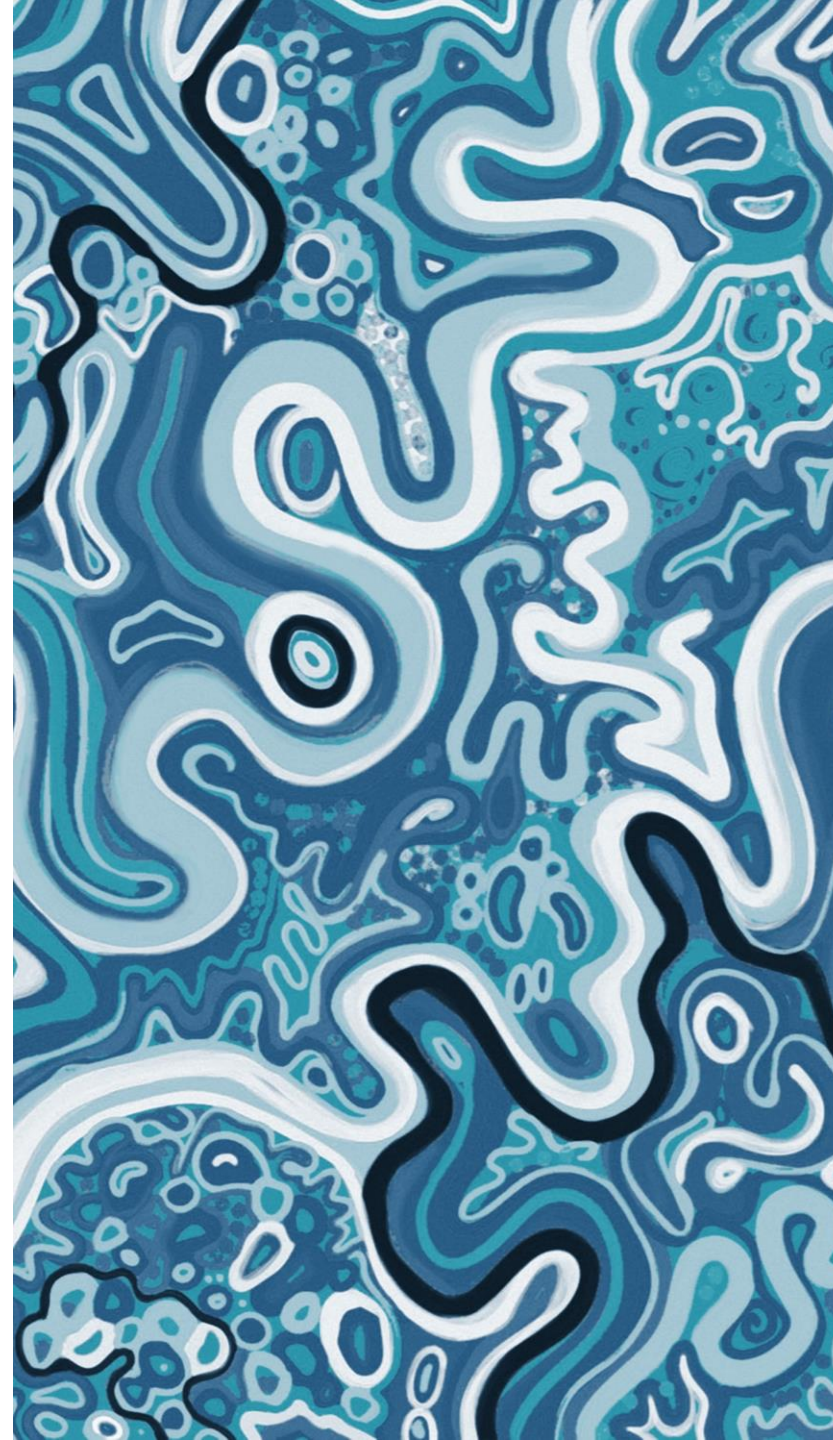
Acknowledgement of Country

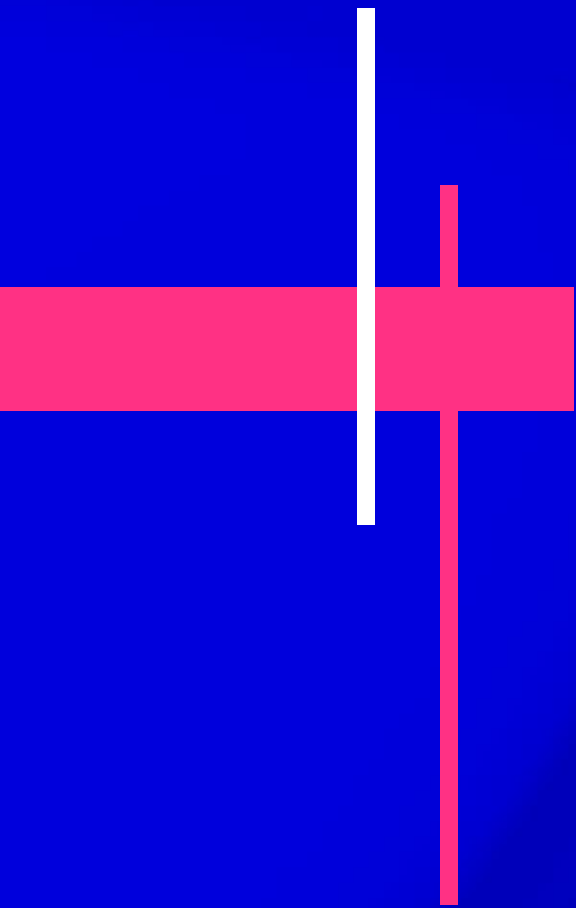
“As a proud Australian-founded business, ADP Consulting acknowledges the Traditional Custodians as the first engineers and designers of the lands on which we live, gather and work.

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 & Yuggera Peoples in Meeanjin, the Kurna People of the Adelaide Plains in Tarndanya and the Yugambah 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.”





Introduction

Introduction

ADP Consulting is a trusted, sustainability-led engineering consultancy. This document represents our annual Environmental, Social and Governance (ESG) report, reflecting our continued dedication to creating a more sustainable and equitable future. Through this report, we highlight our accomplishments, initiatives and steadfast commitment to responsible business practices over the past year.

At ADP Consulting, we understand the pivotal role that engineering plays in advancing environmental and social progress. As drivers of change in the construction and engineering industry, we embrace our responsibility to reduce our environmental impact, champion inclusive workplaces and contribute meaningfully to the communities we serve.



This report transparently details our ESG performance, showcasing our achievements, challenges and objectives in alignment with global standards and best practices. We measure our progress across three key ESG pillars:

- Emphasising environmental stewardship focused on leveraging sustainable design expertise to create buildings that not only meet functional requirements but also surpass environmental standards.
- Dedication to social responsibility by prioritising diversity, equity and inclusion within our workforce and fostering a culture that values difference, empowering individuals to thrive.
- Constructing robust governance frameworks in line with our commitment to ethical business practices, rigorous compliance standards, transparent business operations and decision-making processes.

As we share this report, we reaffirm our commitment to continuous improvement and innovation, setting ambitious goals for ourselves and raising the standard for the industry. We invite stakeholders to explore our ESG journey, collaborate with us and join in shaping a sustainable, inclusive and prosperous future for generations to come.

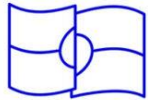
“Through this report, we highlight our accomplishments, initiatives and steadfast commitment to responsible business practises over the past year”

Our guiding ESG principles



Environmental

Applying regenerative principles to create healthy and sustainable environments



Designing with Country

- > Advocates for Indigenous Design Charter



Global partnerships for Impact

- > United Nations Human Global Compact
- > Materials and Embodied Carbon Leaders' Alliance (MECLA)
- > Green Building Council Australia (GBCA)
- > Engineers declare
- > The International Institute for Sustainable Laboratories (I2SL)



Certified Commitment

- > Climate Active Carbon Neutral
- > WELL Equity
- > Net Zero Certified



Social

Cultivating an intentional and inclusive culture for individuals and communities



Advance @ ADP

- > ADP Academy
- > ADP Mentoring
- > ADP Awards



All Welcome @ ADP

- > Women@ADP
- > Whole of family approach
- > Designing for Inclusivity
- > LGBTQIA+ program
- > Reconciliation at ADP



All Well @ ADP

- > Fitness & recreation activities
- > Employee assistance program
- > Financial planning advice
- > Mental health champions
- > Flexible working & additional leave



Connecting with Industry

- > Property Council of Australia
- > Engineers Australia
- > The National Association of Women in Construction (NAWIC)



Giving Back to Industry

- > Pro bono services
- > Property Industry Foundation
- > Corporate donations
- > Volunteer days



Governance

Building an effective, accountable and trustworthy institution



Fair and Sustainable Practices

- > Social procurement
- > Anti-corruption
- > Anti-bribery
- > Ethical labour practices



Interdisciplinary Executive Structure

- > Management executive group
- > Growth executive group
- > Knowledge executive group



Risk Mitigation Plans

- > Business continuity
- > Emergency preparedness

ESG Objectives



ADP is committed to delivering measurable and impactful ESG outcomes across all areas of our operations and project work. These objectives provide a strategic direction to guide our efforts in line with global standards and our partnership with Ayesa.

Environmental

Achieve net zero emissions 2030 through a structured emissions reduction pathway aligned with internationally recognised reporting scheme.

Comply with ISO 14001:2015, the Environmental Protection Act and all other relevant regulations and legislation.

Identify, prevent and minimise environmental pollution through proactive systems and controls.

Promote responsible consumption, minimise waste and emissions and support circular economy practices through the reuse and regeneration of materials where possible.

Improve energy efficiency across all operations by monitoring and controlling energy use and identifying areas for optimisation.

Implement sustainable transport initiatives and increase the use of renewable resources by 50% by 2030.

Provide environmental training and resources to employees to foster awareness and accountability.

Integrate environmental objectives into planning and decision making across all projects and services.

Conduct regular environmental compliance audits and reviews to support continuous improvement, performance tracking and embed ESG initiatives within company practice.

Social

Promote physical, mental and emotional wellbeing for all staff through structured programs.

Provide structured career growth opportunities, mentoring and skills development.

Foster a diverse, inclusive and respectful workplace culture that supports collaboration and equity through formalised Diversity, Equity and Inclusion workgroups.

Partner with Indigenous groups supporting social procurement initiatives, employment and training opportunities.

Deliver regular cultural awareness initiatives and training for employees and leadership.

Strengthen internal community through staff engagement activities and foster an inclusive workplace where team members feel a sense of belonging.

Lead in industry transformation by participating in forums, panels and knowledge sharing to promote social sustainability in the built environment.

Governance

Embed ESG accountability within executive and project level leadership structures.

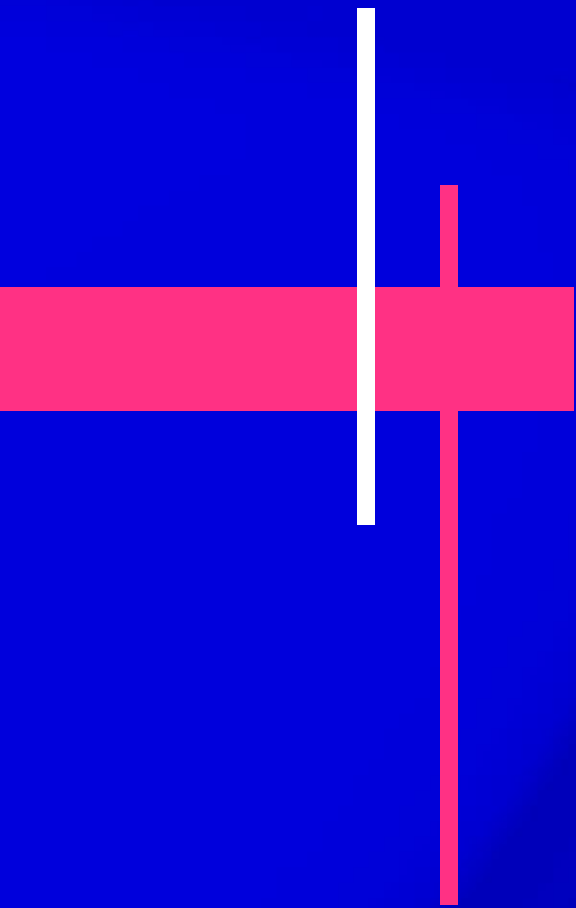
Integrate ESG principles into strategic planning, risk management and operational frameworks.

Report progress transparently through internationally recognised frameworks, including UN Global Compact and alignment with the UN Sustainable Development Goals (SDGs).

Monitor, review and update ESG objectives annually to ensure relevance, effectiveness and stakeholder alignment through the annual ESG review.

Align with global ESG practices through active collaboration with Ayesa and shared innovation across international teams.

Ensure ethical project delivery that prioritises long-term value creation and mitigates social and environmental risks.



Environmental

2024 Summary and Update

At ADP Consulting, we are committed to driving environmental sustainability through regenerative design principles and delivering industry leading outcomes across the built environment. We are proud to be Climate Active Carbon Neutral certified across Australia for FY23, with a clear goal of achieving net zero by 2030. Our sustainability strategy is built around four key pillars: Operational Resilience, Community Engagement, Circularity & Local Economy and Land, Sky and Nature, each focused on creating measurable environmental and social impact. We collaborate with global partners including the UN Global Compact, MECLA, GBCA, I2SL and Engineers Declare to help shape a low-carbon future. Through electrification roadmaps, certifications and thought leadership, we continue to advance decarbonisation and set new benchmarks for sustainable design. We are also pursuing further certifications such as WELL Equity to ensure our operations reflect the highest environmental and social standards. ADP is proud to be a signatory to the World Green Building Council's Net Zero Carbon Buildings Commitment, reinforcing our dedication to a more sustainable future. We are also ISO14001 Certified, which recognises the implementation of an environmental management system and commitment to improvement.

With this purpose led strategy, ADP is committed to becoming net zero by 2030. We plan to do this by advancing sustainability through the four following pillars:

Operational Resilience

delivering sustainable business and leadership by measuring, addressing and reducing operational carbon while supporting health and wellbeing.

Circularity & Local Economy

promoting the application of circular economy principles to stimulate innovation and the lasting lifecycle of materials with the aim of eliminating the use of virgin materials.

Community Engagement & Leadership

geared towards fostering social connections between people, places and organisations with tangible and measurable outcomes.

Land, Sky and Nature

investing in natural systems and improving the quality of life for all living things by decarbonising our business practices.





Climate Active Carbon Neutral Certification

ADP Consulting is proud to have received Climate Active Carbon Neutral certification for FY23 and is currently awaiting FY24 certification. This certifies all business operations across Australia. Certification is expected Q3/4 2025, all relevant information has been submitted and delays are due to Climate Active internal processing.

In FY23, we began tracking and certifying our emissions, with a total of 661.49 tCO₂-e. Over the FY24, we continued to refine our data collection and reporting processes, providing a more comprehensive view of our carbon footprint.

Over the past financial year, our organisation experienced substantial growth, with total FTE increasing by 44.74%—from 228 at the end of FY23 to 330 as of 30 June 2024. This growth, coupled with expanded operations and improved data access, led to an increase in emissions which totalled at 1,723 tCO₂-e.

Access to previously unavailable financial data also allowed us to account for Business Services, contributing 81.6 tCO₂-e, as well as Technical Services, which contributed a significant 379 tCO₂-e. Neither of these items of spend had previously been disclosed to the Climate Active reporting preparer by our internal financial team and thus were not included in the FY22/23 reporting period. The data has now been made available for this FY23-24 reporting period. Additionally, with the opening of new offices and new service streams, our finance team has revamped their chart of accounts improving granularity of company spend.

"Scope 2 and 3 electricity emissions increased by 331% and 133%, respectively, in FY23/24. This increase reflects the inclusion of base building electricity usage, which was previously omitted due to a lack of clarity on its relevance to our calculations. While base building operations are beyond our direct control as tenants, we recognise that these emissions are intrinsically linked to our occupancy and operational requirements. As such, they represent a significant and relevant Scope 2 and 3 emissions source.

These insights highlight the dual impact of organisational growth and more comprehensive data collection on our emissions profile. While these increases reflect a more accurate baseline, they also emphasise the importance of intensifying our decarbonisation efforts. We remain committed to achieving 100% renewable electricity by 2025, where possible, and contributing to the transition to a net-zero built environment .

WorldGBC Net Zero Carbon Buildings (NZCB) Commitment 2024

In 2021, ADP Consulting became a signatory of the World Green Building Council's (WGBC) Net Zero Carbon Buildings commitment. The below steps outline what ADP has committed to as part of this agreement:

1. **COMMIT** – to only occupying assets that are net zero carbon in operation by 2030, achieving maximum embodied carbon reductions and compensating for any residual upfront embodied emissions where applicable.
2. **DISCLOSE** – Measure energy consumption plus scope 1 & 2 operational carbon emissions against the quantified baseline and publicly disclose them. Identify performance gaps and opportunities to reduce carbon emissions while improving energy productivity. Disclose whole life carbon emissions for new or renovated assets, if applicable.
3. **ACT** – Implement a decarbonisation plan and emissions reduction strategy throughout the life cycle, to reduce emissions across occupied assets based on the quantified baseline, including energy efficiency measures where possible, continuing to procure 100% Green Power and offsetting any residual emissions.
4. **VERIFY** – Verify data and targets by seeking net zero certification via Climate Active. Verify embodied carbon using prevention strategies and WLCA calculations.
5. **ADVOCATE** – Advocate for net zero operational and embodied carbon built environment through industry engagement, communications and client education. Encourage the uptake of net zero commitments across the industry via the following initiatives: Engineers Declare, Thought Leadership pieces, Industry engagement and Living Building Challenge projects. Pursue net zero operations across business, covering scope 3 missions including travel and waste.



Sustainability Project Achievements

In 2024, ADP Consulting continued to deliver industry-leading sustainability outcomes across the built environment. Through certifications, electrification roadmaps and thought leadership, ADP Consulting has contributed to healthier, high-performance spaces while advancing decarbonisation and setting new benchmarks for sustainable design.

WELL Building Certification



Chadstone Shopping Centre

Chadstone Shopping Centre is the first shopping centre in Australia to achieve WELL Core Precertification, highlighting its leadership in sustainable retail design. With a focus on air and water quality and visitor well-being, it is on track for full certification by 2025.

Thomas Dixon Centre

The Thomas Dixon Centre, home of the Queensland Ballet, is the world's first performing arts venue to achieve WELL Platinum Certification. The Centre demonstrates global leadership in cultural space design, prioritising wellness, air and water quality and inclusive environments for staff, performers and visitors.

101 Albert St

ADP Consulting is proud to be delivering multi-services engineering and sustainability-led design on the groundbreaking \$750m development at 101 Albert Street. Designed to meet new and emerging ways of working, the development will reflect Brisbane's unique subtropical climate and youthful culture, provide connections to nature and incorporate design elements that interweave responses to Country and reflect local stories of place. Designed in accordance with industry-leading environmental and sustainability principles, the proposal is targeting a 6 Star Green Star Building rating, a 5.5-Star NABERS Energy rating and targeting Platinum WELL Equity Certification.

The complex aims to be a fully electrified, gas-free development and has been designed to inspire and reflect Queensland Urban Heritage Principles and Brisbane City Council's New World City Design Guide: Buildings that Breathe.

Environmental

Sustainability Project Achievements

Green Star



Chadstone Social Quarter

Melbourne's Chadstone Shopping Centre's brand-new entertainment and dining precinct – named The Social Quarter – provides a relaxed yet sophisticated culinary and community-inspired experience, offering a collection of 17 new and existing entertainment and dining experiences. It is the first shopping centre in Australia to have been awarded a 5 Star Green Star Buildings rating by the Green Building Council of Australia (GBCA).

Key sustainability initiatives include:

- 199kW solar PV renewable energy system
- 100% renewable electricity supply for the precinct
- Improved building energy performance and reduced operational energy consumption.
- High levels of internal environment quality within the Internal Terrace through the provision of natural daylight and ventilation.
- Use of sustainable materials, products and finishes throughout the development.

This achievement is a testament to ADP Consulting and the client's commitment to sustainability, delivering a building that showcases Australian best practice in terms of sustainability.

ISPT Fitout

ADP Consulting supported ISPT in achieving a 5 Star Green Star Interiors rating (As-Built under review) for its Sydney CBD fitout. The project also attained Climate Active Carbon Neutral certification in design, aligned with ISPT's ESG targets through energy-efficient systems, indoor comfort and low-carbon procurement.

3 McNab

3 McNab has just achieved a 5-star Green Star Buildings Designed rating, one of, if not the first residential project to do so. ADP supported Investa in this pioneering project, being one of the first projects to adopt the Green Star Buildings tool. ADP was instrumental in communicating the new requirements to the project team and working through the solutions to achieve necessary outcomes in collaboration with GBCA.

Upper House

Upper House in South Brisbane achieved a 5 Star Green Star Design & As Built v1.3 rating. ADP Consulting collaborated with Aria Property Group and the project team to deliver sustainable outcomes across the 34-storey residential development.

Sustainability Project Achievements

Decarbonisation & Revitalisation

Psi Quantum Data Centre

The new Psi Quantum Queensland facility is envisaged as the world's first useable quantum computing facility to be deployed at scale. Between 2024 and 2030 it is anticipated that at least 400 quantum computing units will be deployed. These units will evolve the technology from Generation 0 to Generation 2 and beyond in a unique facility, located on land adjacent to Brisbane Airport.

Chadstone Place

Chadstone Place has been transformed from the inside out, becoming home to Officeworks HQ, a new innovation hub and outdoor terrace. Designed by Bates Smart, it features fresh air indoor and outdoor workspaces, supporting the diversity, flexibility and health of employees. The project achieved Australia's first ILFI Zero Carbon certification, a 6 Star NABERS Base Building Energy rating and a 6 Star Green Star Design & As Built v1.3 rating.

Dexus

An electrification roadmap for the entire Dexus commercial portfolio is underway. ADP Consulting is implementing NABERS Energy uplift plans to reduce emissions, enhance energy efficiency and support the transition to low-carbon, all-electric buildings.

Sydney Airport

ADP is working with Sydney Airport to develop a roadmap towards electrification of the whole airport precinct. It is including the integration of the latest building-related and airside technologies to achieve the airport's decarbonisation targets in relation to the planned future developments. On the landside ADP, is assessing electrification opportunities for the terminals and EV fleet. On the airside it entails electrified infrastructure for ground support equipment, aircraft power and other support vehicles.

ANZ 833 Collins

ADP Consulting is leading the revitalisation of 833 Collins through electrification planning, NABERS upgrades and biodiversity initiatives using the Green Factor Tool. The project integrates WELL and NABERS IE wellness audits while exploring ILFI Zero Carbon pathways.

Thought Leadership and Industry Engagement

White Paper

ADP Consulting's Megawatts and Megatrends white paper, published in October 2024, explores the potential of grid-interactive buildings to support renewable energy use, demand flexibility and emissions reduction. The paper outlines smart technology integration strategies to future-proof assets.

Panel Discussions

ADP continues to influence industry dialogue through participation in expert panels and advisory groups. Representatives have spoken on topics such as retrofitting office buildings at the PCA Sustainability Breakfast and grid-interactive buildings as part of the Buildings as Batteries panel. ADP has also contributed by moderating discussions on sustainable precinct development at major industry forums. Internationally, team members are actively involved in shaping sustainability frameworks, including through technical advisory roles with the Living Future Europe TAG and the UK Green Building Council's Advancing Net Zero Programme Task Group.

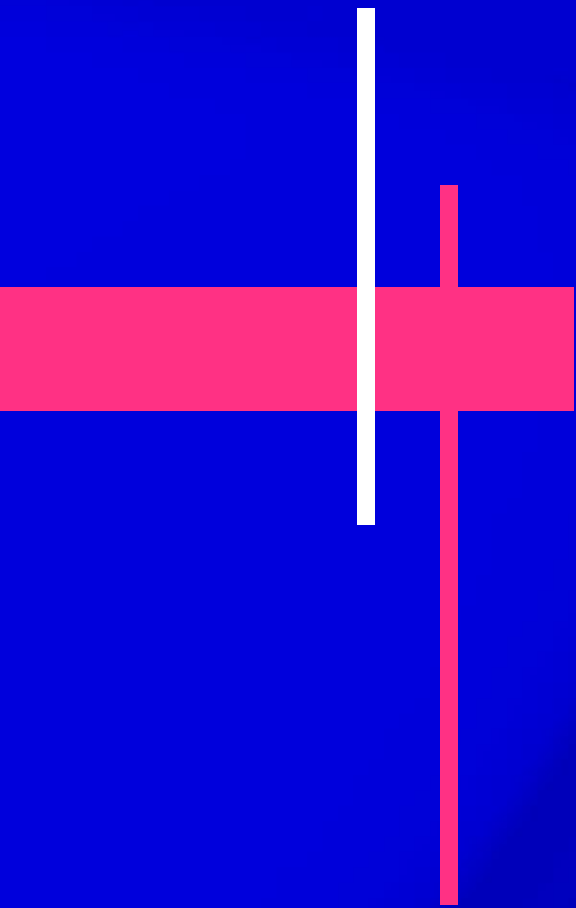
Key Lessons

Nature-Positive Design

In our projects we see an increased focus on Biodiversity and Nature-positive Design. This is especially the case with projects aiming for Certification. Currently ADP is supporting a nature-positive impact on the ANZ fitout and precinct upgrade. Similarly, the high Biodiversity-positive targets on UNSW Gate 8 Pool and Sports Centre set interesting challenges for the design team. We find that design for biodiversity is implemented most successfully if the biodiversity ambitions can be aligned with multiple Greenstar credits, wellbeing targets and lower landscaping costs.

Best-practice Embodied Carbon reductions

Over the past year we have developed a deeper understanding on the opportunities & difficulties in achieving best practice embodied carbon reductions on projects such as 101 Albert St. We found that transparency and managing expectations early in the development process are essential. It helps to make every stakeholder in the decision-making process aware of the challenges and it triggers the design team to consider different design approaches and procurement options.



Social

2024 Summary and Update

At ADP Consulting, we are committed to building an inclusive and equitable culture where all employees feel valued, respected and empowered. Our initiatives include Women@ADP, LGBTIQA+ support, a whole-of-family approach and designing for inclusivity, along with our AllWell@ADP program that promotes wellbeing through mental health support, fitness activities, flexible work and additional leave. We are also proud to support reconciliation efforts and community engagement through donations, volunteer days and partnerships with the Property Industry Foundation.

As part of our commitment to gender equity and broader DEI goals, we are strengthening our governance structures and setting clearer, measurable objectives to create lasting change. We engage with industry bodies such as the Property Council of Australia, Engineers Australia and NAWIC to champion inclusive practices across the sector. Our Diversity and Inclusion Policy is guided by key principles; respect for differences, fair and inclusive opportunities and equity in employment. At the core of our approach is a commitment to fostering a culture where everyone can thrive and contribute meaningfully.



Diversity, Equity and Inclusion

ADP Consulting is committed to advancing gender equity and equality as part of our broader Diversity, Equity and Inclusion efforts.

While we continue to strengthen our approach, our Diversity and Inclusion Policy outlines the below key principles that guide our work:

Respect for Differences

Every employee is valued for their unique characteristics, contributions and potential. All individuals will be treated with respect and dignity.

Fair and Inclusive Opportunities

All employment decisions, including recruitment, promotions and development opportunities, will be guided by principles of fairness, transparency and alignment with ADP Consulting's organisational goals.

Inclusive Culture

ADP Consulting will foster a culture where diverse perspectives are welcomed and everyone feels included and empowered to contribute.

Equity in Employment

We are committed to ensuring equity in recruitment, promotion and remuneration practices, providing all employees with equal opportunities for success.

Annual Survey

In late November 2024, ADP Consulting conducted its annual Diversity, Equity and Inclusion survey to better understand employee experience, measure representation, build a baseline for progress, enhance transparency and accountability, inform strategic planning and strengthen psychological safety.

We recognise that higher engagement leads to more accurate insights, and we remain committed to increasing participation year on year.

Measures of inclusion:

- 88% of team members somewhat or strongly agree that at ADP, they feel seen, known and understood by their colleagues.
- 86% of team members somewhat or strongly agree that at ADP, everyone is provided the opportunities they need to succeed.
- 85% of team members somewhat or strongly agree that at ADP, they feel empowered to express my views and opinions
- 85% of team members agree or strongly agree that at ADP, they feel like they belong.

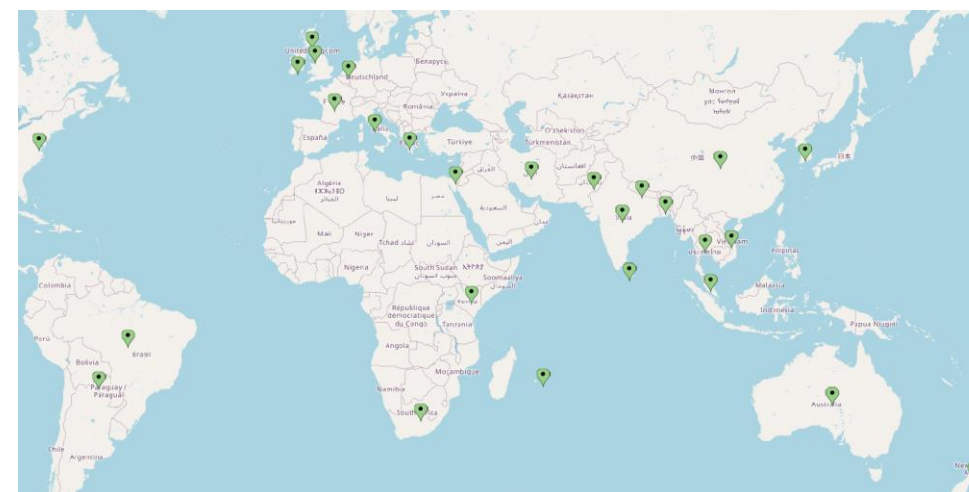
In total, our staff represent **29** different ethnicities and **43** different languages are spoken.

2024

- 60% ethnically diverse
- 32% women
- 37% caregivers
- 11% managing mental health challenges
- 30% religiously observant
- 5% differently abled
- 10% living with a form of neurodiversity
- 7% LGBTQIA+
- 13% over 55

2023 – data was presented slightly different

- 37% culturally or linguistically diverse
- 33% women
- 21% single parents or caregivers
- 15% managing mental health challenges
- 11% religiously observant
- 9% neurodivergent or differently abled
- 7% LGBTQIA+SB or gender diverse
- 5% over 55.



DEI Initiatives

Women@ADP

In 2024, ADP Consulting revitalised the Women@ADP program, establishing a formal charter to guide its purpose and activities. The group, open to all employees across Australia and the UK, focuses on supporting women's career growth through mentorship, training and networking. Key areas of focus include leadership development, work-life balance, gender equality and financial empowerment.

To build momentum, State Champions in VIC, NSW, QLD and London coordinated bi-monthly 'Constructive Coffees' for local members. In response to member interest, a financial literacy webinar was held in December, delivered by Edge Advisory, covering superannuation, savings, income protection and insurance.

We encouraged industry participation and mentoring, with 11 women completing Trellis Collective's 'First Five Program' and 6 women selected for the 500 Women in Property Program.

We held a number of women focused events throughout the year, including International Women's Day morning teas catered by social enterprises such as the Asylum Seeker Resource Centre and a 'Now You See Us' event in London for senior women, in recognition of the UK's National Inclusion Week.

The program remains committed to fostering an inclusive and supportive environment, with plans for continued growth and education in 2025.

Inclusive Event Policy

ADP Consulting's Inclusive Events Policy ensures company events are not scheduled during school holidays, supporting work-life balance for parents and caregivers. We acknowledge and celebrate a range of cultural events throughout the year, including Persian New Year, Chinese New Year, Diwali, Christmas, Easter and NAIDOC Week. Our Public Holiday Swap Policy also allows employees to exchange public holidays for days that better reflect their cultural or personal beliefs.

Bring your Daughter to Work Day & Junior Engineering Days

Building on the success of 2023, ADP Consulting once again hosted the Junior Engineering School Holiday Program, as well as Bring your Daughter to Work Day in 2024, welcoming over 30 children across our Melbourne, Brisbane and Sydney offices. The program continues to support work-life balance for working parents and families while inspiring the next generation of thinkers and designers by introducing them to the engineering industry.



Workplace Gender Equality Agency (WGEA) Results

Our gender pay gap remains significantly smaller than our peers, with the industry median sitting at 22.7%. We are proud of this, but we recognise that our company gap has increased and in response formed the Gender Equality Steering Committee to create actionable measures to address the gap.

Over the past couple of years, we have championed several impactful initiatives and policies to address gender inequality (improved Parental Leave Policy, Single Parent Policy, Emergency Childcare Fund, defined career pathways and more) and become a more inclusive business (Public Holiday Swap, Grandparents Leave, social events to celebrate all cultures and more). We also have more women than ever in senior leadership roles.

We are proud of the impact this has had and acknowledge that there is always more work to be done.

We are taking stock of this data with a view to develop a plan to address the factors which have influenced our results. Moving forward, our gender pay gap data will be monitored live and reported on monthly at board meetings.

WGEA Comparison 2023 - 2024

	Median	Mean	Industry Average
April 2023 to March 2024 (23-24)	17.5%	14.9%	22.7%
April 2022 to March 23 (22-23)	14.9%	11%	25.2%



Reconciliation at ADP

The launch of the RAP coincided with NAIDOC Week 2024 (7-14 July) and was a significant milestone in the journey to formalise our commitment to reconciliation.

The RAP outlines changes that will be implemented by ADP Consulting over a two-year period to bolster respect, build reciprocal relationships and foster opportunities for First Nations peoples.

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. This respect not only informs better ways of working, designing and living but also enriches our understanding of First Nations culture and enables the implementation of better workplace policies and practices.

The 36-page RAP was designed by Timothy Buckley, whose heritage encompasses both Oceanic First Nations peoples (Aboriginal [Mununjali], Australian South Sea Islander and Māori) and Irish ancestry. The document incorporates 'Thrive', artwork commissioned by ADP Consulting to showcase our alignment with Reconciliation Australia's five dimensions of reconciliation.



Kyle Vander-Kuyp and The Bulwul Njindiwan Group

In April 2024, ADP Consulting appointed The Bulwul Njindiwan Group (TBNG) and Director Kyle Vander-Kuyp 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. He 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 First Nations 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 our Innovate Reconciliation Action Plan.

Cultural Education Sessions

Two cultural education sessions have now been completed by the Australian team. Delivered by Kyle over two weeks in November 2024, session one included an introduction to cultural knowledge, touching on topics including but not limited to Acknowledgement and Welcome to Country, population of Indigenous peoples, family structures and kinship systems, language groups across Australia and Indigenous identity. Session two delved deeper into the arrival of the First Fleet, massacres around Australia, Aboriginal Protections Acts, government policies and subsequent impacts such as the Stolen Generation.

Reconciliation at ADP

Key Milestones

- Administered and completed the baseline Cultural Awareness Survey.
- Hosted National Reconciliation Week and NAIDOC Week events across Melbourne, Sydney and Brisbane, including cooking competitions featuring prizes from First Nations businesses and a presentation by Kyle Vander-Kuyp, accompanied by First Nations catering.
- Sponsored the Victorian Indigenous Engineering Winter School for the second consecutive year.
- Attended external events such as DesignInc's Now More Than Ever panel, Future Women's NAIDOC breakfast and the Victorian Indigenous Engineering Winter School celebration dinner.
- Updated Acknowledgement of Country protocols
- Supported international engagement through the ESG Specialist's visit to the London office to deliver education on reconciliation.
- Indigenous procurement spend at \$45,000

Key Challenges

- Securing meetings with some Traditional Owner groups has been challenging due to limited availability and high demand for their time and expertise.
- Managing RAP initiatives alongside existing workloads has highlighted the need for dedicated resources.
- While there has been strong interest from some team members, achieving consistent engagement across all offices has been an ongoing challenge.
- Expanding our network of Indigenous and social benefit suppliers has required time and effort, with some procurement processes needing further refinement to align with our RAP commitments.
- Establishing systems to track RAP progress, particularly around the impact of certain initiatives – is always a challenge.

Giving Back @ ADP

ADP formalised their Giving Back Program with an ongoing commitment to supporting causes we care about.

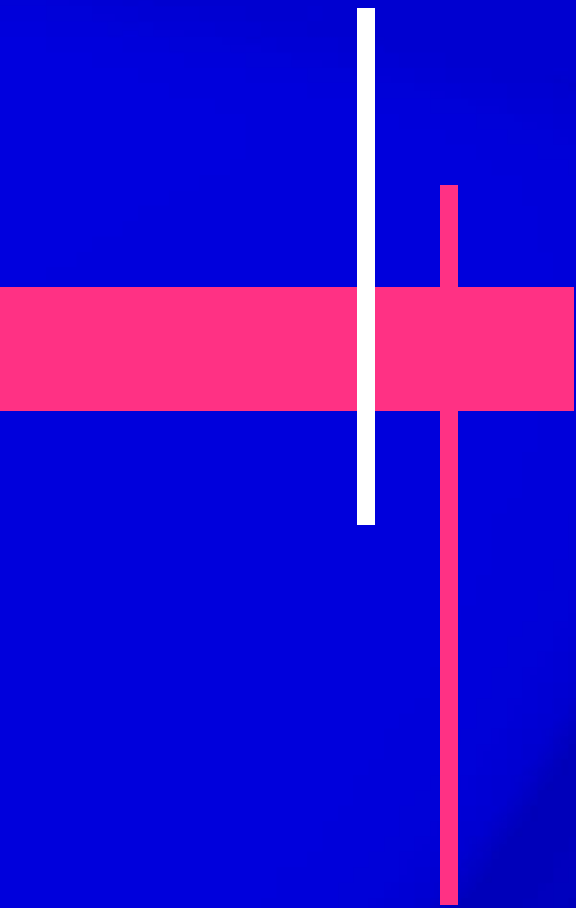
- More than \$90,000 was invested into industry partnerships and sponsorships such as the One Heart Foundation, Property Council of Australia, Melbourne Fashion Festival, the Property Industry Foundation's Tour de PIF and the Victorian Indigenous Engineering Winter School.
- The ADP team raised \$1,500 for the Property Industry Foundation.
- We contributed skilled volunteer work to 3 different pro-bono projects and another 350 volunteer hours towards projects during National Reconciliation Week, Tour de Pif, RUOK Day, Wear It Purple Day and Women in Engineering Day.



Social & Sustainable Procurement

ADP Consulting remains committed to supporting small businesses, local entrepreneurs and ethical suppliers that prioritise Australian-sourced materials and labour. In 2024, our ESG strategy placed a strong emphasis on reconciliation, resulting in increased engagement with First Nations-owned businesses. Consequently, our spend with other social enterprises was lower than in previous years.

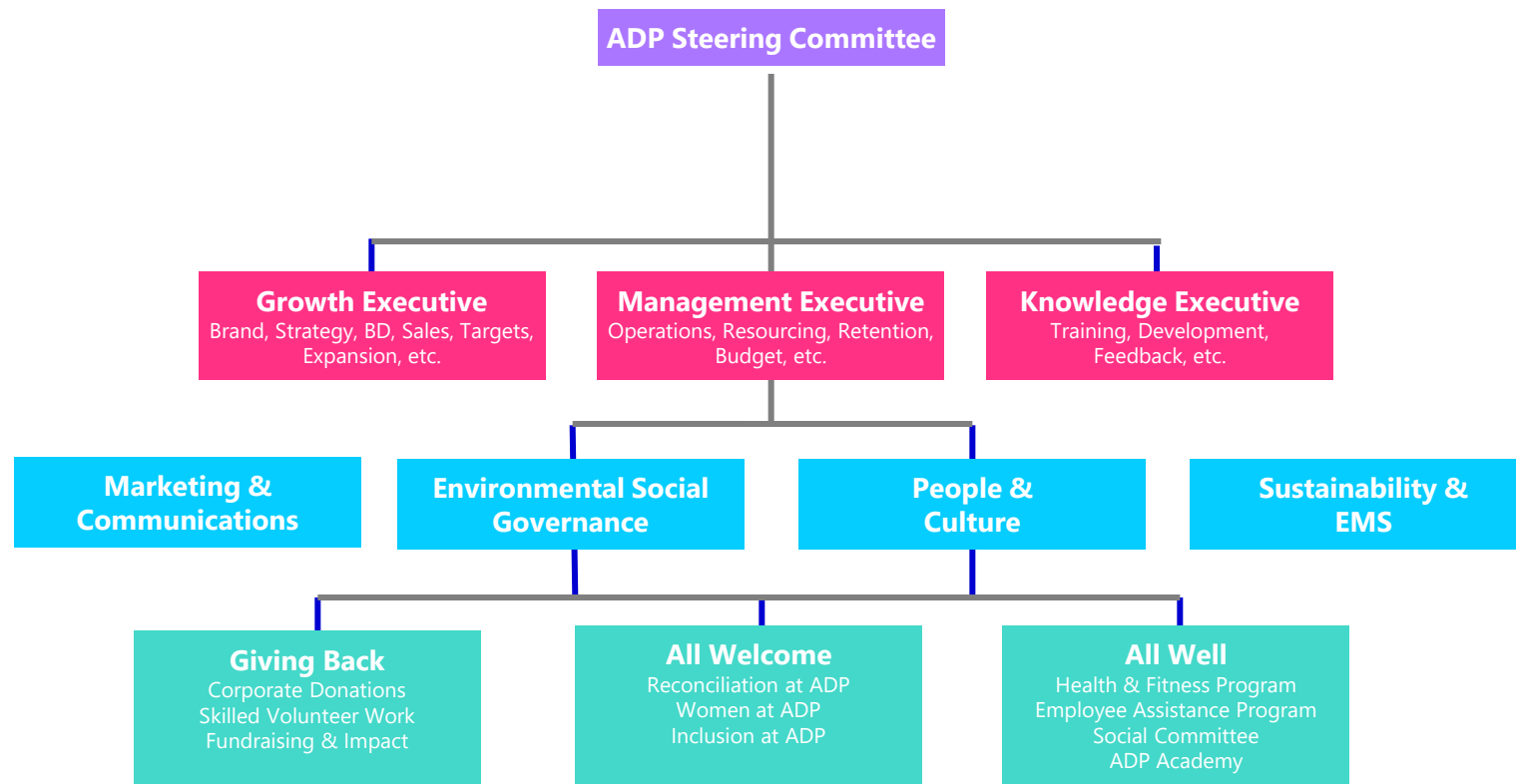
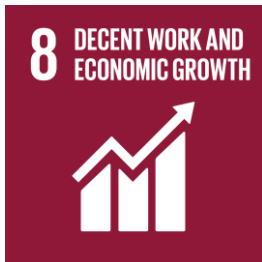
Despite this shift, ADP reinvested more than \$25,000 into local Australian economies through partnerships with social enterprises such as Fruit2Work, which provides employment opportunities for individuals impacted by the justice system and Asylum Seeker Resource Centre (ASRC) Catering, which supports people seeking asylum by offering training, mentoring and paid employment. These partnerships reflect our continued commitment to social and sustainable procurement, fostering meaningful opportunities for underrepresented communities.



Governance

2024 Summary and Update

ADP's executive structure allows for the governance of ADP's various ESG activities through the appointed ESG Lead, the People & Culture Team and the Sustainability Team. With feedback and input from each of the executive branches, ADP can deliver a holistic and comprehensive ESG Framework with the following outputs:



United Nations Global Compact

As signatories to the UN Global Compact, ADP is committed to enforcing principles of social and environmental responsibility as a corporate citizen.

Through this commitment, ADP has formalised our statements on human rights, ethical labour standards and the condemnation of corruption, discrimination, bribery, extortion, coercion and unethical conduct of any kind. These statements are captured in our Code of Conduct which is approved by the Board and adopted at every level of the organisation.

Policy Refresh

In 2024, we undertook a comprehensive review and update of our key policies to strengthen our commitment to ethical business practices, social responsibility and governance. This included refreshing our Anti-Slavery Policy, Anti-Corruption and Bribery Policy and Grievance, Conflict and Complaint Resolution Policy, among others. These updates ensure alignment with evolving regulatory requirements and industry best practices while reinforcing our values of integrity, accountability and fairness across all aspects of our operations.





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through influence
and design

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