



RECONCILIATION
ACTION PLAN

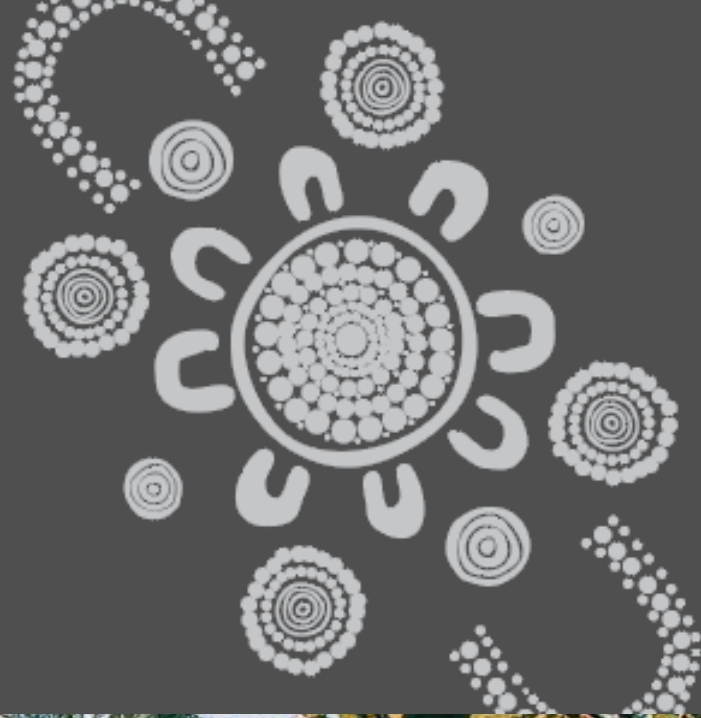
REFLECT



Reconciliation Action Plan Reflect

December 2023 – December 2024





Acknowledgment of Country

ADG acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.





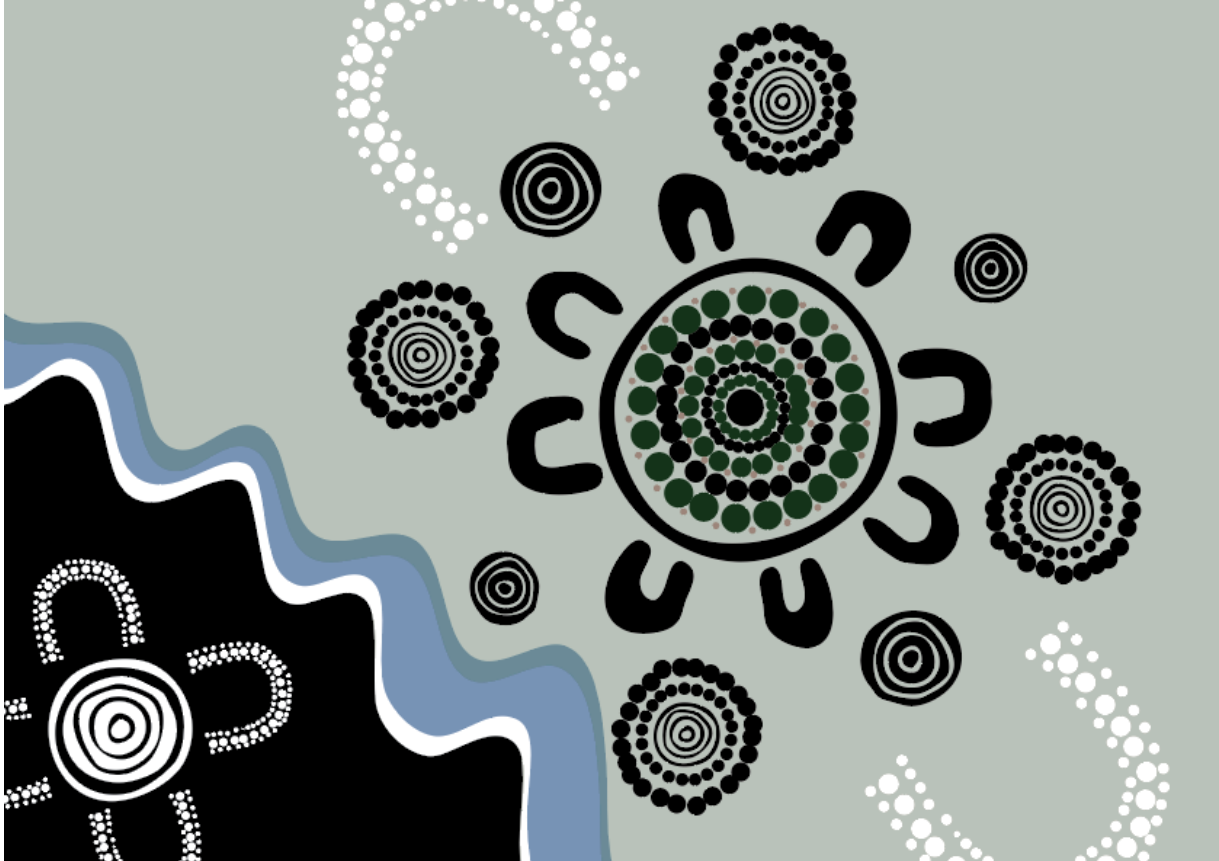
Contents

Our Artwork	4
Statement from the CEO of Reconciliation Australia	5
A Message from Our Leadership Team	6
Our Reconciliation Working Group	7
About ADG - Our Business	8
About ADG - Our Sectors	9
About ADG - Our Vision	10
Our Reconciliation Action Plan	11
Our Partnerships / Current Activities	12
Our Actions - Relationships	13
Our Actions - Respect	14
Our Actions - Opportunities	16
Our Actions - Governance	17
RAP Primary Contact Details	18

BARIBUN

MEANING "DREAM"

Bundjalung Language



Artwork

'Dream'

Our beautiful RAP artwork was created by Ebony Barber (née Lucashenko), a proud Aboriginal descendant of the Bundjalung People of Northern New South Wales and South Eastern Queensland. Ebony's artistic inspiration is to strengthen connections with her culture and bring people together in reconciliation. Ebony's heritage is Bundjalung and European. She has a BA (with Honours) from Griffith University and a Diploma of New Media Design and Illustration from The Queensland School of Printing and Graphic Arts (TAFE Queensland).

At the centre of the artwork is what Ebony calls a "gathering symbol." Ebony says of her artwork: *"This represents the ADG employees and the wider community of stakeholders, partners and families. A series of u-shaped emblems radiating from the edges of the gathering symbol convey both male and female people. It is about people gathering and coming together to dream with purpose and connection. The curved lines symbolise waterflow and the Bundjalung Nations connection to land and sea. The colour green was chosen to reflect the native land, particularly the Eucalyptus Leaf and the blue represents the rivers of Australia leading to the ocean and coastline."*

The ADG team honours Ebony's talent and deeper interpretation of place and connection to country. Her artwork is unique to the ADG's values and vision, our people and members, and a visual representation of our reconciliation journey.



ARTIST

Ebony Barber



Statement from CEO of Reconciliation Australia

Reconciliation Australia welcomes ADG Engineers Pty Ltd to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

ADG Engineers Pty Ltd joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables ADG Engineers Pty Ltd to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations ADG Engineers Pty Ltd, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

A Message From Our Leadership Team

ADG have the privilege of working with, and for many communities across Australia. Ever-mindful of the role we play in shaping people, places and communities, we are proud to lead strong, best-practice solutions that create a positive legacy for the future. At ADG, we design with purpose, to make a difference.

Here in Australia, we're fortunate enough to have one of the richest and oldest continuing cultures in the world. This is something we should all be proud of and celebrate.

At ADG, our people are our most valuable asset. Our team are drawn from diverse backgrounds and expertise, and we want to ensure that everyone who works for ADG understands how their actions and words can contribute to, or erode, reconciliation. Driven by passion and vision, courage and optimism, we truly believe that no project or challenge is beyond us.

We want our First Nations employees to develop successful, rewarding careers with us in a safe, inclusive environment that recognises and celebrates their rich culture and empowers them to share their perspectives.

ADG is at the beginning of its reconciliation journey. This Reflect Reconciliation Plan (RAP) is a blueprint that will guide our first steps towards reconciliation awareness, growth and change. A journey of a thousand miles begins with a single step.



On behalf of ADG and the Senior Leadership team,

A handwritten signature in blue ink, appearing to read 'Marco Ficca'. The signature is stylized and written over a light blue diagonal line that extends from the bottom left towards the top right.

Marco Ficca
Managing Director

Our Reconciliation Action Plan Working Group (RWG)

We would like to acknowledge and thank the members of our Reconciliation Action Plan team.

Our RAP Working Group includes representation from each office, and from all business units and levels of seniority. Our rationale for ADG's RWG is to promote connection and collaboration – engaging across all levels of the business and our sphere of influence with consultants, stakeholders and the broader community.

Our RAP Champion is responsible for the strategic direction of the RAP and key focus areas.

The RWG Co-Chairs and representatives in each office are responsible for ensuring the targets and outcomes of the RAP are tracked and met.

RAP CHAMPION

Brian Loughlin
Regional Director

CO-CHAIRS

Lauren Ashmole
General Manager
Business Support & Communications

Stuart McLean
General Manager
People & Culture

COMMITTEE MEMBERS

Ebony Barber
Marketing and Communications
Coordinator

Elana Heyes
Business Support Manager

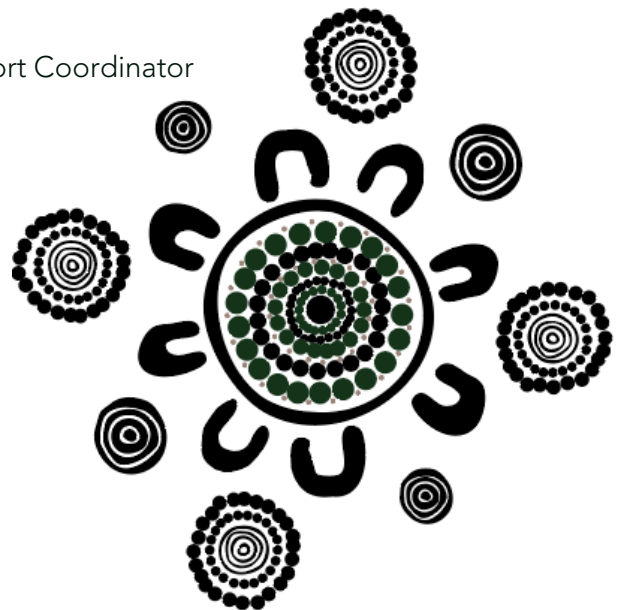
Hayley Taylor
Junior Project Design Technician

Jennifer Conroy
Associate Project Support Coordinator

Shannon Lejeune
Associate Project Support Coordinator

Sam Warner
Associate Director

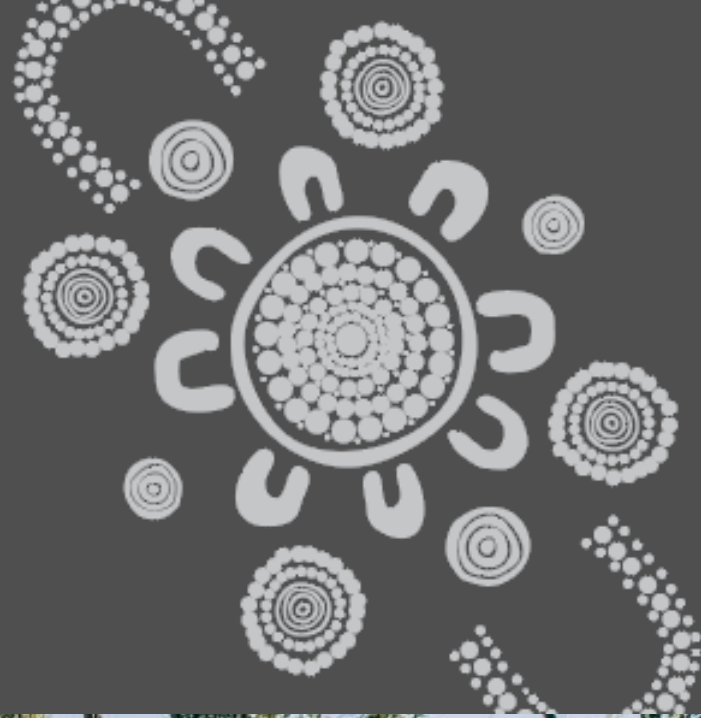
Thomas Clarke
Associate Engineer





ABOUT ADG

Our Business



ADG currently employ 257 people, as a proudly Australian-owned company that continues to be led by our founding partners, we combine decades of multi-sector experience with a diverse range of established and emerging engineering disciplines, advanced digital offerings, and advisory services. We combine reliable and proven design principles with industry-leading technology and an advisory approach to deliver outcomes that make a difference. Put simply, we always strive to build a more sustainable future. Engaged and invested, thoughtful and responsive, we are trusted by our partners — to put their vision first and realise their goals through ingenuity and integrity. In the spirit of the best outcome, our team immerses themselves in our clients' projects, embracing challenges and applying a unique approach to purpose-driven design that is creative, courageous, and considered. We do this through collaboration, proudly working in partnership with our clients to find the right solution. Our work is underpinned by strong design and analysis principles and design-thinking, and is driven by curiosity, vision, and initiative.

At ADG, our people are our most valuable asset. We are a team of professionals drawn from diverse backgrounds and our expertise covers a wide range of capabilities — from established engineering disciplines to advanced digital offerings, and advisory services in increasingly disruptive markets. We actively encourage continuous learning, recognising great work and celebrating our success, together. We have a commitment to each other, our clients, and our profession, and it is this perspective and approach that makes ADG a great place to work, and a great team to partner with. We make sure every client and each project gets the best of us. We proactively unearth opportunities for our clients and our people, supporting their success at every step to deliver — with confidence — what we believe is needed to achieve the best outcome. Ever-mindful of the role we play in shaping places, people, and communities, we are proud to lead strong, best-practice solutions that create a positive legacy for the future. Driven by passion and strategy, courage, and optimism, we truly believe that no project is beyond us. At ADG, we design with purpose, to make a difference.

ADG does not currently record this information business wide. While the number of Aboriginal and Torres Strait Islander staff is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this. ADG have a national presence and offer services across every state of Australia. We currently have 11 offices located across Australia. Our office locations include Brisbane, Gold Coast, Sunshine Coast, Toowoomba, Sydney, Melbourne, Hobart, Perth, Adelaide, Canberra, and Darwin.



ABOUT ADG

Our Sectors

At ADG, our diverse team draws on decades of multi-sector experience to provide end-to-end capability, across established and emerging engineering disciplines, advanced digital offerings and advisory services

We combine proven design principles with industry-leading technology and an advisory approach to deliver purpose-built solutions. Because each problem is unique, so is our approach — we immerse ourselves in our clients' goals with courage and creativity to deliver exceptional results.

240+ Experts

11 Practices

15,000+ Projects

Commercial and Residential

Defence and Justice

Education and Health

Transport Infrastructure

Master Planning and Land Development

Mining and Resources

Tourism, Sport and Leisure





ABOUT ADG

Our Vision

Our vision for reconciliation is an Australia that embraces and promotes the culture of Aboriginal and Torres Strait Islander peoples, where there is no inequality between Aboriginal and Torres Strait Islander peoples and other Australians. A reconciled country will acknowledge its history and provide a just and equitable nation where the life chances, opportunity, and choices of its people, along with a person's quality and length of life is not determined by race.

At ADG we work towards this vision of reconciliation through offering a culturally safe workplace that acknowledges, embraces and promotes the culture of Aboriginal and Torres Strait Islander peoples and provides equal opportunities for all employees, clients and stakeholders.





Our Reconciliation Action Plan

WHY IS ADG DEVELOPING A RAP?

At ADG, we understand the importance of reconciliation and connection with Aboriginal and Torres Strait Islander history and culture. As designers of the built environment, ADG work on projects that sit upon lands across Australia and we understand the significant role we play in recognising the cultural connection and traditions of these lands.

We are committed to a focus on incorporating a Corporate Social Responsibility to our business operations and strategy to foster an environment that is inclusive and accepting. Our RAP represents the first step in our journey of understanding and education of Aboriginal and Torres Strait Islander people and how we can meaningfully contribute to reconciliation in Australia.

We believe that through the development of our Reflect RAP, we will achieve better outcomes in our work within the built urban environment and remote communities in Australia.

We will implement a tried and tested framework, that is proven to drive reconciliation through practical actions and turn our good intentions into action by:

- Formalising ADG's commitment to reconciliation.
- Gain access to new markets and better engagement with existing markets to enable our staff to develop greater cultural awareness and professional development practices that will strengthen relationships with Aboriginal and Torres Strait Islander stakeholders.
- Gain greater esteem as an employer of choice and build a more dynamic and diverse workforce.
- Join a dynamic, supportive and fast-growing network of RAP organisations.

Ever-mindful of the role we play in shaping places, people and communities, we are proud to lead strong, best-practice solutions that create a positive legacy for the future. Driven by passion and strategy, courage and optimism, we truly want to continuously improve our diversity and inclusion as a workplace, partner and industry leader.

OUR COMMITMENT

At ADG, the balance of diversity, background, knowledge, skills, and experience are all important criteria we consider in the development of succession plans and appointment processes for our Board and senior leaders' roles.

In line with ADG's commitment to inclusion, consideration of factors including gender, ethnicity, nationality, sexual orientation, disability, cultural background, age, and experience will be given to appointments of senior leaders and Board positions.

We aim to represent the community within which we operate and serve at all leadership levels. The senior leaders, General Manager, People and Culture is responsible for reporting to the Board on succession plans and appointment processes, with the aim of achieving our diversity objectives.

ADG is committed to working towards building a society where there is equity in health and wellbeing and employment outcomes for Aboriginal and/or Torres Strait Islander people, and we will formalise this commitment through our Reconciliation Action Plan that is currently being developed.

OUR PARTNERSHIPS AND CURRENT ACTIVITIES

ADG are strongly committed to Aboriginal and Torres Strait Islander employment, engagement, consultation and participation in both our projects and business operations.

Our Reconciliation Action Plan underpins this commitment and provides a structured plan to improve outcomes through practical business wide initiatives.

Our Reconciliation Action Plan focuses on raising cultural awareness across our business and providing employment opportunities to First Nations people both within ADG and across our partners and suppliers.

Our Partnerships / Current Activities



Cross Cultural Consultants

2022 marked the 20th Anniversary of ADG as a company. As part of our national celebrations, we engaged with Cross Cultural Consultants (with particular recognition to the Larrakia (Saltwater) People. Cross Cultural Consultants (CCC) is an Aboriginal owned and managed business operating throughout the Northern Territory, nationally and internationally.

Over the past 33 years they have established a first-class reputation as deliverers of highly effective training solutions and cross-cultural consultancy services. CCC is committed to creating opportunities for Social, Economic and Cultural Development through Strategic Training and Custom Consultancy Services. As part of our 20th celebration, we worked alongside CCC to deliver a culturally appropriate Welcome to Country and Didgeridoo performance.

Underpinning all levels of CCC's work are their core values, which prioritise cross cultural sensitivity, flexibility, and adaptability; participation in learning and strengths-based capacity development.



Winya

Winya Indigenous Furniture has always had a strong commitment to being leaders in workplace inclusion and diversity. Winya is the first ever Australian company to achieve the United Nations Award for Sustainable Development in the Economic Inclusion of Indigenous peoples. ADG engaged with Winya to celebrate artist Diana Dawson, a Pitjantjatjara born in Amata community in 1972, South Australia. Her artwork is proudly displayed in the Darwin ADG office.



The Indigenous Education Centre (IEC) at Kangan Institute



ADG provided structural services on The Indigenous Education Centre (IEC) at Kangan Institute in Bendigo, Victoria. This innovative environment fosters and promotes Indigenous learning, while supporting Indigenous students undertaking study and training in a wide array of courses across the institute. Honouring the traditional landowners of the area, Gunung-Willam – Balluk, Boonwurrung and Wurrundjeri Peoples, the centre merges the cultural heritage and values of these landowners with contemporary Aboriginal cultures and strong networks with key Aboriginal organisations to ensure that their students are supported through their time at the centre.

IE Project



ADG have taken our first steps in providing employment opportunities to Aboriginal and Torres Strait Islander peoples through our engagement with Indigenous Employment Project. IE Project create and deliver employment and recruitment solutions and specialise in recruitment solutions for First Nations peoples, across Darwin and the Northern Territory, through a range of innovative practices and programs. IE Project are proudly part of the Mumpara Group of companies and are a Supply Nation Registered Business. ADG are actively working with IE Project in providing training, mentoring, support and employment with the engineering industry which we strongly believe in.



Our Actions: Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	December 2023	SW – Associate Director
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2023	SW – Associate Director
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff. 	May 2024	JC – Associate Project Support Coordinator
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	May 2024	JC – Associate Project Support Coordinator
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	May 2024	JC – Associate Project Support Coordinator
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	January 2024	LA – General Manager Business Support & Communications
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	January 2024	LA – General Manager Business Support & Communications
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	January 2024	LA – General Manager Business Support & Communications
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	January 2024	SM – General Manager People & Culture
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	January 2024	SM – General Manager People & Culture



Our Actions: Respect

Action	Deliverable	Timeline	Responsibility
5. 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"> • Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation. 	December 2023	BL – Regional Director
	<ul style="list-style-type: none"> • Conduct a review of cultural learning needs within our organisation. 	December 2023	SM – General Manager People & Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> • Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area. 	June 2024	TC – Associate Engineer
	<ul style="list-style-type: none"> • Recognise local Traditional Owners or Custodians of the lands and waters within our organisation’s operational areas through inclusion on email signatures. 	June 2024	TC – Associate Engineer
	<ul style="list-style-type: none"> • Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	June 2024	TC – Associate Engineer
	<ul style="list-style-type: none"> • Rename ADG Meeting rooms to reflect local Aboriginal and Torres Strait Islander Cultures through engagement with local Traditional Owners. Visual signage will be installed outside all rooms to communicate this. 	June 2024	LA – General Manager Business Support & Communications
	<ul style="list-style-type: none"> • Review and update ADG Mandatory Checkpoint (MC) forms to include reference to Aboriginal and Torres Strait Islander peoples and cultural protocols. 	June 2024	BL – Regional Director



Our Actions: Respect

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. Including Website 'Acknowledgement to Country' Banner and Email Signature This is for both NAIDOC week and to increase ongoing education across the ADG Business. 	June 2024	LA – General Manager Business Support & Communications
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	June 2024	JC – Associate Project Support Coordinator
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	June 2024	JC – Associate Project Support Coordinator
	<ul style="list-style-type: none"> Respectful rollout of Reconciliation Action Plan branding across group. RAP Working Group to review and compile list of branding to ensure consistency, integrity and suggest areas of artwork promotion across ADG Group. 	December 2023	LA – General Manager Business Support & Communications Support: EB – Marketing and Communications Coordinator
	<ul style="list-style-type: none"> Coordinate printed and framed artwork to be displayed in board / meeting rooms tying in a strong theme on collaboration and sense of meeting place. 	December 2023	LA – General Manager Business Support & Communications Support: EB – Marketing and Communications Coordinator
	<ul style="list-style-type: none"> PowerPoint template banner for inclusion on all appropriate presentation templates. This is for both NAIDOC week and to increase ongoing education across the ADG Business. 	December 2023	LA – General Manager Business Support & Communications Support: EB – Marketing and Communications Coordinator



Our Actions: Respect

Action	Deliverable	Timeline	Responsibility
	<p>Printed Acknowledgment design to be created across ADG communication pieces including:</p> <ul style="list-style-type: none">• New Starter Packs• Corporate Event Display Banners• Computer Desktop Screensaver	December 2023	LA – General Manager Business Support & Communications Support: EB – Marketing and Communications Coordinator



Our Actions: Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, and retention and professional development.	<ul style="list-style-type: none">• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2023	SM – General Manager People & Culture
	<ul style="list-style-type: none">• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2023	SM – General Manager People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none">• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2023	LA – General Manager Business Support & Communications
	<ul style="list-style-type: none">• Investigate Supply Nation membership.	December 2023	LA – General Manager Business Support & Communications



Our Actions: Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Form a RWG to govern RAP implementation 	December 2023	BL – Regional Director
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	December 2023	LA – General Manager Business Support & Communications
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	December 2023	BL – Regional Director
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	December 2023	BL – Regional Director
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	December 2023	BL – Regional Director
	<ul style="list-style-type: none"> Appoint a senior leader to champion our RAP internally. 	December 2023	BL – Regional Director
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	December 2023	BL – Regional Director
12. Build accountability and transparency through reporting RAP achievements, and 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	LA – General Manager Business Support & Communications
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August annually	LA – General Manager Business Support & Communications
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September annually	Lead: BL – Regional Director Support: LA – General Manager Business Support & Communications
13. 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. 	December 2024	BL – Regional Director



Reflect.

ADG Engineers (Aust) Pty Ltd

Contact details:

Name: Brian Loughlin

Position: RAP Champion / Regional Director

Phone: 0468 966 870

Email: bloughlin@adgce.com

ADG Engineers (AUST) Pty Ltd

www.adgce.com



RECONCILIATION
ACTION PLAN

REFLECT

