

**RECONCILIATION
ACTION PLAN**
REFLECT

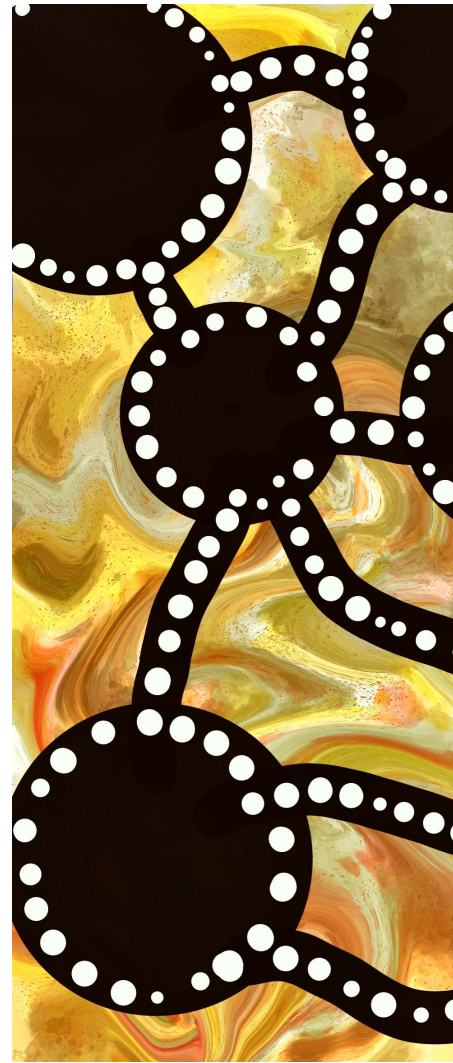
February, 2024 – July, 2025

ACKNOWLEDGEMENT OF COUNTRY

ADW Johnson acknowledges the Awabakal, Darkinjung and Eora People as the Traditional Owners and Custodians of the Country on which our offices are located, we also extend the same acknowledgement to all First Nation's Country on which we operate. We recognise Aboriginal and Torres Strait Islander people's cultures, guardianship & continuous connection to this land and would like to pay respect to the Elders Past, Present and Emerging.

ABOUT THE ARTIST

Joe Griffin is a proud Aboriginal man, descendant of the Awabakal people. He has always worked in community focused roles, like at The University of Newcastle in community outreach and student support capacity and now as a Firefighter, which has always been a passion.





ABOUT THE ARTWORK

Seeking artwork to reflect our intrinsic link to community and Country, ADW Johnson commissioned local Awabakal artist Joseph (Joe) Griffin to provide the artwork for this Reconciliation Action Plan.

"I call this design "Connected". It represents how Indigenous communities are always connected to Country. Communities in the old days were connected by stories and songlines integrated with the land, now

these traditional stories and songlines have evolved and become more dynamic, but more than ever they maintain a special place in today's society.

Being connected is a powerful source of knowledge, as this knowledge is shared across the community providing the best outcome for all through collaboration & learning. Connection is a foundation of strength for the Indigenous communities."

- Joe Griffin



STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

KAREN MUNDINE:

Reconciliation Australia welcomes ADW Johnson to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

ADW Johnson 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 ADW Johnson 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 ADW Johnson, 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
MANAGING DIRECTOR,
MARK KELLY:

I am pleased to introduce ADW Johnson's first official Reconciliation Action Plan (RAP). ADW Johnson has a long history of respect for Aboriginal and Torres Strait Islander people's cultures, knowledge, and connection to Country. Our Reflect RAP formalises an important step for us as we integrate reconciliation into our organisation and across our operations.

We aim for reconciliation to be embedded across our business, aligning with our values to foster a culturally safe & encouraging environment for all Aboriginal and Torres Strait Islander peoples within our sphere of influence. Our RAP commitments align with the core of

the way we operate and how we deliver projects which is to provide a premium service and delivery quality on time. This is achieved through creating a highly skilled team, founded on our company values of teamwork, ownership, respect, accountability and humility. All of which are applicable to how we approach our next chapter of reconciliation, through the implementation of our first RAP.

Our company prides itself on the strength of our relationships, with our people, our clients and our communities. With the implementation of this RAP, we aim to further develop our relationship with our local communities and people.

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OUR BUSINESS

ADW Johnson is a fully integrated team of development specialists and one of the largest firms of its type in New South Wales. We specialise in the planning, design and delivery of development and infrastructure projects from site acquisition through to construction, plan registration and settlement.

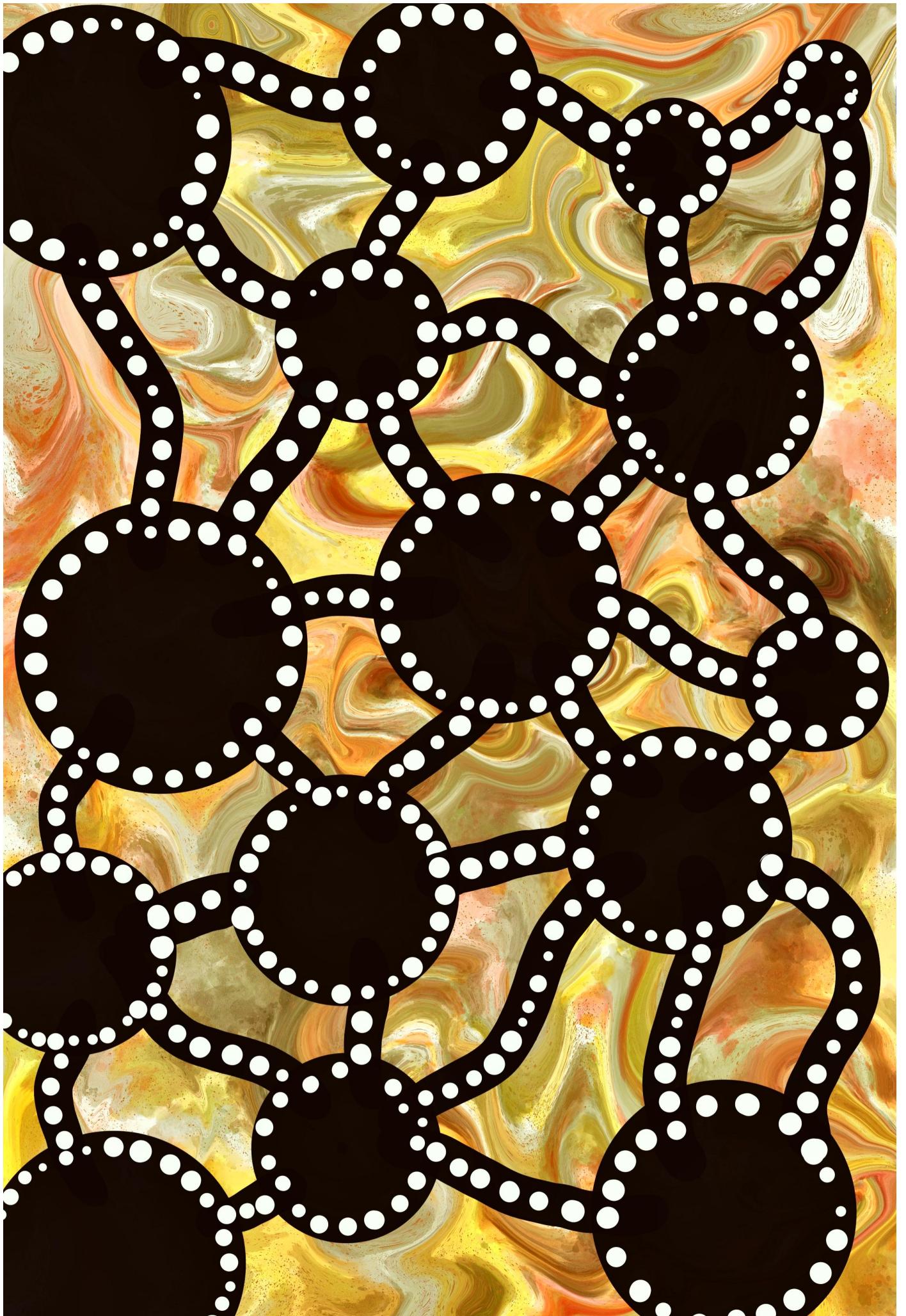
Our growth over the past 40 years of business is based upon a strong service ethos, with emphasis given to high quality of design, documentation and management and a total commitment to achieving client deadlines. By having the key project disciplines of Civil Engineering Design, Town Planning, Surveying and Project Management inhouse we are able to exercise effective control over project deliverables.



Our senior staff are actively involved in industry organisations such as the Urban Development Institute of Australia and the Property Council of Australia with a view to keeping up to date with current issues within the industry, as well as assisting in shaping the overall future of development generally by contributing to government policy.

We employ over 100 staff who operate across the Hunter & Central Coast regions of NSW and at the time of this RAP endorsement we employ at least one Aboriginal staff member.





OUR RECONCILIATION JOURNEY

Given the integrated services we provide around land & communities, we have a real opportunity to make reconciliation an inherent part of what we do & what we can deliver.

At ADW Johnson, we have a long, proud and successful history working with Local Aboriginal Land Councils, collaboratively developing strategies to maximise benefits to unlock the potential of their land holdings.

Local Aboriginal Land Councils, notably Darkinjung LALC, has been one of our closest developers we have worked with. A notable collaboration includes the Mount White Cadastral Survey, encompassing approximately 739 ha of land covering Mount White, Glenworth Valley, Wendoree Park and Marlow, this was the largest cadastral survey tender offer in recent history at the time in 2016. The survey was commissioned for the purpose of preparing titles suitable for the transfer of land to the Darkinjung LALC.

Given the relatively undisturbed nature of the landscape, it was considered highly likely that Aboriginal artefacts and sites would be present within the region. ADW Johnson surveyors undertook specialised training with the LALC's Cultural team on identification & preservation.

Other partnerships & initiatives have helped deliver dedicated housing for LALC members that are part of major developments around Blue Haven & Halekulani, these are in collaboration with our Town Planning department.

Each of our business's functions have lent a hand in creating opportunities for land management & use for projects like rezoning and community planning & housing. From these partnerships with Local Aboriginal Land Councils, we have often given back support through means of sponsorship for; Community Golf Days, Family Fun Days & NAIDOC Balls where our staff often attend.

OUR RAP

As a business, we are developing a RAP because we feel it is the appropriate time to demonstrate & formalise our commitment to reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Australian community.

We recognise & acknowledge that reconciliation is vital to the work we do to in our community and to build strong relationships through our projects by engaging in a genuine and meaningful way with Aboriginal and Torres Strait Islander peoples, whether that be as clients, customers, stakeholders or employees.

We strive to do this by identifying with other businesses within our sphere of influence that also have RAPs & goals that align with ours, to collaborative work toward reconciliation.



We aim to be the employer of choice for Aboriginal and Torres Strait Islander peoples looking for a career in the fields we offer, through fostering relationships with local universities that provide opportunities for graduates and creating a work environment that not only is culturally safe, but where cultures are celebrated.

Through having a RAP, it grounds our business operations, the nature of the built environment industry in which we work can at times feel a world away reconciliation and that reconciliation is something that's left up to someone else to do. By integrating dynamic and curated RAP goals into how we operate, we can hold ourselves accountable to ensure we are doing our part to work toward reconciliation.



OUR RECONCILIATION WORKING GROUP



Alex Devlin
Project Manager (RAP Chair)



Dane Bryan
Senior Project Manager (Senior
Manager)



Nicole Wyborn
Administration Coordinator (RAP
Administrator)



Andrew Fuller
Civil Engineer (Hunter Office Champion)



Jacob Jackson
Civil Draftsman (Central Coast Office
Champion)







RELATIONSHIPS:

We build sustainable, long-term relationships that are founded on trust, respect, and collaboration. We exhibit behaviours and proactively work to build & maintain a sense of belonging and community where everyone is valued and respected.

Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2024	RAP Senior Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	RAP Chair
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	RAP Office Champion
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2024	RAP Chair
	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	RAP Chair
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	April 2024	Administration Head
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	April 2024	RAP Senior Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2024	Project Management Head
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2024	Administration Head
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2024	Administration Coordinator



RESPECT:

By growing our understanding of Aboriginal and Torres Strait Islander cultures, languages and knowledge through cultural appreciation we can build a meaningful & deep respect together.

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.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2024	RAP Chair
	Conduct a review of cultural learning needs within our organisation.	April 2024	Administration Coordinator
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	April 2024	Town Planning Head
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2024	RAP Chair
7. 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.	May 2024	Administration Coordinator
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	RAP Chair
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	RAP Chair



OPPORTUNITIES:

By creating a supportive environment with genuine career and development opportunities we aim to be the employer of choice for Aboriginal and Torres Strait Islander peoples. We are also committed to having an impact on social and economic outcomes for Aboriginal and Torres Strait Islander peoples by exploring all opportunities for inputs into projects.

Opportunities			
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2024	RAP Senior Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols.	June 2024	RAP Chair
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2024	Administration Coordinator
	Investigate Supply Nation membership.	June 2024	Administration Head



GOVERNANCE:

We are dedicated to our Company's value of teamwork, ownership, respect, accountability and humility, and we approach governance with open, honest communication. We empower our employees with the knowledge & skills in order to integrate RAP goals into our operations so that we can work toward reconciliation as a collective.

Respect

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	March 2024	RAP Chair
	Draft a Terms of Reference for the RWG.	March 2024	Administration Coordinator
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	March 2024	RAP Chair
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	March 2024	Administration Coordinator
	Engage senior leaders in the delivery of RAP commitments.	September 2024	RAP Senior Manager
	Appoint a senior leader to champion our RAP internally.	March 2024	RAP Chair
	Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2024	Administration Coordinator
12. 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 annually	RAP Chair
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1st August annually	RAP Chair
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30th September annually	Administration Coordinator
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2025	RAP Chair



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