



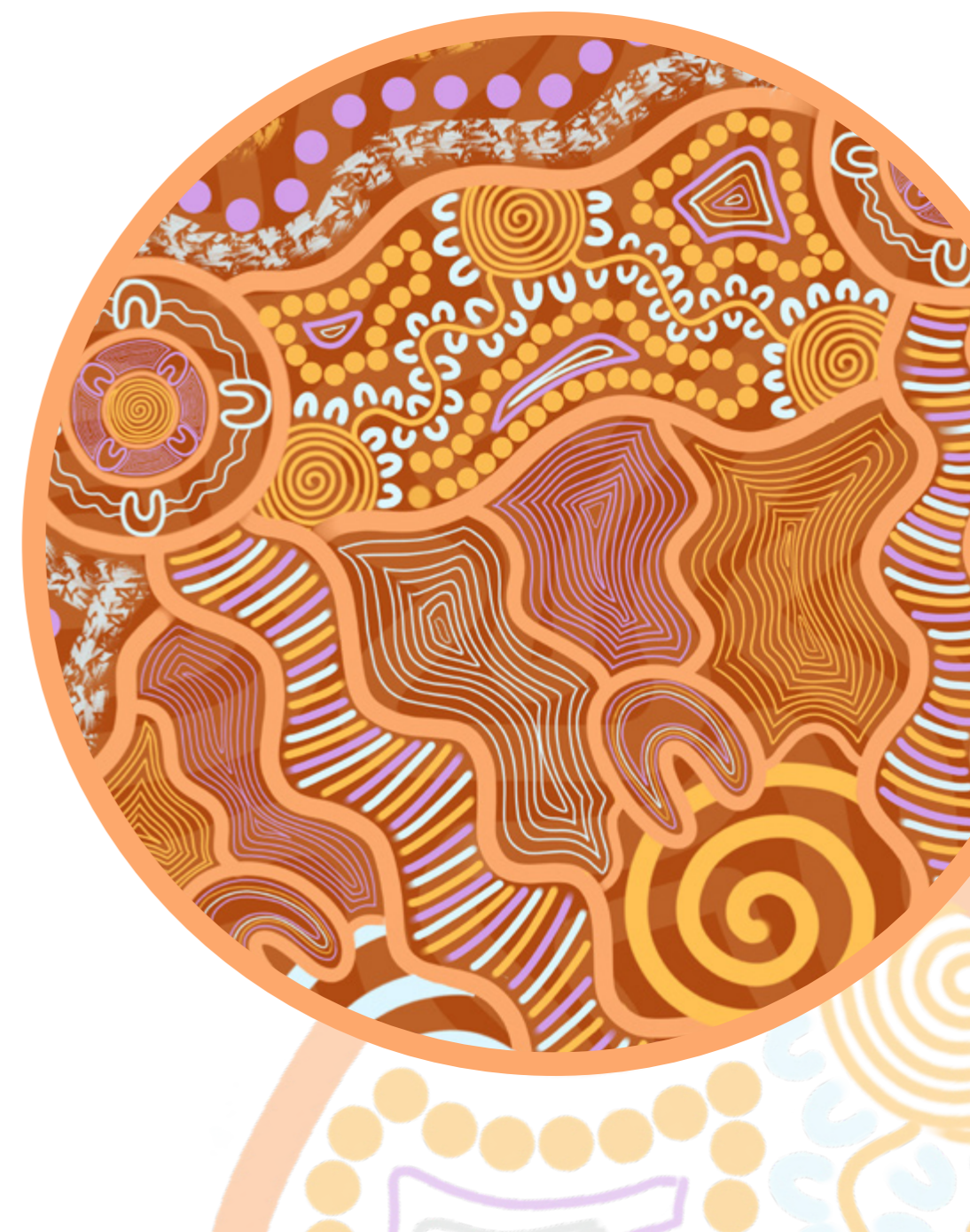
Reconciliation Action Plan

April 2026 - April 2028





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Acknowledgement

2Construct proudly acknowledges the Boonwurrung People of the Kulin Nation as the Traditional Owners and Custodians of this land. We pay our respect to their Elders, past and present.

A Message from our Directors

Duncan McPherson OAM

Peter Rahilly

Hamish McPherson

Aaron Comerford

Thomas McPherson

Since our inception in 2004, 2Construct has remained deeply connected to the communities in which we live and work, guided by a strong sense of social conscience and a commitment to contributing positively to the wellbeing of others. As we continue to grow, so too does our responsibility to advance reconciliation and foster lasting change. Our Innovate Reconciliation Action Plan (RAP) represents the next step in this journey, ensuring that reconciliation is embedded into the culture, operations and long term direction of our business.

The Innovate RAP sets the course for ongoing commitment and a renewed focus on actions that drive real and measurable progress. It reflects the lessons learned through the implementation of our Reflect RAP and reinforces the importance of accountability, structure, governance, and the creation of genuine pathways and opportunities. We remain dedicated to fostering a more equitable future by contributing to Closing the Gap between Aboriginal and Torres Strait Islander peoples and other Australians.

Our Innovate RAP aims to build on our economic participation goals by expanding employment pathways, increasing our social procurement spend and strengthening the opportunities available for Aboriginal and Torres Strait Islander peoples within our organisation. It also strengthens the role of our senior leaders in driving and upholding reconciliation across all areas of the business.

As we move forward, 2Construct remains committed to walking alongside Aboriginal and Torres Strait Islander people with respect, integrity and purpose. Through this RAP, we reaffirm our dedication to contributing to a more inclusive, respectful and reconciled future for all.

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends 2Construct 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 2Construct 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, 2Construct 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. 2Construct is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals 2Construct'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 2Construct on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



KAREN MUNDINE
RECONCILIATION AUSTRALIA

Artwork: Yapaneyepuk (Together)

This artwork highlights and celebrates 2Construct's ongoing support and commitment to reconciliation, as well as their support of my journey as an Aboriginal artist over the years. It holds a lot of meaning, and that really comes through in the work we've created together, reflecting the strength of the relationship and shared understanding we've built over time. Each artwork is more than just a project; it reflects the strong connection between Ngalnya Art and 2Construct, built over time through trust, collaboration and a shared respect. This artwork captures how the relationship has grown, and how we've been able to create work that feels genuine and considered. It also speaks to 2Construct's ongoing commitment to uplifting First Nations people and businesses, and backing opportunities for our stories, culture, and perspectives to be shared in meaningful ways.

Repetitive Linework: In this artwork there are a lot of repetitive lines throughout the piece. I've chosen to include these not only as a way to pay respect to First Nations traditions and generations of knowledge but more specifically to the people and traditions from my region. This style of linework is something I've been taught and connected to for my entire life so it naturally plays a big role in how I create. This symbolism is a way of carrying on stories and knowledge that have been passed down over generations. Including these lines is my way of staying connected to that while also sharing a part of my culture through the artwork.

U shape symbols and Connecting Circles: You'll also notice at the top of the artwork there's a circle symbol, surrounded and connected by U-shaped symbols; which represent people. I've included this to reflect the different sites 2Construct works across and to recognise all the people involved behind the scenes who make those projects happen. It's really about showing that it takes a collective effort and everyone working together to create something strong and meaningful. In a lot of ways, it also mirrors the relationship between 2Construct and uplifting First Nations businesses like myself, where that same sense of collaboration and support leads to something really positive.

U shape symbols inside the circles: These U-shaped symbols within the circles represent people working together in an environment that allows them to grow and I've included them to highlight the importance of respect in this year's RAP. They speak to the idea of listening to each other's perspectives, valuing different voices and creating a space where everyone feels supported. It's about building an environment where people can grow together, learn from one another, and contribute in a way that feels meaningful and respected.

Colourful Lines: The colourful lines flowing out to the circles in this painting represent my personal journey as an artist and how much 2Construct has supported and uplifted me along the way. They reflect the growth, opportunities, and confidence I've been able to build through that support over time. Without 2Construct, I don't think I'd have the platform I have today or the confidence to keep doing what I do. Their ongoing support has played a huge part in that for which I am incredibly grateful.

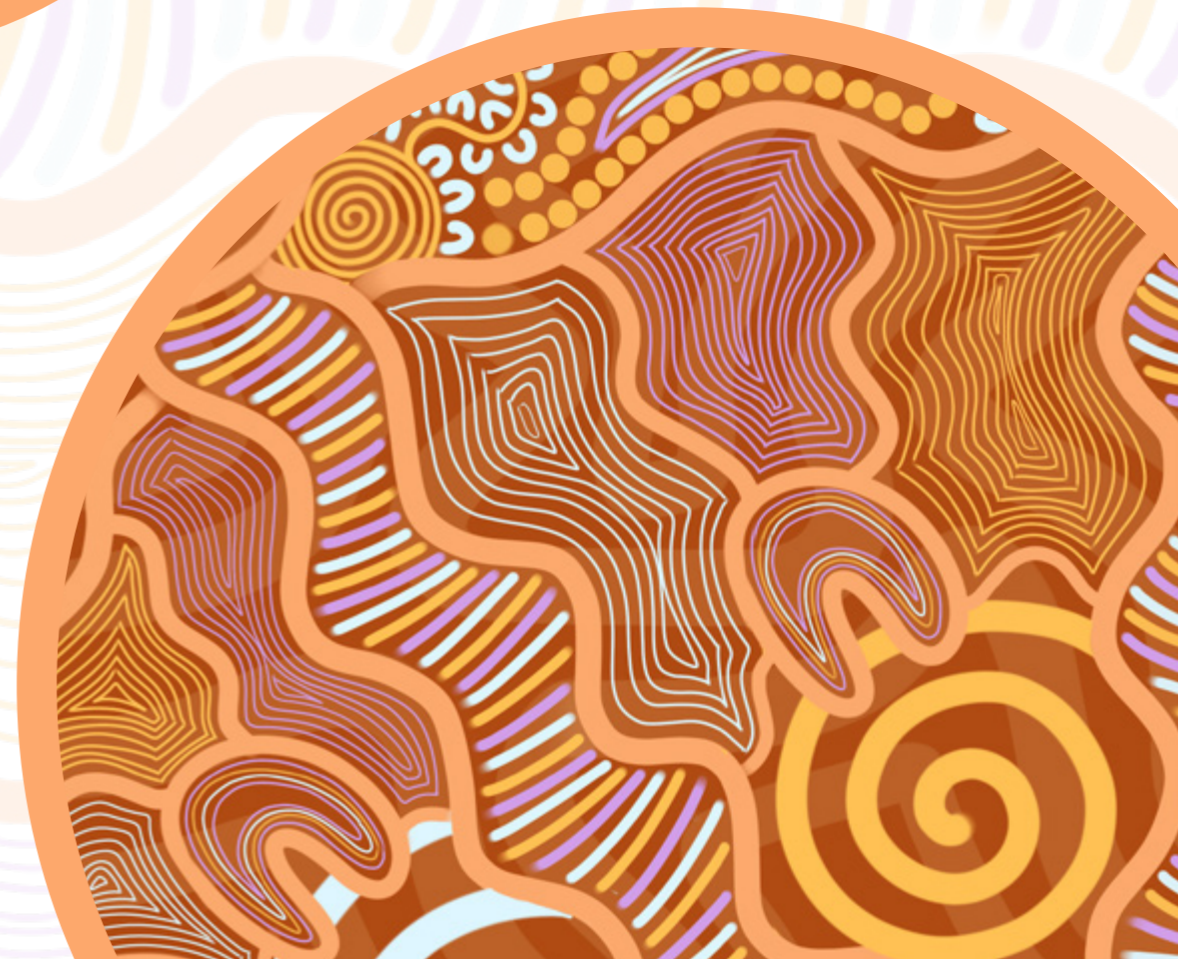


Artist: Ngalnya Atkinson



NGALNYA ATKINSON
NGALNYAART

Ngalnya is a proud Yorta Yorta artist originally from Shepparton, but now calling Naarm home since 2021. Her journey as an artist has been deeply intertwined with her cultural heritage, a legacy passed down by elders throughout generations. This connection to her artwork isn't just a creative pursuit; it's a vital link to her community and a cherished avenue for bonding with family. Ngalnya's artwork provides a platform for her to express her thoughts, share the stories of her people, and celebrate her connection to mob. Ngalnya's art serves as more than just visual expression - it's a bridge between generations, a testament to a personal journey, a vibrant reflection of Yorta Yorta culture and a way to connect with the world.



Our Business

2Construct is a multi-faceted construction company, delivering a broad range of Building, Civil infrastructure, and Civic landscape projects across metropolitan Melbourne and regional Victoria with our head office located in Balaclava VIC. Our project scope spans various sectors; Education, Industrial, Commercial, Community, Health, Aged Care, Open Space, Public Domain and Sport & Recreation.

With over 65 personnel, our team consists of operational staff and site personnel comprising skilled project managers, contract administrators, site managers and health & safety professionals who have successfully completed many high-profile projects across all facets of the construction industry. We currently employ 1 staff member who identifies as an Aboriginal and/or Torres Strait Islander.

2Construct's sphere of influence extends from our internal stakeholders such as employees, contractors and management team to how we engage with Aboriginal and Torres Strait Islander businesses, consult with communities, suppliers, subcontractors, regulatory bodies, industry partners and clients. By embedding reconciliation into our day-to-day operation, partnerships, procurement and supply chains, 2Construct is committed to supporting meaningful change throughout Victoria.



Our Reconciliation Journey

The Reflect RAP implementation has helped 2Construct lay a strong foundation for long term reconciliation commitments. Key progress has been made in cultural learning, stakeholder engagement, inclusive procurement, and governance. While challenges around data systems, internal capability, and employment pathways remain, the business has achieved meaningful cultural and operational change that positions it strongly for developing its next RAP stage.

Our biggest challenge has been developing meaningful employment pathways for Aboriginal and Torres Strait Islander peoples. Although we made progress with strong subcontractor participation, with 1.7% workers who identify as an Aboriginal or Torres Strait Islander inducted on our sites, we continue to face hurdles such as limited permanent Aboriginal and Torres Strait Islander staff, the need to strengthen our internal training, staff retention strategies, and career progression opportunities, as well as managing the additional time and resource demands these initiatives place on our core roles.

While the Reflect RAP implementation has laid a solid foundation in areas like cultural learning, stakeholder engagement, inclusive procurement and governance, overcoming these employment-related challenges remains central to making lasting cultural and operational change at 2Construct.

Some of the key achievements from 2Construct's Reflect Reconciliation Action Plan include:

- **Formation of RAP Working Group**
- **Development of National Reconciliation Week Learn & Listen Morning Tea**
- **Localised supplier engagement (e.g. Bunji Enterprises for labour hire, IDEM for landscaping) strengthens community outcomes.**
- **Social Procurement Enterprise Spend Strategy approved**
- **Built relationships with key Indigenous owned businesses such as Jarrah Catering and Ngalnya Art**
- **Enhanced organisational inclusion by reviewing HR policies for inclusive practices, integrating cultural identifiers into induction processes, and strengthening ESG-aligned reporting on inclusion and race relations.**
- **Development of original painting in boardroom and RAP artwork by Ngalnya Atkinson**
- **Actively recognising Bunurong Country in communications and events as part of our Acknowledgement of Country protocol**



NGALNYA ATKINSON
NGALNYAART



EXECUTIVE TEAM
CASEY HORSFIELD

Case Study 1

Stronger Cultural Engagement

Background

As part of our Reconciliation Action Plan (RAP), the business sought to foster a workplace culture that actively recognises, respects and celebrates Aboriginal and Torres Strait Islander peoples and their histories. This commitment was embedded through a series of high-impact cultural engagement initiatives.

Key Actions

Delivered internal cultural seminars, such as the National Reconciliation Week Learn & Listen Morning Tea, featuring First Nations catering service and educational presentations.

Hosted a NAIDOC Week morning tea and promoted participation in local community events.

2Construct staff attendance at the St Kilda Town Hall flag-raising ceremonies during both NRW and NAIDOC Week.

These activities directly increased staff awareness, participation, and cultural understanding. Over time, cultural awareness has become a norm within the business, with regular recognition of Traditional Owners, observance of cultural protocols, and integration of Aboriginal and Torres Strait Islander histories into daily operations.

Outcomes

Cultural values now underpin internal events, communications, and project-level engagements.

Organisational culture has shifted to consistently respect Traditional Owners and embed cultural protocols.

Reconciliation is now a tangible and measurable operational priority, influencing strategic planning and reporting.



ST KILDA TOWN HALL
FLAG RAISING

NRW LEARN & LISTEN
MORNING TEA





2C COMPANY DAY
CASEY HORSFIELD



NRW LEARN & LISTEN
MORNING TEA

Case Study 2

Supplier Diversity and Partnerships

Background

The business recognised the significant impact procurement decisions have on economic inclusion and community outcomes. By prioritising supplier diversity, particularly Indigenous-owned businesses, the organisation aimed to strengthen community ties and foster real change.

Key Actions

We identified a broad network of Indigenous suppliers across Melbourne and built relationships with key businesses, including Jarrah Catering, Lee Group, Alpha Traffic Management, Djurwa and Yalagan Group as part of the Yalagan Registered Training Authority.

We investigated membership with Supply Nation and aligned procurement processes to support Indigenous enterprises.

Embedded supplier diversity into procurement recommendations, making engagement with Indigenous-owned businesses a standard and strategic practice.

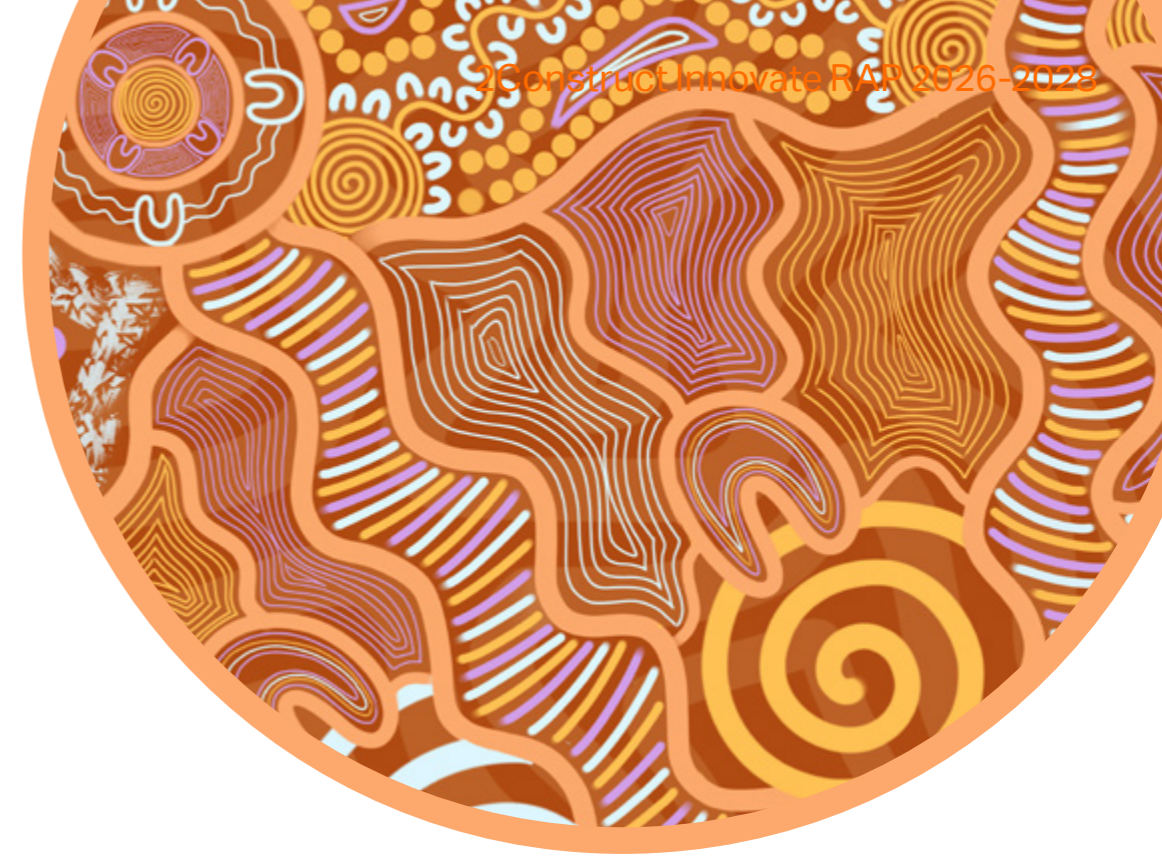
In addition, relationships with Traditional Owner groups have been strengthened by actively recognising Bunurong Country in communications and events, utilising educational materials, and encouraging staff participation in community-led cultural initiatives.

Outcomes

Supplier diversity is now region-specific and strategically embedded in the organisation's operations. 2Construct are implementing a strategic plan to increase our social procurement enterprise spend.

Indigenous businesses are increasingly visible and included, supporting economic participation and local community development.

The business demonstrates a maturing relationship with Indigenous communities, reflected in ongoing community engagement and procurement activities.



Our RAP

2Construct's Innovate Reconciliation Action Plan represents a deepening of our commitment to reconciliation by embedding it meaningfully into the everyday culture, operations, and long term direction of our business. Moving to the Innovate stage allows us to progress beyond awareness building toward practical, measurable actions that guide how we operate, engage, and grow.

The development of our Innovate RAP was led internally through collaboration among staff and senior leaders who share a commitment to reconciliation. Input from leadership ensured the RAP aligns with our long term strategic direction, while the involvement of Aboriginal and Torres Strait Islander staff helped ensure that lived experience informs our approach.

Our Marketing Manager will champion the Innovate RAP within the business, supported by our Directors and the RAP Working Group. This leadership ensures that reconciliation remains visible, well resourced, and meaningfully integrated into the way we work.

The RAP Working Group brings together staff from across the organisation, including the Marketing Manager, Bid Manager, HR People & Culture Manager, HSEQ Manager, Site Manager and Office Manager. This representation enables diverse perspectives to inform decision making and ensures that RAP actions are carried across all functions of the business.

Aboriginal and Torres Strait Islander representation is an essential part of the Working Group, and our Site Manager provides cultural insight, guidance, and lived experience that strengthens the relevance and authenticity of our reconciliation commitments. Having the perspective from Aboriginal and Torres Strait Islander staff members ensures that our actions are shaped with respect for cultural knowledge and grounded in community realities.

Our commitment to progressing the Innovate RAP reflects our belief that reconciliation is not a separate initiative but a responsibility embedded into our operations, relationships, and culture. We strive to strengthen genuine partnerships with Aboriginal and Torres Strait Islander organisations, to build cultural understanding among our staff, to create meaningful economic and employment opportunities, and to ensure cultural respect is upheld in all areas of our work.



ST KILDA TOWN HALL
FLAG RAISED



CITY HALL
RENOVATION



Relationships



As a business operating on Country, strong relationships enable us to listen, learn and engage meaningfully with Aboriginal and Torres Strait Islander peoples, ensuring cultural knowledge, heritage and perspectives inform how we plan, build and operate. These relationships support our core business activities by enhancing socially responsible project delivery, aligning with client and government expectations, and embedding reconciliation into our culture, operations and long term growth as an organisation.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Management Marketing Manager	October 2026	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.
		November 2026	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.
2. Build relationships through celebrating National Reconciliation Week (NRW).	Marketing Manager	27 May - 3 June, 2026/2027	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.
	Marketing Manager HR Manager Management	27 May - 3 June, 2026/2027	RAP Working Group members to participate in an external NRW event.
	Management Marketing Manager	27 May - 3 June, 2026/2027	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.
	Marketing Manager HR Manager Management	27 May - 3 June, 2026/2027	Organise at least one NRW event each year.
	Marketing Manager	May 2026/2027	Register all our NRW events on Reconciliation Australia's NRW website.
3. Promote reconciliation through our sphere of influence.	HR Manager Marketing Manager	April 2027	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.
	Marketing Manager	May 2026/2027	Communicate our commitment to reconciliation publicly.
	Management Marketing Manager	December 2026	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.
		October 2026	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.
4. Promote positive race relations through anti-discrimination strategies.	HR Manager HSEQ Manager	February 2027	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.
		March 2027	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.
		February 2027	Develop, implement, and communicate an anti-discrimination policy for our organisation.
	HR Manager Management	March 2027	Educate senior leaders on the effects of racism.



Respect



Respect is one of the values embedded in our RISE acronym (Respect, Integrity, Support, Excellence) and underpins how we engage with our people, our partners and the communities in which we deliver projects. For us, respect means acknowledging the enduring cultures and histories of Aboriginal and Torres Strait Islander peoples, valuing their knowledge and rights, and committing to ongoing learning, listening and understanding. This is reflected in our onboarding, recruitment practices and business operations, where cultural awareness, Acknowledgment of Country and inclusive practices are actively embedded.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	HR Manager Marketing Manager	June 2026	Conduct a review of cultural learning needs within our organisation.
	HR Manager	November 2026	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.
	HR Manager Management	June 2026	Develop, implement, and communicate a cultural learning strategy document for our staff.
		June 2026	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Marketing Manager Management	July 2026	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.
	HR Manager Management	July 2026	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.
	Management Marketing Manager	July 2026	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.
	Management	April 2026	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group	First week in July, 2026, 2027	RAP Working Group to participate in an external NAIDOC Week event.
	HR Manager	June 2026	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.
	Marketing Manager	First week in July, 2026, 2027	Promote and encourage participation in external NAIDOC events to all staff.

Opportunities

These opportunities are essential to creating a fair, inclusive and sustainable construction industry and to contributing to long term reconciliation in a meaningful way. As a business that operates on Country and within diverse communities, we recognise that access to employment, procurement and professional development is a key driver of equity, self determination and economic participation. Ensuring these opportunities exist supports stronger communities, aligns with our partners and government priorities, addresses historical and ongoing disadvantage, and helps reduce disparity that affects long term outcomes.

ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	HR Manager Management	September 2027	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.
	HR Manager HSEQ Manager	September 2027	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.
	HR Manager Management	October 2027	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.
	HR Manager Marketing Manager	October 2027	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.
	HR Manager Management	November 2027	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Bid Manager Management	August 2027	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.
	Bid Manager	August 2027	Investigate Supply Nation membership.
	Management	August 2027	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.
	Bid Manager HSEQ Manager	November 2027	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.
	Bid Manager Management	November 2027	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.
Work with Indigenous suppliers across Melbourne to strengthen community relationships.	Bid Manager Management	October 2027	Draft and implement a strategic plan to increase our social procurement enterprise spend.
		October 2027	Strengthen engagement with key businesses, including Jarrah Catering, Lee Group, Alpha Traffic Management, Djurwa and Yalagan Group as part of the Yalagan Registered Training Authority - supporting economic participation and local community development.



Governance



ACTION	RESPONSIBILITY	TIMELINE	DELIVERABLES
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Marketing Manager	April 26/27 June 26/27 September 26/27 December 26/27	Maintain Aboriginal and Torres Strait Islander representation on the RWG.
	Management Marketing Manager	May 2026	Establish and apply a Terms of Reference for the RWG.
	Marketing Manager RAP Working Group	April 26/27 June 26/27 September 26/27 December 26/27	Meet at least four times per year to drive and monitor RAP implementation.
11. Provide appropriate support for effective implementation of RAP commitments.	Marketing Manager	May 2026	Define resource needs for RAP implementation.
		May 2026	Engage our senior leaders and other staff in the delivery of RAP commitments.
		May 2026	Define and maintain appropriate systems to track, measure and report on RAP commitments.
		May 2026	Appoint and maintain an internal RAP Champion from senior management.
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Marketing Manager	June annually	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.
	Marketing Manager	30 September, annually	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.
	HR Manager Marketing Manager	March 27 June 26/27 September 26/27 December 26/27	Report RAP progress to all staff and senior leaders quarterly.
	Marketing Manager	January 2028	Publicly report our RAP achievements, challenges and learnings, annually.
	Management	February 2028	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.
	Marketing Manager	April 2028	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.
13. Continue our reconciliation journey by developing our next RAP.	Marketing Manager	September 2027	Register via Reconciliation Australia's website to begin developing our next RAP.



Name: Bridget Ioannidis
Position: Marketing Manager
Phone: 0432922749
Email: marketing@2construct.com.au

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