



Heidelberg Materials

Heidelberg Materials Australia

# Innovate Reconciliation Action Plan

November 2025 to November 2027





## Acknowledgement of Country

Heidelberg Materials Australia acknowledges the Traditional Custodians of the land on which we live and work. We acknowledge the traditions and living cultures of Aboriginal and Torres Strait Islander peoples and we pay our respect to their Elders past and present.



### Nikita Ridgeway Artist biography

Nikita Ridgeway is an award-winning Bundjalung/Biripi artist and the Founder and Director of Boss Lady Design and Communications. As an Aboriginal businesswoman, Nikita has been recognised for her entrepreneurial work and advocacy for change, using business as a vehicle to foster a deeper understanding of Aboriginal people and culture. Nikita also designed the artwork for our first Reconciliation Action Plan.

### Artwork story

Nikita has created a beautifully detailed and multi-layered piece around our values of Care, Collaboration and Ownership. Her artwork, entitled 'Innovate and Collaborate', respects People, History and Culture, featuring symbolic elements that represent ancestors, journey and songlines.

- **Care** is expressed through community symbols, with concentric circles representing places of meeting or connection
- **Collaboration** is depicted through groupings of symbols around community symbols, emphasising unity and co-operation
- **Ownership** is shown through U-shapes, which depict the mark on the ground when a person sits cross-legged on the earth.



Connecting these elements are green pathways, representing journey, and ancestor symbols which represent history. Heidelberg Materials Australia's own products, such as aggregates, are represented throughout via grey dots.



Heidelberg Materials Bass Point Quarry.  
Image owned by HMA.



## A message from our CEO

At Heidelberg Materials Australia, we embrace and respect the rich cultural heritages of Aboriginal and Torres Strait Islander peoples.

I'm proud to introduce our second Innovate Reconciliation Action Plan (RAP), which builds on the positive strides made through our first RAP. Since then we have rebranded from Hanson to Heidelberg Materials, reaffirming our commitment to our values of Care, Collaboration and Ownership.

These values are at the heart of our new RAP, which sets clear and measurable targets to support our reconciliation journey.

- **Care:** With extensive land holdings across Australia, we're committed to preserving the sites which hold strong spiritual and cultural significance for Aboriginal and Torres Strait Islander peoples, acting responsibly and with respect for the communities and the environment we operate in.
- **Collaboration:** By working together to overcome challenges, we can drive continuous improvement and create real impact through creating employment opportunities for local Aboriginal and/or Torres Strait Islander people, building partnerships with Indigenous businesses and enhancing cultural competency for our employees.
- **Ownership:** Through meaningful engagement and collaboration with Traditional Owners, government bodies and community groups, we are accountable for our decisions and actions.

Having operated in Australia for more than 70 years, we understand the important role we play in the communities where we live and work, from responsible practices in our own operations to supporting local initiatives that enhance people's lives.

I look forward to our continued progress as we embed our Innovate RAP commitments across our Australian business.

A handwritten signature in black ink, appearing to read 'Phil Schacht'.

Phil Schacht  
Chief Executive

## A message from Reconciliation Australia's CEO

Reconciliation Australia commends Heidelberg Materials Australia on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

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. Heidelberg Materials Australia continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Heidelberg Materials Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Heidelberg Materials Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Heidelberg Materials Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Heidelberg Materials Australia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Heidelberg Materials Australia's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Heidelberg Materials Australia on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia





Kings Canyon, Petermann, Australia.  
Photographed by Philippe Wuyts.

## Our business

With more than 150 years of experience and operating in over 50 countries, Heidelberg Materials is one of the world's largest integrated manufacturers of building materials and solutions.

Our Australian story began in 1949 in Sydney with two visionary young men - Sir Tristan Antico and Ken Conley. With just 500 pounds and some basic building equipment, Pioneer Concrete was born.

Over the decades we have expanded our operations and entered new markets. In 2000, Pioneer International was acquired by Hanson and in 2007 Hanson was acquired by Heidelberg Materials.

Today, as Heidelberg Materials Australia, we think global and act local. We benefit from global research and development enhanced by national collaboration to offer a comprehensive range of high-quality concrete, aggregates, road base, sand and asphalt products. We also produce a wide range of sustainable and circular materials for civil construction and infrastructure projects.

In Australia, we employ approximately 3,500 people, including approximately 60 employees who identify as Aboriginal and/or Torres Strait Islander. We are committed to building our internal understanding of First Nations employee numbers and during this Innovate

phase we will explore current self-identification processes to ensure they are culturally sensitive. Culturally sensitive practices to support self-identification. Headquartered in Sydney's CBD, our operations extend from far-north Western Australia to Tasmania, with over 300 sites that include quarries, batch plants, laboratories, asphalt and recycling centres. All of this is supported by our logistics fleet of more than 1,500 vehicles.

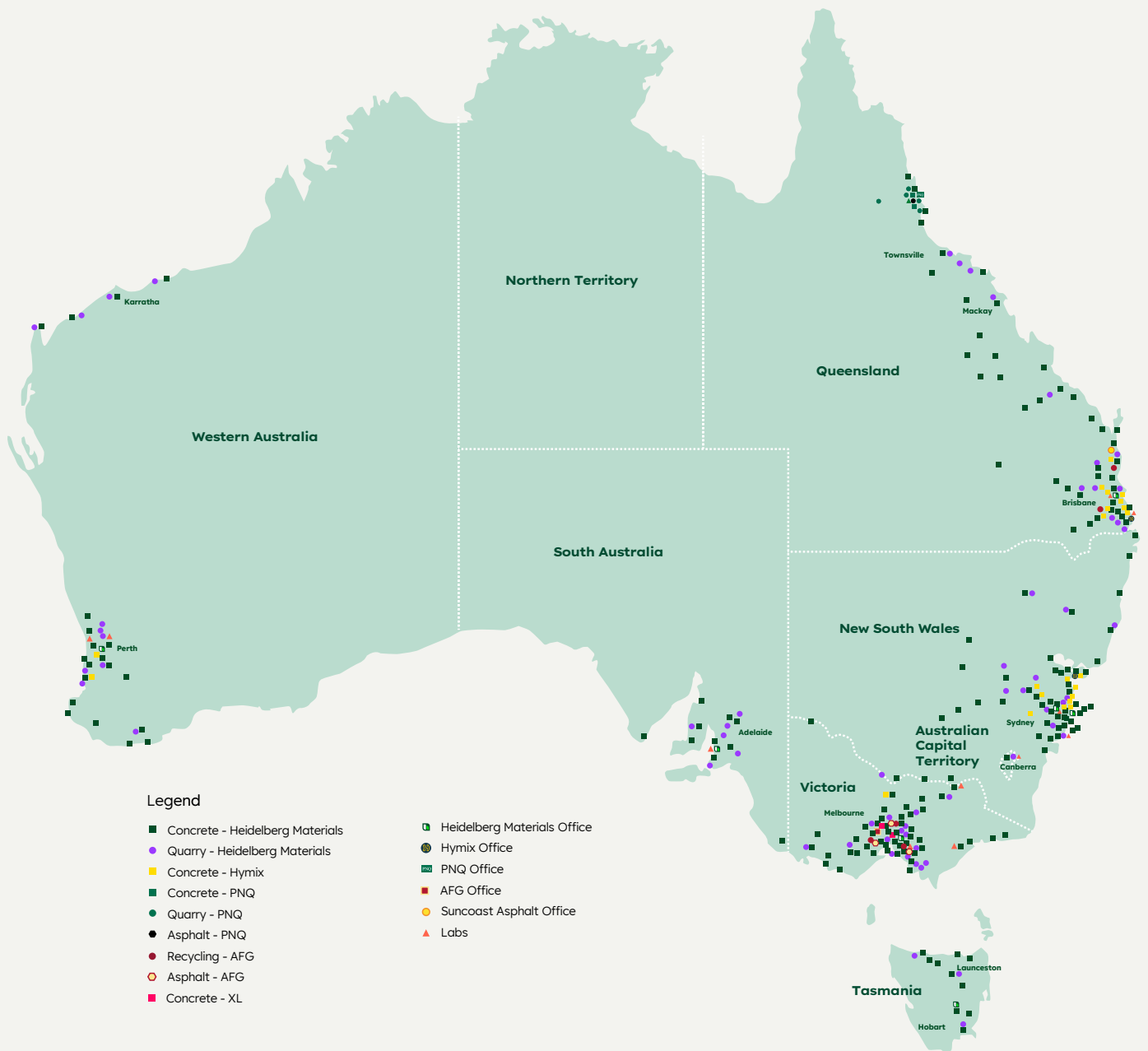
Our core values of Care, Collaboration and Ownership guide our operations. We are committed to continually improving safety and operational processes, customer service and the professional development of our people. We value our employees' diverse viewpoints, encouraging teams to take ownership of their operations and customer relationships. We believe that teamwork is central to achieving the best outcomes for our customers.

Our focus on reconciliation is reflected in our efforts to foster inclusion and increase diversity in our workplace. By promoting diversity, we are increasing awareness, inviting innovation and opening opportunities for Aboriginal and Torres Strait Islander people. Our working groups and policies support the development of an inclusive culture and diverse workforce, aligning with our vision to positively impact the communities in which we operate.

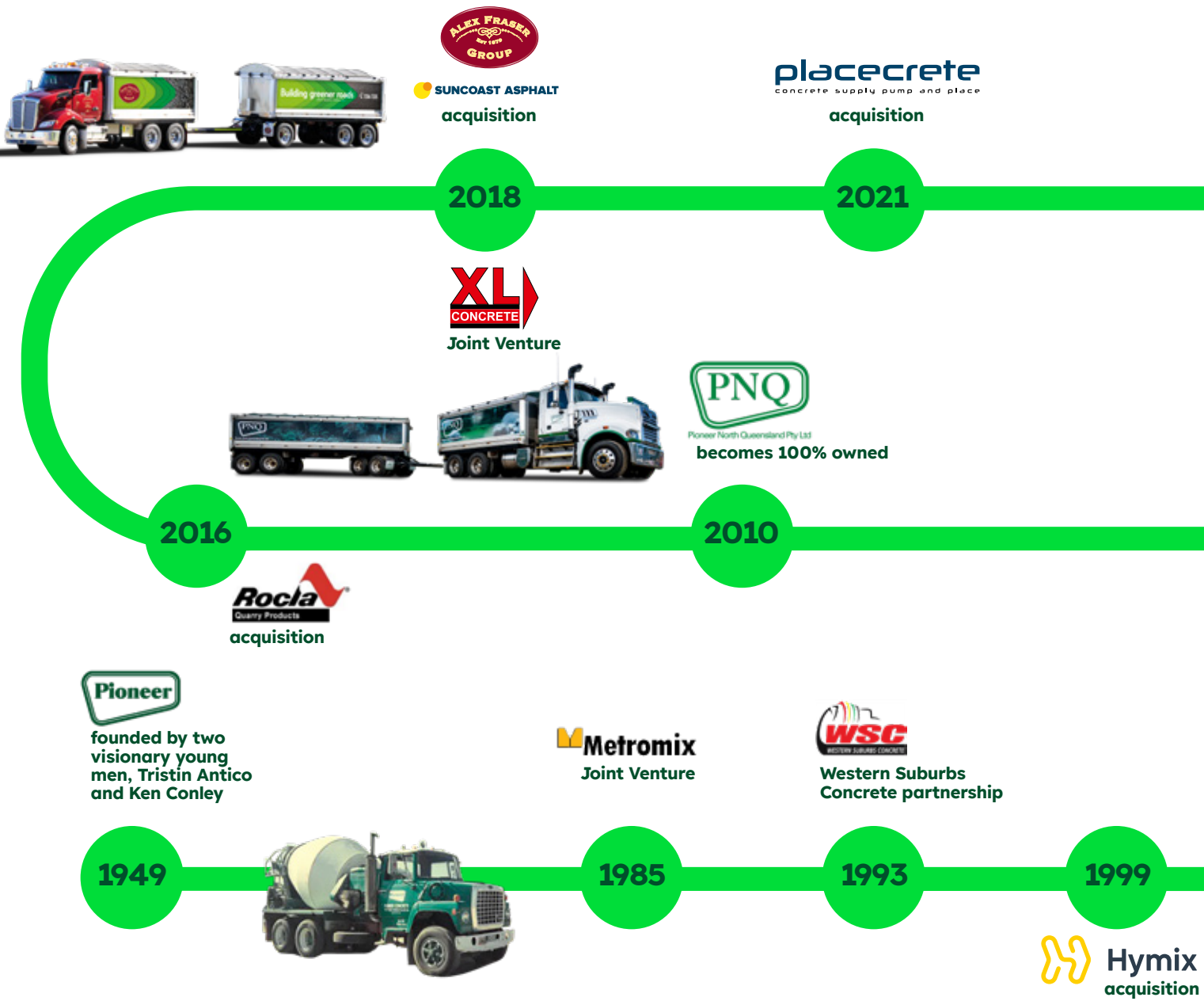


Heidelberg Materials Lytton Concrete Plant and concrete agitator with HMA team. Image owned by HMA.

over  
**300**  
sites



# Our timeline



# 76 years



**Heidelberg  
Materials**  
rebrand

2024



**Elvin Group**  
acquisition

2024



**Midway**  
acquisition

2025



**HEIDELBERGCEMENT**  
acquisition of **Hanson**  
HEIDELBERGCEMENT Group

2007



Formation of **CEMENT AUSTRALIA**  
Joint Venture with Holcim

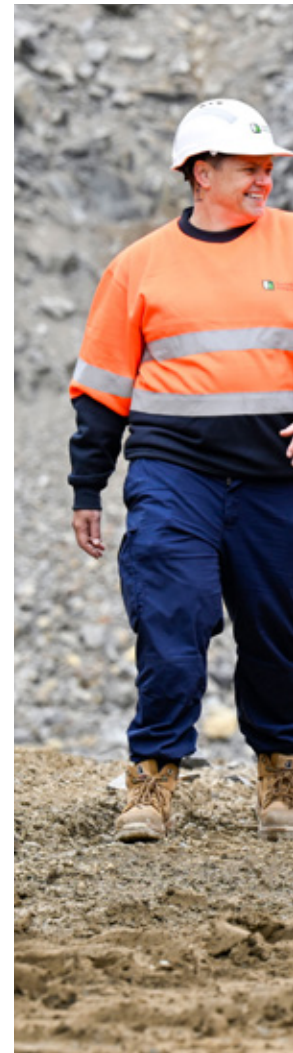
2003



**Hanson**  
acquisition of Pioneer

2000





## Our Vision for Reconciliation

As a national construction materials business, Heidelberg Materials Australia recognises the significant impact we have on our local communities and the land on which we operate. Our vision for reconciliation is to create a positive and inclusive culture that provides opportunities for Aboriginal and Torres Strait Islander peoples. We are committed to recognising and appreciating the rich histories and cultures of First Nations peoples, walking together in caring for Country, and striving to improve the communities we serve for generations to come.

Part of our reconciliation plan includes providing opportunities for Aboriginal and Torres Strait Islander people, including as employees, contractors, suppliers and business partners. This ensures we enhance our workplace as we continue to recognise and appreciate the rich histories, culture and contributions of our land and First Nations people. This commitment extends to extending our respect and understanding towards First Nations peoples in all aspects of our business.

Our vision for reconciliation encompasses several key objectives:

- fostering an inclusive workplace
- supporting economic participation through employment and partnerships
- enhancing cultural competency
- building strong, respectful community relationships.

By integrating these goals into our business operations and actively engaging our employees and stakeholders, we will achieve sustainable and positive impacts for all the communities we operate in.

Part of our dedication to reconciliation involves a continuous learning journey through our e-learning platform and workshops with Indigenous leaders and Elders from our communities. This ensures our commitment to a shared future of harmony and prosperity.



Heidelberg Materials Lysterfield Quarry with HMA team. Image owned by HMA.

We believe that true progress is built on a foundation of inclusivity, collaboration and respect. We understand that by fostering a workplace culture that values diversity, supports economic participation and builds strong community relationships, we can create sustainable and positive impacts for First Nations communities. Our journey towards reconciliation is not just a corporate responsibility; it is a fundamental part of our mission to shape a better, more inclusive future for all Australians.

**“true progress  
is built on a  
foundation  
of inclusivity,  
collaboration  
and respect”**

## Our Reconciliation Journey to date

Our Innovate Reconciliation Action Plan (RAP) focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples and cultures. The Innovate stage of our RAP runs for two years, through which we aim to build strong foundations for reconciliation by developing relationships and opportunities for Aboriginal and Torres Strait Islander peoples in all parts of our business.

This next phase will be important for us to look ahead and take into account the lessons learned in our Reconciliation journey.

With more than 300 sites across Australia, our partnerships with community have been a major opportunity to progress our reconciliation efforts. Identifying the Traditional Owners for each site across the country has been a significant milestone that serves as a foundation for relationship building and collaboration. We have made significant progress building relationships and networks with local communities, particularly in Western Australia where we support First Nations community efforts such as the Studio Schools and other local community groups.

A number of our sites encompass areas of cultural significance, and we have worked with local communities for decades to ensure these areas are respected and protected for future generations. Our processes for working with Traditional Owners in our planning and operational activities demonstrates our commitment to respectful engagement and protection of the cultural heritage of First Nations peoples. One example of this is our work around Owl Stone located at Red Hill Quarry and Maari Jaardi, located at Mount Regal, Western Australia. Our collaboration with the Traditional Owners ensures these culturally significant sites are protected for future generations.

### Red Hill Ancestral Owl Stone

The Ancestral Owl Stone is a prominent standing stone, comprised of three naturally (and quite remarkable) balanced granite rocks, located within Heidelberg Materials Australia's Red Hill quarry in the Darling Scarp, northeast of Perth.

This ancient standing stone is perceived to be a symbolic representation of the ancestral hawk owl, probably the Southern Boobook Owl (*Ninox novaeseelandiae*), and it is of cultural significance to the Nyungar peoples, who believe it is a spiritual and totemic site which must be respected and protected at all times.

In October 2008, a site investigation was undertaken by local indigenous Elders, native title holders and Traditional Owners, anthropologists and members from the HMA quarry team to understand the stone's significance. Following the site visit, it was concluded the Owl Stone, known to Elders as Boyay Gogomat, was of high cultural and spiritual significance.

In 2009, the Ancestral Owl Stone was formally assessed by the Aboriginal Cultural Material Committee (ACMC) and supported by the Department of Indigenous Affairs (DIA), it was placed on the Heritage Register (ACH Registered Place 26057). In addition to the Ancestral Owl Stone, several other Aboriginal Heritage sites exist nearby within the Red Hill quarry footprint, including:

- Widarchi Spot 1 (Site ID: 27110)
- Widarchi Spot 2 (Site ID: 27111)
- Gumbargorra (Site ID: 27112)
- Red Hill (Site ID: 3721)

Our commitment to protecting Owl Stone includes regular meetings with the Traditional Owners - the Nyungar Elders - to discuss how to best manage and protect surrounding heritage sites and ancient artefacts in the area.



Owl Stone pictured at Heidelberg Materials Red Hill Quarry. Image owned by HMA.

In order to protect the heritage site from quarrying activities at Red Hill, there is an exclusion zone with a 250m buffer zone around the Owl Stone. Blast practices are conducted to comply with all environmental, heritage and community requirements, and a vibration management plan has been implemented, setting ground vibration level criteria to minimise the environmental impact of blasting activities on the Owl Stone. A blast vibration monitor has been installed to regularly measure vibration impacts to the stone.

We are also collaborating with and supporting the work of local artists and Nyungar Elders, Bella Bropho and Vanessa Corunna, who are creating a video to communicate the story of the Owl Stone and the surrounding area.

Regular drone flyovers take place to ensure that the stone remains intact and unharmed. Tours are occasionally organised at the quarry for Traditional Owners wishing to visit the site and these have been well attended in the past.

We feel very fortunate to have such an important cultural and spiritual site within our quarry footprint at Red Hill and will continue to respectfully manage and protect the Owl Stone in collaboration and consultation with the Traditional Owners.

**“A blast vibration monitor has been installed to regularly measure vibration impacts to the stone.”**





Heidelberg Materials Australia CEO Phil Schacht and Project Manager Shane Gotch on-country at Yiramalay Studio School. Image owned by HMA.

## Fostering education

In recent years we have supported Studio Schools Australia, an initiative that empowers Aboriginal and Torres Strait Islander children in remote areas to create a future of pride, belonging and success through education. Our CEO Phil Schacht serves as a board member of Studio Schools and regularly visits to gain a better understanding of the Studio Schools community.

Studio Schools is based on a ground-breaking full residential model which offers indigenous education on-country across the remote North. Studio Schools is a place of practical, hands-on learning that is co-led and co-designed in genuine partnership with local communities. The holistic learning framework balances academic, personal and enterprise learning.

The Manjali Studio School is situated on the traditional lands of the Bunuba people on the Cadjebut and Kurrajong Creek systems - a part of the Fitzroy River catchment and Tanami-Timor Sea Coast. The Manjali Studio School was completed in December 2024 ready for students to commence in 2025. It is a middle school for students in years 7, 8 and 9, located approximately 10km from the existing Yiramalay Studio School for senior years.



Manjali Studio School site during construction August 2024. Image owned by HMA.

During the construction of the Manjali Studio School, we made available a full time Project Manager to work with Hutchinson Builders, and our logistics fleet provided road trains to help transport materials to the site. The learnings from the Manjali construction will be invaluable in optimising the construction of future Studio Schools and will lay the foundations for the future involvement of Heidelberg Materials Australia.

Another educational initiative is our involvement in the Clontarf Foundation. Through our partnership, we help to support young Aboriginal and Torres Strait Islander men to participate in education, employment and society. Established in 2000, Clontarf operates 97 Academies in schools across Western Australia, Northern Territory, Victoria, New South Wales and Queensland. The Foundation builds supportive relationships, a welcoming environment and uses a diverse range of activities to improve the self-esteem and confidence of more than 9,000 boys.



## Celebrating culture through strategic partnerships

Since our first Innovate RAP, our teams across Australia have continued to build First Nations cultural understanding by attending cultural and educational events hosted by some of our strategic partners during National Reconciliation Week (NRW) and NAIDOC Week.

We have a strategic partnership with the Penrith Panthers and the Sticks to Stadium Program in New South Wales. The program supports Aboriginal and Torres Strait Islander students by inviting them to the Panthers' home stadium to watch a game. Indigenous Welfare Officer and leader, Glenn Liddiard, speaks to the students about the importance of work or study and offers valuable life tools such as how to write a resume or present yourself in an interview.

We also support the Men's Shed in Sydney. Initially established to support men, the Sheds now operate with an 'open door' approach to ensure no one experiencing cumulative stress (often due to disadvantage) is turned away. With most clients identifying as Aboriginal and Torres Strait Islander peoples, we've supported this important cause by donating food and clothing items to those that are experiencing emotional distress, mental illness, social isolation, financial hardship and legal issues. Additionally, we donated eight large concrete blocks that are used for a yarning circle; an important process in Aboriginal and Torres Strait Islander culture where people come together in the circle to learn from the group and build respectful relationships.



Concrete blocks for a yarning circle at Sydney Men's Shed. Image owned by HMA.

## Forging pathways for First Nations procurement

Through our geographic and industry reach, we provide procurement opportunities for First Nations businesses across our operations, such as Countryman for the provision of safety equipment and Koori for the provision of leased vehicles. Our membership with Supply Nation and Social Traders, as well as our Social Procurement Guideline, outline our commitment to social procurement and the processes in place to support it.

We recognise that building positive relationships with local Traditional Owners across our sites and operations fosters opportunities for local employment pathways.

We are also empowering First Nations peoples through our driver programs, offering pathways to successful careers in truck driving. The driver program course is an intensive training program that includes theoretical education and practical driving instruction, ultimately leading to gaining a Heavy Rigid (HR) licence.



Sticks to Stadium Program in New South Wales. Image owned by HMA.



Seed collecting with Nugal Biik at Heidelberg Materials Wollert Quarry Landfill.  
Image owned by HMA.

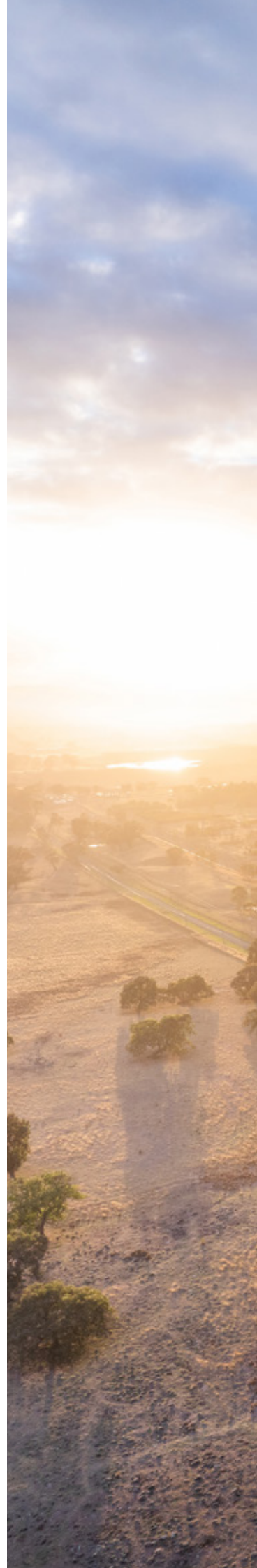
## Heidelberg Materials Australia's Wollert Quarry – caring for Country together

Our commitment to improving our environmental impact reflects our vision to enable circularity. As part of our commitment to the United Nations Sustainable Development Goals, we are committed to reducing and reusing materials and natural resources in line with our Sustainability Commitments 2030.

The Wollert Quarry Landfill site is an example of our commitment to sustainability, environmental management and positive actions on our journey towards reconciliation. We have partnered with Whittlesea Community Connections and their new climate positive nursery, Nugal Biik Plants and Seeds to revegetate and rehabilitate our Wollert landfill site. The nursery specialises in Indigenous flora and operates as a social enterprise supporting local First Nation peoples' initiatives, conservation activities and connection to Country. Through this partnership, we have harvested seeds from our Wollert Quarry Landfill site to grow 20,000 locally indigenous plants to replant the area.

We are proud of our efforts to restore natural heritage through revegetation and ecological management. Also embedded into the work of the nursery are employment pathways offering training and skills development through the Nugal Biik Junior Rangers program. The program facilitates social impact and environmental stewardship by creating pathways to secure employment and connecting local First Nations people to Country and culture through conservation and land care activities. Through our efforts and partnership with Nugal Biik we were recognised with a Sustainability and Environment Award at the 2024 City of Whittlesea Business Awards.

In a unique overlap of our social and environmental initiatives, we had the opportunity to host students from Studio Schools Australia at our Wollert Quarry Landfill site. The group visited all aspects of our operations at Wollert and were particularly interested in the land rehabilitation and circular economy initiatives we were working on.



Heidelberg Materials Wollert Quarry and Landfill.  
Image owned by HMA.

# 20,000

**locally grown indigenous  
plants to replant the area**





*Burri Burri* pictured on the Lake Illawarra Art Trail. Image owned by HMA.

## Lake Illawarra Art Trail – supporting cultural heritage

In 2023 we proudly supported a project providing materials from our Bass Point Quarry in New South Wales to help shape an artwork that represents our commitment to developing and strengthening relationships with Traditional Owners.

The artwork - titled *Burri Burri* (meaning whale in the local Dharawal language) - was a collaboration between Dharawal Elder Jodi Edwards, sculptor Julie Squires, and Dharawal artists Theresa Adler and Nicole Talbot. The bronze sculpture of *Burri Burri*, the whale, mounted on a local Dharawal boulder is based on Gang-Man-Gang, a local Dreaming story that tells the creation of Windang Island and how the cultural custodians came to be in the Illawarra.

The central boulder that showcases the *Burri Burri* is local Dharawal stone sourced from our Bass Point Quarry on Dharawal Country. The materials used in this artwork will last hundreds of years, representing an important step in our journey towards reconciliation for future generations to enjoy.



Measuring stones at Heidelberg Materials Bass Point Quarry for the central stone for Burri Burri. Image owned by HMA.

## Our Innovate RAP

Over the past two years, we have grown as an organisation in our understanding of and commitment to reconciliation. We have learnt, however, the importance of bringing everyone on the journey together – a challenge we face given our 300 plus sites across the nation, many of which are in remote locations.

While our progress to date has been positive, particularly through our procurement strategies, we can leverage this success and achieve better reconciliation outcomes by adopting a more strategic approach to First Nations engagement, employment and procurement. This approach will assist in aligning and establishing a clear alignment between reconciliation aims, RAP deliverables and our ongoing operations.

Creating a supportive environment that respects cultural backgrounds and traditions is crucial. Investing in capacity-building programs for First Nations employees such as professional development and training programs will ensure long-term benefits and sustainability. Enhancing equal employment opportunities by applying the same focus on hiring Aboriginal and Torres Strait Islander candidates as we do for female employees will be supported by our Corporate Social Responsibility, Diversity & Inclusiveness and Equal Opportunity Policies.

Beyond education and employment opportunities, we will continue to increase First Nations business participation, directly through our suppliers and more broadly through our projects and contractors. Social procurement guidelines are being developed and these, along with our existing provisions in ESG that specifically address engagement with First Nations businesses, will ensure we adopt and embed procurement practices that support Aboriginal and Torres Strait Islander business and community participation and contribute to economic opportunity.

As we continue our Innovate RAP journey, we are eager to translate our ideas and learnings into actionable steps. Through our Innovate RAP, we are positioned to lead change within the construction materials industry, providing meaningful opportunities for First Nations peoples.

By fostering local employment pathways, expanding cultural competency, increasing supplier diversity, and promoting environmental stewardship, we aim to create a lasting positive impact, demonstrating our commitment to reconciliation.



## Innovate RAP Governance

Our Innovate RAP has the backing and unwavering support from our Executive Leadership team and the people who play a crucial role in committing our goals into action.

This commitment is evidenced by two senior appointments to the RWG: our General Counsel & Company Secretary to the position of Executive Sponsor, Regional HR Manager to the role of RAP Champion. The Executive Sponsor and RAP Champion will continue to be ably supported by RWG members who will continue to champion reconciliation across our operations, and deliver on our RAP commitments.

Our RWG is represented by employees from across all operational areas who are a mix of seniority, gender and culture, including one First Nations member. We are committed to consult with First Nations communities on our deliverables throughout our reconciliation journey.



Studio schools program at Heidelberg Materials Wollert Quarry and landfill. Image owned by HMA.

## RAP Working Group Membership

RWG Role	Name	Title
Executive Sponsor	Victoria Vincent	General Counsel & Company Secretary
RAP Champion and Implementation Lead	Lilianne Leonardi	Regional HR Manager – Eastern Region
Member	Chanelle Beere	Procurement Lead – ESG, Analytics & Indirect
Member	Alisa Boyd-Wells	Communications and Brand Manager
Member	Damon Case	Commercial Manager – Northern Region
Member	Rachel McSkimming	Development Manager – Western Region
Member	Chris Smith	HSEQ Manager - Supply Chain and Southern Region



## Relationships

We are committed to building and strengthening relationships based on deep respect, trust and understanding with First Nations peoples both within our business and across communities in which we operate. We will continue to grow important connections with Traditional Owners across our geographic reach and build sustainable partnerships with First Nations suppliers to improve economic and social opportunities across our industry. Authentic and respectful collaboration is a core foundation of our business and an approach we extend to First Nations peoples as a key pillar on our journey towards reconciliation.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February 2026, February 2027	Regional RAP Leads
	1.2 Review engagement approaches to inform the development and implementation of a First Nations engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2026	RAP Implementation Lead. Support: Communications Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, May 2027	Communications Manager
	2.2 RAP Working Group members to participate in an external NRW event.	27 May – 3 June (annually)	Regional RAP Leads
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2026, May 2027	Regional RAP Leads
	2.4 Organise at least one NRW event each year.	May 2026, May 2027	Regional RAP Leads
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, May 2027	Regional RAP Leads

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Review, refine and implement a staff engagement strategy to further increase awareness of reconciliation across our workforce.	March 2026	RAP Implementation Lead
	3.2 Communicate our commitment to reconciliation publicly.	November 2026	RAP Implementation Lead
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2026	RAP Implementation Lead
	3.4 Collaborate with RAP organisations and other-like minded organisations to develop innovative approaches to advance reconciliation.	May 2026	Regional RAP Leads
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March 2026	Chief People Officer
	4.2 Engage with First Nations staff and advisors to seek feedback on our current anti-discrimination policy.	March 2026	Chief People Officer
	4.3 Review, implement, and communicate our anti-discrimination policy.	April 2026	Chief People Officer
	4.4 Provide education to senior leaders on the effects of anti-discrimination and racism and the nature of institutional racism that has affected First Nations peoples.	April 2026	Chief People Officer
	4.5 Raise awareness of our company expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours.	June 2026	Chief People Officer

## Respect

We recognise the importance of learning as a means to foster respect for the rich and varied histories and cultures of First Nations peoples across the lands in which we operate. By raising awareness, we can build a more insightful workplace where understanding will lay the foundations for us to move forward with admiration and appreciation for Traditional Owners and our Heidelberg Materials Australia colleagues.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	January 2026	RAP Implementation Lead
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2026	RAP Implementation Lead
	5.3 Develop, implement, and communicate a cultural learning strategy document for our employees which considers how learning can be provided across regional and corporate employees (online, face to face workshops, cultural immersion).	April 2026, June 2027	RAP Implementation Lead
	5.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	February 2026	RAP Implementation Lead
	5.5 Investigate opportunities for localised cultural learning across regional and remote sites.	February 2026	RAP Regional Leads
	5.6 Explore opportunities for local cultural immersion for our employees	February 2026	RAP Regional Leads

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Assess and increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	April 2026	RAP Implementation Lead
	6.2 Review and update cultural protocol document, including formalising protocols for Welcome to Country and Acknowledgement of Country.	September 2026, September 2027	RAP Implementation Lead
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2026	RAP Implementation Lead
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2026	RAP Implementation Lead
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in, and encourage colleagues to join, an external NAIDOC Week event.	July 2026, July 2027	RAP Implementation Lead
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2026	RAP Implementation Lead
	7.3 Promote and encourage employee participation in external NAIDOC events to all staff.	June 2026, June 2027	RAP Regional Leads
8. Embed environmental stewardship and sustainability into our reconciliation efforts.	8.1 Maintain the integration of sustainable practices including site rehabilitation across our operations.	February 2027	RAP Regional Leads
	8.2 Review our work on environmental stewardship and sustainability with a view to expand our approach with Local Aboriginal Land Councils and First Nations organisations.	May 2026	RAP Regional Leads

## Opportunities

Heidelberg Materials Australia recognises our position as an industry leader to create opportunities and outcomes for Aboriginal and Torres Strait Islander peoples across all facets of our business and in the communities in which we operate. Our business thrives on a diversity of people, skills and ways of thinking and we will leverage this to deliver projects and build innovation.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	9.1 Continue building our understanding of current Aboriginal and Torres Strait Islander employment to inform future employment and professional development opportunities.	May 2026, May 2027	Chief People Officer
	9.2 Engage with Aboriginal and Torres Strait Islander employees to inform the development of recruitment, retention and professional development strategies that are culturally appropriate.	June 2026	Chief People Officer
	9.3 Review the effectiveness of our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy and update as required.	June 2026	Chief People Officer
	9.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	February 2026	Chief People Officer
	9.5 Identify and adjust any HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2026	Chief People Officer
	9.6 Aim to increase the number of Aboriginal and Torres Strait Island Staff employed in our workforce.	June 2026, June 2027	Chief People Officer

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	10.1 Review social procurement guidelines regarding First Nations procurement to assess effectiveness in supporting First Nations business participation and develop approach or strategy to address if required.	March 2026	Procurement Lead – ESG
	10.2 Maintain membership of Supply Nation and explore opportunities to strengthen our relationship with Supply Nation.	November 2025	Procurement Lead – ESG
	10.3 Identify and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	March 2026	Procurement Lead – ESG
	10.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2025	Procurement Lead – ESG
	10.5 Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	June 2026	Procurement Lead – ESG

## Governance

We are committed to embed an actionable and attainable RAP in Heidelberg Materials Australia's framework to realise our vision for reconciliation. To achieve this, we envisage regular meetings, reporting, and involvement at all levels of our organisation to maintain momentum, accountability and communication across our operations.

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	11.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2025, November 2026	RAP Implementation Lead
	11.2 Review and apply a Terms of Reference for the RWG.	November 2025	RAP Implementation Lead
	11.3 Meet at least four times per year to drive and monitor RAP implementation.	December 2025, March 2026, June 2026, September 2026, December 2026, March 2027, June 2027, September 2027	RAP Implementation Lead
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Define resource needs for RAP implementation.	January 2026	RAP Implementation Lead
	12.2 Engage our senior leaders and other employees in the delivery of RAP commitments.	February 2026	RAP Implementation Lead
	12.3 Define and maintain appropriate systems and capability to track, measure and report on RAP commitments.	February 2026	RAP Implementation Lead
	12.4 Maintain an internal RAP Champion from senior management.	July 2026	RAP Implementation Lead
	12.5 Investigate opportunities to embed RAP vision and aspirations in organisational policies and corporate documents where appropriate.	July 2026	RAP Implementation Lead

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 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.	November 2025, November 2026	RAP Implementation Lead
	13.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	August 2026, August 2027	RAP Implementation Lead
	13.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2026, September 2027	RAP Implementation Lead
	13.4 Report RAP progress to all staff and senior leaders quarterly.	December 2025, March 2026, June 2026, September 2026, December 2026, March 2027, June 2027, September 2027	RAP Implementation Lead
	13.5 Publicly report our RAP achievements, challenges and learnings, annually.	June 2026, June 2027	RAP Implementation Lead
	13.6 Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.	April 2026	RAP Implementation Lead
	13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2027	RAP Implementation Lead
14. Continue our reconciliation journey by developing our next RAP.	14.1 Review RAP based on achievements, challenges and lessons learned.	September 2027	RAP Implementation Lead
	14.2 Register via Reconciliation Australia’s website to begin developing our next RAP.	September 2027	RAP Implementation Lead





**For any queries, contact:**

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