

MAY 2026 – MAY 2028

RECONCILIATION ACTION PLAN



THIESS GROUP

THIESS

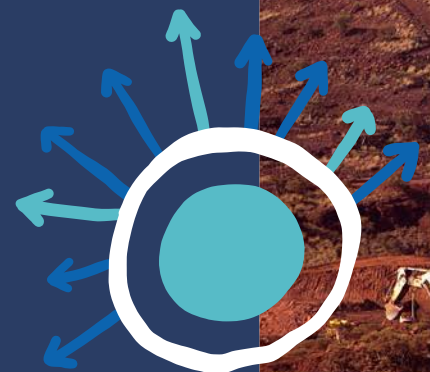


FLEETco



PYBAR

ACKNOWLEDGEMENT OF COUNTRY



We respect human rights and acknowledge the history and contributions of all local communities, including those of Indigenous peoples, in all countries and regions where we operate.

At our workplaces, across the world, we recognise our responsibility to live and work on Country, and with communities, respectfully and with care. This report was produced in Australia, on the lands of the Turrbal and Yuggera Peoples. We honour and respect Aboriginal and Torres Strait Islander peoples as having the longest continuous culture on earth and recognise them as the Traditional Owners and Custodians of this land.

We pay our respects to their Elders past and present.



Our artwork story



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OUR ARTWORK STORY

Thiess Group's reconciliation artwork explores the complex journey of reconciliation.

It is a commitment to understanding the past; the rich and strong connection that Aboriginal and Torres Strait Islander peoples have to the land and the important role this plays in not only our business but in all our lives and decisions. Each element of the artwork represents a part of the Group's continual journey.

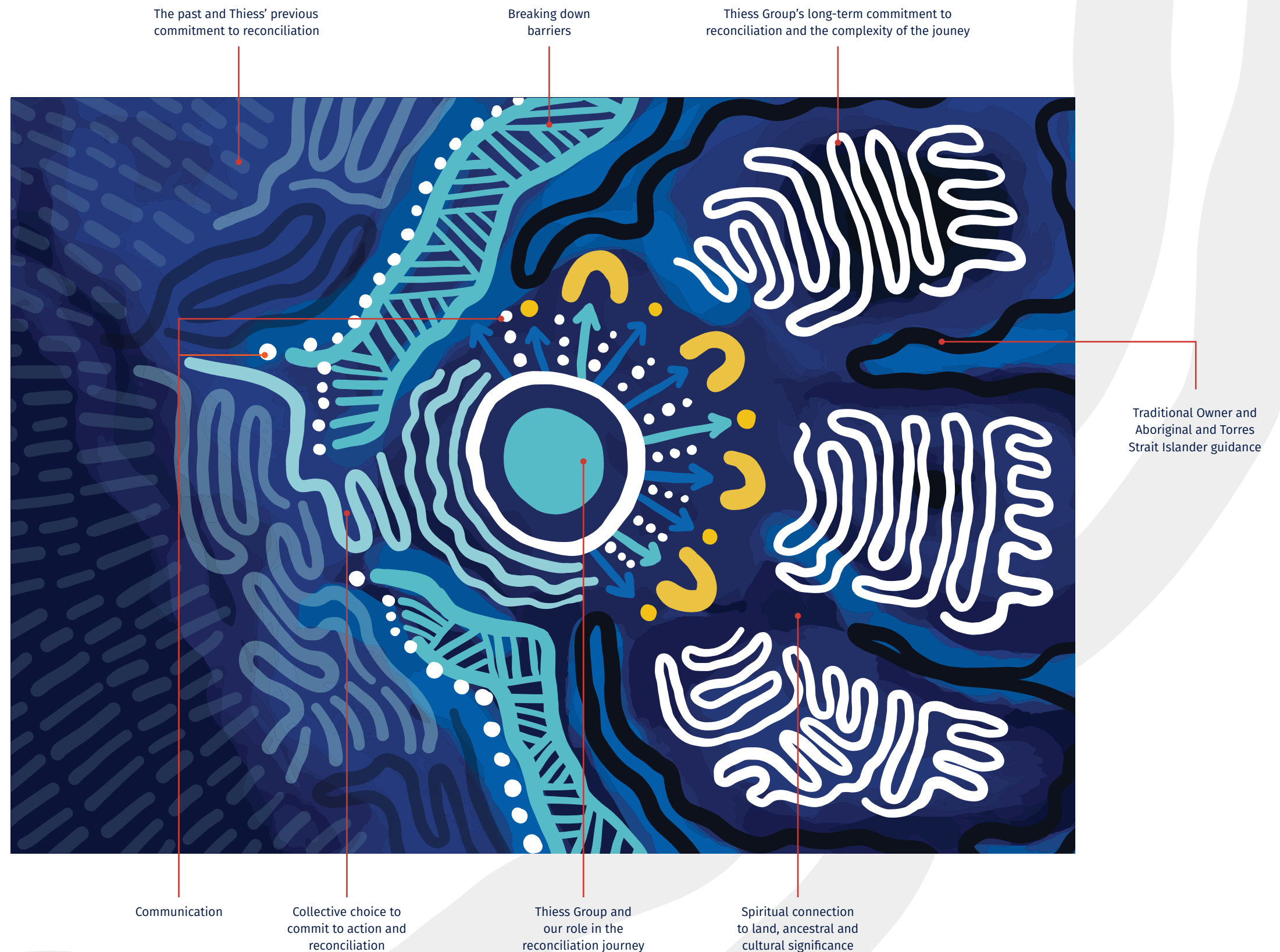
The Artist

Thiess Group worked with Brisbane based Aboriginal creative agency Gilimbaa and Rachael Sarra (Goreng Goreng) to develop our RAP artwork in 2021.

Gilimbaa means 'today' in the language of the Wakka Wakka people, and its work reflects the power and process of storytelling, and the role this plays in the celebration and promotion of culture and community.

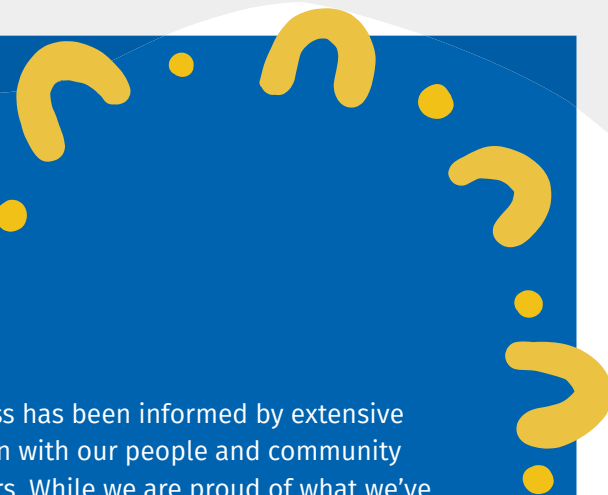
As a contemporary Aboriginal artist from Goreng Goreng Country, Rachael Sarra uses art as a powerful tool in storytelling to educate and share Aboriginal culture and its evolution.

We extend our sincere thanks to Gilimbaa and Rachael for their thoughtful work in capturing Thiess Group's reconciliation journey, and for their continued support as our journey continues towards a Group RAP.





CEO MESSAGE



The launch of our fifth Reconciliation Action Plan (RAP) 2026–2028 marks a significant milestone in Thiess Group's ongoing reconciliation journey.

As a global mining services provider, we acknowledge the histories, cultures, and contributions of all communities in the regions where we operate. In Australia, we deeply respect the enduring connection of Aboriginal and Torres Strait Islander peoples to Country and recognise the invaluable role they continue to play in our society, industry and organisation.

Grounded in our diversity, equity and inclusion vision **better together** this Group RAP is shaped by our purpose: *pioneering spirit for a brighter tomorrow*. It signals a new chapter as Thiess, MACA, RTL and PYBAR unite under one RAP. While each business brings its own history, perspectives, and starting point, we are aligned in values and purpose, moving forward together with Aboriginal and Torres Strait Islander peoples and communities towards a more inclusive future. This unity is central to our commitment to reconciliation.

We believe reconciliation is not the responsibility of one person or one company—it is a shared journey built on respect, relationships, and truth-telling. Since becoming a RAP organisation in 2013, Thiess has taken meaningful steps forward through long-term partnerships, listening and learning, as well as embedding culturally respectful practices into the fabric of our business.

Our progress has been informed by extensive consultation with our people and community stakeholders. While we are proud of what we've achieved, we recognise the need to consolidate and realign our focus—ensuring that reconciliation is not siloed but truly embedded across all aspects of our business.

Our focus for 2026–2028 is to:

- **Create shared-benefit outcomes** by actively strengthening relationships with Traditional Owners, Aboriginal and Torres Strait Islander organisations, and communities through meaningful engagement guided by our Indigenous Partnerships Strategy.
- **Create meaningful opportunities** through employment pathways, training and development and supply chain participation that supports self-determination, equity, cultural safety, leadership and long-term positive change for Aboriginal and Torres Strait Islander peoples.
- **Embed cultural learning** through respectful practices, ongoing education, and recognition of significant cultural events.
- **Guided by Reconciliation Australia and driven by our people**, we remain steadfast in our commitment to reconciliation—lived every day through our actions, decisions and partnerships.

Together, we are better. Together, we move forward.

Michael Wright
Executive Chair and CEO,
Thiess Group



RECONCILIATION AUSTRALIA MESSAGE

Reconciliation Australia commends the Thiess Group on the formal endorsement of its fifth 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. Thiess Group 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 Thiess Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Thiess Group 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 Thiess Group 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, Thiess will ensure shared and cooperative success in the long-term.

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

Congratulations Thiess Group on your fifth RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer,
Reconciliation Australia



THIESS GROUP

The Thiess Group is a leading mining, civil and services provider, operating across Australia, Asia, and North and South America with a workforce of over 13,000, including 561 Aboriginal and Torres Strait Islander team members.

Our core capabilities extend across engineering, asset management, extraction and haulage, civil construction, crushing and processing, and rehabilitation.

As a mining services provider, the Group is committed to working respectfully on country and contributes to sustainable economic and social progress by creating local employment, training and procurement opportunities with Aboriginal and Torres Strait Islander peoples and organisations.

Our sphere of influence extends across our business and is central to how we advance reconciliation through the scope of our contracts, our partnerships and the way we operate.

We actively participate in industry committees and working groups to contribute to sector-wide dialogue and influence government policy, helping shape broader social outcomes.

With our clients, we collaborate to support their reconciliation outcomes and help them meet their commitments to communities. Through our relationships with suppliers and subcontractors, we cascade our reconciliation commitments and support them to understand and play their role in reconciliation.

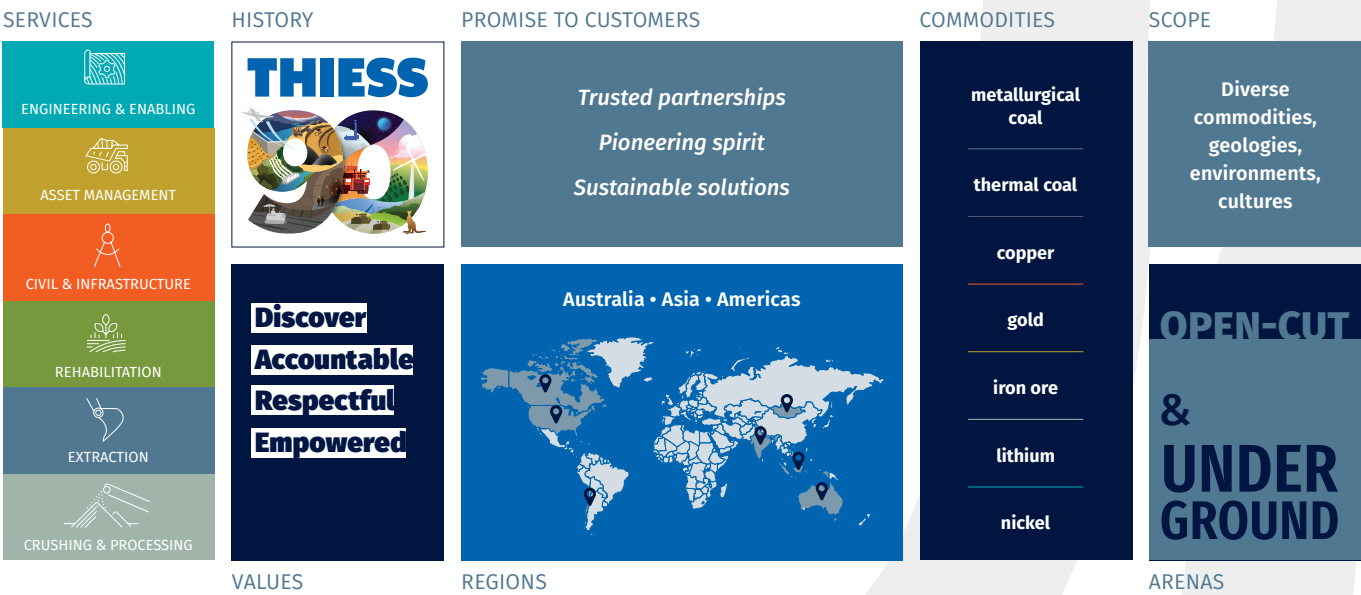
We work alongside community partners to achieve our reconciliation targets and work together to create

meaningful opportunities in employment and social outcomes. We support all employees to understand their role in championing reconciliation through their actions, each and every day.

Through an informed approach to cultural learning, we build understanding, cultural safety, and respect. In every interaction – whether with industry, clients, suppliers, subcontractors, communities and employees – we aim to foster understanding and deliver shared benefits.

In Australia, the Thiess Group delivers sustainable mining solutions across a diverse range of environments and commodities, including open cut and underground mining, asset management, rehabilitation, and training services. Our primary operations are located in Western Australia, the Bowen Basin in Queensland, the Hunter Valley in New South Wales, South Australia, and Victoria – each region characterised by its own unique geologies, climates, and communities.

The Thiess Group is owned by CIMIC Group (60%) and Elliott Investment Management (40%). References to ‘the Group’, ‘Thiess Group’, ‘we’, ‘us’ and ‘our’, collectively includes Thiess Pty Ltd (including Thiess Rehabilitation), FleetCo Rentals Pty Ltd, RTL Mining and Earthworks Pty Ltd (88% Thiess Pty Ltd owned), MACA Ltd, Interquip Pty Ltd and PYBAR Holdings Pty Ltd.



THIESS

Thiess delivers sustainable solutions in open cut and underground mining in Australia, Indonesia, Mongolia, and North and South America. Established in 1934, Thiess operates across diverse commodities, environments and cultures.

Thiess' specialist services include Thiess Rehabilitation, which offers world-leading mine rehabilitation services by miners who are also environmental experts and Thiess Asset Services, who provide proven, flexible asset solutions to deliver the lowest total cost of ownership.



MACA is an international contracting group providing services to the mining, infrastructure and construction sector industries. They provide tailored solutions to meet the needs of their clients and end-users.



Interquip is a multi-disciplinary engineering consultancy with a proven track record in delivering small to large scale SMP projects, new and refurbished plant and equipment, and consumables to the Mineral Processing, Energy and Resource sectors.



PYBAR is a leader in metalliferous underground hard rock mining. Founded in 1993, their success is based on safe, rapid underground infrastructure development and consistent, reliable production.



RTL Mining and Earthworks provides mining, rehabilitation, civil construction and heavy earthmoving plant hire services, as well as general and over-dimensional transport services from their base in the Latrobe Valley, Victoria, Australia. Thiess owns 88% of RTL.



FleetCo is a global dry hire equipment provider. They provide access to comprehensive plant hire and equipment ownership packages and innovative capital replacement solutions within Australia.

OUR GROUP RECONCILIATION VISION

Our vision for reconciliation is to create meaningful opportunities in partnership with Aboriginal and Torres Strait Islander peoples, building an inclusive and shared future.

At the Thies Group, our Diversity, Equity and Inclusion vision **better together** reflects our belief that diversity brings strength, equity ensures fairness, and inclusion enables everyone to thrive. This commitment is central to our reconciliation journey.

WE ACHIEVE OUR VISION THROUGH:

Creating meaningful opportunities through our contracts

We recognise that the way we deliver work with Aboriginal and Torres Strait Islander peoples can improve and achieve positive social, employment and economic outcomes. By creating opportunities, we make reconciliation a tangible, measurable part of how we do business.

Being culturally informed and listening to the voices of Aboriginal and Torres Strait Islander peoples

Reconciliation starts with listening. We seek guidance from Aboriginal and Torres Strait Islander peoples to ensure our actions are culturally informed and reflect community priorities. These voices shape our decisions, helping us to build trust, respect and cultural safety.

Championing reconciliation with our people, clients, and stakeholders

Reconciliation is a shared responsibility. We work with our employees, clients, suppliers and community partners to promote understanding, respect and active participation in reconciliation initiatives. This collective approach strengthens impact and accountability.

Delivering shared benefits

We aim to ensure that the benefits of our work – jobs, skills, economic participation, and community outcomes are shared equitably. We measure success by the long-term, positive changes experienced by both Aboriginal and Torres Strait Islander peoples and the wider community.

Operating on Country with care, consent and respect

Delivering shared benefits also includes environmental outcomes. We recognise true partnership with Indigenous communities includes caring for Country. We commit to working on Country with care, consent and respect – ensuring that our contracts contribute to positive impacts for both the people and the environment.

Building a more inclusive future where we are **better together**

Reconciliation is about creating a future where all people feel valued and respected. We strive for a workplace and industry where diversity is celebrated, barriers are removed and everyone has the opportunity to thrive.



OUR 2022 - 2024 RECONCILIATION ACTION PLAN

Thiess' Innovate RAP 2022 – 2024 consolidated the insights, achievements, and lessons of previous RAPs, creating a strong foundation for the future. During this time, we made measurable progress and gained important learnings that will guide us as we launch our new Group RAP.

Cultural Learning

A key commitment was the implementation of a Cultural Learning Framework to build cultural capability across the workforce. The framework includes three learning tiers – awareness, competency, and immersion. By increasing the knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements, we can create a supportive and culturally safe environment, built on mutual respect, for every team member and for the people who work with us.

While the cultural learning targets were not met, this has reinforced the importance of embedding cultural learning across the Group and has been an opportunity to reflect on learnings and move forward. A key priority for the Thiess Group 2026 – 2028 Innovate RAP will be the review and implementation of a refreshed Cultural Learning Framework, ensuring cultural safety is understood, valued, and embedded across all levels of the business.

Supplier Diversity

In 2025, Thiess achieved 2.26% influenceable spend (target was 3.5%) and developed commercial

arrangements with 89 Indigenous suppliers (target was 40 suppliers by 2025).

Providing meaningful opportunities through procurement will continue to be a focus across the Group. The Group is committed to supplier diversity, actively working to increase procurement opportunities for Indigenous businesses through the Indigenous Partnerships Strategy and Supplier Diversity Strategy. These strategies promote direct engagement with Indigenous businesses in addition to working with Supply Nation and other industry organisations.

Clontarf Foundation community partnership

Since 2018, Thiess has partnered with the Clontarf Foundation, a key partnership for connecting high school students and alumni with employment pathways, mentoring and community engagement opportunities.

In 2024, Clontarf played a key role in helping us exceed a 30% Indigenous representation target in one apprenticeship intake. This significant milestone is a testament to the strong partnership we have built with Clontarf over time.

Engaging and recognising our people

In May 2024, Thiess held its inaugural Connect.Yarn. Grow (CYG) Employee Conference, shaped by the RAP Working Group and insights gathered through site-based yarning circles. The conference, a RAP deliverable, provided a vital platform to listen to and consult with Aboriginal and Torres Strait Islander employees, helping to inform culturally appropriate approaches to attract, recruit, and retain talent. The business has committed to hosting the conference biennially, ensuring we continue to connect with and hear from employees and translate their feedback into meaningful action.

Our people are our greatest asset, and it has been rewarding to receive industry recognition celebrating programs and employee achievements:

Industry awards

- Association of Mining and Exploration Companies – Aboriginal and Torres Strait Islander Empowerment Award – 2024
- Australian Resources and Energy Employer

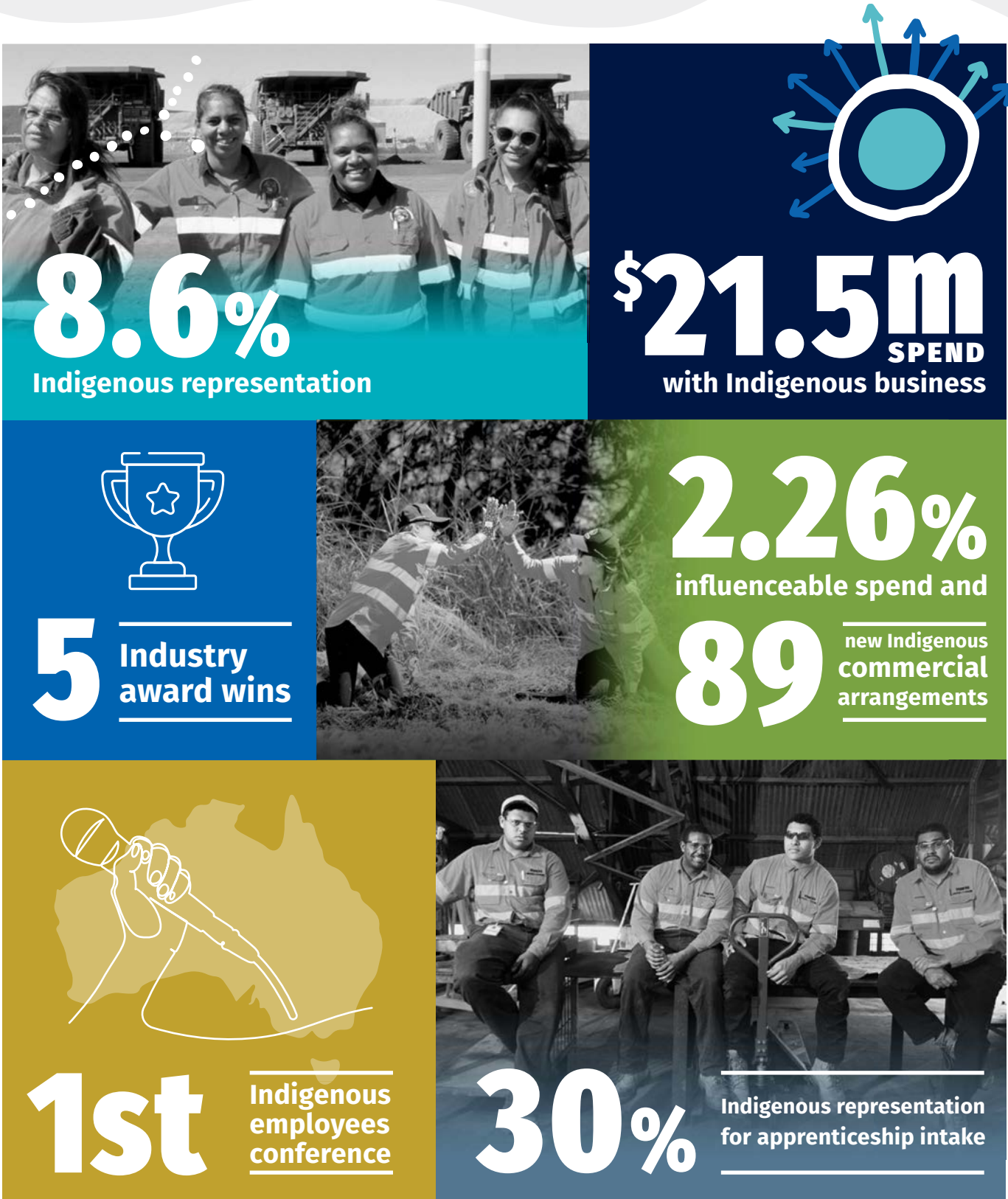
Association – Diversity & Inclusion Award – 2024

- NSW Women in Mining State Awards – Excellence in Diversity Programs and Performance – 2024.
- Women in Resources National Awards | Minerals Council of Australia – Excellence in Diversity Programs and Performance – 2024.

Queensland Resource Council Indigenous Awards

- Alex Dyball | Indigenous Rising Star – 2023
- Clinton Harding | Exceptional Indigenous Person – 2025
- Jemma Kemp | Indigenous Advocacy – 2025





This period also marked the early stages of expanding our reconciliation journey to incorporate MACA, PYBAR and RTL. During this time, Thies formally acquired MACA in 2022 and PYBAR in 2024. RTL – a long-standing part of the Thies Group – had not been formally included in previous RAPs, however, has aligned with Thies’ reconciliation commitments in principle.

Together, these developments signalled the beginning of a broader, Group-wide reconciliation vision – planting the seeds for deeper collaboration and laying the groundwork to engage all companies in our shared commitment to reconciliation.

Our 2026 – 2028 Innovate RAP will build on this momentum – drawing on past learnings while continuing to move forward together.



MILESTONES



- ▶ Launch of Thiess' fourth RAP.
- ▶ Thiess enters 3-year partnership with Indigenous Emerging Business Forum (IEBF).
- ▶ Mt Arthur South Indigenous and Inclusive Employment (MASITE) program totals 70 participants, including 40 Aboriginal and Torres Strait Islander participants and 30 women.
- ▶ RTL *earn while you learn* employment and training program launched.
- ▶ MACA delivers Indigenous trainee assessment centres for dump truck program.
- ▶ Continuing partnership with the Clontarf Foundation, which commenced in 2018.



- ▶ Sisters in Maintenance Program launched.
- ▶ QRC Indigenous Awards: 1 winner, 1 highly recommended.
- ▶ AEMEE Awards: Finalist.
- ▶ AMEC Award: Finalist.
- ▶ Thiess NSW and Dreampath enter into a labour agreement for trainees.



- ▶ Inaugural Connect.Yarn.Grow Indigenous Employees Conference wins two national industry awards (AREEA & AMEC).
- ▶ Launched an Indigenous employees' social media network.
- ▶ MACA signs MOU with Yilka Aboriginal Corporation.
- ▶ Thiess Rehabilitation signs agreement with Barada Barna Aboriginal Corporation.
- ▶ RTL partners with Yerran Industrial, representing Kungarakana Traditional Owners, at Rum Jungle.
- ▶ CareerTrackers Awards: 1 winner and 1 finalist.
- ▶ Minerals Council Awards: D&I Program award winner for the MASITE program.
- ▶ AMEC Awards: Winner.



- ▶ Group Indigenous Partnerships Strategy developed.
- ▶ Group DEI Strategy Vision, *better together*, launched.
- ▶ QRC Indigenous Awards: 2 winners, 4 finalists.
- ▶ National Indigenous Pathways Program Framework developed.
- ▶ Murlpirrmarra's partnership with MACA extended.
- ▶ Thiess Apprenticeship program achieves 30% Indigenous participation.
- ▶ Indigenous Mentoring Program pilot commenced.
- ▶ RTL partners with Latrobe City Council on Steps to the Future Indigenous Training Program.

2022

2023

2024

2025

THE JOURNEY AHEAD

Our Innovate Reconciliation Action Plan for 2026 – 2028 represents the next phase in our ongoing commitment to advancing reconciliation and strengthening relationships with Aboriginal and Torres Strait Islander peoples.

Over the next three years, our focus is to:

- Create shared-benefit outcomes by actively building and nurturing respectful relationships with Traditional Owners, Aboriginal and Torres Strait Islander organisations and communities. This engagement will be guided by our Indigenous Partnerships Strategy and informed by principles of mutual respect, transparency and collaboration.
- Create meaningful opportunities through employment pathways, training and development and greater participation of Aboriginal and Torres Strait Islander businesses across our supply chain. These initiatives aim to support self-determination, improve equity, promote cultural safety and enable long-term positive change.
- Embed cultural learning across our business by fostering respectful practices, providing ongoing education for our people, and recognising and celebrating culturally significant events. This will support a culturally safe and inclusive workplace where the contributions and perspectives of Aboriginal and Torres Strait Islander peoples are valued and respected.

- Our journey ahead is shaped by a commitment to continuous learning, strong partnerships and meaningful action. By embedding reconciliation into the way we operate, we aim to contribute to a more inclusive, respectful and equitable future for all.



OUR RAP WORKING GROUP

Transitioning to a Thiess Group RAP required us to rethink how reconciliation will be governed across a broader cohort of people spanning multiple roles, sites, offices and operating entities.

To support effective implementation and accountability, a new governance structure will be introduced – comprising regional Working Groups overseen by a Steering Committee.

The Steering Committee provides leadership and governance oversight, and consists of:

- Group Executives (Australia East and West)
- General Managers
- Group Social Performance Manager and Advisors
- Function Leads (People, Procurement and the Thiess Institute).

Aligned with our organisational structure, two regional Working Groups will be established, with representatives from operations and support functions:

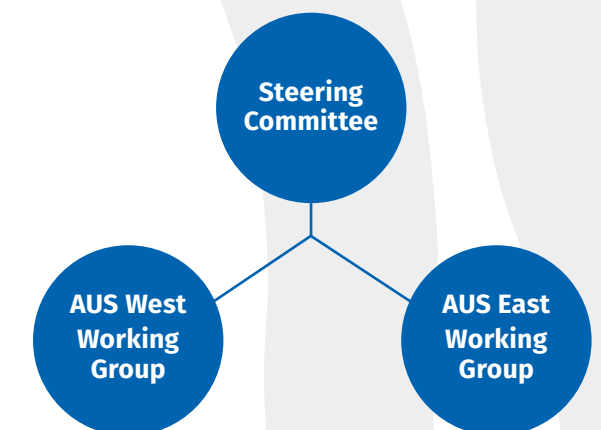
1. Australia East – covering QLD, NSW and VIC, with representatives from Thiess and RTL
2. Australia West – covering WA, SA and NT, with representatives from Thiess, MACA and PYBAR.

This model enables:

- Regional and local ownership of actions and outcomes.
- Collaboration and resource sharing across all Thiess Group entities.
- Active inclusion of Aboriginal and Torres Strait

Islander voices, ensuring decisions and actions are shaped by those with lived experience.

- The regional Working Groups include a minimum of 25% Aboriginal and Torres Strait Islander employee representation, alongside representatives from key business functions and operations.
- Transparency and performance monitoring will remain central to our governance approach. RAP implementation and reporting are aligned with the Group's existing business planning cycle – including quarterly performance reviews, half-year and full-year reporting. This integration ensures reconciliation continues to be embedded in how we plan, deliver and measure success across the Group.



RELATIONSHIPS

Strong, respectful relationships are the foundation of our reconciliation journey. We are committed to fostering long-term, trust-based partnerships with Traditional Owners, Aboriginal and Torres Strait Islander organisations and communities.



Guided by our Indigenous Partnerships Strategy, we strive to engage meaningfully, creating opportunities for collaboration that deliver shared value and enduring outcomes. Through open dialogue, cultural respect and genuine connection, we aim to strengthen the relationships that underpin our business, our people, and our shared future.

Strengthening country, culture and capability through partnerships

Thiess has worked to strengthen their community relationship with the Barada Barna Aboriginal Corporation (BBAC). The Barada Barna People are recognised Traditional Owners of lands in the Moranbah region of Queensland, which includes four projects where Thiess operates. During 2024, the BBAC and the Thiess Relationship Committee collaborated closely to identify and develop employment, subcontracting and supply opportunities specifically for Barada Barna People and BBAC-controlled entities.

This collaboration included implementing industry-leading training, successfully placing Barada Barna people into roles at Thiess, thereby creating ongoing employment pathways. In addition, Thiess engaged BBAC in various sponsorship and cultural support activities, including sponsoring the 2024 BBAC Elders on Country Event. This sponsorship provided Elders with the meaningful opportunity to reconnect with Country and heritage, reflecting our ongoing commitment to cultural continuity and mutual respect.

In October 2024, Thiess purchased native seed from Bargala Nanhi, a recently established BBAC-owned seed supply business, to support mine rehabilitation activities at Lake Vermont. This partnership not only contributed to our sustainability goals but also strengthens local Aboriginal enterprises that enhance environmental stewardship and economic growth on Barada Barna land. Thiess Rehabilitation and BBAC have entered into a Strategic Cooperation Agreement with the objective of supporting 3BB, a BBAC business, in delivering potential mine rehabilitation contractual

opportunities on Barada Barna Country. This agreement underscores our commitment to fostering a self-sustaining future where BBAC businesses thrive, contributing to local environmental sustainability and economic self-determination.

Since 2022, Thiess has engaged with BB Country Services – a joint venture between Barada Barna's Deputy Chair and Director Luarna Dynevor, and local businesses Comiskey Mining Services and Inspec Industries. Thiess first engaged BB Country Services, a predominately Aboriginal owned mining and civil works contractor, to provide a water cart to their Lake Vermont project in August 2022. The goal of this partnership was to help build people and commercial capabilities for the Barada Barna people. Since then, Thiess have spent more than \$15.5 million with BB Country Services, including transferring 100% of Inspec Industries labour to them and facilitating connections with clients to support new work opportunities.

Creating connections through Connect.Yarn.Grow

Thiess committed to listen to and consult with Aboriginal and Torres Strait Islander employees to help attract, recruit and retain talent in a culturally appropriate manner. As part of this commitment, the Group held the inaugural Connect.Yarn.Grow (CYG) employees conference in May 2024, guided by the RAP Working Group and feedback from site-based yarning circles.

The one-day conference provided a platform for building connections, fostering a sense of belonging, and enabling business leaders to gain insights into the lived experiences of Aboriginal and Torres Strait Islander employees.

CYG was hosted in Meeanjin – Brisbane and attended by senior leaders, operations leaders, site employees,

function leads and the RAP Working Group. 62 Aboriginal and Torres Strait Islander employees (75% representation) attended from 15 national projects across Thiess, MACA and RTL. CYG identified key actions to:

- Increase cultural safety, engagement and retention of employees
- Develop and distribute a CYG Insights Report to all Australia leaders
- Develop and launch a pilot mentoring program.
- Improve communications through ongoing yarning circles at all sites, and an employee communication channel via a closed social media group
- Relaunch in-person cultural competency training to support leaders.

The Group received industry recognition for CYG, winning the Australian Resource and Energy Employer Association (AREEA) 2024 Diversity & Inclusion Award, and the Association of Mining and Exploration Companies (AMEC) Aboriginal and Torres Strait Islander Empowerment Award 2024.

"When we undertake events like Connect.Yarn.Grow, we as a group come together to share our experiences, and from that, we get to share our experience of the day with others to build allies in reconciliation and moving forward together...it's us coming together, building a solidarity of purpose and reaching out to others in the Group."



Owen Cavanough
(Wiradjuri and Ngunnawal)
General Manager, RTL Earthworks and Mining

Relationships - deliverables

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Engage early and consistently with local Aboriginal and Torres Strait Islander stakeholders and organisations in areas where we operate, to understand objectives, interests and concerns to inform Community Engagement Management Plans.	March annually	General Managers Project Managers
	Group entities continue to develop and implement Community Engagement Management Plans that include approaches to working with Aboriginal and Torres Strait Islander stakeholders and organisations.	February annually	General Managers Project Managers
	Each Group entity will seek to establish and maintain at least one shared-benefits partnership with an Indigenous organisation within our areas of operations, aligned with the Thiess Group Indigenous Partnership Strategy.	March annually	Group Executive Group Manager Social Performance
	Partner with the Indigenous Women in Mining and Resources Association (IWIMRA) to promote employee involvement in initiatives that support Indigenous women to connect, access development opportunities and progress in their careers.	July 2026	Group Social Performance Advisor
	Expand the Connect.Yarn.Grow Indigenous employee resource group network across all Group entities and invite employees to join and engage.	March annually	Group Executive
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to Group entities and employees.	May annually	Group Social Performance Advisor
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June annually	Group Executive Group Social Performance Advisor
	Encourage and support employees and senior leaders to participate in one external event per region to recognise and celebrate NRW. Target: One representative from each state or territory where the Group operates.	27 May – 3 June annually	Project Managers Regional Social Performance Advisor
	Organise at least one NRW event annually at each Group entity head office and recognise NRW at sites where the Group operates.	27 May – 3 June annually	Group Social Performance Advisor Regional Social Performance Advisor
	Register all Group NRW events on Reconciliation Australia's NRW Website.	May annually	Group Social Performance Advisor
Promote reconciliation through our sphere of influence.	Develop and implement an employee communication strategy to raise awareness about reconciliation and the RAP to drive reconciliation outcomes across all Group entities.	January annually	Group Executive RAP Communications Lead
	Communicate our commitment to reconciliation publicly.	December annually	Group Executive Group Manager People & Brand

Action	Deliverable	Timeline	Responsibility
	Continue to positively influence our external stakeholders to drive reconciliation outcomes, including industry, clients, community partners, suppliers and subcontractors.	February annually	Group Executive
	Advance reconciliation in our industry and communities, by collaborating with other RAP or like-minded organisations via active participation in national and state industry associations and reconciliation organisations.	November 2026	General Managers Project Managers
	Coordinate Australia-wide communications across Group entities each year and demonstrate progress against reconciliation initiatives and share learnings internally and externally.	June annually	Group Executive RAP Communications Lead
Promote positive race relations through anti-discrimination strategies	Communicate our Healthy, Safe and Respectful Workplace Policy and Standards through regular communications and education to all employees and leaders.	January annually	Head of Safety
	Review Group People Policies and Standards biennially and regional/site procedures as required to identify and address any potential discrimination and cultural barriers.	September 2026	Group Manager People Head of People
	Consult with Aboriginal and Torres Strait Islander employees to inform reviews of the Healthy, Safe and Respectful Workplace Policy and Standards, with a focus on cultural safety.	June annually	Group Executive Head of People
	Continue to provide education opportunities for senior leaders and managers across the Group, on the effects of racism through our Cultural Learning Framework.	July annually	Group Executive Regional Social Performance Advisor
Continue to strengthen the Group partnership with the Clontarf Foundation	Through the Clontarf Foundation, promote employment opportunities, including employment pathway programs to alumni and senior high school students.	February annually	Group Executive Group Social Performance Advisor
	Expand Clontarf Partnership to include all Group entities.	December annually	Group Executive Group Social Performance Advisor
	Offer industry and workplace exposure to Clontarf Academy students through a range of activities, including career talks, site visits, industry experience days and structured work experience placements.	February annually	General Managers Thiess Institute Manager
	Support employee engagement with Clontarf Foundation staff, students and alumni by supporting participation in events and local Academy activities.	February annually	General Managers Project Managers

RESPECT



At the heart of reconciliation is a commitment to respect – respect for Aboriginal and Torres Strait Islander peoples, cultures, knowledge systems, and Country. For us, this goes beyond words; it is demonstrated in how we engage, operate, and listen.

We are committed to building respect by engaging and partnering with Traditional Owners and Aboriginal and Torres Strait Islander communities in ways that are genuine, ongoing and where possible, on Country.

Respect is also about creating culturally safe, inclusive, and empowering workplaces where mutual understanding and strong relationships can grow. This aligns with our DEI vision **better together** – a belief that diversity strengthens us and inclusion fosters a sense of belonging.

We acknowledge that respect is an enduring responsibility – one that must be embedded in our everyday decisions, behaviours, and business practices.

Embedding respect through cultural learning: progress and reflections

A key commitment of the Thiess Innovate RAP 2022 – 2024 was the ongoing implementation of a structured Cultural Learning Framework to build cultural capability

across the workforce. The framework outlined three levels of learning – awareness, competency and immersion – designed to create a more culturally safe and inclusive workplace.

Since the launch of our Framework in 2017, we have consistently achieved our 90% completion target for the online Cultural Awareness module. This training is a mandatory onboarding requirement for all new employees and subcontractors, forming a foundational element of our commitment to cultural understanding and respect.

Face-to-face cultural competency training and immersion programs have been delivered in partnership with Traditional Owners – including Barada Barna, Wonnaruah, Antakirinja Matu-Yankunytjatjara, Yilka and Nyamal – and Indigenous training providers such as Keogh Bay and Elephant in the Room. Current completion rate was 42% against a 75% target. This reduction reflected several factors, including changes in training provider capacity, organisational restructure and a deliberate shift toward prioritising Traditional Owner-facilitated training. We believe this

approach better aligns with community expectations and will deliver deeper, more meaningful learning outcomes.

We remain committed to strengthening cultural knowledge, safety and inclusion across our business, in genuine partnership with Traditional Owners.

“Thiess’ NSW senior leadership team participated in a local cultural immersion with Wonnaruah local Elder, Uncle Warren, to assist with developing an increased awareness and greater connection with country. This experience took us to local sites of significance where we could immerse ourselves in the story and history of the Wonnaruah peoples. This approach enabled a felt experience, that can only be achieved in person, with exposure to such rich history and shared passion delivered by Uncle Warren.” – Tom Carroll, Project Manager, Mt Pleasant Operations

“The cultural competency training was a reminder of some home truths in my personal and professional journey as an Aboriginal man. If we are serious about progressing our reconciliation journey and embedding cultural respect across all levels of our organisation, it’s crucial that this training is delivered not just in our offices, but across our sites as well.”

– Khyle Toomey, Proud Kamilaroi and Kwiambal Man and RAP Working Group Member.



Respect - deliverables

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of the Cultural Learning Framework and align to the needs of the Group.	July annually	Group Executive Group Social Performance Advisor
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our Cultural Learning Framework.	July annually	Group Executive Regional Social Performance Advisor
	Review, implement and communicate the Group Cultural Learning Framework across the Group.	May annually	Group Executive General Managers
	Commit all employees to undertake formal and structured cultural learning as outlined in the Cultural Learning Framework. Target: • 90% employee completion rate of the online cultural awareness training. • 75% of leaders to complete face-to-face cultural competency learning. • 75% of senior leaders and RAP working group members to complete cultural immersion.	June annually	General Managers Project Managers
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Continue to develop employees' understanding about the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country, through leadership actions, training and education resources delivered through various communication channels.	May annually	Group Executive Regional Social Performance Advisor
	Review, update and communicate a Group Cultural Protocols Guideline, including protocols for Welcome to Country and Acknowledgement of Country.	June 2026	Group Executive Group Social Performance Advisor
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. Target: 100% of significant events are outlined in the Group Cultural Protocols Guideline.	July 2026 December 2027 review	Project Managers Regional Social Performance Advisor

Action	Deliverable	Timeline	Responsibility
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2026, December 2026 review	General Managers Project Managers
	Display an Acknowledgment of Country in each of our working locations across the Group, recognising local Traditional Owners and conduct an annual audit.	July 2026, December 2026 review	General Managers Project Managers
	In consultation with Traditional Owners, explore opportunities to incorporate traditional language(s) in the naming of a meeting room, space or asset at each Group entity's head office and sites.	October 2026	General Managers Project Managers
	Establish a working group and conduct a Group-wide review of the Australia Leave Guideline to assess the inclusion of cultural and ceremonial leave. This will support Aboriginal and Torres Strait Islander employees in fulfilling cultural obligations, including participation in days of cultural and ceremonial significance.	September 2026	Group Executive Head of People
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Each RAP Working Group to participate in a minimum of one external NAIDOC event annually.	July annually	Group Executive Group Social Performance Advisor
	Ensure Group-wide review of the Australia Leave Guideline removes barriers to employees participating in NAIDOC Week.	June 2026	Group Executive Head of People
	In consultation with Project Managers and Aboriginal and Torres Strait Islander stakeholders, identify opportunities to support at least one external NAIDOC Week event in each state or territory where a Group entity operates.	July annually	Head of People General Manager
Strengthen the Groups' governance requirements for cultural heritage management in existing operations and new work opportunities.	Integrate the Cultural Heritage Assessment Tool into the tender review process for all new work submissions and expand its application across all Group entities to ensure a consistent and culturally respectful approach to project planning.	October 2026	Environment Manager
	Continue to deliver online ground disturbance training, including cultural heritage management, across the Group.	October 2026	Environment Manager

OPPORTUNITIES

Creating meaningful and sustainable opportunities is central to our commitment to reconciliation. We recognise that employment, training and development and commercial partnerships are critical in supporting self-determination and long-term economic and social outcomes.

We are committed to creating pathways that foster equity, cultural safety and leadership for Aboriginal and Torres Strait Islander peoples to thrive across our workplaces, supply chains and communities.

This includes providing access to training and development, increasing representation across all levels of our business and strengthening participation of Indigenous-owned businesses in partnerships and through procurement.

Through these actions, we aim to support lasting, positive change by removing barriers and investing in capability now and for a more inclusive future.

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Working with Yilka-owned businesses at the Gruyere Project



MACA is committed to building strong and mutually beneficial partnerships with Indigenous businesses in the WA goldfields region and is working in partnership with the Yilka people, the Traditional Owners of the land, where the Gruyere Project is located.

In 2019, MACA commenced working with four Yilka-affiliated businesses to supply a range of goods and services to the project, including:

- DMAC Mining Pty Ltd
- Duha Cleaning Services Pty Ltd
- Pila Contracting Pty Ltd
- Yamarna Mining Pty Ltd.

In 2025, MACA invested more than \$4.1 million in these Yilka-affiliated businesses. These partnerships reflect a broader commitment to supplier diversity and creating long-term economic opportunities with the Yilka people. MACA continue to work collaboratively with its suppliers to identify new scopes of work and expand their involvement in MACA operations.

MACA has also formed a strong and collaborative relationship with management company Indigenous Management Group Western Australia (IMGWA), the provider of business management support to our Yilka business partners. The partnership between MACA and IMGWA has fostered open and constructive dialogue, enabling both parties to identify and develop opportunities while remaining mindful of IMGWA's commercial capacity and long-term sustainability.

MACA's relationship with Harvey Murray (HM), Yilka Talintji Aboriginal Corporation RNTBC Chairperson, has been integral to securing commercial opportunities. As a strong community leader, HM's leadership and negotiations in the Gruyere agreement were instrumental in creating the Yilka contracting, employment and training opportunities. Built on shared aspirations, MACA is committed to supporting HM's vision for sustainable business growth and economic independence for the Yilka community.

Beyond procurement, MACA actively supports cultural initiatives to support cultural learning and respect among employees. MACA has hosted Cultural Awareness Training both on-site and in corporate offices, including supporting the Cosmo Newberry Christmas function – bringing joy to one of WA's most remote Aboriginal communities, home to approximately 100 Yilka people. Through local engagement, cultural understanding and genuine partnerships, MACA aim to continue to contribute to the economic participation of the Yilka people.



OPPORTUNITIES CONT.

Strengthening participation through employment, procurement and partnerships at Iron Bridge



In 2022, the Iron Bridge Project – a joint venture between FMG Magnetite and Formosa Steel IB – commenced operations to deliver high-grade magnetite concentrate from the Pilbara region.

Under a three-year contract, Thiess provided mining, maintenance and asset management services at Iron Bridge.

A key focus of the project has been to create sustainable, long-term benefits for the Traditional Owners of the region, the Nyamal People, through meaningful employment, procurement and community partnerships.

As of December 2025, Indigenous employees represented 8.4% of the site-based workforce. This achievement has been underpinned by targeted training and employment programs designed to remove barriers to participation:

- Sisters in Maintenance – a program supporting Aboriginal women to enter trades, such as mechanical and electrical maintenance. Three female participants completed the program.
- New to Industry Programs – tailored truck operator training has supported local Indigenous jobseekers to gain industry-specific skills and transition into operational roles. 62 participants have completed the program with 12 currently employed at Iron Bridge.
- To support retention and cultural safety, a dedicated Indigenous Diversity & Inclusion Advisor is on site to provide support to Indigenous employees and lead initiatives that foster greater cultural inclusion in the workplace.

Between 2022 and 2025, Thiess procured more than \$17.3 million in goods and services from Aboriginal businesses, including:

- \$5.9 million with Nyamal-owned and local Aboriginal businesses.
- \$11.4 million with other Aboriginal businesses across the Pilbara and WA.

This approach aligns with client project objectives and ensures that economic opportunities flow directly to Traditional Owners and the broader Indigenous business sector. Beyond employment and procurement, Thiess is building stronger relationships with local Aboriginal organisations to co-design and deliver impactful initiatives, including:

- Ashburton Aboriginal Corporation – partnering on referrals and delivering a work readiness program tailored to local needs.
- Nyamal Aboriginal Corporation – strengthening ties through regular engagement and active promotion of employment and business opportunities with Nyamal leaders and their community.
- Jobs and Skills Centre – supporting recruitment efforts and participating in school-based activities, including local high school careers fairs, to promote opportunities and inspire the next generation.

In September 2025, Thiess' contract at Iron Bridge was extended for two years, with an option to extend for a further two years. Thiess will continue to work with Nyamal People and local communities to support continued progress in employment pathways, supplier diversity and partnerships.

RTL mining and earthworks – steps to the future Indigenous training program



In 2025, RTL Mining & Earthworks proudly partnered with Latrobe City Council to support the Steps to the Future Indigenous Training Program, delivering a tailored 'earn while you learn' experience that opened doors for local Indigenous jobseekers.

This 12-week paid placement provided hands-on training for articulated dump truck operations, giving participants not only valuable industry exposure but also the credentials needed to start a career in mining or civil construction. Program participants completed a nationally accredited articulated dump truck licence, a White Card in Occupational Health and Safety and gained confidence to pursue long-term opportunities in the resources sector.

Tanaya McKinnon and Marcus McMahon completed the program in 2025. Tanaya transitioned from administration and hairdressing into machinery operation. *"This program gave me the confidence to try something new. I never thought I'd be doing this – and loving it."* she shared.

Marcus also completed the program and is now actively exploring work in both civil and mining sectors. *"I'm proud of what I've achieved and excited for what's next,"* he said.

The program demonstrated how structured support,

hands-on mentoring and collaborative partnerships can create real pathways for Indigenous people – particularly those without previous exposure to mining. As a regional employer, RTL sees initiatives like this as a vital way to support workforce diversity and strengthen community connections.

RTL is working with Latrobe City Council to run the program in 2026 and beyond.



"Thank you for providing the training opportunity for both Marcus and Tanaya. They were keen to kick off their careers and they're well on their way. More importantly, this success stems from the relationships with the people inside your organisation. The people who train the staff. The ones who are driven to make a difference and who are genuinely passionate about working alongside our community." – Joanne Brunt, Employment Development – Latrobe City Council

OPPORTUNITIES CONT.

Developing employment pathways through the MASITE Program



Thiess' Mt Arthur South Inclusive Trainee Employment (MASITE) Program was launched in March 2021, focused on creating employment pathways for women and Indigenous people from the local community. Over a 12-month traineeship, MASITE participants follow a comprehensive curriculum to gain production operator skills. They experience a mix of theoretical and practical training, allowing trainees to embrace and learn the importance of safety, operational excellence and technical proficiency. Participants are mentored by industry leaders and supported by their peers, while being provided with a nurturing and inclusive environment to learn and develop new skills.

Since its inception, 85% of trainees have successfully completed the program and transitioned into permanent roles with Thiess. It also resulted in Mt Arthur South's Indigenous representation increasing from 5.5% in 2021 to 13.4% in 2025. Female participation has also increased from 18.8% in 2021 to 23.7% in 2025.

The program is intended to leave a positive legacy through the training and skills provided, beyond the

closure of BHP's Mt Arthur Mine site in 2030. The success of the MASITE Program was recognised when it was announced as the winner of the state (NSW Mining) and national (Minerals Council Australia) 2024 Women in Mining and Resources Awards in the Diversity & Inclusion Program.



"The MASITE Program has allowed me to gain so many new skills and has me set on the right path for progressing in my career. I feel incredibly excited about my future. The possibilities at Thiess are endless and I'm grateful to be a part of it" – Isabella Ford (Anëwan) MASITE graduate

Opportunities - deliverables

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Continue to enhance understanding of Aboriginal and Torres Strait Islander employment data by leveraging tools and platforms across the Group, to inform future employment and professional development opportunities.	December 2026 review	Group Executive Head of People
	Engage and consult Aboriginal and Torres Strait Islander employees through yarning circles and employee conferences to inform the review of our recruitment, retention and professional development framework.	May 2026	Head of People Group Manager Social Performance
	Continue to implement the Thiess Group Aboriginal and Torres Strait Islander recruitment, retention and professional development framework and ensure integration across all related People and Thiess Institute Procedures.	December 2026	Head of People Group Manager Thiess Institute
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January annually	Head of People Talent Acquisition Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2026	Head of People Group Manager Thiess Institute
	Increase the percentage of Aboriginal and Torres Strait Islander employment each year. Target: Improve by 0.5% year on year across the Group.	December annually	Project Manager Group Executive
	Update the Group Aboriginal and Torres Strait Islander attraction, recruitment and retention framework to include measurable targets to increase leadership representation through development plans, including leadership program participation.	December annually	Group Manager Thiess Institute Head of People
	Review outcomes from the 2025 pilot Indigenous mentoring program and align learnings with Group-wide future needs. This aims to support culturally appropriate mentoring and peer support to increase Aboriginal and Torres Strait Islander attraction, retention and leadership participation.	June 2026	Group Executive Head of People

Opportunities - deliverables cont.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development cont.	Develop a strategy to promote the cadetship program for non-tertiary qualified Aboriginal and Torres Strait Islander candidates and encourage participation across the Group. Target: minimum of one cadetship awarded to an Aboriginal or Torres Strait Islander candidate annually.	December 2026	Group Manager Thiess Institute
	Implement the work-readiness Indigenous Pathways Program in partnership with local communities across the Group to support successful employment outcomes.	July 2026	Group Manager Thiess Institute Group Manager Social Performance
	Offer Aboriginal and Torres Strait Islander participation in the Thiess Group scholarship program. Target: Two placements per year.	Annual	Head of People
	Increase Aboriginal and Torres Strait Islander participation in the Thiess Group Graduate Program per intake. Target: 2026 – 5% 2027 – 7% 2028 – 10%	Annual	Head of People
	Increase Aboriginal and Torres Strait Islander participation in the Thiess Group Vacation Program per intake. Target: 2026 – 10% 2027 – 20% 2028 – 20%	Annual	Head of People
	Increase Aboriginal and Torres Strait Islander participation in the Thiess Group apprenticeship program. Target: 30% per intake.	Annual	Head of People
	Increase Aboriginal and Torres Strait Islander participation in the Thiess Group Truck Operator Traineeship Program. Target: 30% per intake.	Annual	Head of People

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Review and enhance the supplier diversity procurement strategy to support Group-wide implementation and progress.	July 2026	Procurement Manager
	Maintain active participation in Supply Nation membership and explore opportunities to extend the benefits of Thiess' membership across the Group.	June 2026	Procurement Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	Annually. Review quarterly	Procurement Manager
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March annually	Procurement Manager
	Establish and grow meaningful commercial relationships aligned with procurement and partnership opportunities. Target: Influenceable spend each year across the Group with Aboriginal and Torres Strait Islander businesses. Improve by 0.5% year on year across the Group.	Annually. Review quarterly	Procurement Manager
	Explore opportunities to extend Supply Nation training programs (or an equivalent organisation) to procurement and contract management/ owners across the Group.	June 2026	Procurement Manager
	Encourage third-party contractors and suppliers to engage with Aboriginal and Torres Strait Islander businesses and, where appropriate, cascade project-specific contractual requirements to Thiess service and supply agreements.	June 2026	Procurement Manager
	Provide procurement function team members with a RAP update annually to ensure understanding of commitments and progress.	February annually	Procurement Manager Group Social Performance Advisor

GOVERNANCE

The diversity of the Thiess Group presents both an opportunity and a responsibility to design a governance approach that reflects our collective values while respecting local contexts.

We will ensure visible leadership drives our governance approach – championing our commitments and setting clear expectations across all levels of the business. Through collaborative structures, clear decision-making processes, and defined roles and responsibilities, we will support consistent implementation to create meaningful impacts.

Strengthening governance through data transparency: embedding RAP commitments through dashboards

The Group has strengthened governance and transparency by moving from spreadsheet-based reporting to interactive dashboards. These dashboards provide real-time visibility of progress across key RAP focus areas – supplier diversity, cultural learning and people metrics – enabling data-driven decision-making across all levels of the business.

Previously, RAP-related data, such as Indigenous employment, cultural training participation and procurement spend were tracked using spreadsheets. This limited visibility and delayed reporting, created inefficiencies in governance and accountability.

In 2024 and 2025, Thiess launched a suite of dashboards designed to improve oversight, consistency and strategic action across the business:

Supplier diversity dashboard:

- Tracks influenceable and Indigenous spend with Aboriginal and Torres Strait Islander businesses
- Offers monthly updates and real-time analysis
- Replaces multiple manual reports
- Identifies procurement trends and gaps
- Ensures transparency in supplier engagement.

People metrics dashboard:

- Monitors Indigenous employment representation, retention and promotion
- Highlights site-level trends and gaps to inform local action
- Cultural Competency Training Dashboard
- Tracks participation against targets and supports the coordination of training delivery locally
- Highlights site-level participation for training compliance.

These dashboards have provided:

- Improved visibility: real-time data shared across functions, leaders and business units.
- Increased accountability: clear tracking of RAP targets and contribution at all levels.
- Enhanced efficiency: automation reduces manual workload and risk from errors.
- Better reporting: supports executive decision-making, Reconciliation Australia reporting and external storytelling.
- Stronger governance: enables targeted action, data-led reviews and cross-functional ownership of reconciliation commitments.

By embedding data transparency into RAP governance, the Group is ensuring its reconciliation actions are visible, measurable and aligned with long-term cultural, social and economic outcomes.

Governance - deliverables

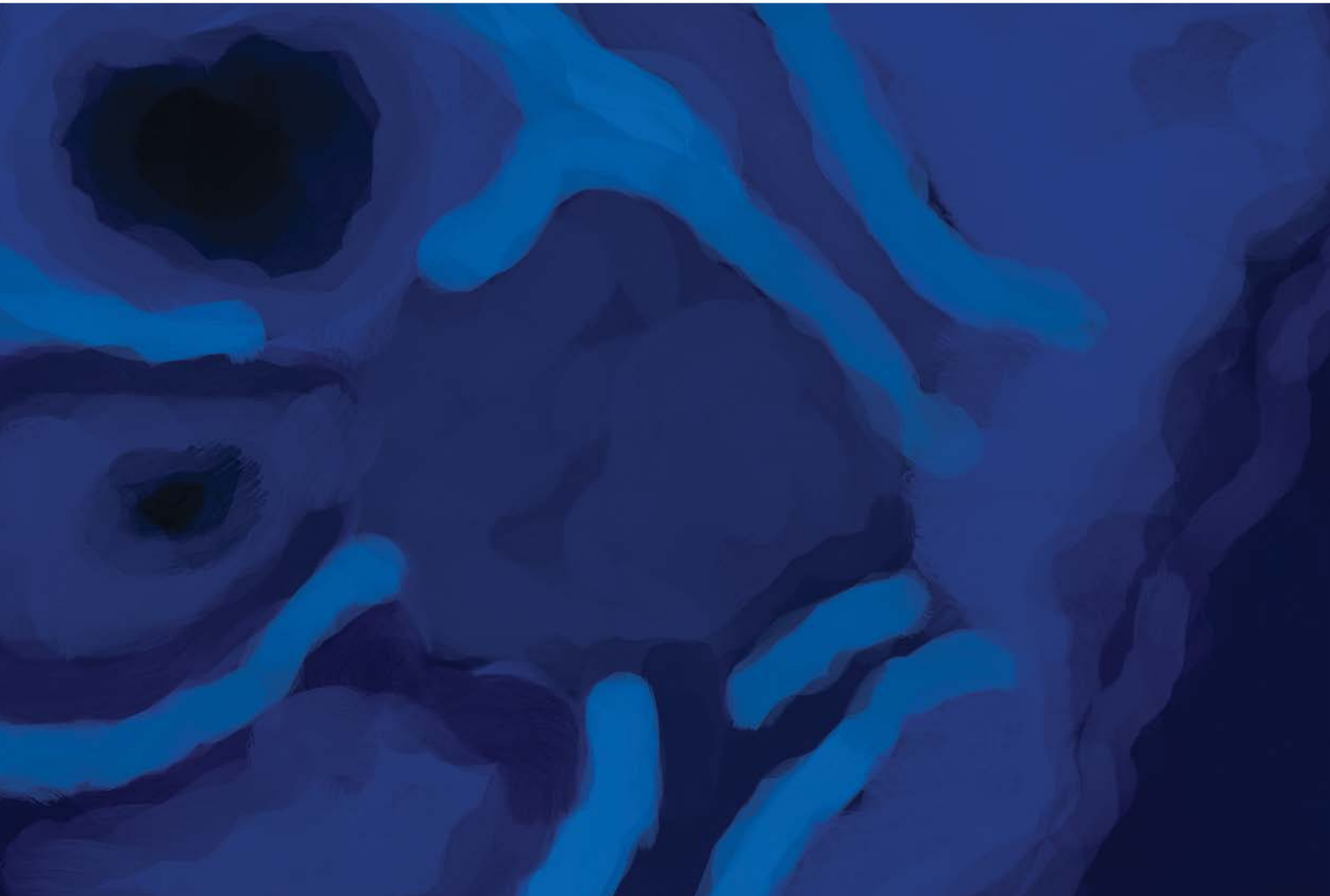
Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective governance structure to drive governance and implementation of the RAP.	Implement a new governance structure that includes a Group Steering Committee of Group Executives, Senior Leaders and Working Groups for each Group entity or region, with senior operational and functional leaders.	June 2026	Group Executive
	Maintain at least 25% Aboriginal and Torres Strait Islander representation on each Working Group.	January annually	Group Executive Group Social Performance Advisor
	Develop a Terms of Reference for the new governance structure and review document annually.	December annually	Group Social Performance Advisor
	Meet at least four times per year to drive and monitor RAP implementation as outlined in the Terms of Reference document.	Quarterly	Group Social Performance Advisor
Provide appropriate support for effective implementation of RAP commitments.	Nominate an operational senior leader to chair each Group entity Working Group.	December annually	Group Executive
	Maintain two Group Executive RAP Champions to champion our RAP internally.	June 2026	Group Executive
	Define resource needs for RAP implementation across the Group, including development of a business case for Indigenous Liaison Support roles.	April annually	Group Executive
	Engage senior leaders and other employees across the Group in the delivery of RAP commitments.	February annually	Group Executive
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Track, measure and report on the progress of RAP commitments through the Group systems for people, procurement and community engagement and investment.	Quarterly	Group Executive General Managers
	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.	January annually	Group Social Performance Advisor
	Contact Reconciliation Australia to request our unique link, to access the RAP Impact Survey .	30 September annually	Group Social Performance Advisor
	Complete and submit the RAP Impact Survey to Reconciliation Australia.	30 September annually	Group Executive
	Report RAP progress to all employees and senior leaders quarterly.	Quarterly	Group Executive
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2028	Group Executive Group Social Performance Advisor
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	December annually	Group Executive
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer where there is an opportunity to survey both staff and wages workforce.	June 2026	Group Executive
	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2027	Group Social Performance Advisor



CONTACT DETAILS

For more information please contact:

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