



Fulton Hogan Australia

Reconciliation Action Plan

Innovate

July 2025 - July 2027







Acknowledgement of Country

Fulton Hogan acknowledges First Nations peoples as the Traditional Custodians of the land on which we work and live. We pay our respects to Traditional Custodians and Elders past, present, and emerging across all nations and communities across the country. Our Innovate Reconciliation Action Plan is a commitment to our organisational support of reconciliation.





A message from our Group CEO

Graeme Johnson
Group Chief Executive Officer | Fulton Hogan

'Creating, connecting, and caring for communities'

is more than our company purpose, it's what each of our 4,500 Australian-based team members commits to every day. It's this commitment that allows our people to take pride in doing good work — making a visible and valuable contribution to the communities across Australia, where we work, operate, and live. An important way that we achieve this is by building strong community relationships, respecting traditional lands and cultures, and creating employment and business opportunities for First Nations peoples.

Guided by our values of Respect, Energy and Effort, Attitude, and Leadership, we are committed to advancing reconciliation and continuing to support and celebrate First Nations voices, knowledge, and perspectives in all our projects.

Our Reconciliation Action Plan (RAP) journey to date has provided us with invaluable insights. We are now ready to leverage these learnings in our second Innovate RAP to drive meaningful progress.

Our vision remains clear: to engage actively, genuinely, and respectfully with First Nations communities and peoples across the country. Our focus is on providing social and economic opportunities that contribute to equality and prosperity.

I am grateful to everyone who has contributed to our reconciliation journey. Together, we are making a tangible difference and moving closer to our vision for reconciliation.



Statement from CEO of Reconciliation Australia

Karen Mundine
Chief Executive Officer | Reconciliation Australia

Reconciliation Australia commends Fulton Hogan on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Fulton Hogan to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Fulton Hogan will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Fulton Hogan is part of a strong network of more than 2,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Fulton Hogan's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Fulton Hogan on your Innovate RAP and I look forward to following your ongoing reconciliation journey.





Artwork and story

‘Walking hand in hand’ was created by First Nations artist, Luke Penrith, for our Innovate RAP. It depicts a journey — coming together, acknowledging peoples’ differences, celebrating our shared values, and getting to know each other respectfully. Once that is achieved, we can walk hand in hand on a journey together, all playing our part in reconciliation.

Major elements of the artwork include the three large circles. The green and red circle depicts building relationships, displaying our Fulton Hogan values by acknowledging Country and the Traditional Custodians of the land in which we live and work, providing opportunities for First Nations peoples and businesses and giving back to the community to create long-lasting benefits. The blue and white circle represents partnerships, it symbolises people sitting around the campfire with everyone having a voice, truth telling, and building trust. The earth coloured circle is collaboration. Once the respect and trust is visible that’s when real collaboration happens.

The two boomerangs towards the top represent standing side by side together, with the lines and dots symbolising the journey. The lands, waterways, and seas across Australia where Fulton Hogan works are also depicted in the artwork.



About the artist

Luke Penrith is a proud First Nations artist whose work is deeply rooted in culture, lived experience, and community. As a storyteller, Luke brings to life the stories and knowledge passed down through generations — stories that modern Australia rarely hears, yet need to be told.

With strong connections to Country and culture, Luke uses art as a medium to give voice to his heritage, share his journey, and open up meaningful conversations through creativity. His work ranges from vibrant murals and fine art to digital design and cultural consultation, each piece reflecting his identity, values, and the strength of his community.

Luke is committed to creating space for First Nations voices within schools, government, and corporate Australia. He has worked with councils, state departments, and national organisations to deliver culturally respectful art projects, workshops, and collaborations that are both educational and impactful. Through these partnerships, he fosters understanding, inclusion, and truth-telling, ensuring First Nations perspectives are embedded in the visual and cultural landscape.

Whether painting a public mural or running a community workshop, Luke is guided by purpose: to honour his ancestors, empower his people, and inspire future generations through art.





A new addition to our RAP

This artwork, titled “Leaving a Lasting Legacy for Community, Stakeholders, Clients and the Nation,” represents the ongoing journey of reconciliation — not just as a statement of intent, but as a living, breathing commitment to change.

Commissioned to add an element for Fulton Hogan’s 2025-2027 Reconciliation Action Plan, the piece celebrates the boldness and ambition of an organisation actively working to deepen its relationships with First Nations peoples. Through vibrant colour, interconnected patterns, and cultural symbolism, the artwork reflects a proactive, inclusive spirit — one that drives real impact in social procurement, community engagement, and corporate responsibility.

At the heart of the piece is legacy — the idea that the decisions we make today ripple far beyond the present. The central motifs represent community, culture, and connection, while the surrounding pathways speak to shared goals, partnerships, and mutual growth between First Nations and non-First Nations people.







Our vision for reconciliation

At Fulton Hogan, we believe reconciliation means fostering a deep and enduring respect for First Nations cultures, histories, and contributions. Individually and as an organisation, we are committed to creating an environment where all Australians can thrive and where the rich cultural heritage of First Nations peoples is celebrated and valued.

A reconciled Australia is one where equality and equity are at the forefront, and where the voices of First Nations peoples are heard and respected. It's a nation where truth telling and cultural diversity is embraced, and where the contributions of First Nations peoples are recognised, valued, and honoured. A reconciled Australia feels inclusive, united, and just, along with a shared sense of pride in our collective identity and history. It's a place where everyone feels a sense of belonging and where the past is acknowledged as we work together towards a brighter future.

Our sphere of influence extends to our employees, clients, suppliers, subcontractors, industry partners, government agencies, and the communities in which we operate. We are committed to engaging with these stakeholders meaningfully to drive positive change and promote reconciliation. We believe that through our actions and initiatives, we can make a significant impact and help build a reconciled Australia that is inclusive, respectful, and united.

Our REAL values; Respect, Energy and Effort, Attitude, and Leadership stand at the heart of our reconciliation journey with First Nations peoples and communities. These values guide our efforts and shape our actions to build meaningful and respectful relationships.

- **Respect** – We understand, listen, and learn from First Nations peoples, acknowledging them as the Traditional Custodians of the land. By respecting cultural protocols and histories, we create an environment where everyone feels valued and understood.
- **Energy and Effort** – Reconciliation is an ongoing process that requires dedication and commitment. We channel our energy into creating opportunities for First Nations employment, procurement, and professional development. Our efforts ensure that we contribute positively to the communities we engage with.
- **Attitude** – A genuine commitment to cultural awareness is pivotal in our reconciliation activities. We foster an inclusive environment where differences are celebrated, and collaboration is encouraged. Our attitude reflects a shared vision of equity and mutual respect.
- **Leadership** – Strong leadership is essential in driving our reconciliation goals. We lead by example, promoting initiatives that support social and economic equality for First Nations communities. Our leaders are committed to guiding the organisation towards a future of inclusivity and shared success.



Our business

Fulton Hogan is a leading infrastructure construction, roadworks, and aggregate supply company dedicated to building and maintaining critical infrastructure that connects and enhances communities. Our core business revolves around delivering high-quality construction and maintenance services for roads, bridges, airports, ports, water, energy, and telecommunications infrastructure. We pride ourselves on our ability to provide innovative solutions that meet the evolving needs of our clients and the communities we serve.

In Australia, Fulton Hogan employs circa 4,500 people across the country. Our workforce is diverse, skilled, and committed to delivering excellence in every project we undertake. We believe that our people are our greatest asset, and we are dedicated to fostering a supportive and inclusive work environment that encourages growth and development.

As part of our commitment to diversity and inclusion, we are proud to employ a growing number of First Nations peoples across the country. Currently, we have over 160 First Nations employees who bring valuable perspectives and contributions to our business. We are committed to increasing this number through targeted recruitment, retention, and development initiatives.

Fulton Hogan operates throughout Australia, New Zealand, and the Pacific. Our geographic reach allows us to leverage our extensive experience and resources to deliver projects of varying sizes and complexities across different regions. We are dedicated to making a positive impact on the communities we serve — both locally and globally.

Our sphere of influence extends beyond our internal workforce to include a wide range of external stakeholders. These stakeholders include clients, suppliers, subcontractors, industry partners, government agencies, and the communities in which we operate. We recognise the importance of engaging with our stakeholders to build strong, collaborative relationships that drive mutual success and positive outcomes.

In Australia, Fulton Hogan has a network of over 50 office locations strategically located to support our operations and projects. Our offices are situated in major cities and regional centres, including Sydney, Melbourne, Brisbane, Perth, Adelaide, Hobart, and Darwin. This extensive network enables us to provide responsive and efficient services to our clients and communities across the country.

Our journey of reconciliation began in 2019 with the launch of our Reflect RAP before moving into our first Innovate RAP from 2022–2024. As part of our Innovate journey, we continue to mature by understanding our successes and challenges, and refining our strategies and actions to build respectful relationships and create opportunities for First Nations peoples. Our latest RAP is a testament to our commitment to reconciliation and our determination to make a positive difference in the lives of First Nations peoples. We are proud of the progress we have made and remain dedicated to continuing our journey towards reconciliation.

We understand that our success is intrinsically linked to the wellbeing of the communities we serve and are committed to sustainable and responsible business practices that minimise our environmental impact and enhance the social and economic wellbeing of our communities. Our approach to sustainability is guided by our core values of Respect, Energy and Effort, Attitude, and Leadership. We believe that by working together with our stakeholders, we can achieve our vision of creating, connecting, and caring for communities.

Fulton Hogan is a dynamic and forward-thinking organisation with a strong commitment to excellence, diversity, and inclusion. Our Innovate RAP is an integral part of our business strategy, and we are dedicated to building a brighter future for all Australians through our actions and initiatives. We look forward to continuing our work in partnership with First Nations communities and stakeholders to achieve our shared goals.

Our reconciliation journey in Australia



2018

Established First Nations Working Group to plan our reconciliation journey.

Recognised as a finalist for the Supply Nation Supplier Diversity Partnership of the Year Award with Zancott Recruitment.



2019

Launched our first Reconciliation Action Plan (RAP), the 'Reflect RAP', highlighting our commitment to relationships, respect, and opportunities for First Nations communities.

Formed a RAP Working Group to unite expertise and passion across our Australian business.

Won the Indigenous Inclusion Award at the 2019 NBN Supplier Awards in Sydney.



2019-2020

Engaged with 65 Indigenous businesses across Australia, spending \$34.6M in FY 19/20.

Integrated online cultural awareness training for 750 employees.

Partnered with the Clontarf Foundation to support education and employment for First Nations youth.

Maintained membership with Supply Nation and joined Kinaway, Yarpa Business Hub, and NSW Indigenous Chamber of Commerce.



2022

Reconciliation Australia endorsed our 'Innovate RAP', with targeted actions and collaborations.

Artist Luke Penrith created the artwork 'Walking hand in hand' for our reconciliation journey.

Launched our Cultural Acknowledgement Protocols document.



2023

Engaged 200 Indigenous businesses across Australia, spending \$63.2M in FY 23/24.

Won Corporate Partner Excellence Award at 2023 Kinaway Awards in Victoria.

Won NSWICC Corporate Partner Award at 2023 ICF Gala Awards in NSW.

Launched Clontarf Footy Carnival in South Australia.



2024

Launched First Nations Procurement Framework.

Maintained RAP employment at 38% (above 35% target).

National First Nations Engagement Manager appointed.

Won Corporate Innovation in Indigenous Partnership Award (2024 Kinaway Awards, Victoria).

Finalist in 2024 Supply Nation Awards: Corporate Member and Procurement Professional of the Year.

Launch our new Innovate RAP 2025-2027 and First Nations Strategy.

Further engagement with Clontarf Foundation through workplace visits.

Expand partnerships with First Nations organisations.

Engage with Elders and Traditional Owner Groups and develop Cultural Awareness training framework.

Increase employment and training opportunities, including traineeships, apprenticeships, and graduate programs.

Strengthen governance with terms of reference, working groups, and knowledge sharing practices.

Where we are heading 2025-2027



Our RAP

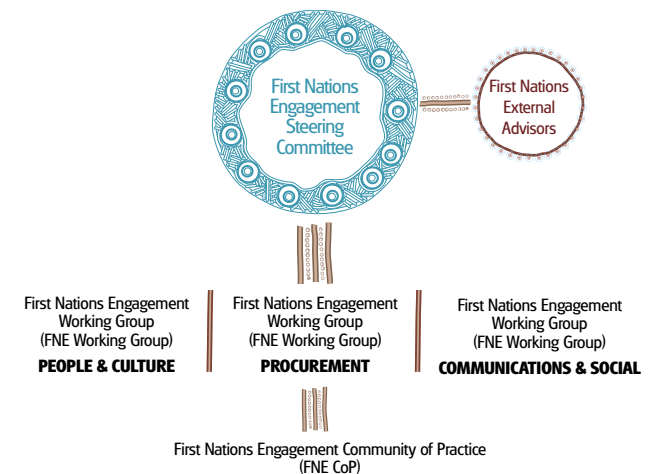
As a leading infrastructure, construction, and maintenance company, we understand the significant role we play in shaping the communities we serve and the impact we can have in promoting reconciliation. Our interest in reconciliation is driven by our core values of Respect, Energy and Effort, and Leadership. We believe that by embracing diversity and inclusion, we can create a more equitable and just society for all Australians.

Our commitment is reflected in our reconciliation journey and our current Innovate RAP, which outlines the strategies and actions we will implement to build meaningful relationships, enhance respect, and create opportunities for First Nations peoples. Our Innovate RAP aligns with the objectives in the First Nations engagement focus area of our overarching 'Sustainability Strategy'.

Our Innovate RAP will help us to measure and showcase the progress we have made in bringing our vision for reconciliation to life, as well as learning along the way to ensure we move forward in a positive manner. We aim to ensure that this RAP is not only a statement of intent, but a reflection of genuine actions and outcomes that are distinctly ours.



The development of our RAP was a collaborative and inclusive process, guided by our First Nations Steering Committee (Steer Co.) alongside extensive consultations with internal and external stakeholders, including First Nations communities, organisations, external consultants, and leaders. The First Nations Steer Co. consists of a minimum 20% First Nations representatives, drawn from various parts of our organisation, including First Nations employees, senior leadership, human resources, and operations. It plays a crucial role in shaping our RAP and ensuring that it reflects our collective vision and commitment to reconciliation.



The First Nations Steer Co. oversees and provides support to the First Nations Working Groups and the Community of Practice, whose role it is to drive progress against deliverables within our regions and operations. The Terms of Reference outline the roles and responsibilities of the members of the First Nations Steer Co. and Working Groups, including that decisions and initiatives are appropriately consulted with First Nations members of each of these groups. These consultations provided valuable insights and perspectives that inform our approach, in addition to referencing Reconciliation Australia's RAP drafting resource to ensure that our RAP aligns with best practices and addresses the core pillars of relationships, respect, and opportunities.

First Nations Engagement Steering Committee

Katherine Williams

EGM People, Safety & Sustainability (Executive Sponsor)

Andrew Craig

National First Nations Engagement Manager (Chair)

Yuwaalaraay

Kelly Lappin

National Communications Manager

Jack Fletcher

Workforce Participation Manager

Wonaruah

Lissa Brown

National People & Culture Governance Manager

Aaron Lutton

General Manager Utilities Northern Region

Dean Riha

Operations Manager Southern Construction

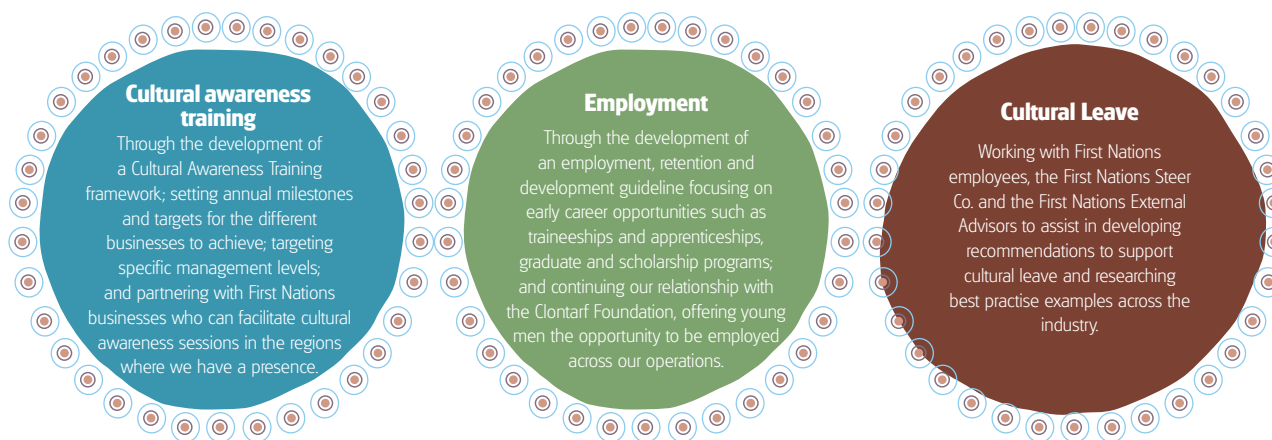
Ramon Dobb

National Procurement Manager

Hardus Van Aswegen

General Manager Western Infrastructure Services

This Innovate RAP outlines a series of actionable commitments and initiatives designed to drive positive change and promote reconciliation within our organisation and the broader community, drawing on learnings from our foundational RAPs, including the challenges posed by successfully deploying cultural awareness training, the implementation and delivery of targeted recruitment and retention programs, and the development of cultural leave processes for First Nations employees. We have carried these actions over to this current RAP, with a focus on key initiatives that will drive:



Our commitment to continue to drive community engagement activities and partnerships with First Nations businesses and organisations will assist in achieving the deliverables set out in our RAP. We are dedicated to measuring our progress and continuously improving our efforts to ensure that our RAP delivers meaningful and lasting outcomes. We will maintain our subscription to weavr in order to report and track our actions and deliverables.

We are proud of the progress we have made so far and we look forward to continuing our journey towards reconciliation, guided by our values and the collective efforts of our First Nations Steer Co and stakeholders.



Tahlia Pickett

An inspiring journey at Fulton Hogan

Tahlia Pickett, a Martuthunira woman from the Pilbara, Western Australia, is an Aboriginal Participation Coordinator for Fulton Hogan Infrastructure Services. With almost three years at Fulton Hogan, Tahlia's journey has been one of remarkable growth and opportunity.

Passionate about supporting her people, Tahlia's commitment began with her work in First Nations recruitment for a mining company. There, she guided and supported her community in securing jobs and providing for their families. Feeling the need to do more, Tahlia joined Fulton Hogan, where she became instrumental in the company's RAP, fostering long-term changes, supporting First Nations businesses, and advocating for her community.

Beyond work, Tahlia's life revolves around her family. She has a five-year-old daughter and a baby boy who keep her busy with outdoor activities, including her daughter's BMX racing. These activities not only bring her joy but also connect her deeply with nature.

Working with First Nations businesses and witnessing their growth within Fulton Hogan is one of Tahlia's most rewarding experiences. A key highlight was collaborating with Angela Kickett, CEO of i24s Group. In September 2023, Tahlia organised an information session where various First Nations businesses showcased their capabilities to Fulton Hogan's Senior Leadership Team. The company quickly engaged with i24s Group, and by February 2024, they were on-site. Within four months, Fulton Hogan's spending with i24s Group reached \$1.1 million, making them a valuable asset and showcasing the success of these businesses within the company.

Tahlia also runs school-based and full-time traineeship programs at Fulton Hogan, providing valuable employment experience and industry knowledge to participants. The school-based program introduces students to potential career paths, while the full-time program aids those seeking to start their careers in the industry. Both programs have been successful, building participants' confidence and helping them become proud leaders for the next generation.

Community and cultural engagement are vital to Tahlia. She organises events and site visits, such as those with Clontarf Foundation, fostering connections and participation from employees. Notable cultural activities include an International Women's Day event where an Elder discussed women's business and taught language. Upcoming initiatives like building a yarning circle at a RAAF base project reflect her commitment to community connection and cultural engagement.

Yallarwah Place

A legacy of respect and restoration

Established in 1999, Yallarwah Place (Yallarwah means “resting place” in the local Awabakal language) is one of the earliest combined First Nations and non-First Nations memorials in Australia.

Nestled in a quiet stretch of bushland behind Newcastle’s John Hunter Hospital (JHH), Yallarwah Place features a Bicentenary Memorial Walk, Circle of Reflection, and Uncle Bob’s Place — an accommodation centre named after First Nations Elder, the late Robert Smith. Over the years, Yallarwah Place provided comfort and assurance to many First Nations patients and families receiving medical care at JHH, but eventually became overgrown and less welcoming.

In 2022, Fulton Hogan commenced work on the Newcastle Inner City Bypass between Rankin Park and Jesmond, and by 2023, the project team decided to restore the Bicentenary Memorial Walk and Circle of Reflection to honour the local Awabakal peoples.

Volunteers from JHH and Fulton Hogan set about refreshing and reinvigorating Yallarwah Place by re-sheeting the footpath, reinstating rock-lined path edges, and installing erosion and sediment controls. The team also cleared weeds and litter along the trail and planted 150 native trees and shrubs using seeds and cuttings salvaged from vegetation cleared for the new road alignment.

This effort culminated in a special re-opening ceremony in February 2024, celebrating 25 years of Yallarwah Place. Original founders, Dr Ray Kelly, Paul Walsh, and Susan Harvey attended, and the ceremony featured a Welcome to Country, Smoking Ceremony, and speeches from respected First Nations Elders, Aunty June, Aunty Sheryl, and Dr Ray Kelly. Attendees planted additional native shrubs along the Bicentenary Memorial Walk.

Fulton Hogan’s commitment to Yallarwah Place extends beyond restoration. Recognising the importance of maintaining Yallarwah Place beyond the construction period, Fulton Hogan is partnering with local Landcare to ensure the JHH team has the necessary resources for ongoing maintenance, such as erosion control products, bush regeneration tool kits, plants, and information pamphlets. This partnership fosters a culture of care and ensures that this important place is respected and preserved for the future.

Bottom | Volunteers from Fulton Hogan’s Newcastle Inner City Bypass – Rankin Park to Jesmond, joined in a celebration and reopening of Yallarwah Place with original founders, Dr Ray Kelly, Paul Walsh and Susan Harvey





ROADS TO CHANGE



The Roads to Change Program is not just about building careers; it's about building futures.

Building strong relationships

The Roads to Change Program

Developed by the ACCIONA-Fulton Hogan Joint Venture team during the delivery of the Rockhampton Ring Road project (2022-2024), the Roads to Change Program seeks to tackle youth unemployment, skills gaps, and cycles of disadvantage in Rockhampton, Queensland.

By aligning strategic employment processes with community needs, the program enhances recruitment, retention, and professional development outcomes while creating lasting economic benefits.

Through collaboration with Darumbal Community Youth Services and funding from Construction Skills Queensland, the program has opened new paths for at-risk First Nations youth. Eight young men 'earned while they learned', successfully completing their Certificate I in Civil Construction. This accomplishment not only prepared them for meaningful careers, but also enabled several participants to transition into full-time roles in the Rockhampton Ring Road team—reflecting the program's positive effects on employment and professional growth.

The initiative extends beyond traditional job training. By integrating practical skills with health, fitness, and wellbeing support, it equips participants to navigate challenges such as crime, domestic violence, and mental health struggles. Tailored guidance fosters confidence and readiness for sustainable employment while reinforcing Fulton Hogan's commitment to supporting First Nations businesses and communities.

The Roads to Change Program demonstrates the power of collaboration between industry and community.

As Fulton Hogan continues to deliver large-scale infrastructure projects in the region over the next five years, the program is poised to create more local jobs and strengthen community ties. Its flexible and adaptive model offers a blueprint for similar initiatives across Queensland, blending workforce solutions with meaningful social impact.



Wamarra

Empowering First Nations communities through meaningful collaboration

9

Projects delivered

\$17.5M

Projects value

69

Full-time First Nations staff

18,740

Labour hours

Fulton Hogan is dedicated to fostering social and economic equality, and central to this commitment is empowering First Nations communities.

Since April 2021, our collaboration with Wamarra, an Aboriginal-owned and operated Victorian-based civil contractor, has delivered nine projects valued at \$17.5 million. This partnership has profoundly impacted the community, engaging 69 full-time First Nations staff who contributed 18,740 hours of work out of a total 48,564 labour hours, with First Nations participation making up an impressive 38% of total labour hours.

Managing Director of Wamarra, Hayden Heta, attests to the success of this partnership.

“Wamarra’s mission is to provide long-term economic independence and career opportunities for First Nations peoples and their communities. Thanks to the strong pipeline developed in partnership with Fulton Hogan, we’ve been able to not only recruit new talent, but also retain and upskill our existing staff. This partnership has led to various personal successes for our employees, including home ownership, vehicle acquisition, and obtaining their driver’s licence,” Hayden says.

For example, since the beginning of the partnership, 18 new First Nations employees have been onboarded and seven individuals have received promotions — including career progressions from CW1 to CW3, and a Leading Hand now working as a Site Supervisor. Additionally, four First Nations employees have purchased their first homes, 10 have been able to acquire vehicles, and two have successfully obtained their driver’s licence — all milestones that reflect increased financial independence and stability.

“This collaboration extends far beyond employment, fostering community growth and offering financial stability. Building a strong and consistent pipeline of work is key to maximising the impact of social procurement,” Hayden says.

Fulton Hogan’s partnership with Wamarra is more than a transactional relationship; it represents a commitment to creating tangible outcomes for First Nations communities, such as job security, career development, cultural safety, and economic prosperity.



Clontarf Foundation partnership

In 2020, Fulton Hogan formed an Australian-wide partnership with the Clontarf Foundation, a not-for-profit organisation that exists to improve the education, discipline, life skills, self-esteem, and employment prospects of young First Nations men.

Fulton Hogan's National First Nations Engagement Manager, Andrew Craig, says the Clontarf Foundation's approach has proven highly effective in attracting young First Nations men to school, retaining them, and helping them adopt disciplined, purposeful lifestyles.

"The academy model, established in partnership with schools and endorsed by local communities, creates a safe and welcoming environment that supports students' educational and personal growth," Andrew says.

The partnership between Clontarf Foundation and Fulton Hogan has gone from strength-to-strength over the years, creating employment opportunities for over 30 young men through full-time, part-time/casual work, apprenticeships, traineeships, and school-based traineeships within Fulton Hogan.

"This partnership not only aids in the growth of Clontarf academies, being able to expand their footprint and influence, it also aligns with Fulton Hogan's commitment to reconciliation and improving education and employment outcomes for First Nations peoples and communities," Andrew says.



Creating bonds at Gyburra Festival

In 2024 and 2025, Fulton Hogan sponsored the Gynburra Festival, a flagship First Nations cultural event for the Narungga peoples in Adelaide, which celebrates the time-honoured tradition of butterfish spearfishing.

Our support of this vibrant cultural gathering extends beyond sponsorship and provides an opportunity to forge respectful and mutually beneficial relationships with the local communities that we engage with across Narungga land on the Telstra InfraCo Intercity Fibre Project. The community has been invited to join us on this journey, exploring employment opportunities and shared growth.

The festival, which celebrated its 10th anniversary this year, has become a highlight in South Australia, attracting visitors from all backgrounds to experience the richness of the local First Nations cultures. The Clem Graham Snr Memorial Butterfish Competition stands as a highlight, drawing more than 250 participants from diverse communities to compete and celebrate together.

The Yarning Circle

Creating cultural connection and empowering the voices of our First Nations peoples

Fulton Hogan is committed to creating culturally safe, inclusive workplaces that support First Nations participation, retention, and development across our projects.

As part of this commitment, the Craigieburn Road Upgrade project in Melbourne's north introduced the Yarning Circle Program — a tailored mentoring program designed to support the project's First Nations employees through cultural, personal, and professional development, as well as coaching sessions for the employees' managers to ensure cultural safety and inclusive leadership across all levels.

Fulton Hogan's Social Procurement and Aboriginal Engagement Manager – Southern Region Construction, Justine Moss, says the program has delivered tangible outcomes by equipping participants with tools to build confidence, strengthen their leadership skills, and enhance their workplace success.

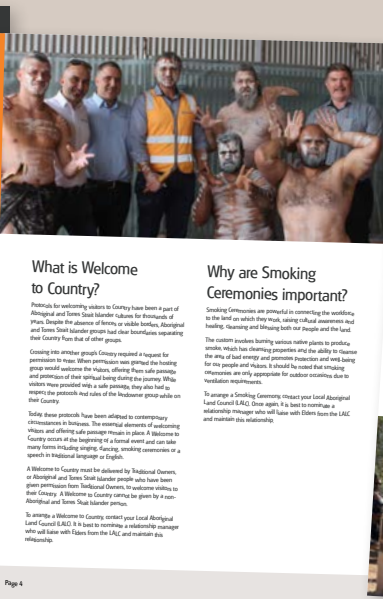
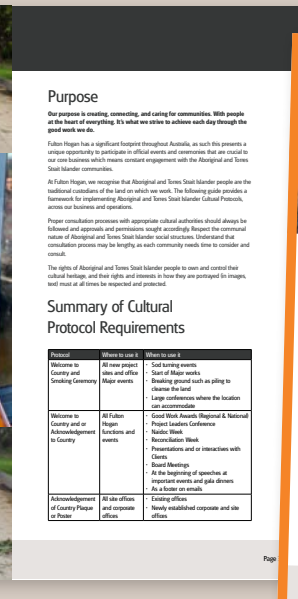
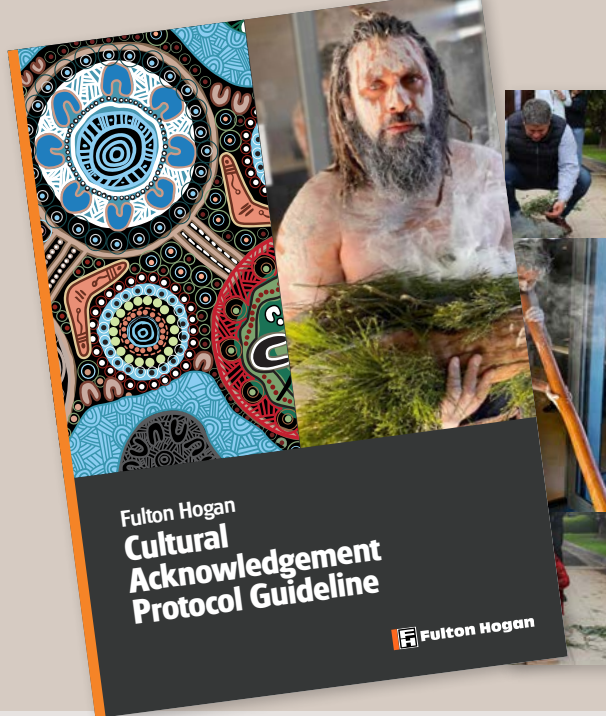
"Topics such as financial literacy, cultural identity, and personal goal setting were central to the program's delivery, empowering individuals to thrive both on and off the job," Justine says.

Yarning Circle Program participant, Billie-Jo Weston, says the program fostered a strong sense of community and connection which filtered through the entire project team.

"The Yarning Circle has been a safe space where I can express myself and connect with like-minded people," Billie-Jo says.

Following the success of the Yarning Circle Program on the Craigieburn Road Upgrade Project, it has become embedded more widely across Fulton Hogan's Southern Region Construction projects and established a blueprint for future Fulton Hogan projects to drive cultural awareness, connection, and lasting change across the business and industry.





Cultural Acknowledgment Protocols

Guiding our engagement with respect and cultural integrity

At Fulton Hogan we recognise that First Nations peoples are the traditional custodians of the land and continue to maintain a cultural connection to country. Our business touches and impacts many parts of country in one way or another and it is important we live by our REAL values by showing Respect, Energy and Effort, Attitude and Leadership to First Nations continuous cultures.

By fostering authentic relationships based on trust and understanding, we strive to positively engage with First Nations communities across our large geographic footprint.

To ensure we consistently provide meaningful and respectful engagement across our business and operations we developed the Cultural Acknowledgement Protocol Guideline. This provides a framework for implementing First Nations cultural protocols and includes when and how to appropriately incorporate a Welcome to Country, Acknowledgement of Country, and cultural ceremonies into our operations and events. It also includes significant dates for First Nations peoples, including National Reconciliation Week and NAIDOC, with suggestions for activities to engage in these events, fostering greater awareness, respect, and understanding of First Nations histories and cultures.

We are also led by our guiding principles for First Nations engagement, which include genuine collaboration, valuing time, embracing cultural diversity and languages, demonstrating cultural sensitivity, respecting cultural workload, being transparent and accountable, and providing compensation.

Fulton Hogan's National First Nations Engagement Manager, Andrew Craig, believes reconciliation is a shared journey, and it's vital that we walk it together.

"It's up to all of us to work together and foster authentic relationships built on trust and understanding. By feeling confident and empowered to honour cultural protocols, celebrate the world's oldest continuing cultures, and engage with significant dates, we create meaningful and respectful connections. The Cultural Acknowledgment Protocol Guideline offers a consistent framework to support this engagement across our business," Andrew says.

Relationships

Building strong relationships with First Nations peoples and other Australians aligns with our core values of Respect, Energy and Effort, Attitude, and Leadership. These relationships enrich our work by integrating diverse perspectives, promoting inclusivity, and enhancing our understanding of the communities we serve. Effective engagement and partnerships help us deliver better outcomes respecting cultural values and meeting local needs, driving business success and contributing to social and economic wellbeing. Our commitment ensures First Nations voices are heard in decision-making, leading to informed outcomes and a sustainable, positive legacy.

Action	Deliverable	Timeline	Responsibility
Fulton Hogan to establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	• Develop and implement a five-year First Nations Engagement Strategy that will foster meaningful relationships with First Nations communities, stakeholders and organisations, formalising relationships that will contribute to direct objective outcomes in social engagement, employment, and relationships with First Nations businesses.	December 2025	National First Nations Engagement Manager
	• Support capability of our regional managers to successfully engage with First Nations communities.	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager First Nations Steer Co.
	• Fulton Hogan regions to meet with local First Nations stakeholders and organisations to investigate and develop opportunities for engagement in the communities where our projects and fixed sites are located.	December 2025	National First Nations Engagement Manager First Nations Steer Co.
	• Maintain, support, and formally review our partnership annually with Clontarf Foundation.	May 2026; 2027	National First Nations Engagement Manager National Communications Manager
	• Maintain the network of Fulton Hogan regional champions for our Clontarf Foundation partnership and active community engagement and formally review annually.	January 2026; 2027	National First Nations Engagement Manager National Communications Manager
	• Explore the merit of a First Nations External Advisory Group for ongoing relationship development, consultation, and feedback on Fulton Hogan engagement activities.	December 2025	National First Nations Engagement Manager EGM People, Safety Sustainability
Throughout National Reconciliation Week (NRW) our people will participate in NRW activities through developing relationships with First Nations communities and provide opportunities for our people to understand and learn about First Nations rich cultures and histories.	• Build NRW planning and activities into our corporate calendar and engage with regional management teams to support regional participation.	March-April 2026; 2027	National Communications Manager
	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff via tool boxes and our internal website, theHub.	27 May-3 June 2026; 2027	National Communications Manager
	• First Nations Steer Co. members to participate in and support at least one external NRW event.	27 May-3 June 2026; 2027	First Nations Steer Co.
	• Each regional corporate office to organise at least one NRW event each year.	27 May-3 June 2026; 2027	First Nations Steer Co.
	• Register all Fulton Hogan NRW events on Reconciliation Australia's NRW website.	May 2025; 2026; 2027	National First Nations Engagement Manager

Action	Deliverable	Timeline	Responsibility
We will engage and promote reconciliation with our partners and stakeholders.	<ul style="list-style-type: none"> • Deliver a CEO lead message around the launch of our new RAP highlighting our commitment to reconciliation. 	June 2025	National Communications Manager
	<ul style="list-style-type: none"> • Implement strategies to engage our staff in launching our new RAP by developing an internal communications plan for all employees driven by the First Nations Steer Co. Communications Working Group and include our external strategic partners. 	June 2025	National Communications Manager
	<ul style="list-style-type: none"> • Communicate our commitment to reconciliation publicly including: <ul style="list-style-type: none"> - an update to our website content to share our RAP status - regular updates on our LinkedIn page to share appropriate stories and case studies - Active engagement in Supply Nation events. 	May 2026; 2027	National Communications Manager
	<ul style="list-style-type: none"> • Develop quarterly review process and schedule of planned stakeholder collaboration sessions. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National Communications Manager
	<ul style="list-style-type: none"> • Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including supporting clients and collaborating with key suppliers. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager
	<ul style="list-style-type: none"> • Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation including active participation in the First Nations Construction Round Table and Reconciliation Australia's RAP network. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> • Review and look at way of continuous improvement of our HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	January 2026; 2027	National People & Culture Governance Manager
	<ul style="list-style-type: none"> • Continue to implement and communicate an anti-discrimination policy for our organisation. 	January 2026; 2027	National People & Culture Governance Manager
	<ul style="list-style-type: none"> • Educate senior leaders on the effects of racism and unconscious bias through targeted programs. 	January 2026; 2027	National People & Culture Governance Manager
	<ul style="list-style-type: none"> • Review and look at way of continuous improvement of our HR policies and procedures to identify existing anti-discrimination provisions, and future needs in consultation with First Nations staff and stakeholders. 	January 2026; 2027	National People & Culture Governance Manager

Respect

We believe fostering pride, understanding, and appreciation creates an inclusive workplace and honours Australia's First Nations heritage. Learning from these communities helps us integrate their knowledge into our practices, leading to better decisions. We achieve this through partnerships, tailored educational opportunities, and embedding structured cultural awareness training programs into our operations. This ensures our people are informed, can create a culturally safe workplace for First Nations employees, and act responsibly to meet community needs, driving business success and meaningful outcomes. Fulton Hogan will achieve this through partnerships with First Nations communities, providing tailored educational opportunities and resources to our team, and integrating cultural awareness into our operational practices.

Action	Deliverable	Timeline	Responsibility
Enhance understanding, value, and recognition of First Nations cultures, histories, knowledge, and rights by implementing cultural learning programs.	<ul style="list-style-type: none"> Through the First Nations Steer Co. People & Culture Working Group, consult our First Nations employees and external advisors on the development and implementation of a cultural learning framework. 	July-December 2026	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy for our employees and build into Fulton Hogan's training program and platform. 	January 2026	National First Nations Engagement Manager National People & Culture Governance Manager
	<ul style="list-style-type: none"> Develop relationships with First Nations owned and operated organisation who can deliver and facilitate Cultural Awareness Training across the regions where we are located. Embedding these into the Cultural Learning strategy and Learning & Development Manual. 	January 2026	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning framework document for our staff. 	January 2026	National First Nations Engagement Manager National People & Culture Governance Manager
	<ul style="list-style-type: none"> Explore opportunities for senior leaders to participate in a Cultural Immersion experience each year through Clontarf Foundation or other partnering organisations. 	December 2026; 2027	National First Nations Engagement Manager National People & Culture Governance Manager
	<ul style="list-style-type: none"> Implement a Fulton Hogan specific cultural learning module into the onboarding of all new employees. 	June 2025	National First Nations Engagement Manager National People & Culture Governance Manager
	<ul style="list-style-type: none"> Provide opportunities for First Nations Steer Co. members, People & Culture Managers, and other key leadership staff to participate in formal and structured cultural learning, and build into annual employee development plans. 	January 2026	National First Nations Engagement Manager National People & Culture Governance Manager

Action	Deliverable	Timeline	Responsibility
Demonstrate Fulton Hogan's respect to First Nations cultural protocols, practises, responsibilities and obligations.	<ul style="list-style-type: none"> Continue to increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Maintain and continue to evolve Cultural Protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Develop and include details of our RAP, and include Acknowledgement of Country into the Fulton Hogan Blue Blood program, the annual Graduate Program, Engineers Development Program and Induction, and onboarding material. 	September 2025; 2026	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: <ul style="list-style-type: none"> Building into engagement/participation plans for all new major project kick offs To recognise NRW and NAIDOC Week or other culturally significant events At one of our Board meetings held in Australia. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Continue to maintain guidance in our Cultural Protocol document for the inclusion of an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, including: <ul style="list-style-type: none"> First Nations Steer Co. meetings Australian-based Board meetings Other senior leadership meetings. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Engage and consult with First Nations employees and External Advisory Group to assist in the development of recommendations for cultural leave and other cultural practices via the First Nations Steer Co. Community of Practice*. 	October 2025	National First Nations Engagement Manager National People & Culture Governance Manager
	<ul style="list-style-type: none"> Develop cultural leave policy recommendations for formal Executive Management review. 	December 2025	National First Nations Engagement Manager National People & Culture Governance Manager EGM People, Safety Sustainability
Build respect for First Nations cultures and histories by celebrating NAIDOC Week across our sites.	<ul style="list-style-type: none"> Build NAIDOC Week planning and activities into our corporate calendar and engage with the First Nations Steer Co. Communications Working Group and regional management teams to support regional participation. 	First week in July 2025; 2026	National Communications Manager
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	June 2025 April–June 2026	National Communications Manager
	<ul style="list-style-type: none"> Regional main offices to hold one NAIDOC Week event each year and all other locations and project sites encouraged to host an event each year. 	First week in July 2025; 2026	National First Nations Engagement Manager First Nations Steer Co.
	<ul style="list-style-type: none"> First Nations Steer Co. to participate in an external NAIDOC Week event. 	First week in July 2025; 2026	First Nations Steer Co.

Opportunities

At Fulton Hogan, we are focussed on improving strategic employment processes to enhance recruitment, retention, and professional development outcomes for First Nations peoples and communities. Our procurement policies focus on supplier diversity, sustainability, and social impact and we advocate for First Nations businesses and supplier diversity through committed partnerships. By increasing employment opportunities and supporting First Nations business, we support better economic and social outcomes.

Action	Deliverable	Timeline	Responsibility
Improve strategic employment processes to increase First Nations recruitment, retention and professional development outcomes.	<ul style="list-style-type: none"> Review and update our Diversity and Inclusion, Sustainability, and Learning & Development Strategies and business plans to support employment outcomes for First Nations people. 	July-Dec 2026	National People & Culture Governance Manager
	<ul style="list-style-type: none"> Develop, plan, and engage with the First Nations Steer Co. People & Culture Working Group and Community of Practice* to consult on our recruitment, retention, and professional development framework including: <ul style="list-style-type: none"> Ensuring all First Nations employees have formal annual development plans Ongoing development of targeted traineeship and apprenticeship through the Early Careers Strategy. 	January 2026	National First Nations Engagement Manager National People & Culture Governance Manager
	<ul style="list-style-type: none"> Establish a process for the recruitment of First Nations employees by including targets with the National Talent team to advertise job vacancies and/or engage with approved First Nations recruitment platforms and businesses to effectively reach First Nations stakeholders, attending targeted employment events and forums, and diversifying interview practices. 	January 2026	National People & Culture Governance Manager
	<ul style="list-style-type: none"> Review job roles where we can apply for a Fair Work exemption to recruit for First Nations identified positions. 	January 2026	National People & Culture Governance Manager
	<ul style="list-style-type: none"> Increase the percentage of First Nations direct employees in our workforce with a national target of 4% by 2026 and 4.25% by 2027. Develop state and territory based targets with Regional General Managers for each year to achieve overall national targets. 	December 2026; 2027	National People & Culture Governance Manager
Develop a strategy to increase First Nations placements in our annual graduate recruitment program.	<ul style="list-style-type: none"> Establish relationships with targeted First Nations university centres to include workshops and employment forums. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National Talent Acquisition Manager National First Nations Engagement Manager
	<ul style="list-style-type: none"> Develop an undergraduate program to provide a pipeline of talent to transition into the annual graduate program, targeting a minimum of two First Nations undergraduates per year. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National Talent Acquisition Manager National First Nations Engagement Manager
	<ul style="list-style-type: none"> Targeted advertisement and promotion of the annual graduate program on First Nations media channels, platforms, and our own social media. 	September 2025; 2026	National Talent Acquisition Manager National First Nations Engagement Manager

Action	Deliverable	Timeline	Responsibility
Increase First Nations supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Establish and maintain the First Nations Steer Co. Procurement Working Group to lead and coordinate engagement opportunities for First Nations businesses. 	First week in July 2025; 2026	National Procurement Manager
	<ul style="list-style-type: none"> Maintain and evolve Fulton Hogan's First Nations procurement framework, including the development of an appropriate Tier 2 engagement process and an established list of First Nations consumables product list. 	June 2025 April-June 2026	National Procurement Manager
	<ul style="list-style-type: none"> Continue active engagement with Supply Nation and ongoing membership and contribution to Leadership Roundtable (subject to ongoing invitation). 	First week in July 2025; 2026	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Each state to maintain and apply for membership with regional First Nations Chambers of Commerce and other business memberships. 	First week in July 2025; 2026	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Establish through the First Nations Steer Co. Procurement Working Group: <ul style="list-style-type: none"> Procurement Working Group to facilitate regional supplier networking events to introduce First Nations businesses Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff, including classification of these businesses in procurement systems and quarterly updates of supplier lists on the RAP intranet page Develop and publish case studies of Fulton Hogan's engagement with First Nations businesses on the RAP intranet page and other internal communication channels via the First Nations Steer Co. Communications Working Group Each business stream and region to establish their own First Nations procurement targets to include increased number of First Nations suppliers engaged Each regional procurement team to attend at least one First Nations business event and/or trade show in their local communities. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National Procurement Manager First Nations Steer Co.
	<ul style="list-style-type: none"> Through the First Nations Steer Co. Community of Practice*, develop and coordinate quarterly lunch and learn sessions to discuss First Nations procurement. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager National Procurement Manager
	<ul style="list-style-type: none"> Educate regional procurement, commercial and pre-contracts teams on First Nations businesses and supply chain opportunities. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager National Procurement Manager

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective First Nations Steer Co. to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a 20% First Nations representation on the First Nations Steer Co. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Maintain the First Nations Steer Co. Governance Structure and Terms of Reference. 	Review yearly February 2026; 2027	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation, status of actions, and develop the First Nations Steer Co. communications to employees and stakeholders. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	First Nations Steer Co.
The First Nations Steer Co. to provide appropriate support for effective implementation of RAP commitments across our business.	<ul style="list-style-type: none"> Define resource needs for the First Nations Steer Co. Working Groups and the RAP implementation and ongoing management, including the engagement with the following functional and regional groups: <ul style="list-style-type: none"> National People & Culture working groups Communications & Social groups Procurement groups Cross business regional groups in all states and territories. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	First Nations Steer Co.
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments and include KPIs for our Senior Leadership Team (SLT) members. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Continue to use and engage weavr as a tool to track, measure, and report on RAP commitments. 	Monthly 2025; 2026; 2027	National First Nations Engagement Manager First Nations Steer Co.
	<ul style="list-style-type: none"> Maintain our First Nations Engagement and RAP Champion from the Australian Executive General Manager; People, Safety & Sustainability. 	July 2025; 2026	National First Nations Engagement Manager

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting engagement and RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to ensure our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence. 	June annually	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Survey. 	1 August annually	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September annually	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Provide a report to Reconciliation Australia to help inform the development of our next RAP. 	March 2027	National First Nations Engagement Manager
	<ul style="list-style-type: none"> Report RAP progress to senior leaders through our First Nations Engagement quarterly report and Monthly Sustainability Report to inform employment, procurement and engagement trends and opportunities. 	Quarterly July/October 2025; January/ April/July/October 2026; January/April 2027	National First Nations Engagement Manager EGM People, Safety & Sustainability
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges, and learnings annually on our website. 	June 2026 May 2027	National Communications Manager
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	April 2027	National First Nations Engagement Manager
Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	December 2026	National First Nations Engagement Manager

* includes First Nations identified employees part of the Community of Practice



Contact details for public enquiries

Name: Andrew Craig

Position: National First Nations Engagement Manager

Phone: 0428 858 309

Email: FultonhoganRAP@fultonhogan.com.au

