



Coates

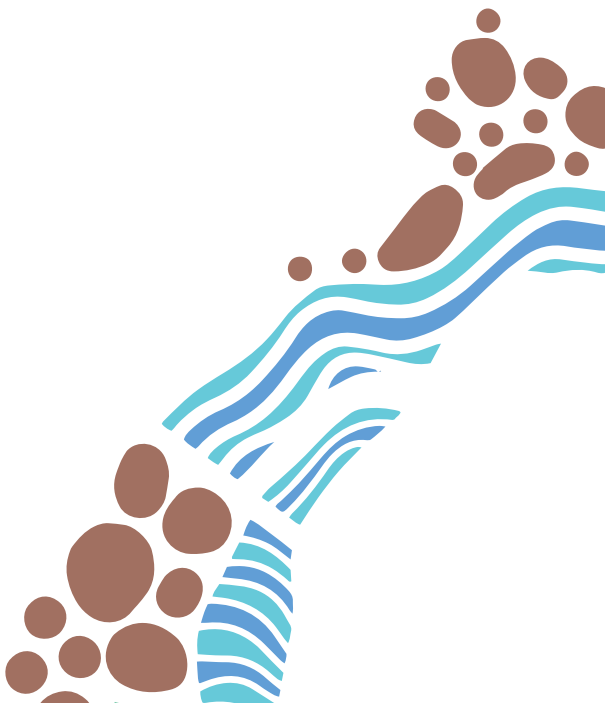


Innovate 2.0: May 2025 to May 2027



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The Coates Vision for Reconciliation

At Coates, our vision for reconciliation is not just a commitment but a transformative journey. By implementing the key actions outlined in RAP Innovate 2.0, we aim to build upon our foundational commitment to advocating for Aboriginal and Torres Strait Islander peoples and communities, while respecting traditional lands and their Owners.

Our Goals:

- 1. Leadership in Diversity:** We aspire to be industry leaders in diversity and inclusion, setting benchmarks for others to follow. This includes increasing the representation of Aboriginal and Torres Strait Islander employees within our workforce to better reflect the communities we serve.
- 2. Empowering First Nations Businesses:** We will create more opportunities for First Nations businesses, supporting these enterprises in generating meaningful impacts within the communities where we operate.
- 3. Long-term Partnerships:** We are committed to establishing long-term partnerships with Aboriginal and Torres Strait Islander communities. These partnerships will focus on sustainable development, education, and economic empowerment, ensuring that our impact is both profound and lasting.
- 4. Cultural Competency:** We will invest in ongoing cultural competency training for all employees, fostering a deeper understanding and respect for Aboriginal and Torres Strait Islander cultures. This will be a cornerstone of our inclusive organisational culture.

Fundamentally, we strive to be an inclusive organisation that values and embraces individuals from all backgrounds, fostering a culture of diversity and respect. Our aim is to create a workplace where every employee feels valued, supported, and empowered to reach their full potential. We envision a future where our reconciliation efforts have contributed to a more equitable and just society for all.

Our Business

Coates, a proudly 100% Australian-owned company, stands as the nation's premier equipment hire and solutions provider. We operate across diverse markets, including engineering, mining and resources, infrastructure, manufacturing, construction, agriculture, and major events.

In 2025, Coates celebrated 140 years of unwavering commitment to supporting the builders of Australia.

With a robust national presence of over 145 branches, the largest fleet of high-quality equipment in the country, and a team of almost 2000 highly skilled people, many of whom identify as Aboriginal and Torres Strait Islander people, Coates delivers expert equipment solutions to over 16,000 customers. Our comprehensive services include equipment hire and end-to-end solutions for temporary works, traffic management, site accommodation solutions, water treatment management, industrial shutdowns, maintenance, and major events, and community programs. Our influence extends beyond our employees and customers to the broader construction, infrastructure, mining, and environmental resource industries, as well as local governments and the communities where we operate.

By fostering strong relationships with Aboriginal and Torres Strait Islander communities and promoting a diverse and inclusive culture within Coates, we have seen a continuous increase in the representation of Aboriginal and Torres Strait Islander employees. Additionally, we have increased our expenditure with First Nations suppliers.



From our CEO

Reconciliation is a journey we walk together. As Australians, this journey calls on all of us: individuals, families, communities, organisations, and the nation as a whole. At the heart of it are meaningful relationships with Aboriginal and Torres Strait Islander peoples - grounded in respect, truth, and shared purpose.

Through our Reflect and Innovate Reconciliation Action Plans, we've taken important steps forward. We're proud to have:

- **Launched our Reflect RAP** at a company-wide event that brought together our people, customers, and communities to acknowledge our commitment.
- **Renewed our partnership with the Clontarf Foundation**, continuing to support young Aboriginal and Torres Strait Islander men through education and employment pathways.
- **Developed strong connections** with First Nations business networks, including Supply Nation, Kinaway, the NSW Indigenous Chamber of Commerce, and the Noongar Chamber.
- **Increased First Nations representation in our workforce** - ensuring more voices and lived experiences are reflected within our teams.
- **Introduced an Acknowledgement of Country guide**, supporting our people to recognise and respect the Traditional Owners of the lands where we live and work.

- **Marked National Reconciliation Week and NAIDOC Week with meaningful celebrations that honour culture, resilience, and history.**
- **Made cultural awareness learning available to all employees, recognising that education is key to change.**
- **Expanded our engagement with First Nations suppliers by more than 500%**, resulting in a 400% increase in our spend, deepening our partnerships.
- **Earned the trust of First Nations customers** through genuine support and a long-term commitment to their success.

These actions matter - and we're proud of our achievements and grateful for the lessons learned from these rich experiences. But our path hasn't been without challenge. We've faced the need to shift mindsets, build internal understanding, and navigate complexities that occur when creating real change. To continue our progress, we remain focused on:

- Helping our people, especially decision-makers, to understand the full value of partnering with First Nations businesses.
- Coordinating efforts across our national footprint while maintaining cultural integrity and focus.
- Supporting the delivery and growth of services under national contracts.
- Improving our ability to track outcomes in procurement and employment.
- Embedding reconciliation into the core of how we do business - not as an initiative, but as a way of being.

Looking ahead, we know that reconciliation is more than the actions outlined in this plan - it's a deep, ongoing commitment. We will continue to listen, learn, and show up with respect. We must focus on building stronger connections with local First Nations communities and empowering our employees with the knowledge and tools to walk this path meaningfully.

As an Australian-owned company, we are part of this story. We stand with Reconciliation Australia, our Board, employees, customers, and the communities who place their trust in us. Together, we move forward - committed to a future that acknowledges the past and builds a more inclusive Australia.



Murray Vitlich
Chief Executive Officer,
Coates / Executive Director



Artwork and Story of Artwork

KENGATHA KATHIWATHA KATHINI

To grow, flowing water like the elements of the earth, we too find the current of culture flows. It is a spiritual essence to understand the Lore's of Nature. The body of knowledge. It is what gives us presence in its destruction, and rebirth.

The flowing water speaks of the nature of the spirit, the journey through life. The land is represented by the orange and yellows. Also, the rocks and pebbles that sit upon the edges of the waters mouth, filtering its flow, guiding its table descent. We all have our own dance, song, and echo.

Though Nature draws us in visually capturing the "Thalekatha" Dreaming. Being invited by the call of nature is its own blessing on earth. We are connected, inspire, and endure.

Narrative written by Jade Kennedy of the Tatti-Tatti/Wadi-Wadi/Muddi-Muddi - West Kulin Nation and Wajak/Kaardjin - Noongar Nation.

Developing our RAP

Through the implementation and completion of the Coates Reflect RAP in 2021 and the Innovate RAP in 2024, our business gained valuable insights. Consequently, we embarked on the creation of the third Coates RAP, Innovate 2.0, in 2024, in collaboration with Reconciliation Australia.

The Coates RAP Committee, comprising representative employees from various departments including Operations, Sales, Finance, and People and Safety, worked closely with Reconciliation Australia to develop the Coates Innovate RAP. With over 25% Aboriginal and Torres Strait Islander representation, the RAP Committee built on previous progress and success, focusing on three core areas:

1. **Community and Cultural Education**
2. **Employment**
3. **Increasing First Nations Suppliers and Customers**

The Innovate RAP was also developed in consultation with key external partners who support Coates on its reconciliation journey, in addition to Reconciliation Australia. Some of our key community partners include:

- **The Clontarf Foundation (National)**
- **NSW Indigenous Chamber of Commerce (NSWICC)**
- **Kinaway Chamber of Commerce (VIC)**
- **Noongar Chamber of Commerce & Industry (WA)**
- **Supply Nation (National)**

We consulted with each partner to gain feedback on the Coates Innovate RAP 2.0. These partnerships are crucial as they positively impact our three core focus areas. Additionally, we have established bi-monthly meetings with each Aboriginal and/or Torres Strait Islander business partner.

Our intention is to collaborate with Aboriginal and Torres Strait Islander communities in the locations where we operate, ensuring that our commitments foster respectful relationships and create meaningful, sustainable opportunities. We will also work closely with our top-tier clients to explore opportunities for our First Nations suppliers and customers.

By continuing to build on these foundations, we aim to strengthen our relationships with local First Nations communities and employees, driving numerous initiatives nationally that focus on relationship building and enhancing cultural and historical awareness for all employees.



Key outcomes for an Innovate RAP

An Innovate RAP outlines actions that work towards achieving your organisation's unique vision for reconciliation. Commitments within this RAP allow your organisation to be aspirational and innovative in order to help your organisation to gain a deeper understanding of its sphere of influence and establish the best approach to advance reconciliation. An Innovate RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

The Innovate RAP will have a lifespan of two years.

The key outcomes from Innovate RAP 2.0 Coates is seeking to achieve include:

- Continue to build an inclusive culture, ensuring that the representation of Aboriginal and Torres Strait Islander employees within our permanent workforce grows, reflecting the diversity of the communities we serve.
- Establish a school-based apprenticeship or traineeship program, in conjunction with the Clontarf Foundation, as part of career pathways into employment
- Form a partnership with an organisation or foundation dedicated to supporting the development of female Aboriginal and Torres Strait Islander students
- Integrate a greater number of Aboriginal and/or Torres Strait Islander businesses into supply chain and subcontractor roles, thereby fostering economic growth and empowerment within First Nations communities
- Foster and expand strategic partnerships with Aboriginal and/or Torres Strait Islander businesses to enhance their capabilities and capacity, driving sustainable growth and mutual success



Statement from CEO, Reconciliation Australia

Reconciliation Australia commends Coates Hire Operations Pty Ltd on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Coates 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 Coates will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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



Karen Mundine
Chief Executive Officer,
Reconciliation Australia

Our RAP Committee

Our Reconciliation Action Plan Committee is made up of a diverse group of Aboriginal and Torres Strait Islander peoples and non-Aboriginal and/or Torres Strait Islander Coates employees representing different parts of the business.

The Committee is responsible for developing and monitoring Coates' RAP, promoting and implementing activities and actions from the RAP within their business unit and/or geographical area and supporting Coates to work towards its vision and objectives in its reconciliation journey. There are four employees who identify as Aboriginal and/or Torres Strait Islander people in the RAP committee.

The Coates RAP Committee members are currently:

- Steven Read, Executive General Manager, South Business Unit (RAP Committee Chairperson)
- Elise Manns, Executive General Manager, People and Safety (RAP Champion)
- Adam Spink, Business Development Manager - Partnerships
- David Bradley, Regional Manager, NSW
- Joel Couacaud, Sales Manager, QLD/NT
- Gavin Kennewell, Regional Manager, SA
- Jamie McNamara, Regional Sales Manager, WA
- Chris Wright, Acting Group Manager Industrial Solutions
- Jorden Baker, Team Leader
- Melissa Salter, Senior Business Process Manager
- Meisha Maloney, Talent Acquisition Manager
- Jarunee Tomson, Organisational Development Business Partner
- Nikki Rickard, Learning and Development Lead
- Kathryn Lord, Industry and Community Manager

The RAP Committee will meet bi-monthly, and a formal report is published through Enterprise and Board reports on the progress of the Innovate RAP key actions. Supporting the RAP Committee from the beginning of 2025 will be the RAP Champions Network made up of employees interested and engaged in the reconciliation journey and able to support activities and actions in their local area without having the full responsibilities of a RAP Committee member.



Community Partnerships

NSW Indigenous Chamber of Commerce (NSWICC)

The NSWICC is a non-Government, not for profit, community-led organisation whose biggest asset is our expertise and partner value proposition. We have leveraged this expertise to create a self-sustaining chamber model that ignites the entrepreneurial spirit of Aboriginal and/or Torres Strait Islander people, accelerates Aboriginal and/or Torres Strait Islander business and employment growth and, facilitates relationships and networks that enable sustained economic and social inclusion.

"Coates has demonstrated an authentic and thoughtful approach to partnering with Aboriginal and Torres Strait Islander businesses. These partnerships are not only meaningful but are also having a positive impact within Aboriginal and/or Torres Strait Islander communities. By supporting these businesses, Coates is fostering their growth and expansion while promoting cultural understanding.

I commend Coates for its genuine commitment to reconciliation and its continued efforts to build respectful, mutually beneficial partnerships with Aboriginal and Torres Strait Islander businesses." Deb Barwick - CEO, NSW Indigenous Chamber of Commerce (NSWICC).



Deb Barwick

CEO, NSW Indigenous Chamber of Commerce (NSWICC)

Clontarf and Coates

Coates has a national partnership with the Clontarf Foundation, a not-for-profit organisation that exists to improve the education, discipline, self-esteem, life skills and employment prospects of young Aboriginal and Torres Strait Islander men. Nationally there are more than 12,000 young men enrolled with Clontarf with the aim to equip them with the life skills necessary for them to participate more meaningfully in society.

This partnership supports over 150 Clontarf Academies located across Australia, in particular the locations which Clontarf and Coates co-exist throughout WA, NT, QLD, NSW, VIC, and SA.

Key highlights of the partnership to date include:

The founder and CEO of the Clontarf Foundation, Gerard Neesham, said: "Since partnering with Coates in 2020, the Clontarf Foundation has experienced an outstanding level of support and engagement. Coates has gone beyond just providing funding to operate our programme; they have actively participated in our effort to improve the education, discipline, life skills and employment prospects of young Aboriginal and Torres Strait Islander men.



Their involvement in activities such as the V8 Supercars and State of Origin events has provided exciting incentives for our academy members to strive at school. Additionally, Coates has been instrumental in offering practical support through the provision of barbecue trailers at our carnivals, hosting work site visits, facilitating work experience opportunities and conducting interview skills workshops. These activities have been invaluable in preparing academy members for life after school, giving them the confidence and skills needed to enter the workforce.

This partnership has been particularly impactful, with several of our Year 12 graduates now working with Coates across Australia. This demonstrates the real, lasting impact of the partnership, as it has directly contributed to providing sustainable employment opportunities for our graduates. Coates understands and supports our purpose, and we look forward to continuing this strong relationship."



An overview of the Clontarf Foundation and Coates Journey so far...

- **15 Clontarf Graduates Employed:**
We are proud to have employed 15 Clontarf graduates
- **25 Coates Clontarf Champions:**
Coates Employees co-ordinate and foster partnership engagements across the country with Clontarf academies.
- **50+ Academy Visits:**
Coates employees attended academies to learn about the values of Clontarf.
- **70+ Morning Training Sessions:**
Coates employees, including executives, joined students for morning fitness activities and breakfast.
- **75+ Employment Forums:**
Coates team members met with students to discuss employment pathways and opportunities within Coates.
- **85+ Worksite Visits:**
Clontarf students visited Coates branches and met with team members.
- **100+ Carnivals and Major Events:**
We supported and participated in various events across Australia.
- **150+ Clontarf Awards Nights:**
Coates employees attended to celebrate the achievements of the students throughout the year.
- **5 Clontarf Immersion Trips:**
Senior Coates staff immersed themselves on country with Clontarf students to learn more about their culture.

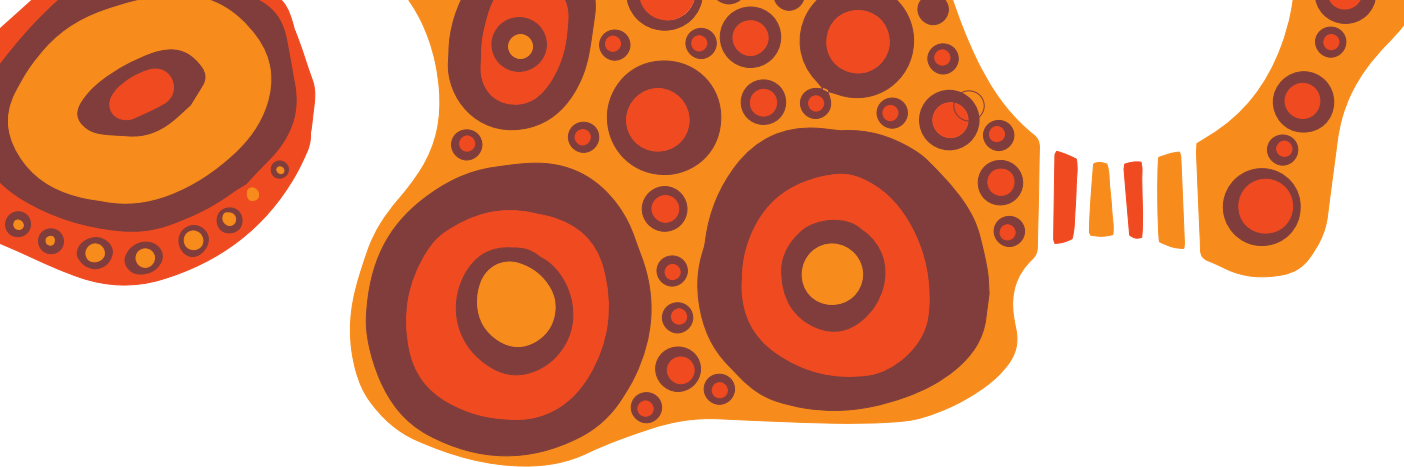




Relationships

Coates operates across 145 sites in Australia, situated on various traditional lands, and frequently engages with local communities. Coates aims to build strong and lasting relationships with those Aboriginal and Torres Strait Islander communities, clients, stakeholders, and partners, founded on reciprocity, collaboration, trust and integrity. These relationships facilitate the exchange of knowledge, expertise, and experiences, enabling Coates to establish a robust foundation to contributing to communities in a meaningful and engaged manner.

| Action | Deliverable | Timeline | Responsibility |
|---|---|----------------------------|--|
| 1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | <ul style="list-style-type: none"> Continue to collaborate with local Aboriginal and Torres Strait Islander stakeholders and organisations to further embed guiding principles for future engagement | July 2025 | Industry and Community Manager |
| | <ul style="list-style-type: none"> Review engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations and ensure senior leaders are aware of their part to play. | September 2025 | RAP Committee Chairperson Business Development Manager - Partnerships |
| 2 Build relationships through celebrating National Reconciliation Week (NRW). | <ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff | May 2025 and 2026 | Internal Communications Manager |
| | <ul style="list-style-type: none"> All RAP Committee members to participate in an external NRW event. | May and June 2025 and 2026 | National OD Manager RAP Committee Members |
| | <ul style="list-style-type: none"> Celebrate National Reconciliation Week and continue to encourage staff and senior leaders to attend or host an event in their region. | May and June 2025 and 2026 | National OD Manager RAP Committee Chairperson |
| | <ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. | May 2025 and 2026 | Industry and Community Manager |
| | <ul style="list-style-type: none"> Each Business Unit to organise at least one NRW event each year. | May and June 2025 and 2026 | National OD Manager RAP Committee Members |



| Action | Deliverable | Timeline | Responsibility |
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| 3 Promote reconciliation through our sphere of influence. | <ul style="list-style-type: none"> Continue to run branch visits for Clontarf academy students nationally and encourage all staff to participate in Clontarf Activities if they are within their region | December 2025 | National OD Manager |
| | <ul style="list-style-type: none"> Communicate our ongoing commitment to reconciliation publicly. | July 2025 | Industry and Community Manager |
| | <ul style="list-style-type: none"> Continue to explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including sponsoring and supporting local community activities. | December 2025 | EGM People and Safety |
| | <ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce | March 2026 | National OD Manager EGM People and Safety |
| | <ul style="list-style-type: none"> Collaborate with Reconciliation Australia and other like-minded organisations to develop innovative approaches to advance reconciliation. | March 2026 | National OD Manager Business Development Manager - Partnerships |
| 4 Promote positive race relations through anti-discrimination strategies. | <ul style="list-style-type: none"> In consultation with Aboriginal and Torres Strait Islander staff, review Coates' policies, procedures and practices promoting diversity and respect and addressing anti-discrimination. | September 2025 | National OD Manager |
| | <ul style="list-style-type: none"> Continue to engage with Aboriginal and Torres Strait Islander staff and/or advisors to assess outcomes or anti-discrimination policy within the organisation and future needs. | March 2026 | National OD Manager Business Development Manager - Partnerships |
| | <ul style="list-style-type: none"> Continue to educate senior leaders on inclusive leadership and positive duty to mitigate the effects of racism and discrimination. | November 2025 | National OD Manager |
| | <ul style="list-style-type: none"> Reinforce our anti-discrimination policies and procedures through communication to staff and training | November 2025 | National OD Manager |

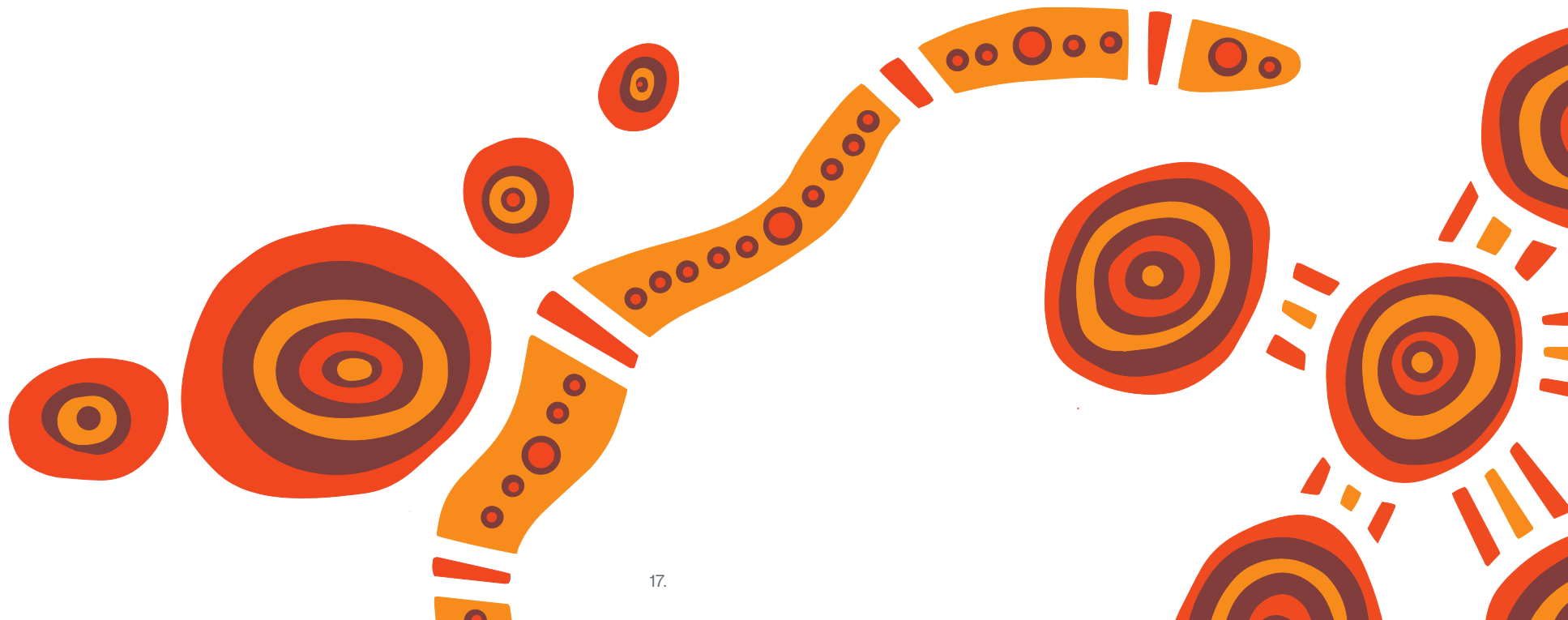


Respect

Coates aspires to foster a culture where people take pride and celebrate our connection to the traditional lands, culture and importantly one that respect all the traditional Aboriginal and Torres Strait Islander Peoples and Elders that were here before us. Through the following Actions we endeavour to realise our vision of fostering a culturally safe work environment and wider community that respectfully advocates the cultural protocols of the local Custodians.

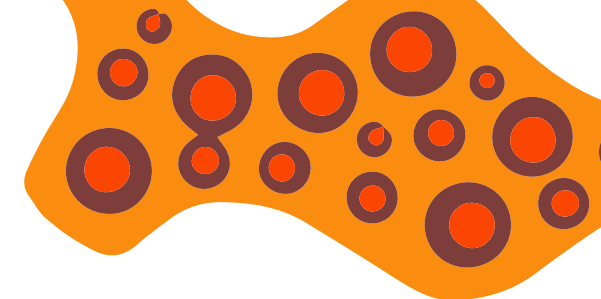
| Action | Deliverable | Timeline | Responsibility |
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| 5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | <ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. | October 2025 | Learning Development Lead Business Development Manager - Partnerships |
| | <ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. | February 2026 | Learning and Development Lead Business Development Manager - Partnerships |
| | <ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy for our staff | December 2025 | Learning and Development Lead |
| | <ul style="list-style-type: none"> Continue to provide opportunities for RAP Committee members, HR managers and other key leadership staff to participate in formal and structured cultural learning. | December 2025 | National OD Manager Learning and Development Lead |
| | <ul style="list-style-type: none"> Provide the opportunity for all staff to engage in formal Aboriginal and Torres Strait Islander cultural awareness training, with an aim of attaining a >90% completion rate across for Coates employees and contractors. | June 2026 | Learning and Development Lead Business Development Manager - Partnerships |
| 6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | <ul style="list-style-type: none"> Review and recirculate the cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. | September 2025 | OD Business Partner |
| | <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. | September 2025 | Business Development Manager - Partnerships |
| | <ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. | October 2025 | National OD Manager |
| | <ul style="list-style-type: none"> Review where Acknowledgement to Country and Welcome to Country protocols are being used within the organisation, then assess and increase understanding of the purpose behind cultural protocols. | February 2026 | National OD Manager |

| Action | Deliverable | Timeline | Responsibility |
|--|--|--------------------|---|
| <div>7</div> Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | <ul style="list-style-type: none"> RAP Committee to participate in an external NAIDOC Week event. | July 2025 and 2026 | RAP Committee Chairperson |
| | <ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | July 2025 | OD Business Partner |
| | <ul style="list-style-type: none"> Celebrate National NAIDOC week, supported by communication to all staff from the CEO and Executive Leadership team recognising the significance. | July 2025 and 2026 | Executive General Manager, People and Safety RAP Committee Chairperson |
| | <ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. | July 2025 and 2026 | RAP Committee Members |





Opportunities



Coates aims to be an organisation that reflects the community it serves, especially in its connection to Aboriginal and Torres Strait Islander people. We are committed to fostering economic opportunities and ensure our employees, contractors, and suppliers embody this commitment. We provide employment opportunities and a safe, inclusive environment where employees feel comfortable to identify.

| Action | Deliverable | Timeline | Responsibility |
|--|---|----------------|---|
| 8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | <ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander employees, to inform future employment and professional development opportunities. | November 2025 | Talent Acquisition Manager Learning and Development Lead |
| | <ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy. | November 2025 | Talent Acquisition Manager |
| | <ul style="list-style-type: none"> Continue to educate staff around future employment and professional development opportunities for Aboriginal and Torres Strait Islander people. | March 2026 | Talent Acquisition Manager |
| | <ul style="list-style-type: none"> Review, redevelop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy, expanding on current recruitment methods. | March 2026 | Talent Acquisition Manager Business Development Manager - Partnerships |
| | <ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. Participate in employment forums and careers days to increase awareness of brand and employment opportunities at Coates. | September 2025 | Talent Acquisition Manager |
| | <ul style="list-style-type: none"> Continue to monitor and review the implementation of HR and recruitment procedures and policies, to ensure the barriers are removed for Aboriginal and Torres Strait Islander participation in our workplace. | September 2025 | Talent Acquisition Manager |
| 9 Provide opportunities for Aboriginal and Torres Strait Islander youth to enter the workforce and build professional development and experience. | <ul style="list-style-type: none"> Maintain strong engagement with school-based programs, encourage work experience opportunities for Aboriginal and Torres Strait Islander students, whilst promoting career pathways for school leavers | June 2026 | Talent Acquisition Manager |
| | <ul style="list-style-type: none"> Leverage Coates apprenticeship program to encourage recruitment and participation of Aboriginal and Torres Strait Islander youth. | November 2025 | Learning and Development Lead |

| Action | Deliverable | Timeline | Responsibility |
|--|--|----------------|---|
| <div>10</div> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | <ul style="list-style-type: none"> Implement School-based apprenticeships and traineeships program to create sustainable opportunities for youth development. | December 2025 | Learning and Development Lead Business Development Manager - Partnerships |
| | <ul style="list-style-type: none"> Continue to work with specialist Aboriginal and Torres Strait Islander recruitment companies on the pre-qualified recruitment panel. | December 2025 | Talent Acquisition Manager |
| | <ul style="list-style-type: none"> Work with major clients to identify procurement opportunities for their projects to grow supplier pipelines for Aboriginal and Torres Islander businesses. | November 2025 | Business Development Manager - Partnerships Sales managers GM Procurement |
| | <ul style="list-style-type: none"> Review the Coates procurement strategy to ensure Aboriginal and Torres Islander businesses are provided tender opportunities | September 2025 | GM Procurement |
| | <ul style="list-style-type: none"> Evaluate partnerships with Supply Nation and State Aboriginal and/ or Torres Strait Islander Chambers of commerce, to ensure mutual benefits are achieved the organisation and opportunities are filtered down to relevant | September 2025 | Industry and Community Manager Business Development Manager - Partnerships |
| | <ul style="list-style-type: none"> Ensure that all key sales, operations, and procurement roles nationwide have access to the approved supplier lists of Aboriginal and Torres Strait Islander businesses, via the intranet supplier pages | July 2025 | GM Procurement Business Development Manager - Partnerships |
| | <ul style="list-style-type: none"> Review and update procurement practices to ensure barriers are removed when procuring goods and services from Aboriginal and Torres Strait Islander businesses. | November 2025 | GM Procurement Business Development Manager - Partnerships |
| | <ul style="list-style-type: none"> Continue to cultivate commercial relationships and partnerships with Aboriginal and Torres Strait Islander businesses to support their growth and capability building, encompassing both suppliers and customers | December 2025 | Business Development Manager - Partnerships |



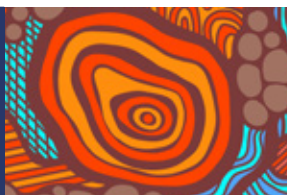
Governance

| Action | Deliverable | Timeline | Responsibility |
|---|--|---------------------------------|--|
| 11 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | <ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander employee representation on the RAP Committee | July 2025, July 2026 | RAP Committee Chairperson |
| | <ul style="list-style-type: none"> Provide opportunities for any Aboriginal or Torres Strait Islander employees to be a part of the RAP Committee or RAP Champions Network | July 2026 | RAP Committee Chairperson |
| | <ul style="list-style-type: none"> Biannually review Terms of Reference for the Reconciliation Action Plan Committee and update as required | June & December (annually) | RAP Committee Chairperson OD Business Partner |
| | <ul style="list-style-type: none"> Coates RAP Committee to meet quarterly, at minimum, to drive and monitor RAP implementation. | June 2025, then quarterly after | OD Business Partner |
| 12 Provide appropriate support for effective implementation of RAP commitments. | <ul style="list-style-type: none"> Define resource needs for RAP implementation and adapt/recruit as required | Sept 2025 and annually after | EGM People and Safety |
| | <ul style="list-style-type: none"> Continue to engage our senior leaders and other staff in the delivery of RAP commitments. Extend RAP commitment through employee survey action planning 2025 | June 2026, annually after | National OD Manager EGM People and Safety |
| | <ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. | June 2025 and annually after | OD Business Partner |
| | <ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. | June 2025 | EGM People and Safety |

| Action | Deliverable | Timeline | Responsibility |
|---|---|---------------------------------|--|
| 13 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | <ul style="list-style-type: none"> Contact Reconciliation Australia to ensure that our primary and secondary contact are up to date to ensure we are receiving important correspondence. | June annually | National OD Manager |
| | <ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. | September 2025 & 2026 | National OD Manager |
| | <ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. | June 2025, then quarterly after | RAP Committee Chairperson Internal Communications Manager |
| | <ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. | July 2025 and 2026 | Industry and Community Manager |
| | <ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | June 2026 | OD Business Partner |
| | <ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey. | August 2025 & 2026 | OD Business Partner |
| | <ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. | February 2027 | OD Business Partner |
| 14 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. | February 2027 | National OD Manager |



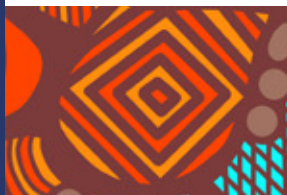
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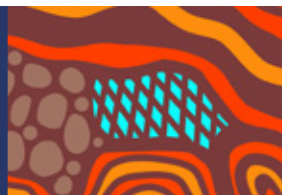
Circle of life, representing the death and growth of life on the land. A mound where Gathering commences for remembrance in corroboree ceremony.



Water that curves and flows, ideal locations for camping, depicted with children close to their mothers upon the sandbars that walk out to shallow waters.



Man and his understanding of kinship, the natural seasonal yearly changes in the tides. Also seasons of reproduction of water species and other creatures that dwell along the waterways.



Crafting of fishnets and fishtraps through the weaving of reeds.



Woman surrounded by her ancestors.



Journeys to gatherings and the connection of songlines.



Contact details

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Coates

