



REFLECT RECONCILIATION ACTION PLAN

SEPTEMBER 2025 - SEPTEMBER 2026



Our vision for Reconciliation

In committing to Reconciliation, Duratec seeks to operate as a business that integrates, celebrates and values the unique stories and histories of Aboriginal and Torres Strait Islander peoples.

As an organisation with a national footprint, we recognise the size of our sphere of influence and wish to create and welcome meaningful engagement with Aboriginal and Torres Strait Islander peoples and their communities. We recognise our responsibility to foster a company culture that facilitates Reconciliation and listens to and values Aboriginal and Torres Strait Islander peoples and their diverse experience and practices.

In undertaking our long-term Reconciliation journey, beginning with our Reflect Reconciliation Action Plan (RAP), we wish to do so with openness, equity and respect. We envision this Reflect Reconciliation journey as follows:

- Acknowledging past injustices and inequities
- Educating our people
- Providing cultural safety by creating an environment where diversity is celebrated, and Aboriginal and Torres Strait islander people are safe in their employment or engagement with Duratec
- Celebrating and welcoming the strengths, insight and contributions of Aboriginal and Torres Strait Islander peoples
- Creating relationships and engagements that have genuine and lasting impacts through employment, Social Procurement with these lead by informed cultural awareness training



Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes Duratec to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Duratec joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program’s potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program’s strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Duratec to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia’s reconciliation journey.

Congratulations Duratec, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Managing Director Statement

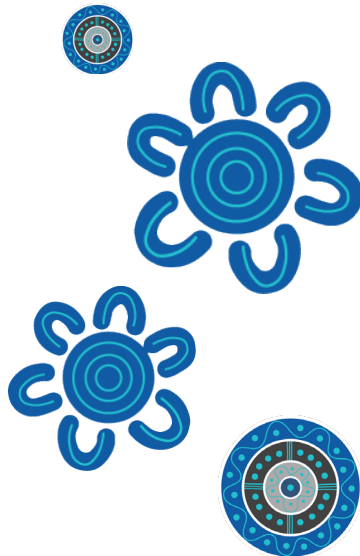
Having been with Duratec since its inception, I am proud of our continued commitment to delivering high quality remedial, construction and engineering solutions for our clients.

Our business has a strong focus on being a trusted partner of choice, and this is underpinned by our pledge to provide our clients with immediate solutions for their infrastructure whilst innovating to meet the future needs of built assets. We have a unique approach to the remediation of existing assets and are invested in technologies and innovative industries through our wholly owned subsidiaries, MEnD and WPF. Additionally, we provide bespoke construction services across a variety of sectors, namely through our work for the Department of Defence.

Duratec takes pride in DDR Australia, a majority Aboriginal and Torres Strait Islander-owned business established in partnership with Hutcheson and Co. DDR has delivered on its founding vision to enhance lives through long-term employment opportunities, building meaningful community relationships and respecting cultural heritage through all aspects of their work. Duratec seek to formalise our independent commitment to reconciliation through this RAP but continue to remain aligned with the work DDR do. As Duratec has grown, this commitment to quality, along with safety, have grown alongside us. I am confident that by aligning our growth with strong Aboriginal and Torres Strait Islander engagement through our Reflect RAP, we can deliver tangible benefit in reconciliation. Specifically, we have an emphasis on targeting Aboriginal and Torres Strait Islander employment, community engagement and Social Procurement through our supply chain and subcontracted work packages. This builds upon existing practices, and I am confident we can further embed cultural safety and celebrate the significant contributions reconciliation will have on our work in all sectors.

As we begin our formalised Reconciliation journey, I recognise the great opportunity that Duratec is presented with, and the opportunities reconciliation provides Duratec. I look forward to our increased knowledge, to integrating traditional practices and celebrating the positive impact Aboriginal and Torres Strait islander contributions have on our work, our people and our growth. We seek to do so with improved and informed Cultural Awareness Training, by providing First nations employment and through Social Procurement across our supply chain and subcontract engagement.

Chris Oates
Managing Director



Pictured: Jonathan Ford

About the artwork and the artist

About the Artist: Alex Kerr - Wurundjeri Artist & Creative Director

Alex Kerr is a proud Wurundjeri man and the founder of Liwik Yiyah Consulting, based in Naarm (Melbourne), Australia. His work blends traditional Aboriginal storytelling with contemporary design, creating culturally rich and visually compelling artwork that fosters connection and reflection.

With over a decade of experience in commercial construction and project management, Alex brings a unique combination of creative insight and technical expertise to large-scale cultural design projects. His leadership ensures that each project is delivered with professionalism, cultural integrity, and respect for Country.

Through Liwik Yiyah, Alex collaborates with architects, government teams, schools, and developers to deliver Indigenous-led design outcomes that are meaningful, inclusive, and grounded in community. His practice transforms spaces and deepens relationships between people and place.

The Artwork - Duratec's Journey

My name is Alex Kerr, and I am a proud Wurundjeri artist and creative director from Naarm (Melbourne), Victoria. This artwork is my interpretation of Duratec's reconciliation journey - an expression of healing, unity, and shared purpose.

As Wurundjeri people—known as the “Manna Gum” people—our story is one of healing, connection, and a shared journey. This piece reflects the values of integrity, and pride, and symbolises Duratec's

commitment to reconciliation, cultural safety, and respectful engagement with Aboriginal and Torres Strait Islander peoples.

At the heart of the artwork is a large, centred circle, which represents Duratec's united community. Surrounding it are five smaller circles, symbolising Duratec's subsidiaries and joint ventures interconnected as one family. The pathways which connect the circles together, reflect our songlines: spiritual pathways that link people, places, and stories across generations.

The blue patterned meeting places throughout the artwork represent both Duratec people and Indigenous communities, sitting together, sharing stories, and building relationships. The U-shaped figures around these places symbolise family—Duratec's workforce and the broader Indigenous community—gathered in unity and mutual respect.

Flowing rivers and patterned waterways represent Country and the life-giving force of water. Duratec's corporate colours derived from both the primary and secondary colour palettes—blue, chrome, grey, and aqua green—are used to reflect Water Country and the company's evolving story. Spirit figures along the rivers represent our ancestors and elders, who guide and protect us.

In the background of the artwork, I've included the blooming foliage of the wattle tree, an enduring symbol in Aboriginal culture. Used in ceremonies for thousands of years, wattle represents new beginnings and growth. Its inclusion reflects both the cultural significance of renewal and Duratec's own journey of transformation. Over the past 15 years, the company has experienced significant growth and remains committed to long-term expansion across diverse markets, operations, and Country.

This artwork is more than a visual statement, it is a cultural narrative that honours the past, acknowledges the present, and looks to a future where all people walk together in partnership, respect, and shared purpose. It celebrates diversity and creates a culturally safe environment where all people feel welcomed, valued, and empowered to contribute.

By Alex Kerr

www.liwikyiyah.com.au



Our business

As a company that started with four employees just 15 years ago, Duratec has since grown to become a trusted engineering, remediation and construction provider with a national footprint and planned growth in the Pacific, namely Papua New Guinea. We employ over 1100 people Australia-wide, with 3% of these identifying as Aboriginal and Torres Strait Islander peoples.

Presently, Duratec provides long-term solutions for our Client's in industries including:

- Defence
- Mining
- Transport
- Water
- Property Services
- Industrial
- Building & Facade
- Marine
- Energy

With over 19 locations and an office in each State and Territory, we acknowledge we work on Country every day. A snapshot of Country we work on is as below:

- Boorloo, Perth, WA – Whadjuk Noongar Country
- Tarndanya, Adelaide, SA – Kaurna Country
- Naarm, Melbourne, VIC – Wurundjeri and Boon Wurrung Country
- Nipaluna, Hobart, TAS – Nipaluna country
- Warrane/Warrang, Sydney Cove, NSW – Gadigal Country
- Meeanjin/Magandjin, Brisbane, QLD – Yuggera/Jadera and Turrbal Country
- Canberra, ACT – Ngambri and Ngunnawal Country
- Gulumoerrgin, Darwin, NT – Larrakia Country
- Marapikurrinya, Port Hedland, WA – Kariyarra Country

In 2017, Duratec proudly established DDR Australia — a majority Aboriginal and Torres Strait Islander-owned and incorporated business — in which it retains a 49% ownership stake. DDR strive to create opportunities for Aboriginal and Torres Strait Islander peoples and provides long-term career growth and education opportunities through employment in the construction industry. DDR also have a structured plan for community engagement, ensuring tangible benefit within Duratec and for the wider Aboriginal and Torres Strait Islander community.

Duratec is underpinned by our values of integrity, accountability, courage, pride and recognition. In inaugurating our reconciliation journey, we will apply each of these values.



Our RAP

The driving force behind Duratec's reconciliation journey is simple; we recognise our responsibility to contribute to reconciliation efforts, and we recognise the importance of transparency in our approach. Having in place a Reflect Reconciliation Action Plan keeps our approach measured and will assist us in building upon our efforts and engagement to date, whilst keeping our communication clear and open.

Our RAP committee includes members across our organisation who bring their own experiences and engagements with Aboriginal and Torres Strait Islander peoples. Whilst this committee does not as yet include Aboriginal and Torres Strait Islander representation, we look forward to broadening this group to include the appropriate representation where possible.

Duratec has always valued diversity, with existing company targets in place to ensure engagement of Aboriginal and Torres Strait Islanders businesses in our supply chain, and subcontract packages. However, we recognise the need for continued and increased efforts that target tangible impacts.

Our Reflect RAP is endorsed and championed by Chris Oates, our Managing Director, and will be enacted upon at all levels within Duratec's operations in accordance with Reconciliation Australia's four pillars.



Pictured: Ashlee Gaglioti, Chris Kemp, Mags Govendor, Avon Bishop, Susan Russell, Amy Jackson, Ashanti Jakes, Lucia Britz

Our partnerships & current activities

As we commence and move forward with the Reflect stage of our reconciliation journey, we want to look backward on our positive engagements thus far.

Cultural Awareness Training is an integral component of our onboarding of employees and ensures cultural diversity and safety are embedded within our company culture. Our Cultural Awareness Training is informed and was developed with engagement from a Duratec employee at the time, who is an Elder within the Aboriginal and Torres Strait Islander community.

Duratec regularly engages with First Nations suppliers and sub-contractors and has facilitated employment opportunities throughout our business. This is supported by the following policies:

- Aboriginal and Torres Strait Islanders Policy
- Aboriginal and Torres Strait Islander Procurement Policy

Specifically, Duratec has established measures and key performance indicators across Australia to actively promote First Nations engagement. These initiatives are designed to ensure meaningful participation and procurement opportunities for Aboriginal and Torres Strait Islander peoples. By embedding this into our operations, we aim to create partnerships that respect cultural heritage and contribute to the social and economic empowerment of First Nations communities.



Pictured: Shane Katauskas

Case Studies

RSM Painting

Duratec is proud to partner with RSM Painting, a West Australian Indigenous-owned business specialising in painting, construction, and project management. This collaboration aligns with Duratec’s commitment to reconciliation by fostering opportunities for Indigenous employment, training, and community development. By working together, Duratec has supported RSM Painting in expanding its operations, creating sustainable career pathways for Indigenous individuals, and delivering impactful projects that benefit local communities.

Reflecting on the partnership, RSM Painting shared: “Duratec has provided our team with invaluable insights into project management and operations at a larger scale. This collaboration has helped us grow as a business and create more opportunities for Indigenous employees to thrive.”

MSB Supplies & Services Pty Ltd

Duratec’s partnership with MSB Supplies & Services Pty Ltd, a 60% Indigenous-owned construction company based in Townsville, has fostered opportunities for Indigenous employment and training. MSB’s dedication to empowering the Indigenous community through diverse roles, such as carpenters, painters, laborers, and apprentices, aligns with Duratec’s commitment to reconciliation. Working together on large-scale projects has provided MSB employees valuable insights into project management and operations within a larger corporate environment, enhancing their skills and confidence.

This collaboration has enabled MSB to maintain permanent positions for its workforce while expanding its operations. Reflecting on the partnership, MSB stated: “Partnering with Duratec has been a great opportunity for our staff to gain a better understanding of how larger projects are run. It’s helped us grow our employee base and move closer to our vision of becoming one of North Queensland’s largest Indigenous construction companies.”

Stephen Nicholson

We are passionate about supporting Aboriginal and Torres Strait Islander artists. During a Defence project in Victoria, the Company engaged Wurundjeri man Stephen Nicholson, to assist with the permanent display of his artwork titled ‘Generations of Wurundjeri’ on the Defence base. The artwork represents ‘Wurundjeri generations linked together, passing on stories and culture’.



Pictured: Fabian Lucaciu, Jake Tran and Calan Trollope



Relationships

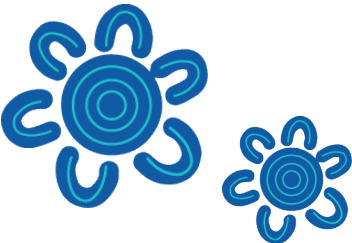
We will build upon existing relationships whilst prioritising the establishment of new long-lasting, respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities.

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	August 2025 - December 2025	Sustainability Integration Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2025 - January 2026	Sustainability Integration Lead
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2026	Marketing, Brand & Communications Manager
	RAP Working Group members to participate in an external NRW event.	27 May 2026 - 3 June 2026	Executive Manager – Corporate, Strategy & Investor Relations
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May 2026 - 3 June 2026	Managing Director
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July 2025	Managing Director
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2025 - December 2025	Sustainability Integration Lead
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2025 - December 2025	Sustainability Integration Lead
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2025	General Manager – People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2025	General Manager – People and Culture

Respect

Fostering a culture that respects and values the unique contributions and stories of Aboriginal and Torres Strait Islander Peoples is key to Duratec’s Reconciliation journey.

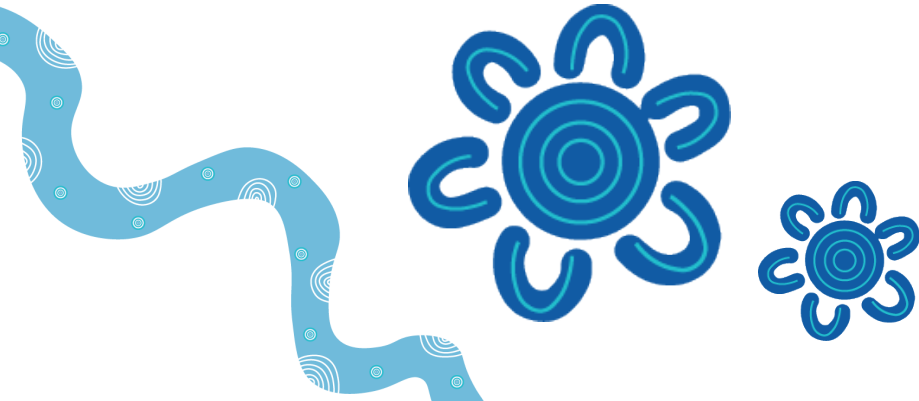
Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2025	Business Improvement and Sustainability Manager
	Conduct a review of cultural learning needs within our organisation.	October 2025	Learning & Development Lead
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.	July 2025 - December 2025	Sustainability Integration Lead
	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2025 - March 2026	Sustainability Integration Lead
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025 & June 2026	Marketing, Brand & Communications Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	Marketing, Brand & Communications Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026	Sustainability Integration Lead



Opportunities

Duratec will look to identify opportunities which can increase Aboriginal and Torres Strait Islander representation within the company and broaden our procurement and engagement of Indigenous-owned companies in our business activities.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	December 2025	General Manager – People and Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2025	General Manager – People and Culture
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2025	Chief Operations Officer
	Investigate Supply Nation membership.	September 2025	Sustainability Integration Lead



Governance

As a business committed to a high standard of corporate governance, Duratec recognise the importance of conducting our Reconciliation journey with integrity, trust and respect.

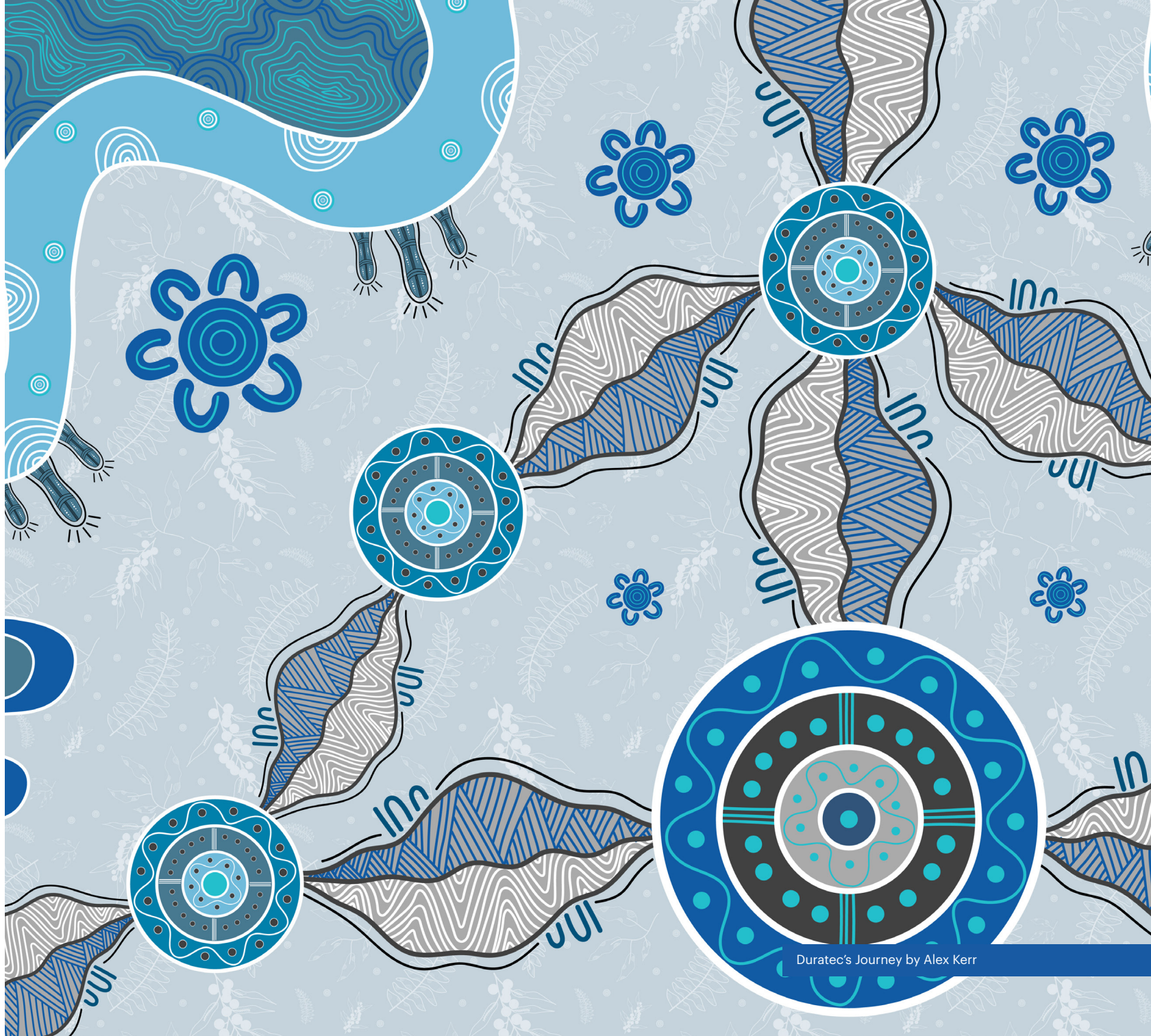
Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	August 2025	Executive Manager – Corporate, Strategy & Investor Relations
	Draft a Terms of Reference for the RWG.	August 2025	Sustainability Integration Lead
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	January 2026	Sustainability Integration Lead
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2025	Business Improvement and Sustainability Manager
	Engage senior leaders in the delivery of RAP commitments.	August 2025 -January 2026	Managing Director
	Appoint a senior leader to champion our RAP internally.	July 2025	Managing Director
	Define appropriate systems and capability to track, measure and report on RAP commitments.	December 2025	Business Improvement and Sustainability Manager
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Sustainability Integration Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Sustainability Integration Lead
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Sustainability Integration Lead
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia’s website to begin developing our next RAP.	April 2026	Sustainability Integration Lead

For further information please contact

RAP Committee

Email: RAP@duratec.com.au

DURATEC



Duratec's Journey by Alex Kerr