



YARA CO PTY LTD INNOVATE RECONCILIATION ACTION PLAN

JULY 2025 - JULY 2027

We respect and honour Aboriginal and Torres Strait Islander Elders past, present and future. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander peoples on this land and commit to building a brighter future together.

Nginggada Dindi dhawura Ngannawalbun yindjumaralidjinyin
– we always pay respect to Elders, female and male, and
Ngannawal Country.

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Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Yara Co 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 is 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 Yara Co 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, Yara Co 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 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. Yara Co is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Yara Co 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 Yara Co on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Yara Co Aboriginal Artwork

My name is Jayden McLachlan and I am a Wiradjuri Artist from Wagga Wagga NSW. I was lucky enough to be given the opportunity to design and paint a story that captures what I believe Yara Co will do for our community and future leaders coming through. I wanted this piece to represent strong leaders, future generations, journeys, and Mob supporting Mob.

The centre piece represents Yarning and the meeting place where they will come together as one. Led by the leaders at Yara co this is a safe space where everyone is welcome and where future leaders will listen.

The white lines coming out from the centre piece represents the journeys they will take separately to get where they strive to be. The dots in between these lines represent our mother earth.

The two corner pieces with U shapes and spears represents strong warriors and Leaders that will guide our young people and walk with them through the challenges they will face.

The handprints and footprints represent the mark that we are leaving on our community, an impactful and meaningful mark, one that will be remembered. Strong leaders paving the way for future generations so that they are living to their full potential.

TITLE: Our Future
ARTIST: Jayden McLachlan
DIRECTOR: Andrew Muirhead



Our vision for reconciliation

YARA's vision for reconciliation is rooted in building bridges of equality and creating opportunities for Aboriginal and/or Torres Strait Islander communities. We believe in the power of reciprocity, where every opportunity given is an investment in a brighter future. Through mentorship and support, we aim to construct careers, empowering First Nations talent to thrive in the construction and civil jobs sector.

Our commitment to reconciliation aligns with our mission to promote inclusivity and diversity, recognising the untapped potential within Aboriginal and/or Torres Strait Islander communities. We are dedicated to creating meaningful employment opportunities that contribute to development, skill enhancement, and career growth for Aboriginal and/or Torres Strait Islander peoples.



Andrew Muirhead and Gabby Petersen (Brumbies Super W)
Developing clinics for local kids

Our Business

At YARA, our core business revolves around delivering a diverse portfolio of projects encompassing civil engineering, construction, and renewables, spanning from bridges and buildings to roads, dams, stormwater, sewer systems and all other high level civil projects, there is no projects in the construction landscape that we can't service. Our mission is to leverage our expertise in civil engineering and construction, to deliver innovative and sustainable solutions that enhance communities and infrastructure. Grounded in transparency, integrity, excellence, and environmental responsibility, our values drive us to consistently exceed expectations while prioritizing safety, quality, and sustainability in all our projects.

We are committed to embedding training and employment programs, alongside career progression plans within the organisation, aimed at empowering Aboriginal and/or Torres Strait Islander peoples while also providing opportunities for skill development to progress their careers into senior staffing roles and meaningful employment within our organization.

YARA's sphere of influence includes our employees, contractors, and senior staff internally, as well as customers, suppliers, local communities, and industry stakeholders externally. Through our RAP, we aim to promote respectful relationships, build cultural understanding, and contribute to positive outcomes with First Nations peoples across these networks.

Currently employing a team of five in Australia, our workplace is committed to fostering diversity and inclusion with one Aboriginal member currently sitting on our board with aspirations to grow this number in the future. Our organisation's geographic reach extends regionally and nationally, reflecting our presence and impact on various projects. While our primary office is located in Canberra, ACT, our reach extends beyond the capital as we actively engage in projects across the country.

Our Mission Statement

YARA delivers high-quality construction projects while building long-term skills and career opportunities for First Nations Australians.

YARA is proudly Indigenous-owned and operated. We are a values-led construction business that can deliver at scale as a Principal Contractor. We are proving it is possible to do great business whilst also doing social good.



Clay Uyen – Operations & Training Manager
Supporting Cert IV Trainees

YARA is building a national footprint through projects with Government, Defence, and Tier 1 partners across Australia. Our team and impact continue to grow as we deliver critical infrastructure projects and invest in community and training programs for Indigenous talent.

YARA shows what's possible when construction projects and cultural purpose align to deliver excellent outcomes for asset owners, partners and First Nations employees



Our RAP

The decision to develop an Innovate Reconciliation Action Plan (RAP) stems from our commitment to continually develop positive relationships with local communities and promoting inclusivity. We recognise the importance of acknowledging and respecting the rich cultural heritages of the areas in which we operate. By initiating a RAP from the inception of our business, we embedded reconciliation principles into our core values and practices and look to continually show growth in these values.

Our approach to implementing the RAP involves creating a comprehensive document that outlines our commitment to reconciliation. This document will serve as a guide for management and staff, detailing the specific actions and initiatives we plan to undertake. Our RAP is about growth in our business and employees for our reconciliation journey, but ultimately it is about action and responsibility.

While our reconciliation journey is in its second year, we have already taken steps to engage with local Elders and communities and signing Memorandum of Understandings (MOU) with local Elder groups in the regions we operate. By consulting and having these agreements we aim to gain insights into their perspectives, needs, and expectations. These initial conversations have laid the platform for building strong

relationships, and we anticipate that our ongoing relationships will further our understanding of how we can contribute positively to the communities we work in.

Our workplace is implementing our Innovate RAP to continue the framework for reconciliation that aligns with our business values. We plan to approach the implementation collaboratively, involving all staff members to achieve the goals outlined. Despite being in the early stages of our reconciliation journey, our agreements with local Elders and communities have set the foundation for meaningful engagement and understanding. Through these relationships YARA and its employee's will benefit from the cultural knowledge and protocols through our cultural understanding workshop which is included within our RAP deliverables.

While our RAP outlines important outcomes to enhance community relationships and reconciliation, we believe working collaboratively with all stakeholders we'll create an environment that will enrich all staff within business as well as those in the communities we work in. By collaborating with Elders and other organisations in the community we will be able to continue to implement and manage meaningful programs and initiatives within the business.

Our Director, Andy Muirhead, will keep the position of RAP Champion. Andy, a proud First Nations man, brings substantial expertise in consulting and collaborating with communities, along with a proven track record of managing pathways and development programs for First Nations individuals in the realm of sports. His dedication to youth mentoring adds valuable insight and will serve as a significant asset in overseeing our current training and employment programs while continuing to develop our strong relationships with the community and our organisation.

As part of YARA's ongoing commitment to reconciliation, we have established a dedicated RAP Working Group to lead and support the delivery of our RAP. This group plays a central role in guiding our reconciliation initiatives, ensuring accountability, and embedding cultural learning and respectful practices across the organisation. It brings together internal employees and external partners, providing a platform for collaboration, progress monitoring, and engagement with First Nations voices to shape meaningful and sustainable outcomes.

YARA's RAP Working Group is made up of a diverse team of internal and external stakeholders who bring valuable perspectives and expertise to our RAP journey. Internally, this includes:

- Andy Muirhead, Director & RAP Champion
- Matt Haskins, Principle
- Tony Abel, Business Development Manager
- Clay Uyen, Operations & Training Manager;

each contributing strategic insight and operational support. Externally, the group benefits from the guidance of:

- Lachlan McCaffrey, Founder of Youth in Union, and
- BJ Oates, Connection to Country Advisor, QLD Academy of Sport.

Together, this group supports the development, implementation, and ongoing refinement of reconciliation initiatives across YARA.



YARA Co Management
Increasing Cultural Awareness

YARA Senior staff cutting
a Coolamon on Country

RELATIONSHIPS



At YARA, we believe in building strong, respectful relationships with Aboriginal and/or Torres Strait Islander peoples. We know that genuine connections, open communication, and sharing experiences help build trust and mutual respect. Our focus on construction and civil jobs supports economic development and career growth for First Nations youth, creating opportunities that benefit both individuals and communities. We're committed to working together to make a lasting, positive impact.			
Focus area: Building respectful partnerships to enhance collaboration and community success			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	– Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2025	Business Development Manager
	– Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2025	RAP Champion
	– Maintain and develop relationships with other likeminded First Nations organisations that we can partner with to help support our First Nations employees	October 2026	Business Development Manager
	– Attend Supply Nations Connect25/26 event to establish connections with other likeminded organisations	August 2025, 2026	Director
	– Attend other Supply Nation tradeshow events to help promote our programs and make connections with other First Nations businesses	April 2026	Business Development Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	– Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	November 2025	Business Development Manager
	– RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025 and 2026	RAP Champion
	– Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, annually	Director
	– Organise at least one NRW event each year.	27 May- 3 June, annually	Business Development Manager
	– Register all our NRW events on Reconciliation Australia's NRW website .	May 2025	RAP Champion
3. Promote reconciliation through our sphere of influence.	– Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	August 2025	Business Development Manager
	– Communicate our commitment to reconciliation publicly.	August 2025	RAP Champion
	– Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	October 2025	RAP Champion

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	– Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	October 2025	Business Development Manager
	– Promote our involvement in any First Nations business events internally via email and externally on our website and social media.	March 2026	Business Development Manager
4. Promote positive race relations through anti-discrimination strategies.	– Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2026	Business Manager
	– Develop, implement, and communicate an anti-discrimination policy for our organisation.	October 2026	Director
	– Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2026	RAP Champion
	– Educate senior leaders on the effects of racism.	December 2025	RAP Champion



RESPECT



At YARA, respect for Aboriginal and Torres Strait Islander people's cultures, histories, knowledge, and rights of is essential to who we are and what we do. By honouring First Nations histories, traditions and contributions, we deepen understanding, celebrate diversity, and build meaningful partnerships and relationships. These values align with YARA's mission to create success through collaboration, inclusivity, and shared learning.			
Focus area: Promoting inclusive partnerships and collaboration to drive sustainable success.			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	– Conduct a review of cultural learning needs within our organisation.	March 2026	Business Development Manager
	– Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	October 2026	RAP Champion
	– Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2026	Business Development Manager
	– Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	January 2026	Director
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	– Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2025	RAP Champion
	– Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October 2025	Business Development Manager
	– Include an Acknowledgement of Country or other appropriate protocols before each meeting.	July 2025	RAP Champion
	– Develop and promote the use of an approved email signature block with local First Nations artwork and the acknowledgment of the Traditional Custodians of the land	September 2025	RAP Champion
	– Reach out to community Elders in areas where work is being conducted, seeking a Welcome to Country and other cultural protocols, promoting cultural understanding and awareness	September 2025	Business Development Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	– RAP Working Group to participate in an external NAIDOC Week event.	First week in July, annually	RAP Champion
	– Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June annually	RAP Champion
	– Encourage staff to participate in external NAIDOC Weeks events	July, annually	Business Manager
	– Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2025	Business Development Manager
	– Promote and encourage participation in external NAIDOC events to all staff.	First week in July, annually	Director

OPPORTUNITIES



Opportunities for Aboriginal and Torres Strait Islander peoples are central to YARA's commitment to reconciliation and sustainable growth. By creating employment, procurement, and professional development, YARA supports equity, enriches workplace culture, and empowers communities, aligning with its core values of respect and collaboration.			
Focus area: Building a diverse and inclusive workforce, providing community empowerment, and driving long-term sustainable growth.			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	– Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	January 2026	Business Development Manager
	– Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	December 2025	Business Development Manager
	– Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	January 2026	Business Development Manager
	– Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2025	Business Development Manager
	– Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	February 2026	Business Development Manager
9. Support and provide career pathways for First Nations peoples in Civil Construction	– Maintain and develop relationships with other First Nations employment organisations to increase First Nations employment outcomes	April 2026	Business Development Manager
	– Advertise and implement Cert III in Civil Construction externally to provide training opportunities to the communities where we operate.	July 2025	Business Development Manager
	– Implement Cert III in Civil Construction to current First Nations employees	July 2025	Business Development Manager
	– Implement employee support program to frequently review and catch up with employees to ensure their employment and training needs are met.	October 2025	Business Development Manager
	– Maintain and develop relationships with schools and Clontarf Academy schools to provide work experience/traineeships for disengaged First Nations students.	September 2026	Director
	– Engage with local Elders to understand and implement programs in the community we deliver works in.	January 2026	Business Development Manager
	– Attend the Canberra careers Expo to promote YARA employment and training opportunities.	August, annually	Business Development Manager



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	– Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	October 2026	Business Manager
	– Maintain Supply Nation Certification.	Dec, annually	Director
	– Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	October 2026	Business Development Manager
	– Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November 2025	Business Development Manager
	– Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	November 2025	Director
	– Actively seek to develop relationship with other Supply Nation registered/certified suppliers	May 2026	Business Development Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	– Maintain Aboriginal and Torres Strait Islander representation on the RWG.	March 2026	RAP Champion
	– Review and Maintain a Terms of Reference for the RWG.	December, annually	RAP Champion
	– Meet at least four times per year to drive and monitor RAP implementation.	March, June September, December, annually	RAP Champion
12. Provide appropriate support for effective implementation of RAP commitments.	– Define resource needs for RAP implementation.	August 2025	Business Development Manager
	– Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2025	Rap Champion
	– Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2025	Business Development Manager
	– Maintain an internal RAP Champion from senior management.	Reviewed December, annually	Director
13. 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.	August annually	RAP Champion
	– Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	RAP Champion
	– Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Champion
	– Report RAP progress to all staff and senior leaders quarterly.	March, June September, December, 2025, 2026	RAP Champion
	– Publicly report our RAP achievements, challenges and learnings, annually.	July 2026	RAP Champion
	– Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Business Development Manager
	– Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2027	RAP Champion
14. Continue our reconciliation journey by developing our next RAP.	– Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	RAP Champion





Andrew Muirhead, Director
with Uncles & community Elders

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