

nacap

A QUANTA SERVICES COMPANY



INNOVATE

Reconciliation Action Plan

January 2026 –
January 2028





Acknowledgment of Country

Nacap acknowledges the Traditional Custodians of the lands on which we work and live and recognises their continuing connection to land, water and community. We pay our respect to their Elders, past, present and emerging.

In particular, we would like to acknowledge the Traditional Custodians of the lands on which Nacap has its offices:

- the Wurundjeri people of the Kulin Nation (Melbourne);
- the Tubbagah People of the Wiradjuri Nation (Dubbo); and
- the Jagera people of the Turrbal Nation (Brisbane).

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Our Vision for Reconciliation

Nacap shares a vision for a reconciled and equitable Australia—one that embraces respect, fairness inclusion, and unity, and where Aboriginal and Torres Strait Islander peoples thrive across all dimensions of life.

We envision a nation where First Nations peoples enjoy education, health, and economic outcomes equal to those of all Australians, and where every Australian understands, respects, and celebrates the richness of Aboriginal and Torres Strait Islander histories, cultures, and contributions.



As we move into our second Innovate Reconciliation Action Plan, we reflect with pride on the relationships we've built, the conversations we've fostered, and the opportunities we've created. These milestones affirm our commitment to continuous learning, meaningful engagement, and systemic change.

To realise this vision, we will continue to embed our core values—Integrity, Teamwork, and Strive to be Better—into every aspect of our reconciliation journey. We will deepen our efforts to:

- Share experiences and knowledge across our workforce and partners
- Facilitate cultural understanding through education and respectful dialogue
- Deliver tangible outcomes in employment, procurement, and community partnerships

We believe that reconciliation is a shared responsibility. Through collective leadership and genuine collaboration with our employees, supervisors, suppliers, clients, and communities, we will continue to challenge inequities and contribute to improved outcomes for individuals who work with us and the communities in which we deliver our projects

Our renewed RAP will strengthen our commitment to the pillars of Relationships, Respect, Opportunities, with a strong Governance foundation—not just as guiding principles, but as active drivers of change. We aim to build a workplace culture that is inclusive, informed, and empowered to make a difference.

This vision reflects our progress in relationships, practice, and culture. It references built relationships and fostered conversations, signalling that Nacap has moved beyond intent into sustained engagement; through established channels for dialogue and begun co-designing opportunities with communities. Specific examples in the vision — a centralised knowledge hub, RAP induction modules, and recruitment — indicate existing foundations (communications, training and early employment initiatives) rather than purely aspirational goals. The callout of governance and the RAP pillars shows that reconciliation is increasingly being embedded into corporate structures and reporting lines, which is a key indicator of organisational maturity.

Through this vision Nacap have also declared our intent via forward-looking commitments where work is planned in the coming years. Statements about scaling targeted hires and supplier engagement, and driving systemic change are aspirational by nature and require multi-year effort, external partnerships, measurable targets and sustained organisational success. The specific actions listed in our commitments convert intent

into practicable initiatives, but they still represent a next phase of implementation — proof will come from tracked KPIs, sustained budgets, and evidence of outcomes for First Nations people.

The vision ties reconciliation to Nacap's core values and concrete mechanisms ensuring actions are planned, resourced and embedded in business processes. Coupled with established relationships, improving governance and a commitment to measurement and continuous improvement, this provides the social capital, oversight and adaptive capability (commensurate with the tempo of our organisation) needed to convert commitments into measurable outcomes.

This remain key as we continue to walk alongside Aboriginal and Torres Strait Islander peoples in shaping a more just and inclusive Australia.



A message from Karen Mundine

**RECONCILIATION
AUSTRALIA CEO**

**Reconciliation Australia commends
Nacap Australia 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Nacap Australia 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 Nacap Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Nacap Australia 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.

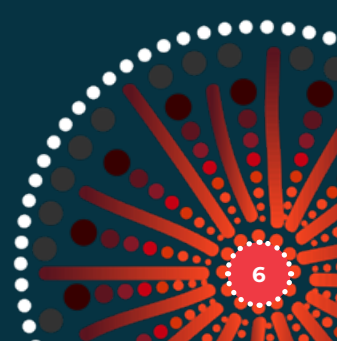
This Innovate RAP is an opportunity for Nacap Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Nacap Australia will ensure shared and cooperative success in the long-term.

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

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

Karen Mundine

*Chief Executive Officer
Reconciliation Australia*



A message from Matthew O'Connell

NACAP PRESIDENT



It is with great pride and renewed purpose that we present Nacap's second Innovate Reconciliation Action Plan. This marks a significant milestone in our reconciliation journey—one built on reflection, learning, and meaningful action.

Our initial Reflect RAP was a powerful starting point. It gave us the opportunity to assess where we stood, to listen deeply, and to begin shaping a more inclusive and respectful future. Through that phase, we engaged closely with Aboriginal and Torres Strait Islander peoples, challenged our assumptions, and laid the groundwork for lasting relationships and impactful strategies.

Since then, our first Innovate RAP has helped us move from intention to implementation. We've seen real progress—across our workforce, our partnerships, and our governance. We've embedded reconciliation into our operations, created opportunities for First Nations peoples, and strengthened our cultural awareness. These achievements are a testament to the dedication of our people and the strength of our values: Integrity, Teamwork, and Strive to be Better.

As we now embark on our second Innovate RAP, we do so with a clear understanding that reconciliation is not a simple process with a defined completion point. —it's a long-term commitment that requires focus, humility, and sustained effort. Maintaining momentum means continuing to challenge ourselves, to deepen our engagement, and to ensure our actions lead to meaningful outcomes.

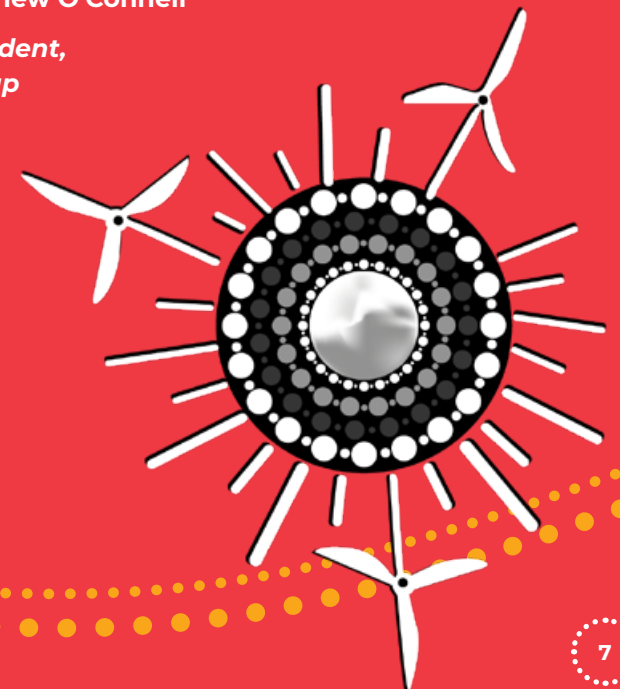
We remain proud of our diverse and highly skilled workforce, and equally proud of the growing relationships we've built with Aboriginal and Torres Strait Islander communities. These relationships enrich our business and strengthen our shared future.

Our vision is for an Australia where respect, recognition, and inclusion are not just ideals, but everyday realities. This RAP is our reaffirmed commitment to that vision. It builds on the successes of our past and sets a bold course for the future—one where Nacap continues to play an active role in supporting First Nations peoples, celebrating culture, and driving positive change.

I encourage every member of the Nacap team to engage with this plan, contribute to its success, and help us shape a workplace—and a nation—that is truly reconciled.

Matthew O'Connell

**President,
Nacap**



Our Business

Nacap is a leading energy infrastructure company with a proud legacy of delivering complex, high-performance projects across Australia and Papua New Guinea. Our expertise spans across liquid and gas, power, renewable energy, defence, mining, and water sectors, encompassing everything from pioneering power solutions to major pipelines and networks, and providing skilful civil construction for complex infrastructure projects.





As a subsidiary of Quanta Services Inc., a Fortune 500 company and North America's largest specialty contractor, Nacap benefits from world-class capabilities and a deep pool of skilled resources. Quanta's integrated infrastructure solutions and commitment to innovation empower us to deliver safe, reliable, and future-focused outcomes for the utility, energy, and communications industries.

With over 40 years of experience, Nacap has earned a reputation for excellence, driven by our core values of Integrity, Teamwork, and Strive to be Better. These values guide our operations and shape our culture—ensuring that every project is delivered safely on time, and in alignment with stakeholder and community expectations.

We are proud of our diverse and highly skilled workforce, capable of operating in some of the most remote and challenging environments. Our people are passionate about creating positive outcomes for clients, communities, and the environment, and we are committed to embedding inclusive practices and cultural awareness into every facet of our business.

We operate from offices in Melbourne (Head Office), Brisbane, and Port Moresby (PNG), supported by a strategically located 5.5-hectare equipment facility in Dubbo, NSW, which houses the design and fabrication of bespoke equipment tailored to our project needs.

As of August 2025, Nacap directly employed 310 people, including 19 who identify as Aboriginal and/or Torres Strait Islander people. However, our

impact extends far beyond direct employment. Depending on project scope, our workforce can scale from 50 to 500 personnel, drawn from local, regional, and national talent pools. On every project, we actively engage with Aboriginal and Torres Strait Islander communities and implement tailored Participation Plans to foster employment, training, and procurement opportunities.

Our reconciliation journey has deepened this commitment. During commencement works on the Uungula Windfarm Project, we have proudly achieved a 4.5% Aboriginal and/or Torres Strait Islander employment outcome, while corporately as of August 2025 we have achieved a spend of over \$6 million to First Nations businesses. This continues to be underpinned by meaningful engagement with Traditional Owner organisations throughout Australia where our projects are undertaken.

Working on the Beach Energy Enterprise project we sought meaningful engagement with Eastern Maar peoples to garner an understanding of their connection to Country and important touchpoints. We were fortunate to be able to present a Message Stick seeking a safe passage of the works across their land. The importance of cultural understanding and acknowledgement was a focus of the project.

Employment opportunities have ranged from entry-level labouring and mobile plant roles to specialist positions in Cultural Heritage management, reflecting our commitment to inclusive workforce development and respectful collaboration.

As we move forward with our second Innovate RAP, Nacap remains focused on strengthening relationships, delivering meaningful outcomes, and embedding reconciliation into the heart of our business. We are proud to walk alongside Aboriginal and Torres Strait Islander peoples in building a more inclusive and equitable future.

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ABOUT THE ARTIST

Chern'ee Sutton

Chern'ee Sutton is a proud Kalkadoon woman and Aboriginal artist from Mount Isa, QLD, Australia who is passionate about her culture and history and wants to share that with the rest of the world through her art.

Her unique style combines 2 worlds of traditional Aboriginal heritage with a modern contemporary twist which has caught the eyes of collectors around the world including Royalty and on the 2018 Commonwealth Games mascot Borobi. Chern'ee has her artwork hanging in The Royal Collection in Buckingham Palace, Queensland Parliament House, Queensland State Library and has exhibited her artworks in London, Tokyo, Singapore, Hong Kong, Melbourne and Sydney.

Chern'ee's artworks have been commissioned by The Queensland Government, Tennis Australia, The National Rugby League, The Royal Australian Mint, Dreamworld Theme Park, The 2018 Commonwealth Games, Rainforestation, The Australian Defence Force, Northrop Grumman,

The Australian Department of Veteran Affairs and The Australian Public Service Commission to name a few.

Due to Chern'ee's passion for reconciliation and equality she has received numerous accolades including National NAIDOC Youth of The Year, Australia Day Awards for 2013 and 2014, Queensland Pride of Australia Award, Local NAIDOC Awards including Artist of the Year and has been an Australia Day Ambassador for the past 6 years.

Chern'ee has designed the NRL's Indigenous All Stars Jerseys for 4 years the most recent being 2021, has just launched a new circulating and uncirculated Indigenous Military Service \$2.00 coin which she designed and features her artwork in partnership with The Australian Defence Force and The Royal Australian Mint and has collaborated with Australia Post to create an Indigenous Military Service Stamp and Coin Set featuring her artwork for Remembrance Day 2021.

cherneesutton.com.au

Our Second Innovate RAP

Nacap operates across remote, rural, and urban landscapes, delivering energy infrastructure and complex construction projects with precision, resilience, and purpose. Our work is deeply embedded in the communities we serve, and we recognise the value these relationships bring—not only to our projects, but to our people and our broader business culture.

For more than 40 years, Nacap has developed and implemented Cultural Heritage Management Plans and Aboriginal and Torres Strait Islander Participation Plans to ensure our projects protect culturally significant environments and promote meaningful opportunities for First Nations peoples. These frameworks have helped us embed respect, inclusion, and collaboration into our operational DNA.

In 2021, we formalised our commitment to reconciliation through the launch of our Reflect RAP, which focused on listening, learning, and building relationships with Aboriginal and Torres Strait Islander communities. That phase was instrumental in expanding our understanding of Country, culture, and the lived experiences of Traditional Owners—particularly in the regions where we construct our projects.

Our RAP journey has since evolved into a strategic pillar within the Quanta ESG framework, which centres on people, planet, and principles. Guided by this alignment, our RAP Working Group has actively assessed our progress, identified areas for growth, and championed new initiatives that strengthen our reconciliation efforts across the business.

Our first Innovate RAP became a living document—supporting us to:

- Deepen engagement with Aboriginal and Torres Strait Islander communities
- Increase procurement from First Nations suppliers
- Expand employment pathways for Aboriginal and Torres Strait Islander peoples
- Build cultural capability and awareness across our workforce

As we now embark on our second Innovate RAP, we do so with a renewed sense of purpose. This plan reflects our aspiration to move beyond compliance and into transformational impact—where reconciliation is not just a business priority, but a shared responsibility embraced by every part of our organisation.

We remain committed to fostering a workplace culture that respects and celebrates Aboriginal and Torres Strait Islander cultures as integral to the broader Australian community. Our RAP continues to inspire our leadership and employees to grow in knowledge, understanding, and enthusiasm for reconciliation.

Our RAP Working Group is made up of a diverse and passionate team of employees from projects and corporate offices, the breadth of Nacap's operations, including the President of Nacap sitting in the role of Chair. Their insights and dedication have been instrumental in shaping our journey. We are proud to be led in this space by our RAP Champion, James Povey, General Manager - Operations, whose leadership continues to drive meaningful change.

Together, we look forward to building on our foundations, strengthening our partnerships, and contributing to a reconciled Australia—where respect, opportunity, and shared success are part of every project we deliver.



**TRUST TAKES TIME AND
REQUIRES RECIPROCAL
VALUE AND TRANSPARENT
COMMUNICATION**

Key Learnings and Challenges

RELATIONSHIP BUILDING IS KEY

Genuine, sustained engagement with Traditional Owner groups and local Indigenous organisations leads to stronger, more meaningful outcomes than one-off consultations. Effective relationship building takes time and is grounded in trust, reciprocal value, and transparent communication.

Nacap's work is inherently project-based, requiring us to build relationships during project delivery before transitioning to new clients and locations where new relationships must be established.

CONSIDERED SYSTEMS IMPROVE RELEVANCE AND UPTAKE

Programs, training and procurement strategies developed jointly with First Nations partners or through advice provided by First Nations organisations are more culturally appropriate, practically useful, and more likely to be supported by communities and staff. Every community and individual we've worked with is different and has a different cultural perspective that needs to be considered when we win and deliver our projects.

SMALL, TANGIBLE WINS BUILD MOMENTUM

Early deliverables — paid cultural briefings, targeted hires, supplier trials on more discrete sized scopes, or funded community events — create credibility, internal advocates and the social licence for further meaningful engagement. As our projects often are a 'one and done' in the areas we work our challenge is that we can't leverage our learnings on further works in the areas we've previously delivered successful projects

EMBEDDING INTO BUSINESS SYSTEMS IS ESSENTIAL

Success depends on folding RAP targets into procurement, recruitment KPIs, onboarding, performance reviews and project governance rather than treating them as standalone initiatives.

DATA AND STORYTELLING MATTER

Combining clear metrics (hires, spend, training sign-ups) with human stories (case studies, testimonials, newsletter, monthly corporate dial-ins) helps demonstrate impact, notional barriers, and secure ongoing leadership support.

Lived and ongoing challenges

TIME AND RESOURCE CONSTRAINTS

RAP commitments compete with operational pressures, placing strain on dedicated budgets and staff capacity.

TOKENISM AND ENGAGEMENT FATIGUE

Superficial or symbolic actions undermine trust; communities and staff can become disengaged if consultations don't lead to real decision-making or fair compensation.

COMPLEX APPROVALS AND LONG LEAD TIMES

Environmental, cultural heritage and land access processes can be slow and unpredictable, affecting scheduling and cost estimates for projects tied to RAP outcomes.

SUPPLY-SIDE LIMITATIONS

Limited availability of local Aboriginal-owned suppliers or trained (& untrained) candidates in some regions can make procurement and employment targets challenging without investment in capability building.

MEASURING IMPACT BEYOND INPUTS

It's easy to count activities (training sessions, dollars spent) but harder to demonstrate long-term outcomes (sustained employment, improved health/education indicators) and attribute causality.

CONSISTENCY ACROSS PROJECT SITES AND PARTNERS

Delivering uniform RAP outcomes across multiple projects, contractors and regions requires strong governance and contractual levers; variable contractor buy-in can create challenges with implementation.



Case Studies

CASE STUDY | ONE



Working with Dice Australia

In November 2019 Nacap was contracted by the USA Dept of Defence to construct the P-600 Bulk Fuel Storage Facility in Darwin NT in a joint venture (JV) with our sister company from Napa California, Nova.

As the Australian led in the JV, it was Nacap's responsibility to source and subcontract all locally provided labour, materials and subcontractors. A First Nations company, Dice Australia was identified as a prospective subcontractor, and a full vendor evaluation process was carried out. Their experience and qualifications met with project requirements, and a contract was executed for what would be a very technically challenging and quality critical scope. Dice's performance on that project won them praise and recognition from the JV for a successfully completed job.

DICE'S
PERFORMANCE
ON THIS PROJECT
WON THEM **PRaise
AND RECOGNITION**
FROM THE JV FOR
A SUCCESSFULLY
COMPLETED JOB.

DICE operator in the field

The relationship fostered between Nacap and this Aboriginal-owned company during this project was to such an extent that we confirmed them as a preferred vendor in the NT on forward opportunities.

In May of 2022, Nova-Nacap JV was again successful in being awarded the US Dept of Defence contract to construct the P200 Jet Fuel Storage Tanks in Tindal Air Base, Katherine NT.

Ray Pratt is the sole owner of Dice Australia and Dice Contracting and a Supply Nation certified First Nations business owner. Recently profiled in the Northern Territory Indigenous Business Network (NTIBN) Blak Business magazine and winner of the 2024 NT Blak Business of the Year.

Given previous experience with Dice on the P600 project, it was considered both technically and commercially beneficial to follow through with the intention of retaining Dice as our preferred NT subcontractor for the P200. Over the life of the P600 project, both the JV and Dice had a steep learning curve regarding the technical complexities of US Defence infrastructure. Specifications and Design was all US based and utilised many products unknown in the current local market. Dice and Nacap worked together to resolve the many issues that arose and developed such a relationship that allowed the seamless transition onto the P200 project with no concerns about Dice's ability to both continue the relationship and perform the works in a timely and budget conscious manner.

Nacap's job book reflects many projects over the entire continent and so establishing and leveraging ongoing supplier relationships for repeat business is a challenge. The proximity of these 2 projects allowed this to be a reality in this instance.

At the 2025 Dubbo Supply Nation Expo, a Nacap Procurement Manager met with Dice to find their plans to extend well beyond the NT and into other states. Nacap's spending of over 10M AUD is evidence of Nacap's belief in Dice and commitment to continuing the relationship in other states as Project requirements permit.

As a part of our Reconciliation Action Plan, a key goal for Nacap is to build on what we do, and to reach beyond our projects to support Aboriginal and Torres Strait Islander peoples – we're pleased to know that as we procure the services of Dice, they in turn are performing housing works in remote communities such as Gunbalanya and Myatt Homelands regions.

Nacap's ongoing commitment to developing the capacity and abilities of Indigenous businesses and providing a legacy is well illustrated with the work with Dice. The relationship has been a two-way street with Nacap benefitting from Dice's professionalism and ability to be flexible in the face of a challenging project.



CASE STUDY | TWO



Working with Bajara

In 2023, an existing long-term plant hire supplier of Nacap introduced a Nacap Procurement Manager to Stirling Mawby, the Managing Director and Owner of Bajara Plant Hire, 100% Indigenous owned. Stirling is Yugambah people and the Kombumerri clan. The key Nacap personnel and Stirling immediately established terrific rapport on a personal level and so began Nacap's ongoing relationship with his company.

Stirling told his story of being a one-time Operations Manager for an existing Nacap concrete pumping subcontractor but in 2011 decided to go out on his own risking it all and Stirling Earthworks was formed, a small company limited to just local earthworks. In 2021 Bajara was born and moved into plant hire and larger civil works on a national basis.

PROJECTS AS FAR
AS WELLINGTON
NSW UP TO DARWIN
AND KATHERINE
ARE **FEATHERS IN
STIRLING'S CAP.**



Stirling's story was an inspiration for Nacap, and we quickly moved towards the prequalification process for providers of plant and equipment. Although missing out on the largest package of work in 2024 due to commercial imperative, Bajara was successful in providing a range of plant for a shorter duration at very short notice. Bajara's ability to respond to demand at such short notice was looked upon favourably by Nacap. Nacap's procurement process meant our experienced and well-regarded Plant Manager was able to hold several meetings with Bajara and able to provide invaluable advice on capex of major Plant with a view to improving his pricing to give the best shot at winning future bids.

Bajara has been a frequent recipient of Nacap tender documents in 2025 and is poised to be included in forthcoming projects once Nacap has been awarded. Stirling's entrepreneurial attitude lends itself well to the highly competitive plant hire market. Bajara's point of difference is their willingness to go the extra mile, ensure clients get the best they can offer and provide sound support for all onsite gear.

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NACAP HAS BEEN VIGILANT IN LOCATING SOLID OPERATORS IN ITS ENDEAVOURS TO **STIMULATE ABORIGINAL ENTERPRISE** CAPACITY.

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Stirling has always been very hands on with the business right from where he started at Meales and now even still as the owner, takes care in ensuring all his machines are to client expectations.

Bajara now counts other major civil constructors such as BMD, John Holland and CPB as his clients and Nacap is happy to be involved in this group. Projects as far as Wellington NSW up to Darwin and Katherine are feathers in Stirling's cap.

In seeking Aboriginal and Torres Strait enterprises with strong capability, Nacap has been vigilant in locating solid operators in its endeavours to stimulate Aboriginal enterprise capacity. We are proud to be working alongside Bajara Plant Hire and are confident the relationship can only grow in the near future.





Relationships

STRENGTHENING CONNECTIONS THROUGH TRUST AND COLLABORATION

Nacap's One Team culture is built on relationships—founded in proactive engagement, mutual respect, and shared understanding. We recognise that enduring partnerships with Aboriginal and Torres Strait Islander peoples are essential to delivering meaningful outcomes across our projects and communities. Our second Innovate RAP deepens this commitment by embedding relationship-building into every phase of our operations.

01 ESTABLISH AND MAINTAIN MUTUALLY BENEFICIAL RELATIONSHIPS WITH FIRST NATIONS STAKEHOLDERS AND ORGANISATIONS



DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue engagement with local Aboriginal & Torres Strait Islander stakeholders and organisations to maintain guiding principles for future engagement in places Nacap undertake their business.	August 2026	General Manager – Operations
Review and maintain the list of key Aboriginal & Torres Strait Islander Groups, Traditional Custodians, and other stakeholders within the local sphere of influence for each of Nacap's offices (Melbourne, Brisbane and Dubbo).	Review yearly – June 2026 onwards	Lead: Site/Office Manager Support: RAP Working Group
For each new project identify key Aboriginal & Torres Strait Islander stakeholders within the region and State for that project.	Review progress yearly – commencing June 2026	General Manager, Operations
Develop Local and First Nations Engagement Plans for projects detailing commitments and strategies to meet them	As projects commence Review Jan 2028 (end of RAP)	Operations leads and Project Managers
Updated project Local and First Nations Engagement plans to reflect to capture changes and progress against the plan.	Review progress yearly – commencing June 2026	Lead: Project Managers Support: General Managers, Operations

02 BUILD RELATIONSHIPS THROUGH CELEBRATING NATIONAL RECONCILIATION WEEK (NRW)



DELIVERABLE	TIMELINE	RESPONSIBILITY
Circulate Reconciliation Australia's NRW resources and reconciliation materials to Nacap staff via our internal communication systems.	May 2025 / May 2026/ May 2027/ May 2028	Organisational Development Manager (Corp) Project Managers & Construction Managers (Projects)
Ensure National Reconciliation Week (NRW) is incorporated into our corporate communications / events calendar.	May 2027 – 2028 Planning commencement April 2025 - 2028	Head of People & Culture
Review NRW programmed events and target potential events for managers and staff to attend in their local area.	May 2027 – 2028 Planning commencement April 2025 - 2028	Project Managers & Construction Managers (Projects)
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2027 – 2028 Planning commencement April 2025 - 2028	President
RAP Working Group member(s) to participate in an external NRW event.	27/05 – 03/06 2025 - 2028	RAP Working Group
Member(s) of Nacap's Executive Team participate in one NRW event.	May 2027 -- 2028 2025 - 2028	HSEQ Executive Manager
For those projects with personnel onsite during NRW, ensure the weekly toolbox talk is used to highlight and improve personnel understanding of NRW, Nacap RAP commitments, plus raise awareness of the projects First Nations engagement plans.	May 2027 – 2028 Planning commencement April 2025 - 2028	Operations Managers/ Directors
Register Nacap NRW events on Reconciliation Australia's NRW website.	Beginning each May 2026 - 2028	General Manager - Operations

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WE RECOGNISE THAT
ENDURING PARTNERSHIPS
WITH ABORIGINAL AND
TORRES STRAIT ISLANDER
PEOPLES ARE ESSENTIAL

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03 PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE



DELIVERABLE	TIMELINE	RESPONSIBILITY
Encourage staff to support local community events to celebrate Aboriginal & Torres Strait Islander histories, cultures and achievements, and to recognise contributions of First Nations people to broader Australian Society.	May 2026 / 2027 / 2028	HSEQ Executive Manager
Update current office/site onboarding material/ presentations to ensure that cultural awareness, discrimination and our RAP objectives are included and reinforced.	Yearly review December 2026, 2027, 2028	Head of People & Culture
Collaboratively seek opportunities to assist with Nacap's reconciliation efforts through raising cultural awareness; engaging in cultural events outside of NAIDOC Week and National Reconciliation Week; and encouraging open dialogue regarding engagement opportunities within projects.	November 2025 - Ongoing	General Manager, Operations
Communicate commitment to staff, through Staff communication channels, focusing on promoting our Reconciliation Action Plan, its directions, initiatives and achievements.	Yearly in June 2026, 2027, 2028 October 2026, 2027, 2028	Organisational Development Manager
Dedicated and regular Aboriginal & Torres Strait Islander engagement Project Newsletters published internally to promote our RAP activities.	Half yearly publication May 2026-2028 November 2026 2028	Proposals Lead



EXTERNAL

Work with clients and Joint Venture partners to identify opportunities to promote reconciliation through indigenous employment, contractor engagement and community involvement	Feb and August 2026 - 2028	General Manager – Operations General Manager - Commercial & Procurement
Seek opportunities to collaborate with other Quanta entities in Australia (eg CPP) on reconciliation activities.)	January 2026 - Ongoing	General Managers, Operations
Providers and sub-contractors. Continue to identify organisations and individuals as potential providers and contractors. Utilise engagement with Supply Nation and organisational relationships with Traditional Owner groups/leaders for developmental and economic growth.	January 2026 - Ongoing	General Manager - Commercial & Procurement
Continue to communicate our commitment to reconciliation publicly through professional social media, our website and other outward facing means.	March 2026 - Ongoing	Lead: EGM Strategy & Partnership Support: Organisational Development Manager
Review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2027	Head of People and Culture
Educate senior leaders on the effects of racism.	June 2027	President

04 PROMOTE EARLY PROJECT CULTURAL ENGAGEMENT PRACTICES ON OUR PROJECT SITES



DELIVERABLE	TIMELINE	RESPONSIBILITY
When projects are awarded, work (within the limits of agreed client expectations) to facilitate the right conversations at the right time with Traditional Owners/ Custodians who speak for Country.	Upon date of award + 3 months (review end of RAP January 2028)	Lead: Project Manager Support: LECH Managers
For major projects, develop/ implement an engagement plan to engage with First Nations stakeholders with the intent of fostering cultural engagement and increasing local understanding. Engagement plan to include meeting with local First Nations corporations, organisations and individuals.	Upon date of award + 3 months (review end of RAP January 2028)	RAP Working Group (Project Managers)
Continue the development of a Cultural Heritage Database that captures knowledge gained from previous projects to continually improve our interactions with First Nations communities.	Monthly commencing January 2026 - ongoing	RAP Working Group (Project Managers)
Ensure interactions with First Nations groups is included in all generic project 'Lessons Learnt' evaluations.	October 2025 - 2028	RAP Working Group (Project Managers)
Continue to embed project cultural heritage management plan provisions into site inductions and toolbox talks.	Upon date of award + 1 months (review end of RAP January 2028)	RAP Working Group (Project Managers)



Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is a key element to Nacap's identity and the way we deliver our work across Australia. As a business that operates on Country and partners closely with communities, we recognise that genuine understanding, appreciation and acknowledgement strengthen our relationships, improve project outcomes, and equip our people with the confidence to engage respectfully and meaningfully with First Nations stakeholders.

Fostering a workplace culture that values learning, celebrates the world's oldest living cultures, takes pride in the diversity of our people and supports a safer, more inclusive and more productive environment for everyone—while also helping us attract, retain and empower First Nations employees. Embedding respect aligns with Nacap's commitment to reconciliation and our broader vision of delivering infrastructure that creates lasting, positive impact for communities and Country.

01 INCREASE UNDERSTANDING, VALUE AND RECOGNITION OF FIRST NATIONS CULTURES, HISTORIES, KNOWLEDGE AND RIGHTS THROUGH CULTURAL LEARNING



DELIVERABLE	TIMELINE	RESPONSIBILITY
Conduct an updated review of the Nacap cultural learning needs to establish learning strategy.	March 2027	Organisational Development Manager
Update appropriate online learning module to build cultural awareness and skills in allyship to incorporate into new starter inductions.	April 2026	Organisational Development Manager
Ensure all permanent ongoing employees complete the online cultural awareness and allyship online module to build their knowledge through cultural learning	Commence in April 2026	Organisational Development Manager
Ensure RAP Working Group members, and Senior Leaders participate in face-to-face cultural awareness training.	Complete by October 2027	Organisational Development Manager
Provide project-based employees the opportunity to participate in formal and structured cultural learning. Where cultural learning is sourced at a project level facilitate timing for participants to attend.	Review progress annually June 2026, June 2027 & June 2028	Project Managers

02 DEMONSTRATE RESPECT TO FIRST NATIONS PEOPLES BY OBSERVING CULTURAL PROTOCOLS



DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September-2026	Organisational Development Manager
1. Keep the Nacap Acknowledgement of Country and Welcome to Country Guide up to date to provide employees with an understanding of the protocol and implemented at significant events.	Review yearly October 2026, 2027, 2028	RAP Working Group
2. Continue to communicate through intranet articles, by email to office-based staff, through cultural training programs, and via prestart and toolbox sessions for project staff.	August 2026	RAP Working Group
Keep up to date, renew and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. This is to be shared in Company Monthly Meetings and via toolbox / prestart sessions for project staff.	October 2026	RAP Working Group
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	At the commencement of a significant Nacap Project (Review end of RAP January 2026)	Nacap Project Manager

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EMBEDDING RESPECT
ALIGNS WITH NACAP'S
COMMITMENT
TO RECONCILIATION

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03 BUILD RESPECT FOR FIRST NATIONS CULTURES AND HISTORIES BY CELEBRATING NAIDOC WEEK



DELIVERABLE	TIMELINE	RESPONSIBILITY
RAP Working Group to participate in an external NAIDOC Week event.	First week in Jul 2026 - 2028	RAP Working Group
Review NAIDOC Week programmed events and target potential events for RWG, members of Nacap's Management Team and staff to attend in their local area.		
Review People and Culture policies and procedures to ensure no barriers exist to staff participating in NAIDOC Week.	January 2026	Head of People & Culture
Ensure NAIDOC Week is incorporated into our corporate communications / events calendar.	March 2025 - 2028	Organisational Development Manager
Initiate a Head Office (Melbourne) NAIDOC event for all office- based staff in consultation with Aboriginal & Torres Strait Islander stakeholders.	Mar 2025 - 2028	RAP Working Group
Promote and encourage participation in external NAIDOC events for all staff.	Mar 2025 - 2028	RAP Working Group
Raise awareness and share information to office staff, site staff and major subcontractors and suppliers about the meaning of NAIDOC Week.	Mar 2025 - 2028	General Managers, Operations
Develop NAIDOC Week Project Toolbox talks using promotional material.	First week in Jul 2025 & 2028	RAP Working Group Chair
For those projects with personnel on site during NAIDOC Week, ensure the weekly toolbox talk is used to highlight and improve personnel understanding of NAIDOC Week and Nacap's reconciliation efforts - include First Nations representatives in development and delivery of the narrative.	2nd Week July 2025 - 2028	RAP Working Group



Opportunities

Creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is essential to Nacap's commitment to reconciliation and to the way we deliver our core business. As a national contractor working on Country, we recognise that employment, procurement and professional development pathways not only support economic participation for First Nations peoples but also strengthen our organisation through diverse perspectives, local knowledge and culturally informed decision-making.

By enabling access to our systems and processes, building capability, and supporting long-term career progression, we foster a workplace where First Nations employees can thrive and where all staff benefit from a more inclusive, skilled and culturally confident environment. These opportunities enhance project outcomes, deepen community partnerships, and align with Nacap's efforts to create lasting, positive impact through the infrastructure we deliver.

01 IMPROVE EMPLOYMENT OUTCOMES BY INCREASING FIRST NATIONS RECRUITMENT, RETENTION AND PROFESSIONAL DEVELOPMENT



DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to engage long term First Nations employees traditionally engaged on Nacap projects.	Commencing January 2026 Ongoing	Project Managers and Operations Directors
Advertising on the Indigenous Employment Job Board.	Review November 2027	Head of People & Culture
Encourage long-term Nacap employees (particularly First Nations employees) to share opportunities and referrals of new First Nations employees for our projects.	Review November 2027	Project Managers and Operations Directors
Continue to review projects and First Nations retention opportunities in accordance with client baseline and stretch target employment commitments for local and Indigenous participation.	Review November 2027	Operations Directors
With projects utilising the services of Regional Employment providers, Nacap will commit to using providers whose services included offering an Indigenous Employment Programs.	Review November 2027	RAP Champion Head of People & Culture
When utilising the services of Labour Hire companies in QLD, Nacap will use an Indigenous Labour Hire company.	Review November 2027	Project Manager/s



02 INCREASE FIRST NATIONS SUPPLIER DIVERSITY TO SUPPORT IMPROVED ECONOMIC AND SOCIAL OUTCOMES

DELIVERABLE	TIMELINE	RESPONSIBILITY
Update the Nacap Aboriginal & Torres Strait Islander procurement strategy.	September 2026	Lead: General Manager Commercial & Procurement
Update the Nacap approach to procurement engagement with Aboriginal & Torres Strait Islander owned businesses.	November 2026	Support: Operations Manager Procurement & Logistics
Provide quarterly reporting to the RWG and Nacap's Management Team regarding number of Aboriginal & Torres Strait Islander businesses contracted and total expenditure.	Quarterly commencing Oct/Jan/Mar/Jul 2025 - 2028	Lead: General Manager Commercial & Procurement Support: Operations Manager Procurement & Logistics
Maintain Supply Nation membership.	June 2025 - 2028	Operations Manager Procurement & Logistics
Update and communicate opportunities for procurement of goods and services from Aboriginal & Torres Strait Islander businesses to staff.	Apr 2027 Dec 2027	Operations Manager Procurement & Logistics
Update the specific Aboriginal & Torres Strait Islander subcontractor / supplier database for each State across Australia.	June 2026/27/28	Operations Manager Procurement & Logistics
Review/update procurement practices to remove barriers to procuring goods and services from Aboriginal & Torres Strait Islander businesses. Update our procurement procedures to incorporate a commitment to the engagement of Aboriginal & Torres Strait Islander businesses during projects execution.	June 2026/27/28	Operations Manager Procurement & Logistics

03 INCREASE ENGAGEMENT BETWEEN PROJECTS AND COMMUNITIES
TO PROVIDE OPPORTUNITIES AND ENHANCE OUTCOMES FOR
FIRST NATIONS PEOPLES



DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop/Maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2026/27/28	General Manager Commercial & Procurement
Develop at least two additional new commercial relationships with Aboriginal and/or Torres Strait Islander businesses each year.	Review August 2026, 2027 & 2028	General Manager Commercial & Procurement



Governance



01 ESTABLISH AND MAINTAIN AN EFFECTIVE RAP WORKING GROUP (RWG) TO DRIVE GOVERNANCE OF THE RAP

DELIVERABLE	TIMELINE	RESPONSIBILITY
Re-establish Aboriginal & Torres Strait Islander representation on the RWG.	June 2026	RAP Working Group (President - Nacap)
Update and apply Terms of Reference for the RWG., including role and objectives; and staff representation (geographically and by discipline)..	November 2025 & November 2027	RAP Working Group Chair (General Manager - Operations)
Meet at least ten times per year to drive and monitor RAP implementation.	Commencing January 2026	RAP Working Group Chair (GM-Operations)

02 PROVIDE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS

DELIVERABLE	TIMELINE	RESPONSIBILITY
Define resource needs for RAP implementation.	August 2025 / August 2026 / August 2027 / August 2028 (annual budget)	RAP Working Group
Continue to engage our senior leaders and other staff in the delivery of RAP commitments. Quarterly reports provided to the Leadership Team.	Quarterly Commencing January 2026	RAP Working Group
Define and maintain appropriate systems to track, measure and report on RAP commitments. Development of robust reporting around Aboriginal & Torres Strait Islander individual project procurement spend and employment numbers.	August 2026 - 2028	RAP Working Group
Maintain an internal RAP Champion from senior management.	Review role and leader yearly. October 2026 onwards	Nacap President

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TOGETHER, WE LOOK FORWARD TO **BUILDING ON OUR FOUNDATIONS**, STRENGTHENING OUR PARTNERSHIPS, AND CONTRIBUTING TO A RECONCILED AUSTRALIA.

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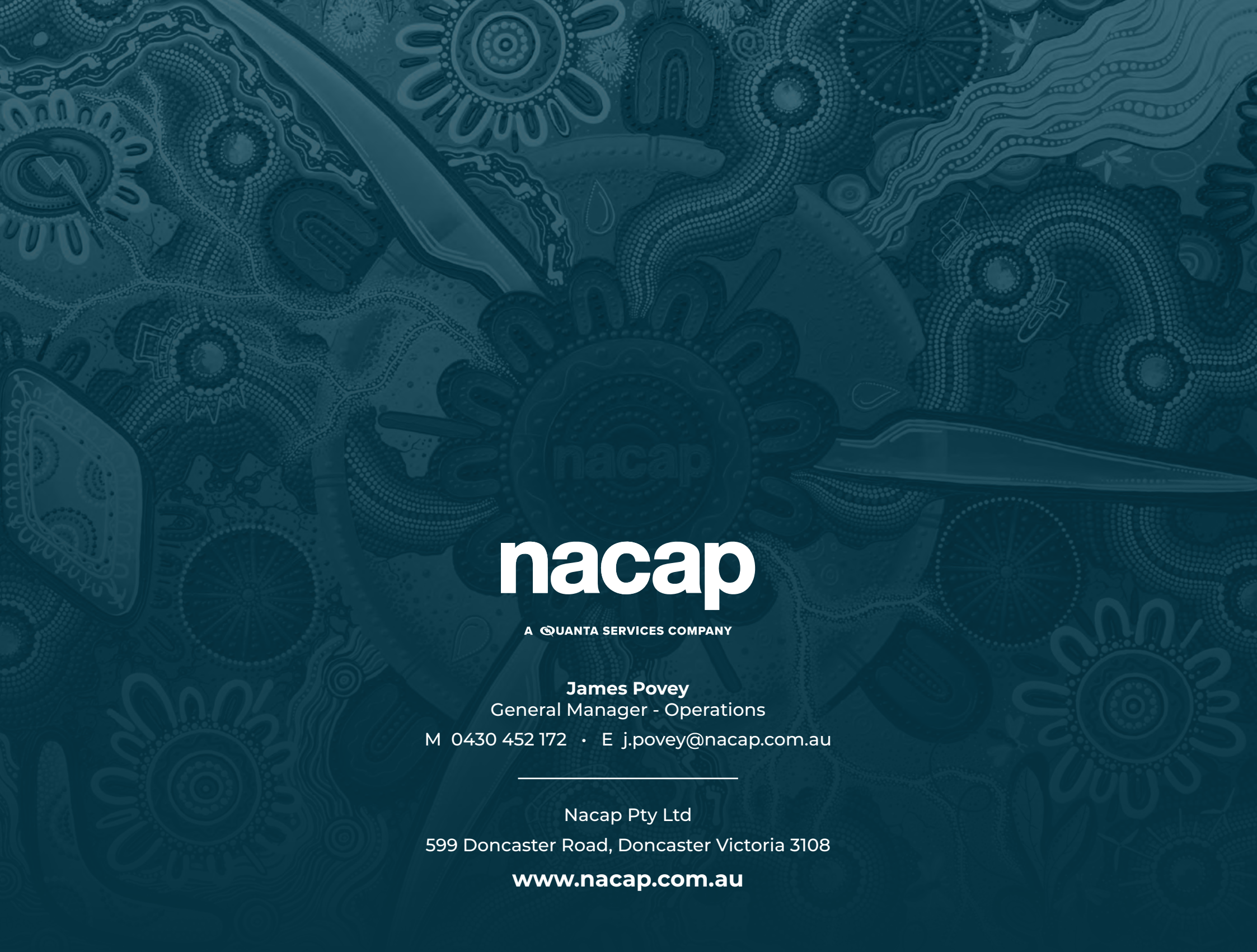
03 BUILD ACCOUNTABILITY AND TRANSPARENCY THROUGH REPORTING RAP ACHIEVEMENTS, CHALLENGES AND LEARNINGS BOTH INTERNALLY AND EXTERNALLY



DELIVERABLE	TIMELINE	RESPONSIBILITY
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	RAP Champion
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep 2025 - 2028	RAP Champion
Report RAP progress to all staff and senior leaders quarterly.	Reported quarterly through Townhall updates (April, August, December)	Lead: RAP Champion Support: RAP Working Group
Report half yearly to staff through Nacap's Management Team regarding progress with implementation of our RAP.	July 2026	RAP Champion
Continue to participate in Reconciliation Australia's biennial Workplace RAP Barometer. Seek meaningful feedback from RA as to the analysis of results.	April 2026	RAP Working Group
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2028	RAP Working Group

CONTINUE OUR RECONCILIATION JOURNEY BY DEVELOPING OUR NEXT RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
Register via Reconciliation Australia's website to begin developing our next RAP (reconciliation.org.au/reconciliation-action-plans/submit-your-rap/).	30th June 2028	RAP Champion
Hold a formal 'Lessons Learnt' workshop at the twenty first month in the life of this RAP.		



nacap

A QUANTA SERVICES COMPANY

James Povey

General Manager - Operations

M 0430 452 172 • E j.povey@nacap.com.au

Nacap Pty Ltd

599 Doncaster Road, Doncaster Victoria 3108

www.nacap.com.au