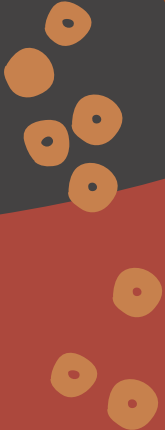


REFLECT RECONCILIATION ACTION PLAN
MARCH 2026 TO JUNE 2027



RECONCILIATION
ACTION PLAN
REFLECT

ALCHEMY® RAP



We are people of earth.

We are people of Country. Our stories and spirit lie in the rust red soil that nurtures our grandfather trees that line the riverbanks and fill our forests that provide for us. Our ancestors sing to us in the winds of the leaves that float to the soil to regenerate tomorrow's seeds.

Our knowledge is in the songlines of these memories that imprint to the land and waterways. We are custodians, we have always been wealthy.

Birrarung, the majestic river of mist and shadows weaves gently across country from its birthplace at the southern slopes of the Great Dividing Range, Wurundjeri Country – to the saltwater Bay in Naarm, the place known as Melbourne. This significant and sacred waterway was a vital food source and means of travel, and the meeting place for visiting Clans for cultural business, inter-clan trade and ceremonies for thousands of years.

Birrarung, known as the Yarra River, represents deep respects for the traditional lands and waterways in which Alchemy's head office is situated, Wurundjeri Country, and acknowledges the profound and deep-rooted connection all Aboriginal and Torres Strait Islander Peoples have with their traditional lands and waterways across the land we know as Australia.

Two oceans merge.

They meet in the middle and become one. These mighty salt waters represent the coming together of non-Indigenous people and immigrants to Australia, with its First Nations Peoples and symbolise Alchemy's strength and belief in social justice, equality and human rights and its foundational dedication and determination to disrupt and open pathways for minority groups within construction.

Arced shaped mounds line the waterways. The motif for campsite; these symbols represent homes and communities throughout Victoria and signify Alchemy's core beliefs of putting community at the heart of everything they do and giving back to the communities they serve.

Mountainous ranges frame the surrounding landscape. To the south-east, they symbolise Mt. Baw Baw; 'echo' or 'ghost' in Woi-Wurrung. To the east is Corhanwarbul, the Dandenong Ranges – the richly dense rainforests and fern gullies in which

Birrarung flows and feeds the land. The culturally significant You Yangs are to the west, and Geboor – the Macedon Ranges are to the north-west. These mountains represent Alchemy's strength in commitment to building the foundations of an inclusive culture and their commitment to voice, recognition, truth telling and inclusion of First Nations communities in all that they do.

Cross hatchings along these mountains represents our scar trees which bear the fingerprints of yesterday's tools and items that were used in maintaining cultural protocols and living in harmony with the land. These markings signify Alchemy's commitment and responsibility in educating their team to these important practices by instilling deep respects to the lands and Country in which they build, recognising First Peoples have lived on, cultivated and worked on these lands for millennia.

When Country is unsettled, when it has been injured or there is sickness – we conduct traditional smoking ceremonies to cleanse the area, to release negative energy and to promote healing. Medicine leaves and special plants are used to create a small fire to wash the smoke through the air or over visitors and people to ensure Country remains cleansed. Gum leaves and manna gum flowers symbolise Alchemy's commitment to sustainability and the environment, and their recognition of First Peoples guardianship of these traditional cultural practices and ongoing unique protocols for caring for Country and healing.

The Gathering Circle is a place of meeting and discussion. In the traditional way, Elders and Senior Leaders and Lore men and women would gather to discuss matters of importance and cultural business. It is a place of community and communication and takes the circular form from

the bird's eye view and signifies welcoming and belonging for those in Alchemy. Repeated arcs around its perimeter detail the recurring campsite-homes of the diverse Victorian community requiring Alchemy's services and symbolise its inclusive support and commitment to all communities promoting high performing public service.

From the bird's eye view, a person is symbolised by the 'u' or 'n' motif representing a person sitting on the ground with their knees crossed. Thin strokes accompany these symbols within the centre of the circle. In the traditional way, the stroke represents a shield and spear for the male, and a digging stick and coolamon for the female; items and utensils made from the silhouetted grandfather trees marked along the riverbanks once used to defend and protect, to nurture and cultivate. These symbols represent Alchemy's defiance to ensuring equal rights, and their diligence to build their female workforce as an industry leader. Small, connected circles around the outer circle symbolise Alchemy's journey tracks and commitment to reconciliation with Australia's First Peoples which is central to their ongoing mission as a business.

Fire circles link across Country.

Lit by the bright yellow flame that is Alchemy, these connected circles symbolise Alchemy's fire in the belly spirit, and their allyship in voice to the less empowered. The fire circles connect through pathways to the Alchemy Gathering Place along with kangaroo journey tracks that represent Alchemy's commitment to engage with First Nations communities and to continue to be builders of true impact with a strong heart and sense of justice and equality for all.

This is Alchemy's fighting spirit – this is jeltcher murrup.



ARTIST SIMONE THOMSON



ANDREW LA ROCCA

At Alchemy, our purpose is to create “Buildings of Impact” that strengthen communities across Victoria. It is with great pride that we now formalise our commitment to reconciliation through our Reflect Reconciliation Action Plan (RAP).

Founded on the principles of diversity and inclusivity, Alchemy has delivered aged care, housing, and school projects that support Aboriginal and Torres Strait Islander peoples. The success of these projects reflects our strong partnerships with Aboriginal and Torres Strait Islanders clients and businesses – partnerships we are committed to strengthening into the future.

Through our RAP, we will take meaningful action to amplify Traditional Owners’ voices, embedding their knowledge and histories into the places we live, work, and play, while fostering cultural understanding within our team. We recognise that genuine reconciliation requires listening, respect, and the involvement of Traditional Owners from the earliest stages of every project. This approach deepens our connection to Country and ensures Aboriginal and Torres Strait Islander peoples are central to design, planning, and outcomes.

In practice, this means supporting education and employment pathways, advancing social initiatives, and building strong, enduring relationships with Aboriginal and Torres Strait Islander peoples. It also means embedding reconciliation into our core business practices and maintaining a workplace that is inclusive and respectful for all.

Alchemy’s values guide everything we do: fire in the belly, transparency in communication, inclusivity, integrity, quality without compromise and a commitment to building strong communities.

We are proud to be recognised as a disruptor in construction, an industry traditionally dominated by men. Our team is culturally diverse, gender-balanced at senior levels, and continues to welcome more women into construction roles.

Our RAP journey began during National Reconciliation Week, a fitting moment to reflect, start conversations, and engage in community events. In the coming months, we will deepen our cultural understanding by listening to Elders and engaging in ongoing self-education about the unceded lands on which we work.

We are committed to reconciliation, guided by respect, understanding, and shared progress.

Andrew La Rocca
Managing Director

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

Alchemy Construct 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.



KAREN MUNDINE

The program's potential for impact is greater than ever, with over 5.5 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 Alchemy Construct 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 Alchemy Construct, 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

In 2025, Alchemy celebrated 10 years of delivering high-quality projects across Victoria. Since our inception in 2015, we have grown from undertaking small community projects to delivering developments valued at over \$40m. Our capability across multiple sectors provides clients with certainty and excellence in every project.



JAMIE NICOLSON AND SARAH ANNE MUNRO

Focusing on social infrastructure, Alchemy builds schools, universities, early education centres, hospitals, aged care facilities, sporting precincts, prisons, and public buildings. Places that have a positive social impact, strengthen communities and improve lives. In 2026, we will deliver over one hundred apartments in Geelong as part of the Social Housing Plan 2020–2041, ensuring the Wadawurrung Peoples culture and language is represented in landscape design, plant selection and building naming. We have established strong relationships with several Aboriginal businesses and, as part of our RAP journey, we are committed to strengthening and expanding these partnerships.

Although Alchemy does not currently have any staff members who identify as Aboriginal and/or Torres Strait Islander Peoples, we will work to embed culturally appropriate and safe processes and behaviours which should increase interest in and representation of Aboriginal and Torres Strait Islander people within our workforce.

Our growth has been driven by a learning mindset and a commitment to innovation. We pride ourselves on a forward-thinking approach that is evident in our values, our people, and the projects we deliver. Alchemy is recognised within the industry and community for addressing important issues from mental health to gender diversity, while also honouring the cultural significance of the Traditional Owners of the Lands on which we build.

We are active members of the National Association of Women in Construction (NAWIC) and support initiatives such as the 500 Women in

Property program. Over the past two years, we have partnered with Aboriginal and Torres Strait Islander businesses and, through Kinaway, remain committed to strengthening Aboriginal and Torres Strait Islander participation in the construction sector. These commitments, along with our strong culture and focus on quality, underpin our success.

Relationships are central to how we work. Before any soil is turned, we invest in trust, respect, and collaboration with clients, communities, and partners.

Alchemy operates in two office locations in Victoria: one on the traditional lands of the Boon Wurrung Country, located in Naarm/Melbourne and our second location on the traditional lands of the Wadawurrung Country, being Geelong in regional Victoria.

In 2024, we welcomed Andrew La Rocca as Managing Director to lead our next phase of growth. With over a thousand projects delivered and a team of eighty, we are proud of our past decade and excited for the opportunities ahead - including the continued advancement of our Reconciliation Action Plan and the partnerships it will foster.

Jamie Nicolson and Sarah Anne Munro
Founders

From the beginning, Alchemy was envisioned as a construction company that would do things differently. Delivering excellence while building lasting relationships with clients and subcontractors and fostering a diverse team.

Ten years on, our workforce reflects that vision, bringing together people from across the globe with strong female representation across management, sites, and business support. We have delivered over a thousand community projects and built partnerships in the health, education, aged care, and government sectors.

Developing our first RAP is a natural next step in this journey. Our RAP Working Group, representing all areas of the business, is focused on learning, sharing knowledge, and embedding reconciliation throughout our practices. We are privileged to be supported by Yorta Yorta woman Seona James of Indigenous Cultural Connections in guiding this journey.

Our RAP Champion role is held by our managing director, Andrew La Rocca. Andrew has been deeply invested in strengthening cultural understanding across the organisation and championing reconciliation as a core part of who we are. Andrew is an active member of the RAP Working Group and plays a central role in driving internal engagement, ensuring reconciliation remains a visible priority at all levels of the business.

Sarah-Anne Munro and Jamie Nicolson our founders, are representing and supporting Alchemy's journey to reconciliation as our executive sponsors.

Our RAP is more than a document, it is a living commitment to cultural awareness, reconciliation, and meaningful change. It is both a reflection of our progress and a roadmap for where we want to go: a future that honours Aboriginal and Torres Strait Islander peoples, knowledge systems, and histories.

Recognising and respecting the lands we build on, and learning from Traditional Owners, is central to delivering projects of true community and social impact. We are committed to deepening engagement with Aboriginal and Torres Strait Islander peoples as we create new stories and buildings of lasting significance.



Alchemy's RAP Working Group brings together people from across the business to lead our reconciliation journey. The group is dedicated to fostering meaningful engagement with Aboriginal and Torres Strait Islander peoples across our projects and initiatives.



TRADITIONAL SMOKING CEREMONY

Our reconciliation work is underpinned by Alchemy's broader commitment to diversity and inclusion. Our recruitment practices encourage applications from people of different nationalities, cultural backgrounds, and faiths, helping us reflect the richness of the communities we serve.

MEMBERS OF THE RAP WORKING GROUP:

- Andrew La Rocca**, Managing Director, RAP Chair
- Brooke Rawling**, People & Culture Manager
- Ainsley Middleton**, Commercial Manager
- Simone Delaney**, ESG Manager, RAP Coordinator
- Jamie Nicolson**, Founder and Chairman
- Sarah Anne Munro**, Director Brand and Marketing
- Seona James**, Yorta Yorta Nations, Managing Director, Indigenous Cultural Connections Pty Ltd

INSTILLING CULTURAL KNOWLEDGE AND INCLUSION

Our reconciliation commitment is supported through cultural awareness programs integrated into staff induction, ongoing workshops, and professional engagement with Seona James of Indigenous Cultural Connections.

In September 2025, Andrew addressed our company-wide Town Hall, highlighting the importance of reconciliation, sharing insights into Reconciliation Action Plans, and reinforcing our commitment to self-education and ongoing cultural awareness. These sessions deepen our team's understanding and embed respect in the way we work.





RELATIONSHIPS

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|-----------------------|---|
| 01 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. | April 2026 | Social Impact Coordinator |
| | Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. | April 2026 | Social Impact Coordinator |
| 02 Build relationships through celebrating National Reconciliation Week (NRW). | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. | May 2026 | RAP Coordinator |
| | RAP Working Group members to participate in an external NRW event. | 27 May – 3 June, 2026 | RAP Coordinator |
| | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May – 3 June, 2026 | RAP Coordinator |
| 03 Promote reconciliation through our sphere of influence. | Communicate our commitment to reconciliation to all staff. | February 2026 | RAP Chair |
| | Identify external stakeholders that our organisation can engage with on our reconciliation journey. | April 2026 | Lead: RAP Chair Support: RAP Coordinator |
| | Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. | April 2026 | Lead: RAP Chair Support: RAP Coordinator |
| 04 Promote positive race relations through anti-discrimination strategies. | Research best practice and policies in areas of race relations and anti-discrimination. | February 2026 | People & Culture Manager |
| | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | February 2026 | People & Culture Manager |



RESPECT

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|---|--------------------------|---|
| 05 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. | March 2026 | RAP Coordinator |
| | Conduct a review of cultural learning needs within our organisation. | March 2026 | People & Culture Manager |
| 06 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. | April 2026 | Lead: RAP Chair Support: RAP Coordinator |
| | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | April 2026 | RAP Chair |
| 07 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 2026 | RAP Coordinator |
| | Introduce our staff to NAIDOC Week by promoting external events in our local area. | June 2026 | RAP Coordinator |
| | RAP Working Group to participate in an external NAIDOC Week event. | First week in July, 2026 | RAP Coordinator |

OPPORTUNITIES

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|---|--|-------------------|--|
| <p>08 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p> | <p>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</p> | <p>May 2026</p> | <p>Lead: People & Culture Manager Support: RAP Coordinator</p> |
| | <p>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</p> | <p>May 2026</p> | <p>People & Culture Manager</p> |
| <p>09 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p> | <p>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</p> | <p>March 2026</p> | <p>Social Impact Coordinator</p> |
| | <p>Investigate Kinaway membership.</p> | <p>March 2026</p> | <p>People & Culture Manager</p> |





GOVERNANCE

| ACTION | DELIVERABLE | TIMELINE | RESPONSIBILITY |
|--|---|--------------------------|----------------------------|
| 10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | Draft a Terms of Reference for the RWG. | February 2026 | RAP Coordinator |
| | Maintain a RWG to govern RAP implementation. | September 2026 | RAP Chair |
| | Establish Aboriginal and Torres Strait Islander representation on the RWG. | December 2026 | People and Culture Manager |
| 11 Provide appropriate support for effective implementation of RAP commitments. | Define resource needs for RAP implementation. | February 2026 | Lead: RAP Chair |
| | Engage senior leaders in the delivery of RAP commitments. | February 2026 | RAP Chair |
| | Maintain a senior leader to champion our RAP internally. | February 2026 | RAP Chair |
| | Define appropriate systems and capability to track, measure and report on RAP commitments. | February 2026 | RAP Chair |
| 12 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 | RAP Coordinator |
| | Complete and submit the annual RAP Impact Survey to Reconciliation Australia. | 30 September, annually | RAP Coordinator |
| | Communicate our RAP progress to internal and external stakeholders | August 2026 – March 2027 | RAP Coordinator |
| | Register via Reconciliation Australia’s website to begin developing our next RAP. | December 2026 | RAP Coordinator |



FOR PUBLIC ENQUIRIES
ABOUT OUR RAP PLEASE CONTACT

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