



reece  
group™



Reece Australia

# Innovate Reconciliation Action Plan

February 2026 – February 2028



Artist  
Alisha F.  
at RAP Art  
reveal



# Our artwork story

## Alisha F. Artist bio

Alisha is a Wadawurrung artist who joined the Torch program in 2023. Alisha creates using acrylic on canvas and likes to include bodies of water, animals, and symbols in her paintings. Her artwork showcases her personal experiences, connection to her Country and Wadawurrung language.

As a young girl, Alisha, her sister and cousins would gather around Gran-Dad at the table and paint all together. He showed his ways of painting and Alisha has held those memories close, helping to shape the artist she is today.

Alisha hopes to pass on the feeling of contentment she gets when painting, and to open people's minds to culture, nature and First Nations mob. Painting takes Alisha away from the noise of the world and time stops still. Painting makes her feel confident and it is her way to share her stories and experiences in a way other than words.

## Water Sources Life (Ngubitj Sources Murrun) 2025

Water Sources Life shows the essential role of water in sustaining life, culture, and community. The vibrant orange areas represent Karrung Larr (meeting grounds), places of connection and gathering.

Flowing through the painting, the deep blues illustrate a riverway surrounded by land with waterholes. These elements together symbolise sanctuary, community, and the life giving force of water.

This work draws a connection between traditional Indigenous knowledge of irrigation and the modern values of Reece. For over 60,000 years, Aboriginal and Torres Strait Islander peoples have understood that water is not just a resource but the foundation of life. This painting reflects how both ancient and contemporary practices centre water as essential to living, building, and thriving.

Just as communities have always gathered where water flows, Reece continues to support families and communities through access to water and irrigation. Water sustains not only people but plants, animals, and entire ecosystems. It is, and always has been, the source of life.

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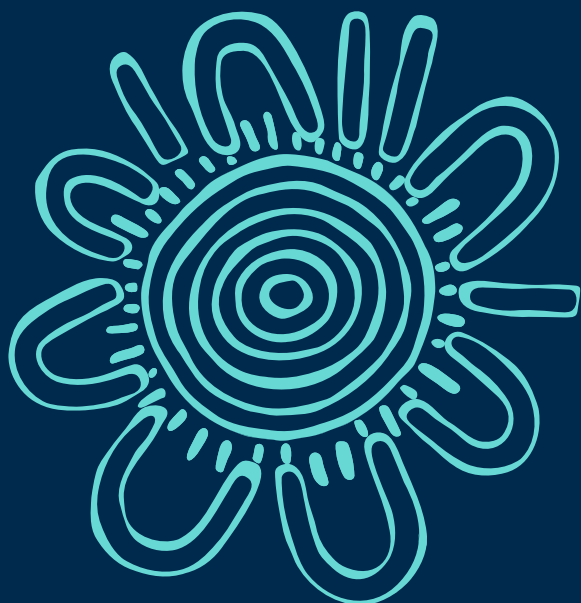
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Bardi Jawi Country –  
Dampier Peninsula



## Message from our CEO

For more than 100 years, Reece has been part of communities across Australia – communities built on the lands of First Nations Peoples. Our commitment to reconciliation is central to living our purpose and creating a more inclusive future.

I'm proud to introduce our third Reconciliation Action Plan. Our first two RAPs taught us that reconciliation isn't a destination it's an ongoing commitment that requires humility, action, and a genuine willingness to listen and learn.

This plan reflects our deep respect for Aboriginal and Torres Strait Islander team members, customers, and communities. It's about the choices we make every day who we partner with, how we recruit, and collaborate across our industry.

Our vision for reconciliation is clear, to create employment pathways, foster cultural understanding, and use our skill and expertise in clean water and sanitation to deliver tangible reconciliation that our teams can contribute to.

As leaders, we're accountable for turning these words into action and I'm personally committed to ensuring Reece plays its part in shaping a better tomorrow.

### **Adrian Palumbo**

Chief Executive Officer  
Reece Australia



# Message from CEO of Reconciliation Australia



Reconciliation Australia commends Reece Group on the formal endorsement of its third 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. Reece Group 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 Reece Group will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Reece Group 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.

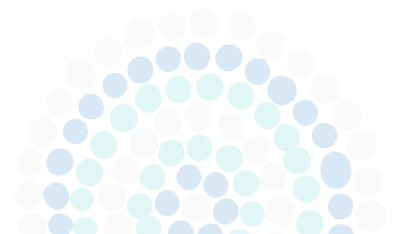
This Innovate RAP is an opportunity for Reece Group to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Reece Group will ensure shared and cooperative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

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

Congratulations Reece Group on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.

## **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



# Our vision for reconciliation

At Reece, our vision for reconciliation is a future where respectful relationships, equity, and shared opportunities are embedded across our business and the communities we serve. We are committed to building genuine, respectful relationships with team members, customers, and communities – relationships grounded in understanding, collaboration, and a deep connection with First Nations peoples.

We believe that access to clean water and sanitation is a fundamental human right and essential for community health and wellbeing. Yet, it is estimated that more than 400 remote or regional communities in Australia lack access to good quality drinking water, with First Nations communities disproportionately impacted. Through our partnership with Reece Foundation, we will continue to collaborate with Aboriginal and Torres Strait Islander communities to co-design and deliver sustainable water solutions. These partnerships are grounded in respect, listening, and shared knowledge, and reflect our commitment to supporting self-determination and long-term impact.

Our reconciliation journey is guided by the voices of Reece's First Nations Advisory Group and shaped by our partnerships with organisations such as the Clontarf Foundation. The Clontarf Foundation supports young Aboriginal and Torres Strait Islander men to attend school, complete Year 12, and transition into meaningful employment. Through sport-based engagement and mentoring, the program builds confidence, self-esteem, and life skills, empowering participants to succeed at school, in the workplace, and within their communities.

We are focused on creating meaningful opportunities for employment, education, and cultural learning, and embedding inclusive and respectful practices across our operations.

Reconciliation is a shared responsibility. At Reece, we are committed to fostering a workplace where cultural understanding and mutual respect are part of everyday life, living our purpose and values known as The Reece Way.

**Top:** Clontarf Broome Academy students on work experience at Reece Foundation project WA

**Middle:** Reece Plumbing Dubbo with school-based trainee Ray and second year apprentice plumber Zac, a previous trainee at the branch

**Bottom:** Reece Foundation volunteers on project with community – Dampier Peninsula, WA



# Our business

## About Reece

Reece Group is a proud Australian company with over 100 years of history, deeply embedded in the communities where we live and work.

Founded in 1920, Reece has grown to become a market-leading distributor of plumbing, bathrooms, waterworks, heating, ventilation, pools and irrigation, fire protection and refrigeration industries across Australia.

With a network of over 660 branches across urban, regional and rural Australia, we proudly support a diverse customer base, from small trade businesses to large-scale civil projects and government organisations.

We proudly employ over 5,500 team members, including 112 who identify as Aboriginal and Torres Strait Islander Peoples, whose contributions are a driving force behind our success.

Our purpose is to build a better world for our customers by being the best, and we live this every day through **The Reece Way**, a set of values that guide our decisions, shape our culture and inspire excellence in everything we do.

We are committed to creating inclusive, safe, and thriving workplaces that reflect the diversity of our communities, and we continue to explore how we work with team members, customers, suppliers, and the communities where we work, to influence positive change towards reconciliation.

## Sphere of influence





## The Reece Way

# Building a better world for our customers by being the best.



### Create customers for life

Understand your customers to help solve their problems. Build relationships and create loyalty.



### Be your best

Keep learning. Keep growing. Become your best and bring out the best in others.



### Team first

Work and grow together. And never let your team mates down.



### Entrepreneurial spirit

Drive the business as if it's your own. Treat every day like it's our first. Write the next chapter.



### Innovate big and small

Be one step ahead of our customer's needs. Continually improve – there is always a better way. Embrace change.



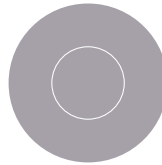
### Try. Try. Try.

Achieving anything worthwhile takes grit and resilience. Never give up.



### Own it

Lead by example and if something goes wrong, just fix it.



### Keep it simple

Make it clear. Cut the complexity and act quickly.



### Do the right thing

Be honest. Think about the impact of your actions on Reece and the world around you.



### Be humble

Listen first. Understand that success is a team sport. Show pride without ego.



# Our reconciliation journey

Reece is on a journey of listening, learning, and taking meaningful action to support reconciliation in Australia. Reece formalised its commitment to reconciliation with its first RAP in 2019, and we've progressed two Innovate RAPs since this time. Each step has deepened our understanding and strengthened our commitment.

## Guided by First Nations team members

A key learning has been the importance of ensuring that reconciliation is guided by the voices of those it affects most. We established a First Nations Advisory Group, whose insights and leadership have been instrumental in shaping this Innovate Reconciliation Action Plan (RAP). The Group's perspectives continue to guide us toward actions that are grounded in respect, relevance, and shared purpose.

### Jayde Forscutt

*Branch Manager and First Nations Advisory Group team member*

"Being part of the First Nations Advisory Group at Reece means a lot to me. I started my journey here 12 years ago, and now I'm a Branch Manager, but it's been more than just a career. I came through the Clontarf Foundation, which gave me the support and confidence I needed early on. That experience helped shape who I am today. Now, being in a position where I can share my story and help create more opportunities for mob coming through, it's something I'm really proud of. It's about making sure our voices are heard and showing that there's a place for us in business, leadership, and beyond".



## Improving access to clean water

At Reece, we believe that access to clean water and sanitation is a fundamental human right. Water is also at the heart of our business where our expertise and resources can make the greatest contribution to reconciliation and a more equitable Australia.

We are committed to working in genuine partnership with Aboriginal and Torres Strait Islander communities to improve access to water and sanitation in ways that reflect community priorities, leadership, and cultural values. Our approach is grounded in reciprocity, mutual understanding, and respect, fostering self-determination and enabling communities to lead initiatives that matter most to them.

In collaboration with the Reece Foundation, we proudly supported the delivery of the first clean water project at the Mimal Ranger base in Central Arnhem Land, an initiative shaped by the community's own knowledge and aspirations.

Over the past two years, the Reece Foundation has provided funding, technical design capability, and product expertise to support community-led projects such as:

- **The Bush Loo Project** in the Warddeken Indigenous Protected Area
- **The Wilya Janta Housing Initiative** in Tennant Creek

These projects reflect our commitment to deep listening and respectful engagement, acknowledging that water is essential for communities to thrive. Together with the Reece Foundation, we continue to support First Nations-led solutions that promote health, dignity, and opportunity.

**Top left:** Jayde Forscutt – Katherine Branch Manager

**Bottom left:** Traditional Cultural Leader Bryon Broome and Traditional Dance Leader Miss Nikkiya Broome-Tiger

**Right:** Lattrell, a 2025 Toolkit scholarship recipient, with Corey Flick Broome Branch Manager and Cody Lindsay-Smith Broome Assistant Manager

## Employment pathways

We've also seen the impact of employment as a powerful pathway to long-term change. As a proud partner of the Clontarf Foundation for over 5 years and officially becoming a National partner in 2024, we are creating opportunities for young Aboriginal and Torres Strait Islander men through mentorship, relationship-building, and meaningful employment. This partnership enables our teams across Australia to actively contribute to reconciliation in tangible and lasting ways.

These initiatives reflect our ongoing commitment to reconciliation, not just as a goal but as a shared responsibility. We're proud of the progress we've made, and we remain dedicated to genuine reconciliation.





## Pathways to the trade: Supporting plumbing apprentices through our Clontarf partnership

Together with the Clontarf Foundation, we've launched a tool scholarship initiative to support the future of the trade industry.

Starting an apprenticeship can be tough. Cost-of-living pressures can make it harder to stay the course. That's why we believe in setting students up for success from day one with the right tools, the right support, and the right opportunities.

One way we support students in completing apprenticeships and transitioning into the early years of their plumbing career is to set them up for success with the right tools. In 2025, we equipped 10 Clontarf alumni, now plumbing apprentices, with an essential toolkit. These tools represent not just a trade, but a future shaped by opportunity, empowerment, and community support.

We work collaboratively with Clontarf Foundation to support students to gain work experience or employment at Reece branches around Australia. Reece has proudly been supporting young people realise their potential through school-based trainees known as the ASbA program. As of June 2025, through the Clontarf Foundation and the ASbA program, we have 7 students in the program with a further 9 alumni employed across Reece, a number we hope to grow through the continued partnership.

### Marcus Harrold

*Clontarf General Manager Employment*

"On behalf of the young Indigenous Clontarf men who have commenced their plumbing apprenticeships, I would like to extend our sincere thanks to Reece for its generous support. First- and second-year apprentices often face a steep learning curve, balancing the demands of full-time work, adapting to a new professional environment, and meeting the expectations of their trade. The financial pressure of earning a training wage, combined with the cost of essential tools and equipment, adds further challenge to this formative period.

The Reece Toolkit Scholarship has made a significant difference, helping to alleviate some of these pressures for apprentices across the country. Your support has not only eased their financial burden but has also reinforced their sense of value and belonging within the industry. Thank you once again for your commitment to supporting the next generation of Clontarf Indigenous tradesmen."

**Top:** Jacob Krusche, Reece Regional Leader on Camp with Clontarf Foundation students

**Middle:** Zac from Mainline Plumbing and Civil and Reece Toolkit Scholarship recipient

**Bottom:** Clontarf Foundation student during work experience

Gunamidjindawa (Saltwater) Mural created during Darwin Art Festival by Jason Lee



# RAP milestones timeline

The following section outlines the significant milestones achieved as part of the RAP (Reconciliation Action Plan) journey, highlighting key activities, partnerships, and ongoing commitments from 2017 through 2025. This timeline showcases Reece's dedication to reconciliation, cultural awareness, and support for First Nations communities.

## 2017

Consultation commenced for our first RAP, marking the initial step toward a structured and strategic reconciliation journey.

## 2019

The first RAP was launched, and a dedicated working group was formed to drive the initiative forward. This period set the foundation for subsequent milestones and engagement.

The first RAP polo, featuring artwork by Marcus Lee, was introduced symbolising a commitment to embedding cultural recognition into the workplace.

## 2020

A formal partnership was established with the Clontarf Foundation, strengthening ties with First Nations communities and supporting Indigenous youth development.

## 2021

A cultural handbook was developed to ensure best practice and understanding.

## 2022

Reece's second Innovate RAP was launched.

Launched Reece's first online cultural learning module.

Executive Senior Leadership Team (SLT) participated in an on-Country day with the Spirit Group, fostering deeper cultural awareness and understanding.

## 2023

Reece became a national partner of the Clontarf Foundation, expanding support for Indigenous youth across Australia.

Artwork Mural at Reece Plumbing branch in Stuart Park NT – Created during Darwin Art Festival by Jason Lee, Gunamidjinawa (Saltwater).

During NAIDOC Week Reece hosted dance group Bandok Tati at The Works and celebrated NAIDOC Week at the Sydney Distribution Centre.

Established the First Nations Advisory Group to provide ongoing guidance and feedback.

Updated our anti-discrimination e-learning resources to enhance cultural safety.

Commissioned a mural at the Perth Distribution Center, created by artist Kevin Bynder.





## 2024

Launched the second RAP polo, with Ash Thomas unveiling the new RAP polo and participating in a Q&A session at The Works.

Initiated the first clean water and sanitation project in the Northern Territory in partnership with Mimal Land Corporation and the Reece Foundation.

Reece Foundation Grant program supported the Bush Loo Project at the Nawarddeken Academy.

Celebrated NAIDOC with a painting workshop by Bailey Misfud, also known as Merinda Gunya.

Introduced a toolkit scholarship for Indigenous plumbing apprentices in collaboration with the Clontarf Foundation.

## 2025

Featured an art exhibition by The Torch at The Works in celebration of NAIDOC Week.

Conducted face-to-face cultural awareness training for key leaders.

Reece Foundation Grant program supported Warddeken Land Management to build accessible toilet facilities for the Kabulwarnamyo community.

Six leaders participated in an immersive on-country camp, traveling to Far North Queensland, Alice Springs, and the New South Wales North Coast. This experience, facilitated by The Clontarf Foundation, deepened their understanding of Indigenous culture and strengthened relationships with local communities.

Along with product expertise and guidance from Reece, the Reece Foundation Grant program supported the Wilya Janta Housing Initiative in Tennant Creek.

The second clean water and sanitation project with the Reece Foundation took place on the land of the Bardi Jawi people on the Dampier Peninsula in Western Australia.

Began developing a new RAP commitment and commissioned artwork by Alisha F. from The Torch.

Continued the toolkit scholarship program for Indigenous apprentices.



## Other Ongoing Milestones

Annual call to action for online learning, with increased participation observed during NAIDOC and Reconciliation Week. To date, over 3,000 people have completed online learning modules.

Installation of voluntary Acknowledgment of Country plaques at branches, developed in consultation with local land management groups.



## Case study

### Mimal Water & Sanitation Project

In 2024, Reece Foundation, Reece, and partner IWSH, were proud to collaborate with Mimal Land Management Aboriginal Corporation (MLM) to deliver a customised water infrastructure solution that meets the development needs of the community.

Mimal Land Management Aboriginal Corporation (MLM) is an independent Indigenous run not-for-profit, responsible for taking care of 20,000 square kilometres of diverse land systems in south-central Arnhem Land, Northern Territory.

To grow and improve their activities, MLM has established a plan to expand their base of operations - the Mimal Ranger Base.

As the hub between the two remote communities of Bulman and Weemol, the Mimal Ranger Base not only cares for Country through controlled burning, feral animal management and other traditional land management practices, it has become a central meeting place, providing cultural programs, community services and vocational education to the local community.

Maintaining these vital services required reliable water infrastructure. The hardness of the water was at extreme levels, causing damage to equipment and infrastructure and creating challenges for the Base.

Together IWSH, Reece Foundation and Reece co-designed a water solution with Mimal Land Management to ensure it met the development needs of the community and supported the ambitions of their Healthy Country Plan, now and into the future.

13 Reece Foundation trade volunteers from across Australia came together and delivered:

- Four 27,000L rainwater tanks and catchment infrastructure for drinking water
- A water treatment solution to access bore water on site, removing calcium and minerals from the water
- A custom quick-fill tank system for rangers to efficiently load their spray tanks during firefighting and weed control operations

Consultation with Elders, rangers and the management team resulted in a fit-for-purpose water infrastructure solution that will support the community's needs now and into the future.

**Top Left:** Mimal Rangers testing the new custom quick fill tank installed at the Mimal Ranger Base

**Middle Left:** On Project with Reece customer volunteers and CEO of Mimal Land Corporation Dominici

**Bottom Left:** Reece Foundation apprentice volunteers

# Case study

## The ‘Bush Loo Project’

### Grant Recipient:

*Karrkad Kanjdji Trust (KKT).*

Carried out on Manmoyi and Mummadawerre outstations – Warddeken Indigenous Protected Area.

2024 brought a focus to our Reece Foundation grant program to fund more initiatives closer to home. As part of our commitment to collaborate with First Nations communities to work towards better access to clean water and sanitation, we funded the ‘Bush Loo Project’ aimed at improving sanitation for schools in a remote First Nations’ community.

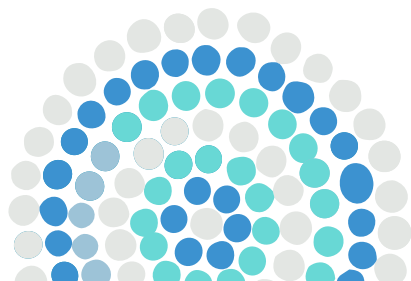
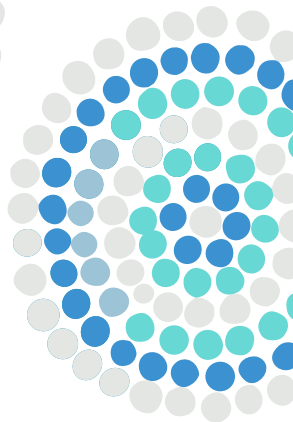
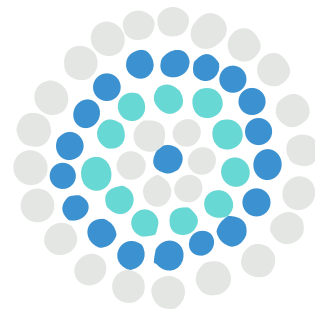
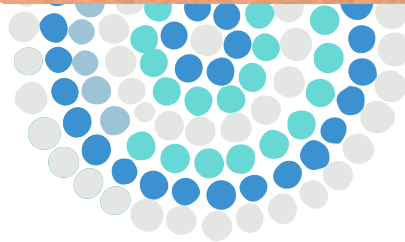
Access to sanitation is an ongoing challenge for remote communities due to high infrastructure costs, harsh seasonal conditions, infrequent access to maintenance support especially in the wet season, and the need for culturally appropriate solutions. Without clean and functional toilets, students can struggle with health and their school attendance, often needing to go home to access the toilet.

Our grant program supported KKT to install new purpose built toilets at the Manmoyi and Mamardawerre campuses of Nawarddeken Academy, an independent school for children of Traditional Owners who work as rangers in West Arnhem Land.

The project aimed to contribute to community wellbeing by improving health, hygiene and access to education, while also supporting community sustainability so families can remain on Country to continue their conservation work.

“...heartfelt thanks to The Reece Foundation for your belief in KKT and the extraordinary work of our partner organisations... the Bush Loo Project contributes to a very real impact on young Nawarddeken children, their families and communities, and ultimately on the region’s future.”

*Stacey Irving,  
CEO, Karrkad Kanjdji Trust*



## Case Study

### Oolah (Water) Project: Delivering Safe Water to Lullumb and Mudnunn

For nearly two decades, the communities of Lullumb and Mudnunn, home to the Bardi Jawi people on the Dampier Peninsula in Western Australia, have lived without access to safe, clean water on Country. The presence of a deadly pathogen, *Naegleria Fowleri*, posed a serious health risk.

Traditional Owners, Bolo and Rosanna Angus, have long worked with their communities to keep culture and language alive. They saw access to safe water on Country as an essential component to support their culture and community to thrive.

Bolo, a plumber by trade, worked closely with Reece Foundation and industry experts to design a solution that was right for community.

With skills of eleven incredible trade volunteers, the solution was implemented across two weeks in October 2025.

Working alongside community, Reece Foundation volunteers had the opportunity to not only share their skills but learn more about culture and Country and deepen their understanding of the impact their skills were having.

#### Project Outcomes

- Installation of a water treatment system at the bore
- 2 km of trenching and pipework completed
- Construction of 3 ablution blocks
- Installation of 2 filtration systems
- A bespoke solar system powering pumps, filtration, ablution blocks, and some household supply

This project delivered safe drinking water and, in doing so, strengthened community resilience and showcased the power of collaboration between the trade industry and local communities.

“Being part of the Oolah Project was more than just plumbing work for me, it was about giving back to community and creating lasting impact. Volunteering my time reminded me how powerful collaboration can be when we come together to make a difference.”

*Chris Malcolmson,  
Reliable Plumbing and Reece Foundation Volunteer*

**Top:** Reece Foundation Volunteers Chris Malcolmson and Ticara Argent

**Middle:** Josh drinking clean safe water on Country for the first time.

**Bottom:** Reece Foundation volunteers Ticara, Bonnie and Eilish with Reece Foundation Volunteer Coordinator Sarah



## Bringing Reconciliation to Reece



“My role in the Transport Team at Reece focuses on ensuring the efficient movement of goods across our branch network, but through my involvement in Reece Foundation projects I’ve had the privilege of seeing firsthand how access to essential goods can make a real difference in people’s lives. Helping coordinate freight to remote communities isn’t just about logistics, it’s about partnership, connection and respect.

Supporting the Foundation means actively contributing to reconciliation, not just through symbolic gestures, but through practical action. It’s incredibly rewarding to know that my everyday work and the collective support from the Foundation makes real impact to communities. Playing a small part in these projects makes me proud of how we come together with cultural awareness, shared responsibility and a genuine desire to make a difference.”

**Jacqui Connell**

*National Logistics Coordinator*



## Career spotlight



I've been part of Reece for 12 years, and over time I've come to realise that my journey here has been more than just a career, it's been a reflection of who I am, what I value, and the legacy I want to leave behind.

Most of my time at Reece has been spent in the Credit team, where I've held various leadership roles. It's been a space where I've grown professionally, learned to lead with empathy, and built strong relationships. I knew early on in my career at Reece what mattered most to me are the people I get to work with every day and the type of culture I want to walk into every morning, whether that was in my immediate team, teams around me or out in the branch network. I've always felt a deep sense to connect and build relationships, and that has ultimately helped shape me into who I am today.

I'm a proud Taungurung woman. I carry with me the values my family instilled in me, to lead with integrity, kindness, and a determination to uplift community. That pride is what led me to join the RAP (Reconciliation Action Plan) Working Group at Reece in 2023. I knew I wanted to continue my family's legacy by contributing to change and standing up for what matters. Through RAP, I met incredible leaders who saw something in me, who believed in me even before I fully believed in myself.

That belief gave me the courage to make one of the biggest decisions of my career, to accept the role of Social Impact Advisor which then led to me becoming the RAP Advisor. Shifting careers is never easy, but at Reece I've never felt alone. My leaders and mentors have believed in me, challenged me, and most importantly, created a safe space where I could question the status quo and imagine new ways of doing things.

Reconciliation isn't just a word, it's a responsibility. I'm determined to bring genuine reconciliation to our communities, and I believe it starts with all of us. True reconciliation means leaning in, listening deeply, and being willing to change. It's not just for First Nations people it's for everyone. And at Reece, I've seen what's possible when a company commits to that journey.

I am living proof of reconciliation at Reece. The way I've been supported, uplifted, and encouraged to lead with authenticity is a testament to what reconciliation can look like in action. It's not perfect, and it's not finished but it's real. And I'm proud to be part of it.

**Rikki-lee Madder**

RAP Advisor



# Our RAP



What began as a formal commitment has gradually become part of how we show up every day across our branches, in our leadership, and in the way we connect with one another.

A key part of this journey has been our partnership with the Clontarf Foundation. It's been incredible to see how our branch network and leaders have embraced the

opportunity to connect with Clontarf students from hosting site visits, attending events, and building relationships that extend beyond the workplace. The impact of these interactions has been felt across our teams and they are creating a workplace of respect and shared purpose.

Our capability across the business has grown over time in meaningful ways. Through online learning modules, in-person cultural awareness training with key leaders and members of our First Nations Advisory Group, and by supporting our leaders to go on Country, we've built a deeper understanding of First Nations cultures and histories. These experiences have helped shape a more thoughtful and inclusive approach to how we work.

As we submit our new Innovate Reconciliation Action Plan I'm proud of the progress we've made and energised by the path ahead. Reconciliation is not a single milestone, it's a shared commitment we can all be proud to lean into.

## Mark Young

General Manager Plumbing and  
RAP Senior Executive Sponsor

## Reece is proud to continue our journey of reconciliation through the development of our third Innovate Reconciliation Action Plan (RAP).

This plan reflects our ongoing commitment to strengthening respectful relationships with Aboriginal and Torres Strait Islander peoples, celebrating the richness and diversity of First Nations cultures, and creating meaningful opportunities for collaboration and learning across our business.

We have taken a thoughtful and inclusive approach to shaping this RAP. We began by reflecting on the achievements and learnings from our previous RAP and identifying areas where we can grow and deepen our impact. Insight sessions were held with our First Nations Advisory Group, our RAP Working Group, and team members across Australia who chose to participate. We also spoke with First Nations customers and RAP organisations within our industry and were guided by our partners, Cox Inall Ridgeway and Spirit Group, to shape our commitment.

These conversations provided valuable perspectives that have directly informed the goals and actions in this plan.

Executive Leaders will act as RAP Co-Sponsors, providing visible commitment and accountability for delivering on our RAP commitments. They will work in partnership with our RAP Advisor and First Nations Advisory Group Lead, Rikki-Lee Madder, and the RAP Working Group to guide implementation, monitor progress, and remove barriers to success.

The RAP Working Group brings together passionate individuals from all areas of the business to drive actions, share insights, and embed reconciliation into everyday practice. This collective effort ensures that reconciliation is not just a set of initiatives, but a core part of how we operate and engage with our people, partners, and communities.



Our RAP Working Group includes two Aboriginal and Torres Strait Islander representatives, ensuring First Nations voices are central to our planning and decision making. The First Nations Advisory Group continues to guide our focus areas and will work collaboratively with the RAP Working Group to support culturally informed outcomes.

We are also supported by strong relationships with external First Nations consultants, including **Spirit Group** and **Cox Inall Ridgeway**, who provide cultural insight, strategic advice and mentorship to strengthen our reconciliation journey.

Our RAP is structured around the Innovate framework and includes both Reconciliation Australia’s core deliverables and Reece-specific initiatives. It is a living document, designed to evolve as we grow in our understanding and deepen our engagement with First Nations communities. Through this plan, we aim to foster a workplace culture that values truth-telling, mutual respect, and shared responsibility.

We are proud of the collaborative effort that has shaped this RAP and are committed to delivering on its goals with integrity, transparency, and respect.

MEMBER	POSITION TITLE
<b>Mark Young</b>	General Manager, Plumbing and RAP Senior Executive Sponsor
<b>Kristen Reynolds</b>	Chief Communication Officer and RAP Senior Executive Sponsor
<b>Craig Templeton</b>	Chief Technology Officer and RAP Senior Executive Sponsor
<b>Rikki-lee Madder</b>	RAP Advisor and First Nations Advisory Group Lead
<b>Nick Gricks</b>	Operations Leader Reece Onsite, National Contracts and RAP Working Group Chair
<b>Kyle Fowler</b>	Branch Manager Civil Orange NSW and First Nations Advisory Group Member
<b>Kirsten Hartman</b>	Inclusion Lead
<b>Breht Townsing</b>	National Contracts Business Development Manager
<b>Patrick O’Neil</b>	Region Leader FNQ
<b>Brandon Smith</b>	Regional Leader HVAC NSW
<b>Rachel McGrogan</b>	Social Impact Manager
<b>Jacqui Connell</b>	National Logistics Coordinator
<b>Kate Muslayah</b>	Digital Products Lead
<b>Jason Galea</b>	Project Lead Waterworks
<b>Mathew Graham</b>	Branch Manager Actrol Port Melbourne VIC

# Innovate RAP

## Focus Areas



Relationships



Respect



Opportunities



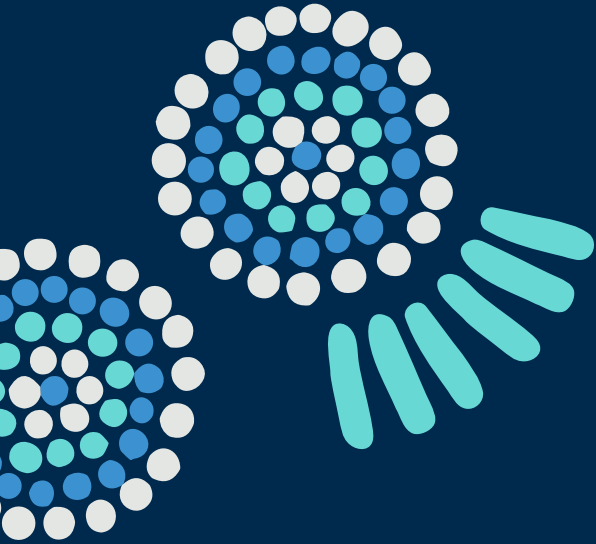
Governance



## Focus area

# Relationships

At Reece, building strong relationships is at the heart of our customer relationships, our business strategy and our reconciliation approach. Guided by our values, we are committed to respectful collaboration through genuine partnerships, cultural learning and community led initiatives. We aim to listen, collaborate and act with respect, living our commitment to creating a safe and inclusive workplace to support customers and team members to be their best.



## ACTION

### 01

Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

### 02

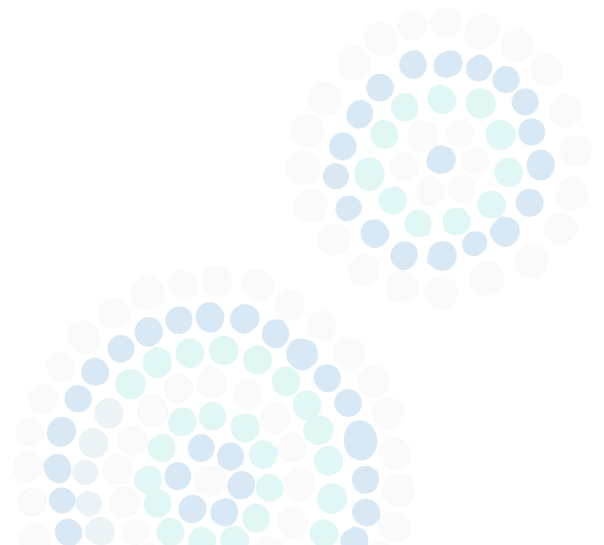
Build relationships through celebrating National Reconciliation Week (NRW).

### 03

Promote reconciliation through our sphere of influence.

### 04

Promote positive race relations through anti-discrimination strategies.



**DELIVERABLE****TIMELINE****RESPONSIBILITY**

Continue to build relationships, engage and work with local Aboriginal and Torres Strait Islander stakeholders and organisations, and to develop guiding principles for future engagement.

February 2026,  
February 2027

RAP Advisor and  
RAP Working Group

Establish and implement guiding principles to work with Aboriginal and Torres Strait stakeholders and organisations.

Strengthen and Expand the First Nations Advisory Group.

March 2026,  
March 2027

First Nations Advisory Group  
Lead and Senior Leadership  
Team

Establish clear process for First Nations Advisory Group to be heard at Executive level.

Circulate and promote Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to our employees.

1 May 2026,  
2027

Chief Communications  
Officer and RAP Advisor

RAP Working Group members to participate in an external NRW event.

27 May- 3 June,  
2026, 2027

Chair of RAP Working Group,  
Senior Leadership Team and  
RAP Working Group

Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.

27 May- 3 June,  
2026, 2027

Chair of RAP Working Group  
and RAP Advisor

Organise one NRW event each year.

27 May- 3 June,  
2026, 2027

RAP Advisor and  
RAP Working Group

Register all our NRW events on Reconciliation Australia's NRW website.

May 2026,  
May 2027

RAP Advisor

Continue to support our employees and customers to actively participate in reconciliation through our partnerships with Clontarf Foundation and the Reece Foundation. This is done by attending events and volunteering in community-led project.

February 2026,  
February 2028,

RAP Advisor, Senior  
Leadership Team

Communicate our commitment to reconciliation publicly through our social media platforms and websites.

February 2026

Chief Communications Lead

Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation. Connect with customer and industry partners who have a reconciliation commitment to identify shared goals for collaboration.

March 2026,  
March 2027

Senior Leadership Team  
and RAP Advisor

Continue to review policies and procedures in collaboration with external partners and the First Nations Advisory group.

June 2026,  
June 2027

Engagement and Inclusion  
Lead and RAP Advisor

Review our grievance process with First Nations Advisory Group, to ensure it considers and reflects the needs of First Nations team members.

March 2026,  
March 2027

Engagement and Inclusion  
Lead and RAP Advisor

Continue to work alongside First Nations Advisory Group to review anti-discrimination policies and guidance.

Ongoing

Engagement and Inclusion  
Lead and RAP Advisor

First Nations Advisory Group to work with community Elders to develop truth-telling sessions.

November 2026

First Nations Advisory  
Group Lead

Run sessions with the RAP Working Group and Seniors Leaders.

Strengthen respectful relationships between First Nations and non-Indigenous peoples by creating culturally safe spaces for truth-telling, led by Reece's First Nations Advisory Group, that foster shared understanding, empathy, and connection.



## Focus area

# Respect

Respect shapes our relationships, within our teams, with our customers and suppliers, and through our partnerships. It guides us in building inclusive, diverse, and culturally aware ways of working. Guided by leadership of our First Nations Advisory Group and our partnerships with the Reece Foundation and the Clontarf Foundation, we are embedding cultural understanding and inclusive practices across our business.

### ACTION

**05**

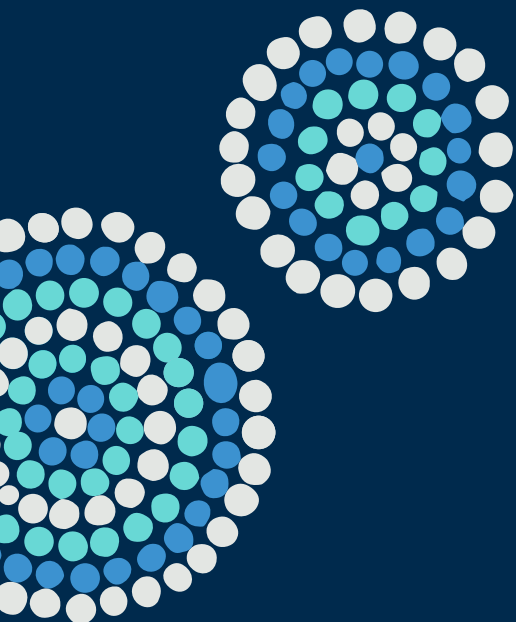
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

**06**

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

**07**

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.





DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>Continue to review and build on Cultural Learning strategy at Reece in collaboration with the First Nations Advisory Group and external partners.</p> <p>Continue to create opportunities for cultural learning across Reece, and be guided by and work with the First Nations Advisory Group and Traditional owners to continually review learning needs and approach across Reece.</p>	September 2026	Engagement and Inclusion Lead and RAP Advisor
<p>Provide opportunities for leaders, RAP Working Group members and other team members to participate in formal and immersive on Country cultural learning, through our partnership with the Clontarf Foundation and Reece Foundation.</p>	April 2026, April 2027	Engagement and Inclusion Lead and RAP Advisor
<p>Review and expand our existing online learning modules to deepen team members' understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, knowledge systems and rights.</p>	February 2027	Learning Experience Lead, Engagement and Inclusion Lead
<p>Continue to review, improve and update Reece's cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country, in consultation with Aboriginal and Torres Strait Islander Peoples.</p>	June 2026	Engagement and Inclusion Lead, RAP Advisor and Chief Communications Officer
<p>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</p> <p>Connect with Local Traditional Owners and land councils to establish a relationships in new branch areas, and engage for Welcome to Country for new branch openings where possible.</p>	March 2026, March 2027	Property Lead and RAP Advisor
<p>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</p>	Ongoing	Chair of RAP Working Group
<p>RAP Working Group to participate in an external NAIDOC Week event.</p>	July 2026, July 2027	Chair of RAP Working Group
<p>Review our ways of working to remove barriers to employees participating in NAIDOC week and other significant cultural events.</p> <p>Provide learning resources for employees to build their cultural understanding and appreciation around the importance of NAIDOC week.</p>	July 2026, July 2027	Engagement and Inclusion Lead and RAP Advisor
<p>Promote and encourage participation in external NAIDOC events to all employees.</p>	July 2026, July 2027	Chair of RAP Working Group and RAP Working Group





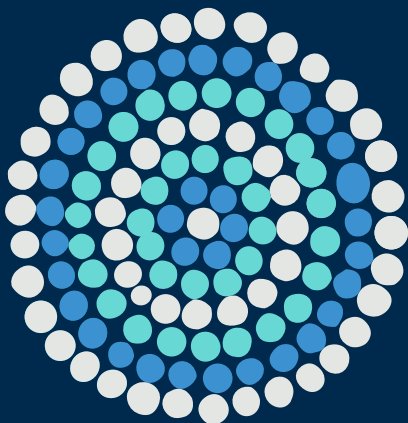
## Focus area

# Opportunities

At Reece, we believe that partnering with Aboriginal and Torres Strait Islander peoples is essential to building a more equitable and inclusive Australia.

Our journey is guided by the leadership and insight of our First Nations Advisory Group, whose cultural knowledge, strategic advice, and lived experience ensure our actions are respectful, relevant, and impactful. Their voices help us identify barriers, co-design meaningful solutions, and shape initiatives that reflect the priorities and aspirations of First Nations communities.

As part of this commitment, we're focused on creating strong employment pathways and professional development opportunities that support the growth, retention, and success of our First Nations team members, who are the driving force behind Reece's continued success.



## ACTION

# 08

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

# 09

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

# 10

Strengthen gender-inclusive employment pathways by identifying and engaging with organisations that support Aboriginal and Torres Strait Islander women.

# 11

Through our partnership with Reece Foundation, collaborate with First Nations organisations, communities and Reece customers to develop sustainable water solutions to support wellbeing and health outcomes.

**DELIVERABLE****TIMELINE****RESPONSIBILITY**

Build understanding of current Aboriginal and Torres Strait Islander team members to inform future employment and professional development opportunities.

September 2026

Engagement and Inclusion Lead and RAP Advisor

Create a strategy that supports the development of the First Nations Advisory Group.

First Nations Advisory Group to consult on employment strategy for Reece Group.

September 2026

Engagement and Inclusion Lead and RAP Advisor

Create a retention and professional development strategy for existing employees.

November 2026

Engagement and Inclusion Lead, Talent Lead and RAP Advisor

Create a professional and capability program for existing employees.

Create a mentorship program for Aboriginal and Torres Strait Islander team members completing professional and capability programs.

Maintain our partnership with Clontarf Foundation to deliver on our commitments to create and invest in equitable job opportunities for young Aboriginal and Torres Strait Islander people.

March 2026, March 2027

Senior Leadership Team and RAP Advisor

Review our processes to ensure there are no barriers to attracting Aboriginal and Torres Strait Islander people.

August 2026

Engagement and Inclusion Lead and RAP Advisor

Maintain Supply Nation membership.

1 May 2026, 2027

Chief Communications Officer and RAP Advisor

Review and implement an Aboriginal and Torres Strait Islander procurement strategy.

27 May- 3 June, 2026, 2027

Chair of RAP Working Group, Senior Leadership Team and RAP Working Group

Scope opportunities to work with First Nations owned businesses to inform our procurement approach.

27 May- 3 June, 2026, 2027

Chair of RAP Working Group and RAP Advisor

Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.

27 May- 3 June, 2026, 2027

RAP Advisor and RAP Working Group

Identify and engage with organisations that focus on employment, education, and leadership development for Aboriginal and Torres Strait Islander women.

July 2027

Senior Leadership Team, RAP Working Group and RAP Advisor

Through the Reece Group female leadership program explore mentorship program opportunities for Aboriginal and Torres Strait islander women.

Deliver one clean water and sanitation project per annum of the RAP – two projects in total.

March 2026  
March 2027

Social Impact Manager, Senior Leadership Team and RAP Advisor

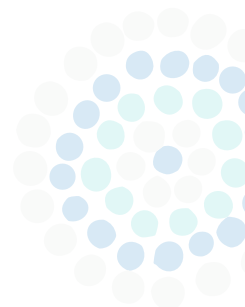
Co-create project design with community Elders and representatives to ensure an appropriate and sustainable solution.

Reece Foundation will consult with the Reece First Nations Advisory group on project scope and engagement principles.

Reece will support the technical design of projects, provision of product and expertise.

Reece to support with their customer and supplier involvement with projects.

Reece to continue collaborating with the Reece Foundation to embed senior leadership in meaningful learning experiences through clean water projects that support Aboriginal and Torres Strait Islander communities.





Focus area

# Governance

## ACTION

**12**

Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

**13**

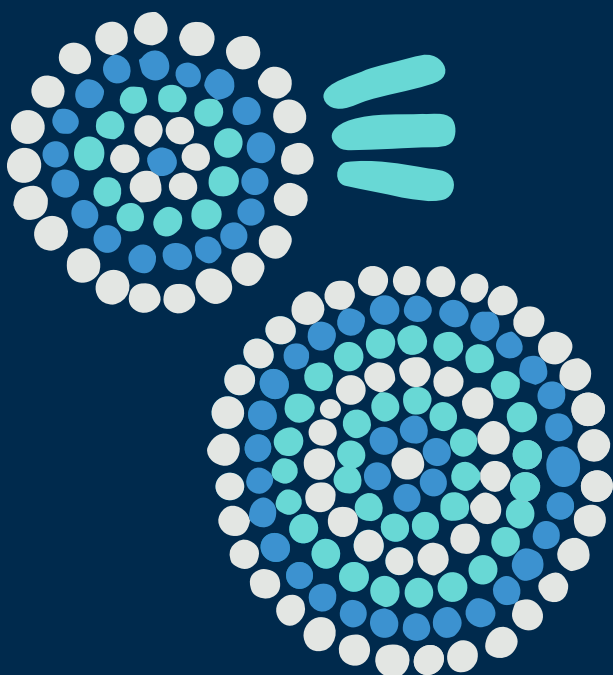
Provide appropriate support for effective implementation of RAP commitments.

**14**

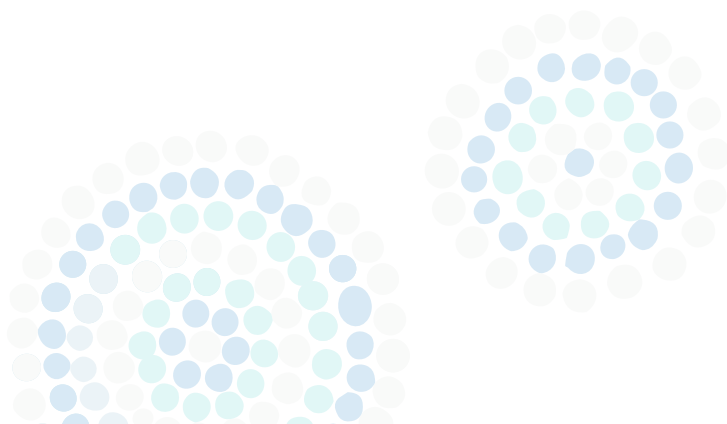
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

**15**

Continue our reconciliation journey by developing our next RAP.



DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group (RWG).	February, annually	RAP Advisor
Establish and apply a Terms of Reference for the RWG.	March 2026	RAP Advisor and RAP Working Group
Meet at least four times per year to drive and monitor RAP implementation.	October, February, July 2026 - 2028	RAP Advisor
Define resource needs for RAP implementation.	February 2026	RAP Advisor
Engage our senior leaders and other employees in the delivery of RAP commitments.	Quarterly	Chair of RAP Working Group and RAP Working Group
Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2026	RAP Advisor
Appoint and maintain an internal RAP Champion from senior management.	February, annually	RAP Advisor and RAP Working Group
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 Advisor
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	RAP Advisor
Report RAP progress to all staff and senior leaders quarterly.	Quarterly	Chair of RAP Working Group and Chief Communications Officer
Publicly report our RAP achievements, challenges and learnings, annually.	October, annually	Chief Communications Officer and RAP Advisor
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Annually	RAP Advisor
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2028	RAP Advisor
Register via Reconciliation Australia's website to begin developing our next RAP.	August 2028	RAP Advisor





**reece**  
group™

**Contact details**

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