

INNOVATE

Reconciliation Action Plan

Annual Report 2024/25



RECONCILIATION
ACTION PLAN

INNOVATE



RAP Artwork:
"Growth in Unity"
Artist: Leah Cummins



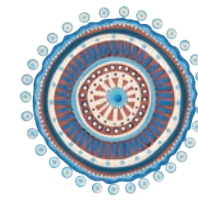
Scan here to learn
more about the
artwork



Acknowledgement of Country

We acknowledge the Traditional Owners and Custodians of the land in which we live and work. We honour and respect the cultural heritage, customs and beliefs of all Aboriginal and Torres Strait Islander peoples and we pay our respect to their Elders past, present and emerging.

We recognise it is our collective efforts and responsibility as individuals, communities and businesses to ensure equality, recognition and advancement of Aboriginal and Torres Strait Islander peoples across all aspects of society and everyday life.



Executive summary

As we mark the completion of the first year of our third Innovate Reconciliation Action Plan (RAP), we reflect on the meaningful progress we've made with pride and renew our commitment to the journey still ahead.

Our RAP is more than a strategic initiative, it is a tangible expression of our respect for Aboriginal and Torres Strait Islander Peoples, cultures, and histories.

Over the course of the year, we have focused on developing greater opportunities for meaningful employment, business partnerships, and employee engagement and education, to strengthen relationships with First Nations communities, expand on our cultural awareness, and lay the foundation for lasting partnerships with Aboriginal and Torres Strait Islander businesses and stakeholders.

Key highlights from our first year include:

- Delivering cultural awareness training across all locations to build understanding and foster a more inclusive workplace.
- Increasing our procurement spend with Indigenous businesses and engaging with First Nations suppliers.
- Engaging apprentices and trainees to ensure we are providing accessible pathways to employment and increasing representation of Aboriginal and Torres Strait Islander Peoples across our organisation.
- Marking significant dates such as NAIDOC Week and National Reconciliation Week with meaningful events and participation.

These achievements have been made possible through the collective efforts of our people and the support of our RAP Working Group, who have helped championed our goals at every level.

We are grateful for the contributions and voices of our Aboriginal and Torres Strait Islander employees and partners, who continue to guide and challenge us.

While we are proud of our progress, we recognise the path to reconciliation is enduring and there is still much work to be done.

As we look to the year ahead, we remain focused on deepening our impact, listening and learning, and ensuring our actions support a more sustainable future.

Our vision for reconciliation is to enable equal participation for Aboriginal and Torres Strait Islander Peoples across the nation-building projects we deliver. We will achieve this by delivering meaningful opportunities and pathways to employment, enhancing supplier diversity, and fostering a workforce and environment that embraces, respects, and celebrates the diverse cultures of First Nations Peoples.

Timeline

June 2024

- Project Ceres team took part in a local Walk for Reconciliation in Karratha for NRW.



- In support of NRW our Future Generation JV on Snowy 2.0 participated in a cultural awareness training session with local First Nations knowledge educator Shane Herrington from Wolgalu Footprints and held two smoking ceremonies on-site.



- We celebrated NRW, with a 'Lunch and Learn' screening of the acclaimed documentary "In My Blood It Runs".



July 2024

- We proudly launched our third Innovate RAP, endorsed by Reconciliation Australia, in celebration of NAIDOC Week.



- Our Boorloo (Perth) team were joined by Simon Forrest to help us launch our new RAP.



- Our Mianjin (Brisbane) team were joined by Mayi woman, Leah Cummins, to unveil her artwork 'Growth in Unity', our third RAP artwork.



- NAIDOC Week Collaborative Art Session Gadigal (Sydney) with Aboriginal artist, Luke Penrith.



- We proudly renewed our partnership with Stars Foundation for the fourth consecutive year.



August 2024

- We proudly renewed our partnership with Clontarf Foundation for the tenth consecutive year.



- Clontarf Foundation visited our Waitsia Gas Project Stage 2 site.



September 2024

- Our Project Ceres team participated in Stars Foundation - Australia's Futures Forum in Karratha.



- Our North East Link team celebrated their partnership with Aboriginal-owned renewable energy provider, Yurringa Energy for Indigenous Business Month.



October 2024

- Our Project Ceres team proudly entered into a partnership with aboriginal-owned and operated Waru Vehicle Hires.



- Cultural Confidence Training Sessions held across Boorloo (Perth), Mianjin (Brisbane), and Gadigal (Sydney) lead by Bradlee Commins, founder of Aboriginal-owned BC Consulting.



November 2024

December 2024

- North East Link proudly announce partnership with Willan Program.



February 2025

- In collaboration with the Parklife Metro Consortium, we launched the 'We Build Future Leaders: Aboriginal and Torres Strait Islander Scholarship initiative' with Western Sydney University.



- We joined the Annual Clontarf Foundation WA Year 12 Leadership Morning Tea, celebrating the achievements of Clontarf students from the WA Central, Northern and Southern Clontarf Academies.



March 2025

- We proudly renewed our Starlight Foundation Healthier Futures Initiative partnership in celebration of National Close the Gap Day.



- Our Project Ceres team attend Business After Hours Events and Business Builder Workshops, supporting and connecting with local Indigenous businesses in Karratha.



- We attended the 2025 Clontarf Cup Football Carnival, which brought together more than 200 young Aboriginal and Torres Strait Islander men from Clontarf academies across Western Australia to compete for the prestigious trophy.



May 2025

- Our North East Link team proudly celebrated three major wins at the 2025 CCF Victoria People & Training Awards through their partnership with the Willan Program.



- North East Link recognised in the Diversity and Inclusion category for driving social impact through innovative procurement, this nomination celebrates the team's partnership with Yurringa Energy.



- To recognise National Reconciliation Week, our teams across Australia joined National Reconciliation Week Webinar: Bridging Now to Next – Reflections and Actions for Allies, hosted by Aboriginal Elder Aunty Munya Andrews and her non-Indigenous ally.



- In recognition of NRW, our team on the Snowy 2.0 project engaged in cleansing smoking ceremonies across the site, and an art workshop conducted by Shane Herrington of Wolgalu Footprints.



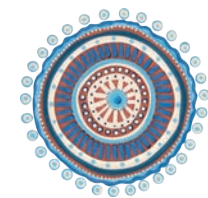
June 2025

- We joined the Stars Foundation's Perth Futures Forum at Curtin University. This event was an exciting opportunity for Aboriginal and Torres Strait Islander girls in Years 11 and 12 to gain exposure to different career opportunities, study options and support networks for their post school pathways.





Willan Program students, North East Link, Victoria



Delivering meaningful opportunities and pathways to employment

The North East Link Team Partners with the Willan Program

The North East Link team partnered with the Willan Program to support 14 young people in the completion of a 10-week training program, earning them a Certificate II in Construction Pathways before joining the project.

The Willan Program helps young Aboriginal people who have faced adversity to take meaningful steps into construction careers.

The program was developed with Pathway Plumbing, an Aboriginal business, and launched with strong support from Matt Phelan, North East Link Project General Superintendent, and Joe McArdle, Spark Health, Safety, and Well-being Director.

Well done to all involved in delivering this important initiative to increase representation of First Nations People in the construction industry.

We Build Future Leaders: Aboriginal and Torres Strait Islander Scholarship' Initiative

Webuild in collaboration with Parklife Metro Consortium, launched the 'We Build Future Leaders: Aboriginal and Torres Strait Islander Scholarship' initiative with Western Sydney University.

This scholarship will provide comprehensive, 4-year support to an Aboriginal or Torres Strait Islander undergraduate student pursuing disciplines within the School of Engineering, Design, and Built Environment at Western Sydney University.

We are pleased to share this year's recipient is Charlotte Arnold. Charlotte, a proud Darug woman from the Hawkesbury region, is currently pursuing a Bachelor of Architectural Design.

Together, we are shaping a brighter, more inclusive future!



We build future leaders scholarship recipient, Charlotte Arnold





Stars Foundation's Futures Forum, Karratha, WA

Stars Foundation's Futures Forum – Karratha, WA

Our Project Ceres team participated in Stars Foundation's Futures Forum in Karratha. Nick Fabriziani, Indigenous & Heritage Manager, and Zuranih Bin Rashid, Administrator shared their industry insights and valuable career advice to the Stars students from Karratha Senior High School.

The Forum drew participation from over 30 local businesses in the Pilbara region and provided students with industry insights and guidance about potential career pathways.

Since 2021, the business has partnered with Stars Foundation, supporting the empowerment and development of Aboriginal and Torres Strait Islander girls and young women.

Apprentice of the Month – Corbin Comeagain, WA

Corbin Comeagain, one of our talented apprentices working on the Waitsia Gas Project Stage 2, was awarded the Ai Group ATC Apprentice of the Month in June 2024.

Corbin is a proud Aboriginal man from the Yamatji region of Western Australia, and he is currently completing his Certificate III in Engineering – Fabrication Trade (Boilermaking / Welding) on the project, where he has been recognised for his dedication, exceptional teamwork, positive attitude, and commitment to excellence.

Ben Orr, Construction Supervisor, said: "Corbin has such a positive attitude, always demonstrates reliability, and contributes greatly to the Clough team. We were thrilled to hear about the acknowledgements he is receiving, as his exemplary work ethic and performance make him a standout candidate for these accolades."



Apprentice, Corbin Comeagain, receiving award



Alayah Hill, Resourcing Administrator

RAP Stories | Alayah Hill

Meet Alayah Hill, Resourcing Administrator

Alayah started with Clough in her final year of high school as part of our Traineeship Program. During this time Alayah completed her Certificate II in Workplace Skills, won Apprentice of the Year at the Maxima Group Graduation Night, and has become an integral part of our team!



Scan the learn more about Alayah's journey with Clough

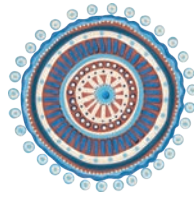
"Clough has supported my growth and development by offering mentorship and different opportunities to help me grow within my role. I am most excited about growing and developing, and eventually moving into a more senior role." – Alayah.



Scan here to read more about how we are supporting education and employment outcomes for Aboriginal and Torres Strait Islander Peoples in our third Reconciliation Action Plan.

"Clough has supported my growth and development by offering mentorship and different opportunities to help me grow within my role. I am most excited about growing and developing, and eventually moving into a more senior role."

– Alayah Hill



Enhancing supplier diversity


Saipem Clough Joint Venture Proudly Partners with Waru Vehicle Hires

Saipem Clough Joint Venture is proud to work with Waru Vehicle Hires, an Aboriginal-owned and majority female-owned business, on Perdaman's Project Ceres in the Pilbara, Western Australia. Waru has been engaged to provide Project Ceres with a light vehicle (LV) fleet, supporting this critical project with tailored vehicle hire solutions.

Waru's impact is far-reaching; led by Shakira Grasso, a traditional owner from the Pilbara region with Nyiyaparli and Palyku Aboriginal heritage, Waru actively fosters community engagement and deepens understanding of Indigenous cultures.

Thank you, Shakira and Waru Vehicle Hires! We're excited to partner with the Waru team and celebrate the vital role of Indigenous businesses in our projects and communities.



 **42%**
Increase
from H2 2023

We are dedicated to increasing Indigenous business representation within our supply chain to help foster a prosperous, vibrant, and sustainable business sector.

Our H1 2024 achievements in Australia reflect this commitment, with a 42% increase in spend with Aboriginal and Torres Strait Islander businesses from H2 2023!

North East Link Partners with Yurringa Energy

Powering TBMs with 100% green energy!

In an Australian first, North East Link teamed up with Yurringa Energy, an Aboriginal-owned renewable energy provider, to power its tunnel boring machines (TBMs) with 100% renewable energy.

This innovative collaboration will power the excavation of the 6.5km twin-lane tunnels, marking a significant step forward in sustainable infrastructure.

Beyond driving eco-friendly outcomes, this partnership with Yurringa Energy will also foster Indigenous employment by creating valuable training and development opportunities.



Scan here to watch a video on North East Link and Yurringa Energy



Supporting Local Indigenous Businesses Through the SSTOM Project

Here's a glimpse of some of the outstanding work happening with Indigenous businesses on the Stations, Systems, Trains, Operations and Maintenance (SSTOM) package of the Sydney Metro – Western Sydney Airport Project in Sydney, New South Wales!

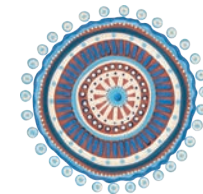
Nanima Transport: Providing essential shuttle services to transport the SSTOM workforce across the site. With 8 buses and an all-Aboriginal team of drivers, Nanima ensures smooth, reliable transport from St Marys Station to the SSTOM project sites.

Doolan Plumbing: A local Aboriginal business from Western Sydney, Doolan Plumbing has been key in providing temporary plumbing and civil works on the SSTOM project. With 9 Aboriginal workers, including 5 apprentices on the project, Doolan is growing its footprint in the construction industry.

Borger Cranes: As one of the largest Aboriginal businesses working on SSTOM, Borger Cranes supplies project cranes for the stations. Borger currently employ 5 Aboriginal people on the SSTOM project.

Djuwra Waste Management: Managing our waste with a focus on sustainability, Djuwra's joint venture with Bingo ensures all environmental and sustainability requirements are met. Through a transformative program, Djuwra helps rehabilitate people who have been through the justice system and then transition back into the workforce, offering valuable traineeships and employment opportunities.





Embracing, respecting and celebrating first nations peoples and cultures

Building Cultural Confidence with Bradlee Cummins

We were incredibly fortunate to welcome Bradlee Cummins, founder of Aboriginal-owned BC Consulting, to our offices in Perth (Boorloo), Brisbane (Mianjin), and Sydney (Gadigal). Bradlee led Cultural Confidence Workshops with our teams, offering an inspiring and enriching journey into the histories and cultures of Aboriginal and Torres Strait Islander Peoples.

These workshops equipped us with meaningful tools to engage respectfully with Aboriginal and

Torres Strait Islander communities, businesses, and stakeholders, helping us contribute to positive reconciliation outcomes in everything we do.

A heartfelt thank you to Bradlee for his energy, insights, and passion in sharing his knowledge with us. Our teams left feeling inspired and even more prepared to create meaningful opportunities that foster important change.



Bradlee Cummins leads Cultural Confidence Workshops



Smoking Ceremony at Snowy 2.0, NSW

Snowy 2.0 – National Reconciliation Week 2024

The Snowy 2.0 team commemorated National Reconciliation Week with a smoking ceremony and cultural awareness training thanks to First Nations knowledge educator Shane Herrington from Wolgalu Footprints.

Shane held two incredibly moving smoking ceremonies for our Snowy 2.0 workforce, one at our Tantangara site, and one at our Marica site. Afterwards, the teams were invited to be part of an engaging session full of warm and enthusiastic interaction, where Shane shared his knowledge about kin, totems and moiety within the language groups of the Australian Alps and High Country.

He also covered topics such as the Brungle Mission, native flora, bushfire management, Dreamtime stories, migration of the Bogong moth and the many ancient pathways along river systems in this region.

This area of the Snowy Mountains is culturally significant because of its location and traditional gatherings of First Nations groups, including the Wolgalu, Ngarigo, Dhuderoa Djillimatong and other groups from as far away as the South Coast and to the west, such as the Wiradjuri people.

We greatly appreciate the opportunity to learn about the rich cultures of the First Nations Peoples in the Snowy region, as it helps us build stronger relationships within the community and amongst our people, who are building Snowy 2.0 for Snowy Hydro.

Thank you very much, Shane, for sharing your vast knowledge with us.



Leah Cummins at our RAP launch

Meet the Artist | Leah Cummins

Meet the artist behind our third Innovate RAP Artwork!

At our launch event for our third Innovate Reconciliation Action Plan (RAP), we were honoured to have Leah Cummins join us. Leah, a proud Mayi woman from North-West Queensland, is the talented artist behind "Growth in Unity," our third RAP artwork.

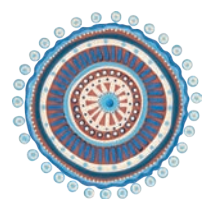
During the event, Leah unveiled the beautiful narrative on canvas, sharing insights into her culture, stories of her People, and showcasing her undeniable artistic talent. We extend our sincere appreciation to Leah for generously sharing her art and time with us.



Watch the highlights from our third Innovate RAP launch here



Clontarf Academy Office Visit, Perth, WA



Community partners

We Renewed our Partnership with Clontarf Foundation for 10th Consecutive Year

We celebrated the renewal of our partnership with Clontarf Foundation for the tenth consecutive year, supporting their mission to enhance the education, discipline, life skills, self-esteem, and employment prospects of young Aboriginal and Torres Strait Islander men around Australia.

This partnership aims to further develop the self-worth and confidence of these young men, facilitating their active engagement in education, employment, and broader societal participation.

As of 2024, Clontarf Foundation's programs span 156 academies operating within 166 schools nationwide, providing valuable support and mentorship to over 11,500 participants.

Since 2014, we have actively supported Clontarf Foundation, engaging with students, attending

Clontarf events, and hosting students for Open Days and project site visits to encourage their interest in STEM careers and the engineering and construction industries.

Peter Bennett, Clough CEO, said: "Clough's decade-long partnership with Clontarf Foundation is a source of great pride for our organisation. We've seen the foundation evolve nationally and feel privileged to be a part of the journey. I look forward to the continued success of our partnership, supporting Clontarf and ensuring the young men in their programs continue to build upon their skills, capabilities, and prospects to positively shape their own destinies."

Gerard Neesham, Clontarf CEO, added: "Clontarf has grown from 3,000 young Aboriginal and Torres Strait Islander men in 2014 to over 11,500 this year, and

Clough has been an important partner in helping us reach that significant number. We're thrilled to be continuing our partnership with Clough and we're excited to reach even more young men across the country."

Clontarf Foundation has been successful in helping young Aboriginal and Torres Strait Islander men improve their self-esteem and confidence through supportive relationships, a welcoming environment, and a diverse range of activities, enabling them to engage positively in education, employment, and society.

Since its establishment in 2000, the Clontarf Foundation has supported over 7,100 young Aboriginal and Torres Strait Islander men in completing Year 12 and securing employment.

10 Years supporting Clontarf Foundation

2014

Partnership established

11,400

Indigenous boys have participated in a Clontarf program



Clontarf Academy Waitsia Gas Project Stage 2 Visit

Investing in bright futures!

Our team at the Waitsia Gas Project Stage 2 hosted a group of Year 7 and 8 students from Geraldton's Clontarf Academy. This visit provided the students with a first-hand look at the significant project taking place.

During the visit, team members from the Clough, MEPAU, and Beach Energy shared their career experiences, discussed the diverse career pathways available, and took the students on a tour around the project site and accommodation village. Our team was incredibly grateful for the opportunity to meet and engage with the students and contribute to the growth and development of the next generation.



Clontarf Academy Site Visit at Waitsia Gas Project, WA



Stars Foundation students

We Renewed our Partnership with Stars Foundation

We celebrated the renewal of our partnership with the Stars Foundation for a fourth consecutive year, supporting their mission to empower young Aboriginal and Torres Strait Islander women through education and provide guidance for life and career pathways.

This partnership with Stars will enable us to build meaningful opportunities and pathways for these young women and inspire their engagement in STEM fields and careers.

Stars Foundation supports and mentors over 3,400 Aboriginal and Torres Strait Islander girls and young women in 62 primary and secondary schools across Australia.

We actively support the Stars Foundation, engaging their students with work experience opportunities, hosting open days to encourage their interest in STEM careers, and attending Stars' careers forums and events.

Peter Bennett, Clough CEO, said: "The progress and evolution of the Stars Foundation's program over the years have been truly remarkable. They have expanded to build even greater accessibility to their program and create even more opportunities to inspire and empower First Nations girls and young women. I am proud to be continuing our long-standing partnership, supporting Stars' dedicated team of change-makers."

Founder and CEO of Stars Foundation, Andrea Goddard, said the support from partners helps Stars fulfil its mission to support and enable Aboriginal and Torres Strait Islander girls and young women to make active choices towards realising their full potential in all aspects of their development and well-being.

"Stars is grateful for the continued support from Clough and its commitment to the empowerment of First Nations young women, especially given our recent growth in multiple states."

Since Stars began operating programs in the Northern Territory in 2015, they have witnessed incredible improvements in education and health among its students. Stars offer various personal development activities and experiences, including academic support, personal health and well-being, music, drama, dance, art, cooking, nutrition, and exercise.

Additionally, students participate in community, cultural, and volunteering activities to enhance their life skills, build confidence, and strengthen their connections to culture and community.

Starlight Foundation Healthier Futures Initiative Partnership Renewal & Close the Gap Day

We renewed our community partnership with Starlight Children's Foundation, supporting the Healthier Futures Initiative across Western Australia and Queensland.

Starlight's Healthier Futures Initiative works to enhance healthcare experiences for children and families in Aboriginal and Torres Strait Islander communities. Through engaging visits from Captain Starlight, the initiative helps reduce anxiety around medical treatments and encourages greater participation in essential healthcare services.

By making clinic visits more positive through fun and play, Starlight fosters stronger connections between families and healthcare providers, ensuring more children from remote communities receive the vital medical attention they need.

Louise Baxter, Starlight CEO, said: "Since 2013, our Starlight Healthier Futures Initiative has been working with healthcare professionals to create positive healthcare experiences for children and their families in regional and remote Australia. By encouraging clinic participation through positive distraction and play, there is greater opportunity for early intervention and treatment of preventable diseases. And this improves health outcomes. We cannot do what we do without community support, so we are delighted for Webuild's ongoing commitment to helping us bring happiness and joy to seriously ill children and support the wellbeing and resilience of all children right around Australia."

Marco Assorati, Executive Director of Webuild in Australia, said: "I am thrilled for the Webuild Group to continue its long-standing community partnership with Starlight Children's Foundation to champion the Healthier Futures Initiative. As we deliver our third Reconciliation Action Plan, our commitment to this initiative reflects our dedication to improving health outcomes for Aboriginal and Torres Strait Islander Peoples. By partnering with Starlight's Healthier Future's Initiative, we are not only enhancing the clinic experience for children and families but also strengthening community connections and supporting a more accessible healthcare system."

One focus of this initiative is addressing the prevalence of chronic middle ear disease, which disproportionately affects Indigenous children. One of the core implications of the disease is its impediment to education – this can have detrimental effects on children and communities, contributing to learning difficulties, social disadvantage, and entrenched poverty.

By fostering collaborative partnerships, with Health Care professionals such as Earbus in WA and Deadly Ears in QLD, the initiative aims to reduce the incidence of the disease and improve treatment experiences, creating healthier, happier communities.

Together, we are proud to support positive healthcare experiences for children in Aboriginal and Torres Strait Islander communities, to deliver on Starlight's mission to brighten the lives of seriously ill and hospitalised children and young people.



Find out more about the Healthier Futures Initiative and how it is closing the gap for brighter futures for all Australians.



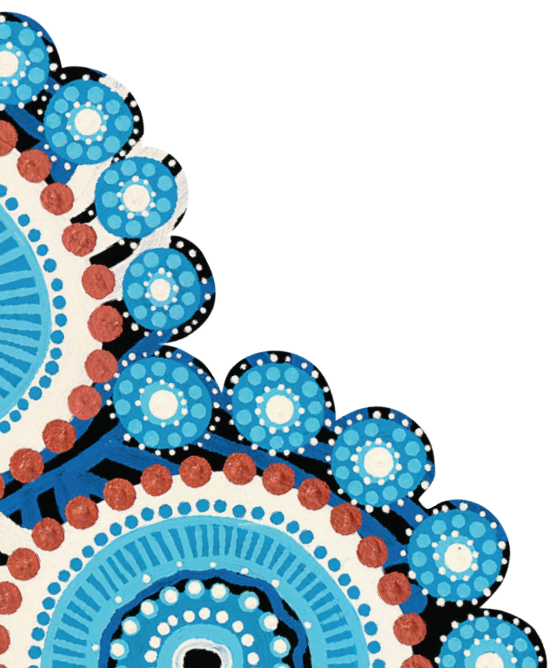


Clontarf Foundation Leadership Morning Tea, Perth, WA

Clontarf Year 12 Leadership Morning Tea

Building Strong Foundations!

We joined the Annual Clontarf WA Year 12 Leadership Morning Tea, celebrating the achievements of Clontarf students from the WA Central, Northern and Southern Clontarf Academies. This important event is part of a two-day camp where students explored the theme: ‘Setting the foundations for the rest of your life,’ which focuses on leadership, teamwork, goal setting and building camaraderie amongst the group.



2025 Clontarf Cup Football Carnival

Celebrating Clontarf’s footy stars!

Earlier this year, we had the privilege of attending the 2025 Clontarf Cup Football Carnival! This annual event brings together more than 200 young Aboriginal and Torres Strait Islander men from Clontarf academies across Western Australia to compete for the prestigious trophy.

Our team joined in the fun supporting the boys and watching their talents shine on the field. Special mentions go to Robert Baker, who volunteered as a goal umpire and Nicholas Curwood-Wagner, who raced in the 100m Clontarf boys and partners race – the boys were just a little quicker! A big thank you to Clontarf for inviting us to this amazing event, we are so grateful to share these experiences with the students.

Using the passion these young men have for sport allows Clontarf to attract them to school and keep them coming, helping them build bright futures.



Clontarf Foundation Cup, Perth, WA



Further Information

For further information, to download a copy of our reports, or to keep up-to-date on our RAP actions, visit <https://cloughgroup.com/sustainability/our-reconciliation-journey>

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