



webuild 

Innovate

Reconciliation
Action Plan

June 2024 - June 2026



RECONCILIATION
ACTION PLAN

INNOVATE

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The Artwork

"Growth in Unity"

In the heart of this artwork, Webuild stands resolute, a beacon of commitment to reconciliation. Lines of growth extend outward, a representation of progress that connects Webuild to its clients and the boundless future.

Surrounding Webuild are both Aboriginal and Torres Strait Islanders who contribute to its flourishing journey.

Together, they form a collective force for positive change. The outer circles unite Aboriginal and Torres Strait Islander communities, working harmoniously with Webuild towards a shared destiny.

Boomerangs, symbols of strength, find their place alongside emu footprints, embodying agility, and kangaroo footprints, ever propelling forward. These ancient symbols echo the resilience and determination ingrained in the collaborative effort for unity.

Blue circles intertwine, connecting hopes and dreams to values and aspirations. These circles represent the shared commitment to growth and harmony, echoing the continuous journey of Webuild. As each circle joins the next, they create a vibrant network, weaving together the stories of progress and shared values.

This artwork is a testament to love and harmony, reflecting Webuild's ongoing dedication to building a future that embraces unity, growth, and the enduring journey towards a harmonious coexistence with Aboriginal and Torres Strait Islander communities.

I want to share this piece with love and harmony.

"As a proud Mayi woman from North Western Queensland I want to share my culture in art."



Meet the Artist

Leah Cummins

Yathi winja (Good day). My name is Leah Cummins; I am a proud Mayi woman from North Western Queensland, Mayi-Kulan from my father and Kalkadoon from my mother.

I find inspiration in my cultural identity and bring my stories of my Country and people to life in my art. I paint of stories of strength for women and children, love of the land and all my people. I pay respect to the ancestors who give me these stories in my creativity, to share my culture that transcends words and draws people into wanting to learn about First Nations people. I paint both traditional and contemporary art using storytelling in every art piece to educate and teach everyone about my people's culture. I hope to inspire and uplift my people by contributing to the sharing of culture and stories through my art. I want to share my piece with love and harmony "Bunya Sister".



Acknowledgement of Country

Webuild acknowledges the Traditional Custodians of the lands on which we work and live, the Aboriginal and Torres Strait Islander Peoples. We pay our respect to their Elders past, present and emerging and their continued care for this land.

Smoking Ceremony at the Walk for Reconciliation Perth, 2023



Our Vision for Reconciliation

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.



Message from our Executive President

In February 2023, the Webuild Group acquired Clough and e2o, and together, we are committed to working with one another, and our communities, to achieve a common vision for reconciliation.

Clough launched its first Innovate Reconciliation Action Plan (RAP) in 2020, and I am incredibly proud of how far the Group has come since then. Over this time, we have embedded 117 actions and initiatives to drive positive change for Aboriginal and Torres Strait Islander Peoples by delivering employment, education, and business opportunities and providing our workforce with experiences to reflect on and immerse themselves in the world's oldest continuing living cultures.

The sense of pride I feel is matched by my readiness and commitment to continue this important journey as a united Group.

Recent years presented challenges to the Clough business but the commitment to deliver on our deliverables has always remained. Now with our three organisations representing Webuild in Australia, the Group is committed to building meaningful changes into our business and I am honoured to now be a part of this journey and present our third Innovate RAP.

Continuing our journey on the Innovate RAP framework will allow us to further develop and

strengthen our relationships with Aboriginal and Torres Strait Islander communities and deliver on the actions that underpin our vision for reconciliation.

The path to reconciliation is enduring and there is still much work to be done. We are committed to walking side-by-side with Aboriginal and Torres Strait Islander Peoples and Traditional Owners to make positive changes across our business that flow into the diverse communities in which we operate.

The Webuild Group supports the Uluru Statement from the Heart and is committed to the co-design process on all of our projects. We are also committed to working with Reconciliation Australia and look forward to updating you on our progress.

I fully endorse our Innovate RAP and extend a sincere thank you to Reconciliation Australia, local Aboriginal and Torres Strait Islander communities, partners and friends and our RAP Working Group for their continued support, collaboration and guidance on this important journey.

In the pages that follow we reflect on our reconciliation journey and present our goals for this next chapter for the Group in Australia. Together, we can make meaningful change with lasting benefits for generations to come.



A handwritten signature in black ink, appearing to read 'Marco Assorati'.

Marco Assorati
Executive President

Message from Reconciliation Australia - Third Innovate RAP

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

These learnings extend to Webuild 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 Webuild to strengthen these relationships, gain crucial experience,

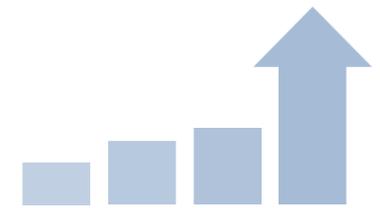
and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Webuild will ensure shared and cooperative success in the long-term.

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

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



Karen Mundine
Chief Executive Officer, Reconciliation Australia



We are currently exceeding our First Nations employment target with 2.2% of our workforce identifying as Aboriginal or Torres Strait Islander Peoples.

Our Business

Webuild is a major global player in the large-scale infrastructure sector, with 118 years of experience worldwide.

We proudly cultivate strong relationships and partnerships in the regions in which we operate, and with diverse clients across 50 countries, we aspire to develop innovative and sustainable solutions that foster growth, while respecting the local communities and environment.

In February 2023, Webuild acquired the Clough Group. Today, Webuild in Australia is comprised of three entities, Webuild, Clough, and e2o, working together to achieve a common goal and support the nation's needs.

Our team in Australia delivers high performing assets for the energy, resources and infrastructure industries, underpinned by a dedication to innovation, sustainability and getting the job done safely and efficiently.

We aim to be a partner for a sustainable future, delivering projects that improve peoples' lives today and tomorrow. We know that diversity brings broader knowledge, perspectives, ideas, and experiences to our projects, and that is invaluable to our community, our business, and our clients.

Over the past century, Webuild, along with Clough and e2o, has earned an enviable reputation as a rewarding employer of a diverse and talented workforce, and we can attribute much of this to the strong culture we have established within our business.

We are proud to make a positive impact and enrich the lives of those in the communities in which we work and live through our Graduate and Intern Programs, Scholarship Programs, and the diverse community partnerships we have engaged in.

This Innovate RAP is supported by all of Webuild's Australian entities and is a commitment to building

an inclusive and equitable workplace that supports and celebrates Aboriginal and Torres Strait Islander Peoples, their cultures, and achievements.

In Australia, we employ approximately 3,000 people across our Webuild, Clough and e2o offices and project sites. We are currently exceeding our First Nations employment target with 2.2% of our workforce identifying as Aboriginal or Torres Strait Islander Peoples.

Webuild in Australia works across a diverse range of industries, locations, and communities, and as such, our sphere of influence is wide, expanding with each project we deliver.

We currently have seven projects under development in Australia: three in Western Australia, two in New South Wales, one in the Northern Territory and one in Victoria. Additionally, we are delivering one project in Papua New Guinea.





Waitsia Project Site Visit with Clontarf Foundation 2023

Our Values

Our values are at the core of everything we do. Our people across the world share our values – this is the bond that unites us.

Excellence

- Ability to apply the best skills to meet and exceed client expectations;
- Ability to carry out sustainable works while maintaining high levels of quality and performance;
- Continuous development of company know-how by training people and sharing experiences.

Integrity

- Transparency in relations within and outside the Group;
- Legality, honesty, fairness, impartiality in behaviour and relationships;
- Clear, complete, transparent and timely communication to all stakeholders;

- Zero tolerance towards any type of corruption;
- Adoption of a corporate governance system in line with best practices to operate according to criteria of maximum efficiency and transparency.

Respect

- Respect for human rights, protection of the physical and moral integrity of workers;
- Safeguarding the rights and culture of the communities in which we operate;
- Inclusion of diversity: gender, age, culture, religion, towards employees and partners;
- Enhancement of peoples' skills and constant commitment to their professional development;
- Respect for the environment.

Trust

- Quality and performance in all stages of client relations;

- Fairness and transparency in contractual relations;
- Impartial evaluation of suppliers based on criteria of quality, professionalism, respect for human rights, health, safety and the environment;
- Transparency and timeliness of information to stakeholders;
- Constant dialogue with institutions;
- Promotion of a culture of listening and teamwork among employees;
- Partnerships with suppliers based on fairness and a long-term strategy;
- Constant dialogue with the communities in which we operate to contribute to the development of robust societies and economies;
- Development of a culture of safety based on collaboration between people and reciprocal care.

Sustainable Innovation

- Continuous research, development and adoption of innovative solutions and techniques in building sustainable infrastructure;
- Research and sharing with partners of mechanisms of digitalisation for the efficiency of processes, projects and sustainability of works;
- Designing and executing infrastructure with maximum respect for the environment and the principles of sustainability.

Our values are underpinned by the Webuild 5P Manifesto:



Planet - Protecting our planet.



People - Caring for our people.



Partnership - Embracing partnerships.



Progress - Fostering development.



Prosperity - Advocating growth.



Our Innovate Reconciliation Action Plan

We strive to be an organisation with robust and accessible pathways to employment and business engagement for Aboriginal and Torres Strait Islander Peoples, underpinned by meaningful education, training and development opportunities and long-standing community partnerships.

We are actively fostering an inclusive workplace where we deeply appreciate and celebrate Aboriginal and Torres Strait Islander values and cultures. We are creating an environment where their rich cultural heritages are not only just understood, but joyously embraced and celebrated by all.

As the third Innovate Reconciliation Action Plan in our reconciliation journey, we have built upon the vision of our previous RAPs, acknowledging that as our journey towards reconciliation continues, we must grow our efforts and expand on our commitments.

Whilst we have made excellent progress in advancing our reconciliation objectives across our organisation over the last four years, our journey is by no means complete.

Throughout 2022, Clough faced a particularly challenging time as an organisation, entering into voluntary administration, and this uncertain time hindered our reconciliation delivery. However, in

February 2023, Webuild acquired Clough which marked an important milestone in our organisation's growth and offered significant opportunity to expand our reconciliation efforts.

After this period of organisational change, we have made the conscious decision to undertake a third Innovate RAP. We believe the period of this Innovate RAP will allow us to consolidate our reconciliation efforts with the wider Australian Webuild Group, whilst further establishing the path to realise our vision for reconciliation.

This Innovate RAP will:

- Continue to build our understanding of Aboriginal and Torres Strait Islander cultures and create engaging opportunities to learn more about their histories and ensure our workplace is culturally safe.
- Continue to create meaningful employment through apprenticeships, traineeships and career progression ensuring we attract, grow, train and retain.
- Continue to support education programs for Aboriginal and Torres Strait Islander Peoples across the country with special focus in the communities close to our projects.

- Grow representation in our supply chain by working in collaboration with the Aboriginal and Torres Strait Islander business community.
- Lead the reconciliation process by supporting our vision through our words and our actions, ensuring our policies and processes are free of bias and discrimination, and by striving to be a positive influence in the engineering and construction industry. We are proud to deliver our vision for reconciliation, which is influenced by our organisation's value of "respect" with the aim to enrich the lives of those in the communities in which we work and live and our priorities of People, Progress and Prosperity.

Our Innovate RAP framework has three pillars – Relationships, Respect, and Opportunities, supported by a strong foundation of Governance.

We have a deep commitment to seeing our vision come to life and delivering what we have set out to achieve. We do not underestimate the challenge; however, our team is committed and motivated by the journey ahead. We are confident through delivering this plan, we will be closer to achieving our vision and making a lasting difference in our communities.



Waitsia Project Site Visit with Clontarf Foundation 2023

Highlights of our Reconciliation Journey

2002

Our first Policy on First Nations Relations
Our first Policy on First Nations Relations was underpinned by a Memorandum of Understanding signed by Clough.

2011

Launch of First Nations Affairs Business Plan
We developed our first First Nations Affairs Business Plan.

2014



Supporting education outcomes for First Nations boys - our partnership with Clontarf Foundation
The Clough Foundation was formed, and partnered with Clontarf Foundation as a founding partner, a partnership that continues to this day.

2016



Supporting education outcomes for First Nations girls - our partnership with Girls Academy
The Clough Foundation partnered with Girls Academy to support their work in Western Australia and Queensland.

2017

Growing business opportunities - our partnership with Supply Nation
We partnered with Supply Nation to further support the growth of First Nations businesses.



Supporting health and wellbeing in remote First Nations communities - our partnership with Starlight Healthier Futures Program
The Clough Foundation signed a partnership that continues to this day in support of Starlight Healthier Futures Program to support the care to remote Aboriginal children and young people.

2018

Cultural Awareness Training
We launched a face-to-face cultural awareness training. The four hour session was completed by 350 employees.

2020

Our First Innovate Reconciliation Action Plan
We received endorsement for our first Innovate Reconciliation Action Plan.

Growing business opportunities with Aboriginal Procurement Guidelines Process
Our Aboriginal Procurement Guideline was developed and published on our Management System in April 2020.

Fostering a workplace that respects and celebrates Aboriginal and Torres Strait Islander cultures
Our online induction was revised to include a standalone Cultural Awareness module and information about our Innovate RAP vision and commitments that all new starters must complete.

2021

Launched First Nations Training Initiatives
We introduced several training initiatives across office and project sites including:
- Traineeships on South Flank OHP Project
- Launching a formal mentoring program
- Pre-employment training program on Snowy 2.0
- Our Perth office commenced a First Nations School Based Traineeship program.

Formulated our commitment to a culturally safe workplace through policy
We updated our Leave Guideline to include Cultural and Religious Leave and Published Cultural Protocols guideline.

Celebrating NAIDOC Week 2021
We sponsored and attended the NAIDOC ball in Perth.



Reconciliation Libraries
Celebrated National Reconciliation Week with the launch of our Reconciliation libraries in Perth, Brisbane and Sydney offices.

Continuing our support of First Nations youth and education
In addition to the long-standing partnership with Clontarf Foundation, the business partnered with Stars Foundation. We launched our open days for Clontarf and Stars Foundation Students to spark their interest in the construction industry.



Dedicated Procurement Liaison Officer Appointed
We appointed a dedicated First Nations Procurement Liaison Officer to support First Nations businesses.

Community and Employment Expos
We participated in two MEEDAC Community and Employment Expos at Central Regional TAFE in Geraldton, Western Australia and sponsored the First Nations Employment Forum in Brisbane organised in partnership with First Australians Chamber of Commerce & Industry.

2022

Second Innovate RAP Endorsed
Our second Innovate RAP was endorsed.

Celebrating First Nations cultures through art
We commissioned Chern'ee Hutton, a proud Kalkadoon woman and Aboriginal artist from Mount Isa, Queensland, to design the cover art for our Second Innovate RAP, this art work has been proudly displayed in our office, on a range of merchandise and on site vehicles.
Our Tallawarra Stage B team unveiled the artwork they collaboratively created with the guidance of Aunty Lorraine and Aunty Narelle.
We engaged Melissa Spillman from Maarakool Art, a Noongar Aboriginal artist, to design a statement mural for our new headquarters.

National Reconciliation Week
Our teams in Perth and Brisbane attended the Walk for Reconciliation.

NAIDOC Week Celebrations 2022
During NAIDOC Week, we invited Mel Spillman, artist at Maarakool Art and the creator of our Perth office mural, to share the story of her artwork with our team and our team attended the 'Bush Tucker Experience', learning about native plants in the Perth office community garden.

Continuing our support of First Nations youth and education
We invited Year 8 students from the Geraldton Clontarf Foundation Academy to visit the Waitsia Gas Project Stage 2 site in Dongara to learn about the construction industry, site life and the project.
We attended the Stars Foundation Futures Forum in Perth, speaking to young women and helping them to explore career opportunities.

2023

Celebrating First Nations culture through art
Future Generation JV (FGJV) unveiled its commissioned artwork by local Wiradjuri artist, Luke Penrith, on the Snowy 2.0 Project. - 'Landscape of the Snowy Mountains - Working Together'.

Clough becomes part of the Webuild Group
Webuild acquired Clough, marking a new era in the group's reconciliation journey.

National Reconciliation Week
Our teams in Perth and Brisbane attended the Walk for Reconciliation and public events like Challenging Change - First Nations Business event in Perth.



NAIDOC Week at our offices and project
Several events were organised around the country including flag raising, smoking ceremonies, collaborative artworks and cultural awareness training.



QV1 Office Visit with Clontarf Foundation 2023

Throughout our reconciliation journey we have learned the importance of accountability.

Within our RAP working group we have established three subcommittees who are responsible and accountable for delivering specific tasks. Each subcommittee is chaired by a RAP working group member who reports progress back to the RAP working group. Developing these groups allows members to focus on deliverables within their functions, whilst still allowing the working group to provide holistic oversight and direction.

The three RAP Subcommittees include:

- Procurement Committee – Responsible for delivering procurement and supply chain outcomes.
- First Nations Toolkit Committee – Responsible to the development of cultural toolkit including revising cultural protocols.
- Employment, Retention and Development Committee – Responsible for delivering workforce outcomes.





Relationships

We are committed to continually building sustainable relationships with Aboriginal and Torres Strait Islander Peoples and stakeholders to create engaging opportunities to learn, respect, and celebrate shared histories and ensure our workplace is culturally respectful and safe. Over our RAP journey, we have maintained relationships with numerous Aboriginal and Torres Strait Islander organisations; these relationships have facilitated opportunities for us to support them in achieving their goals. They have also been critical to deepening our understanding of Aboriginal and Torres Strait Islander Peoples and cultures.

Deliverables

Through the following actions, we commit to working collaboratively with Aboriginal and Torres Strait Islander stakeholders to create long-lasting and mutually beneficial relationships:

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Collaborate with local Aboriginal and Torres Strait Islander stakeholders and organisations to continue to improve guiding principles for engagement.	June 2024, 2025	Lead: Project Director Supported by: Community and Stakeholder Engagement Manager
	Review, update and implement an engagement plan to define how we work with Aboriginal and Torres Strait Islander stakeholders and organisations across our corporate offices and projects.	July 2024, 2025	Community and Stakeholder Engagement Manager
	Promote and maintain formal partnerships with at least three organisations to invest in future Aboriginal and Torres Strait Islander success.	July 2024, 2025	Vice President Community, Communications & Stakeholder Engagement

Highlights:

- We've partnered with four organisations to improve outcomes for Aboriginal and Torres Strait Islander Peoples. We work closely with the Clontarf Foundation, Stars Foundation, and Startlight Children's Foundation's Healthier Futures Initiative. Additionally we are a proud partner of Supply Nation.
- We've built relationships with the next generation of young professionals. On a number of occasions, we've invited students from the Clontarf Foundation and Stars Foundation to visit our project sites and offices, to learn about our industry and the opportunities it can provide. We've also attended the Stars Foundation Futures Forum, speaking to young women about their future career opportunities.
- Our Innovate RAP artwork has been proudly embedded and featured across our organisation. The piece was formally unveiled in our Brisbane office and features on light vehicles and machinery on site, including one of our water trucks on the Waitsia Gas Project Stage 2, as well as on merchandise and polo shirts, allowing the artwork to be displayed proudly throughout the region.
- We invited Melissa Spillman from Maarakool Art, a Noongar Aboriginal artist, to design a mural for our new QV1 office in addition to a commemorative logo representing our journey and our connection to the communities in which we operate.
- On the Stations, Systems, Trains, Operations and Maintenance (SSTOM) works project for Sydney Metro – Western Sydney Airport, the team has engaged with 22 Aboriginal businesses, awarding 40 contracts to those Aboriginal businesses, achieving 50% of the project's Aboriginal business engagement target with just 24% of the project complete. This is a significant accomplishment towards reaching the project's overall Aboriginal engagement commitments.

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2025, 2026	Vice President Community, Communications & Stakeholder Engagement
	RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2024, 2025	RAP WG Chair
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June, 2024, 2025	Vice President Community, Communications & Stakeholder Engagement
	Organise a NRW event in each of our regions each year.	27 May-3 June, 2024, 2025	Lead: Vice President Community, Communications & Stakeholder Engagement Supported by: Project Directors
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	Diversity and Inclusion Manager
Promote reconciliation through our sphere of influence.	Review, update and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July 2024, 2025	Lead: Vice President Community, Communications & Stakeholder Engagement Supported by: Project Directors
	Communicate our commitment to reconciliation publicly.	June 2024, 2025	Vice President Community, Communications & Stakeholder Engagement
	Promote an annual RAP calendar that recognises dates and events of significance to Aboriginal and Torres Strait Islander Peoples.	July 2024, 2025	Vice President Community, Communications & Stakeholder Engagement
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2024, 2025	Lead: Vice President Community, Communications & Stakeholder Engagement Supported by: Project Directors
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	August 2024, 2025	Lead: Diversity and Inclusion Manager Supported by: Project Directors
Promote positive race relations through anti-discrimination strategies.	Continue to review and improve HR policies and procedures concerned with anti-discrimination.	February 2025, 2026	Executive Vice President Human Resources & Organisation
	Review and communicate our Workplace Behaviour Policy which encompasses our anti-discrimination policy for our organisation.	March 2025, 2026	Executive Vice President Human Resources & Organisation
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our Workplace Behaviour Policy.	March 2025, 2026	Executive Vice President Human Resources & Organisation
	Provide ongoing education to our senior leaders on the effects of racism.	March 2025, 2026	Learning, Development and DE&I Senior Manager
	Continue to publicly support anti-discrimination campaigns and initiatives.	March 2025, 2026,	Chief Executive Officer



Case Study

Relationships and Respect

Snowy 2.0 Project Artwork and Special Edition PPE

Many of our projects commission First Nations artworks to pay respect to the First Nations Peoples and the Country on which the work is undertaken.

Future Generation Joint Venture (FGJV) unveiled its commissioned artwork by local Wiradjuri artist, Luke Penrith, on the Snowy 2.0 Project. 'Landscape of the Snowy Mountains – Working Together' captures the project's story, detailing tunnels interconnecting waterways and gathering places like those used by Aboriginal people for some 60,000 years.

The artwork is exhibited across the project's worksites and acts as a celebration of First Nations cultures, inspiring meaningful discussion as we continue to build a brighter, more equitable future for all.

Luke has worked with Snowy Hydro Limited for over five years, helping to preserve the area's rich cultural heritage and involving First Nations Peoples in local matters. We would like to sincerely thank Luke for his inspiring art piece and for his work in connecting our teams with the local culture and the land on which they are working.

To mark National Reconciliation Week in 2023, the Project artwork was used on special edition PPE. The shirts were offered to all project personnel for a minimum \$25 donation. The funds raised were donated to local First Nations community and development programs.



Case Study

Relationships and Respect

Flag Raising Ceremony Tallawarra B Project Site

To celebrate NAIDOC Week, our Tallawarra Stage B Project team held a flag-raising and Smoking Ceremony on-site. The team was joined by a Clough Senior Civil Supervisor and a contracting partner from Lynch, both proud First Nations People, who were the flag-raisers for the ceremony. Local Elder Uncle Richard Campbell held a Welcome to Country and Smoking Ceremony for the team as the flags were being raised.

At the completion of the ceremony, the team was invited to join Uncle Richard for a cultural awareness training session, where they learned about the history of the Wadi Wadi Mob, who were the First Nations Peoples on the lands surrounding the project site and were shown local artifacts rediscovered on the surrounding lands.





Respect

We acknowledge Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of the lands on which we work and live, and we respect their continuing histories and cultures. We are committed to investing in opportunities to educate our workforce about Aboriginal and Torres Strait Islander cultures to build an inclusive and respectful work environment where Aboriginal and Torres Strait Islander employees feel welcomed and valued for the wealth of knowledge they bring to us.

Through engagement with local Aboriginal and Torres Strait Islander leaders and through cultural awareness training, our colleagues have a strengthened understanding and appreciation of Aboriginal and Torres Strait Islander cultures. We will continue to provide these engaging experiences for our people to learn more about Aboriginal and Torres Strait Islander histories to ensure our workplace is culturally safe.

Deliverables

Through the following actions, we pledge to create an inclusive and culturally safe workplace that respects the continuing histories and cultures of Aboriginal and Torres Strait Islander Peoples:

Highlights:

- **Every year, we create opportunities to recognise Aboriginal and Torres Strait Islander cultures in our working environment, as well as marking significant events throughout the year, including NAIDOC Week, National Reconciliation Week, Indigenous Literacy Day, Sorry Day, National Close the Gap Day, and International Day for the Elimination of Racial Discrimination.**
- **During NAIDOC Week 2022 and 2023, we held a number of events across the country at our offices and project sites. Events included commissioning a mural at our head office, producing collaborative artwork at various office and project locations, bush tucker events, smoking ceremonies, and flag raising ceremonies.**
- **As part of Reconciliation week in 2022 and 2023, we joined the Walk for Reconciliation in Perth. This event allows for meaningful conversations on how reconciliation can be achieved and to gain a better understanding of Aboriginal and Torres Strait islander cultures.**

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	July 2024, 2025	Diversity and Inclusion Manager
	Consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a company wide cultural learning strategy.	August 2024, 2025	Diversity and Inclusion Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors and cascade a cultural learning program relevant for each of our projects.	October 2024, 2025	Project Directors
	Review, implement and communicate a cultural learning strategy for our staff.	September 2024, 2025	Diversity and Inclusion Manager
	Provide cultural learning to all new staff as part of the onboarding process.	December 2024, 2025	Learning, Development and DE&I Senior Manager
	Provide opportunities for RAP Working Group members, HR Managers and senior leaders to participate in formal and structured cultural learning.	September 2024, 2025	Diversity and Inclusion Manager
	Create opportunities to develop the cultural competency of our staff through provision of learning activities and participation in events that focus on understanding and respecting the different values, attitudes, and beliefs across cultures.	October 2024, 2025	Lead: Vice President Human Resources Supported by: Diversity and Inclusion Manager
	Provide opportunities for RAP Working Group members, HR Managers and senior leaders to participate in formal and structured cultural learning.	September 2024, 2025	Lead: Diversity and Inclusion Manager Supported by: Project Directors

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	Increase our staff's understanding of the purpose and significance of cultural protocols by hosting learning activities and Acknowledgement of Country Workshops.	July 2024, 2025	Lead: Diversity and Inclusion Manager Supported by: Project Directors
	Review and communicate our cultural protocols document, which includes protocols for Welcome to Country and Acknowledgement of Country to all staff.	July 2024, 2025	Lead: Vice President Community, Communications & Stakeholder Engagement Supported by: Diversity and Inclusion Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2024, 2025	Lead: Vice President Community, Communications & Stakeholder Engagement Supported by: Project Directors
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and events.	August 2024, 2025	Chief Operating Officer
	Include Acknowledgement of Country and information about local Aboriginal and Torres Strait Islander Peoples and history in all Project Inductions.	July 2024, 2025	Lead: Project Directors Supported by: Diversity and Inclusion Manager
	Source and display Aboriginal and Torres Strait Islander Artwork from regions where our projects are located in all office locations.	August 2024, 2025	Vice President Community, Communications & Stakeholder Engagement
	Display an Acknowledgement of Country plaque at all new office locations.	August 2024, 2025	Vice President Community, Communications & Stakeholder Engagement
	Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July 2024, 2025
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.		June 2024, 2025	Executive Vice President Human Resources & Organisation
Promote and encourage staff to participate in external NAIDOC events through our intranet, website and social media.		July 2024, 2025	Vice President Community, Communications & Stakeholder Engagement
Investigate supporting a local Aboriginal and Torres Strait Islander community NAIDOC event.		June 2024, 2025	Lead: Project Directors Supported by: Community and Stakeholder Engagement Manager

Case Study

Relationships, Respect and Opportunities

Supporting education and employment outcomes

We have long standing partnerships with Clontarf Foundation and Stars Foundation, organisations dedicated to furthering First Nations education outcomes and employment prospects.

We have worked with these organisations to showcase what opportunities are available within the construction industry. This has involved a series of open days where students have been invited into our corporate office to experience the work undertaken in the corporate environment, and a series of site visits to experience work undertaken in the field.

In August 2023, our team on the Waitsia Gas Project hosted a group of students on site, giving them a first-hand look at the dynamic world of engineering and construction. Our team connected with the students, sharing advice, exchanging knowledge, and igniting sparks of inspiration for the next generation.

We have seen these sparks kindled into a flame with students attending site visits and open days going on to receive traineeships and job placements. One such student was Stars Foundation Student, Kyeesha.

Kyeesha joined the Corporate Affairs and Stakeholder Engagement Team as part of the Clough Traineeship Program to complete her Certificate II in Workplace Skills. Kyeesha attended the Clough Open Day with the Stars Foundation and was interested in 'seeing how everything worked behind the scenes' and was impressed by the 'feel good environment.' During the Open Day, Kyeesha asked if there were any traineeships available. She was asked to leave her contact details along with an expression of interest and was soon invited to join the traineeship program. Over her time with us, Kyeesha had the opportunity to learn about lots of different functions across the business, gaining invaluable insight into the professional workplace.

"One of the things I will take away from this experience is understanding how people work across different areas of the office but also how I work in the office, understanding my strengths and weaknesses," – Kyeesha.

After completing her traineeship, Kyeesha went onto university with a view of pursuing a degree in commerce and marketing.

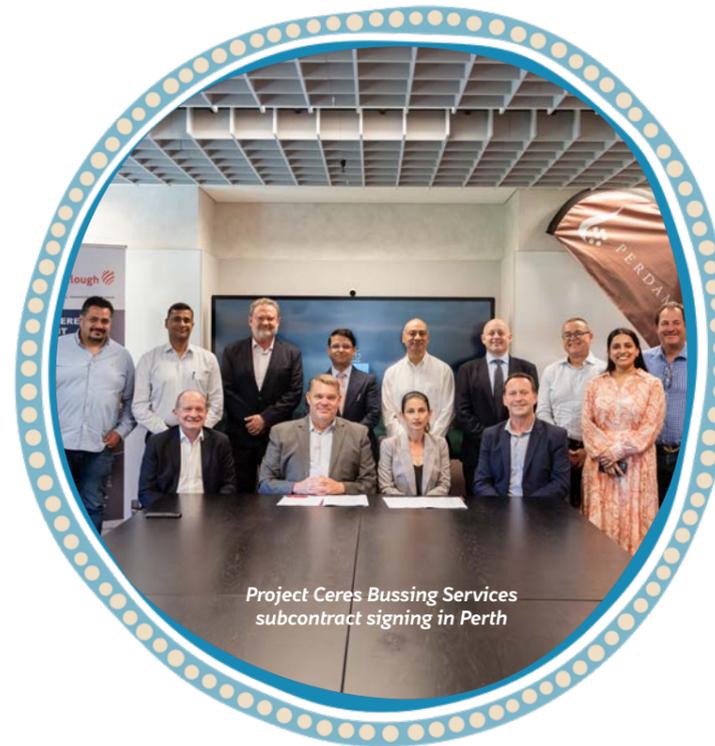
Webuild in Australia run several traineeships and apprenticeships both in our office and onsite for First Nations candidates.

In 2022 Jocelyn Kelly joined Webuild in Australia through Clough's Administration Traineeship. Jocelyn has really valued the opportunity to "get to know all the different people within the company". "Clough has allowed me to gain skills which I can carry with me for the rest of my career journey." – Jocelyn.

Alayah Hill was a year 12 graduate who started with Clough three years ago through our Traineeship Program. Alayah undertook her Certificate II in Workplace Skills and now works for the company as a Resourcing Administrator.

"My traineeship journey with Clough began when I was offered the opportunity to come out and do an interview after I had been applying and looking into different traineeships across different industries. I was only fifteen at the time and thought the office was too fancy for me but instantly felt welcomed when I came in.

"I've recently joined the Recruitment team, and I've been developing more skills and I have been learning what it's all about to work in that department and I am so excited to continue expanding my knowledge and skills." – Alayah.



Case Study

Relationships, Respect and Opportunities

Saipem Clough Joint Venture Awards Bussing Subcontract for Project Ceres

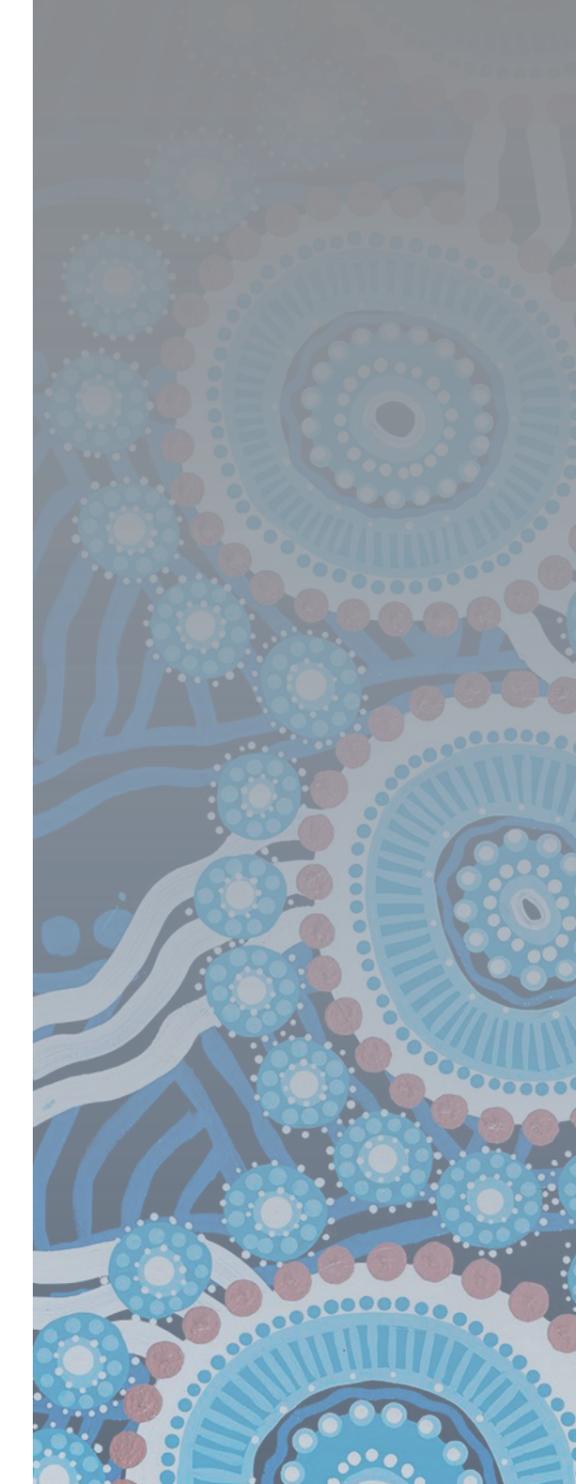
Following a decade-long relationship between Perdaman and Murujuga Aboriginal Corporation (MAC), Saipem Clough Joint Venture (SCJV), responsible for delivering Perdaman's Ceres Urea Project, awarded a \$4.5M Bussing Services subcontract to Murujuga Commercial Transport, a Karratha based Aboriginal business. This is an important and significant contribution to the creation of value in the territory in which the JV operates.

Murujuga Commercial Transport (MCT) aims to maximise economic, social and environmental returns to support independence for current and future generations of the Murujuga community.

MCT will be responsible for the provision of transportation services to transfer staff and workers on two bussing routes, from Airport to Camp and Site to Camp for the duration of the project.

It is anticipated that at the peak of construction, the project will be utilising over 20, 50+ seat buses under a Dry Hire Arrangement.

SCJV, together with Perdaman, is committed to providing meaningful business and employment opportunities to local and First Nations Peoples and leaving a positive legacy in the community.





Opportunities

We are committed to delivering meaningful employment, education and business opportunities for Aboriginal and Torres Strait Islander Peoples and growing representation in our supply chain. To do this, we are working to ensure our policies and processes are free of bias and discrimination and set an example in our industry to better understand the needs and aspirations of Aboriginal and Torres Strait Islander Peoples, and to encourage them to consider Webuild, Clough and e2o as an employer and partner of choice.

We have made significant progress creating employment, education and business opportunities that build Aboriginal and Torres Strait Islander engagement with Webuild in Australia.

Employment and Education:

In 2021 we launched our work traineeship program. In 2022 we hosted three students with two completing their Certificate II in Workplace Skills and one completing a Certificate III in Business.

Across our projects we offer a number of training opportunities from traineeships to apprenticeships.

Business

In May 2022, five of our employees attended the Supply Nation CONNECT Trade

Show. Attendees met with a number of First Nations businesses and considered it a successful event with key connections made for future engagement.

In May 2023, our team attended Business News' inaugural Challenging Change – First Nations Business event, exploring key issues, trends, and opportunities for First Nations businesses in WA.

In June 2023, we attended the Queensland Government First Nations Connect events in Brisbane and the Gold Coast. The Southeast Regional First Nations Business Connect events are a chance to connect Aboriginal and Torres Strait Islander businesses, industry, executive stakeholders, and government representatives.

In August 2023, we held a Meet the Buyer event in Karratha. This event was delivered in partnership with our joint venture partner, Saipem, and our client Perdaman in support of our Ceres Urea Plant Project. This event was a great opportunity to meet local and First Nations businesses and understand the capabilities in the region.

Deliverables:

Through the following actions, we pledge to improve outcomes for Aboriginal and Torres Strait Islander Peoples by providing employment, education and business opportunities:

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March, June, September, December 2024, 2025	Vice President Human Resources
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2024	Lead: Project Directors Supported by: Diversity and Inclusion Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy that supports projects to meet participation targets.	November 2024	Lead: Diversity and Inclusion Manager Supported by: Vice President Human Resources
	Promote job vacancies using a range of strategies including networks, job fairs and partnerships to effectively reach Aboriginal and Torres Strait Islander jobseekers.	July 2024, 2025	Vice President Human Resources
	Review our HR and recruitment process to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2024, 2025	Vice President Human Resources
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce to 2.5%	March 2025, 2026	Lead: Project Directors and Executive Vice President Operations Supported by: Executive Vice President Human Resources & Organisation

Action	Deliverable	Timeline	Responsibility
Build pathways for Aboriginal and Torres Strait Islander Peoples to progress into Leadership roles.	Provide opportunities for Aboriginal and Torres Strait Islander employees to participate in a mentor or coaching program to develop leadership skills.	February 2025, 2026	Learning, Development and DE&I Senior Manager
	Provide learning and development opportunities for Aboriginal and Torres Strait Islander employees to develop leadership skills.	April 2025, 2026	Learning, Development and DE&I Senior Manager
Actively promote initiatives to increase Aboriginal and Torres Strait Islander employment prospects and development opportunities within the communities in which we operate.	Establish relationships with secondary schools, universities and organisations to promote work experience and internship opportunities for Aboriginal and Torres Strait Islander students.	August 2024, 2025	Lead: Diversity and Inclusion Manager Supported by: Vice President Community, Communications & Stakeholder Engagement
	Investigate the implementation of an Aboriginal and Torres Strait Islander Apprenticeship Programs to provide employment and development opportunities.	May 2025	Learning, Development and DE&I Senior Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement a group wide Aboriginal and Torres Strait Islander procurement strategy.	October 2024, 2025	Executive Vice President Supply Chain
	Encourage and educate our supply chain to promote supplier diversity and meet procurement spend targets.	November 2024, 2025	Executive Vice President Supply Chain
	Increase annual procurement spend with Aboriginal and Torres Strait Islander businesses.	December 2024, 2025	Lead: Vice President Procurement Supported by: Project Directors
	Establish and maintain memberships with key Aboriginal and Torres Strait Islander organisations including Supply Nations to promote procurement opportunities.	September 2024, 2025	Vice President Community, Communications & Stakeholder Engagement
	Participate in trade events to investigate new opportunities to engage Aboriginal and Torres Strait Islander suppliers.	August 2024, 2025	Lead: Executive Vice President Supply Chain Supported by: Project Procurement Teams
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses across our projects.	August 2024, 2025	Vice President Procurement Supported by: Project Procurement Teams
	Audit the procurement process to remove barriers to procuring from Aboriginal and Torres Strait Islander businesses.	November 2024, 2025	Vice President Procurement
	Develop at least six new commercial relationships with Aboriginal and/or Torres Strait Islander businesses each year.	December 2024, 2025	Lead: Executive Vice President Supply Chain Supported by: Project Procurement Teams
Provide support and mentoring to Aboriginal and Torres Strait Islander owned businesses to develop their business capability.	September 2024, 2025	Chief Bidding, Engineering & Concessions Officer	

Governance

We are committed to ensuring our deliverables are supported throughout the business and are achieved as a result of combined efforts and understanding of the importance of our Innovate Reconciliation Action Plan and vision.

Our RAP working group has been carefully selected to ensure coverage across all functions and locations and most importantly that the group includes Aboriginal and Torres Strait Islander representation so that our reconciliation journey can continue to be guided by First Nations voices.

Function	Member - Position	Location	Role in RAP WG
Business Development	Paul Farris – Business Development Director – Water	Sydney	Member
	Carl Mills – Acting Executive Vice President Business Development	Perth	Alternate Member
Bidding, Engineering and Concessions	John Galvin – Chief Bidding, Engineering & Concessions Officer	Perth	Chair/Executive Sponsor
	Roberta Constantin – Director Bid Energy and Resources	Sydney	Alternate Member
	Edwin de Bruijn – Bid Director	Brisbane	Alternate Member
Communications, Community and Stakeholder Engagement	Cynthia Calderon – Vice President Communications, Community, & Stakeholder Engagement	Perth	Member
	Laura Loughnan – Senior Community and Stakeholder Engagement Advisor	Perth	Alternate Member
Accounting, Finance and Control	Naomi Mader – Executive Vice President Accounting and Tax	Perth	Member
HR and Organization	Annie Ledwidge – Human Resources Specialist	Brisbane	Member
	Ben Howkimkam – Lead Resourcing Expert	Perth	Alternate Member
Supply Chain	Antimo Di Antonio – Executive Vice President Supply Chain	Sydney	Member
	Luca Rizzo – Vice President Procurement	Perth	Member
	JK Shelat – Vendor Management Senior Manager	Brisbane	Member
Operations	Jason Fletcher – Alliance Manager	Perth	Alternate Member
	Jacob Latter – Executive Vice President Operations Infrastructure – Qld & PNG	Brisbane	Member
	Jack Fletcher – Aboriginal Participation Manager	Sydney	Alternate Member
	Bill Calligeros – Executive Vice President Energy & Resources	Brisbane	Member
RAP Champions	Jody Kershaw – Diversity and Inclusion Manager	Perth	RAP Coordinator
	Jason Ponosh – Construction Director	Perth	Member
	Nick Fabriziani – Indigenous and Heritage Manager	Perth	Member
	Josh Yeats – Supply Chain Manager	Brisbane	Member
	Devon Cowan – Senior Buyer/Expeditor and Indigenous Procurement Liaison Officer	Perth	Member
	Marianne McCabe – Community and Stakeholder Engagement Manager	Cooma	Member
	Brett Lee – Indigenous and Social Inclusion Advisor	Melbourne	Member



Deliverables

Through the following actions, we pledge to improve outcomes for Aboriginal and Torres Strait Islander Peoples by maintaining appropriate accountability and transparency in our Innovate RAP delivery (SEE NEXT PAGE):

Case Study

Lombrum Infrastructure Project

Our commitment to increasing its spend with Aboriginal and Torres Strait Islander businesses extends beyond projects located in Australia. For the Lombrum Infrastructure Project, which is located in Manus Island, Papua New Guinea, the team has engaged with numerous Indigenous Australian suppliers for the procurement of materials including plant and equipment, PPE uniforms, stationery, signage, and office furnishings. To-date the project has spent over \$1 million with Aboriginal and Torres Strait Islander businesses.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	June 2024, 2025	RAP WG Chair
	Review and update a Terms of Reference for the RAP Working Group.	June 2024, 2025	RAP WG Chair
	Meet at least four times per year to drive and monitor RAP implementation.	April, June, September, December 2024, 2025, 2026	RAP WG Chair
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2024, 2025	Director Organization, Learning, Development and DE&I
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June 2024, 2025	RAP WG Chair
	Review and maintain appropriate systems to track, measure and report on RAP commitments.	April, June, September, December 2024, 2025, 2026	Director Organization, Learning, Development and DE&I
	Appoint and maintain an internal RAP Champion from senior management.	June 2024, 2025	RAP WG
	Establish an Employee Reconciliation Network that represents our office and project locations to support the implementation of RAP commitments across all of our operations.	August 2024	RAP WG
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June 2024, 2025	Diversity and Inclusion Manager
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Survey	August 2024, 2025	Diversity and Inclusion Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2024, 2025	Diversity and Inclusion Manager
	Report RAP progress to all staff and senior leaders quarterly.	April, June, September, December 2024, 2025, 2026	Lead: Vice President Community, Communications & Stakeholder Engagement Supported by: Diversity and Inclusion Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	June 2024, 2025	Vice President Community, Communications & Stakeholder Engagement
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Diversity and Inclusion Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	Lead: Diversity and Inclusion Manager Supported by: Vice President Community, Communications & Stakeholder Engagement
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2025	Diversity and Inclusion Manager



Message from Chair

The Webuild Group is committed to achieving this Innovate Reconciliation Action Plan and delivering on its vision. We are well-positioned to grow our presence and operations across Australia, and this business growth will continue to create significantly enhanced opportunities for us to partner with First Nations organisations and communities to build respect, understanding and pride for the oldest living continuing culture in the world, and provide a workplace that values and celebrates Aboriginal and Torres Strait Islander Peoples.

As the Chair of our RAP working group, I am personally committed to growing our First Nations workforce through employment and development opportunities, identifying and developing supply opportunities for First Nations businesses, and driving a deep appreciation for the history and diverse cultures of Australia's First Nations People.



John Galvin
Reconciliation Action Plan
Working Group Chair





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