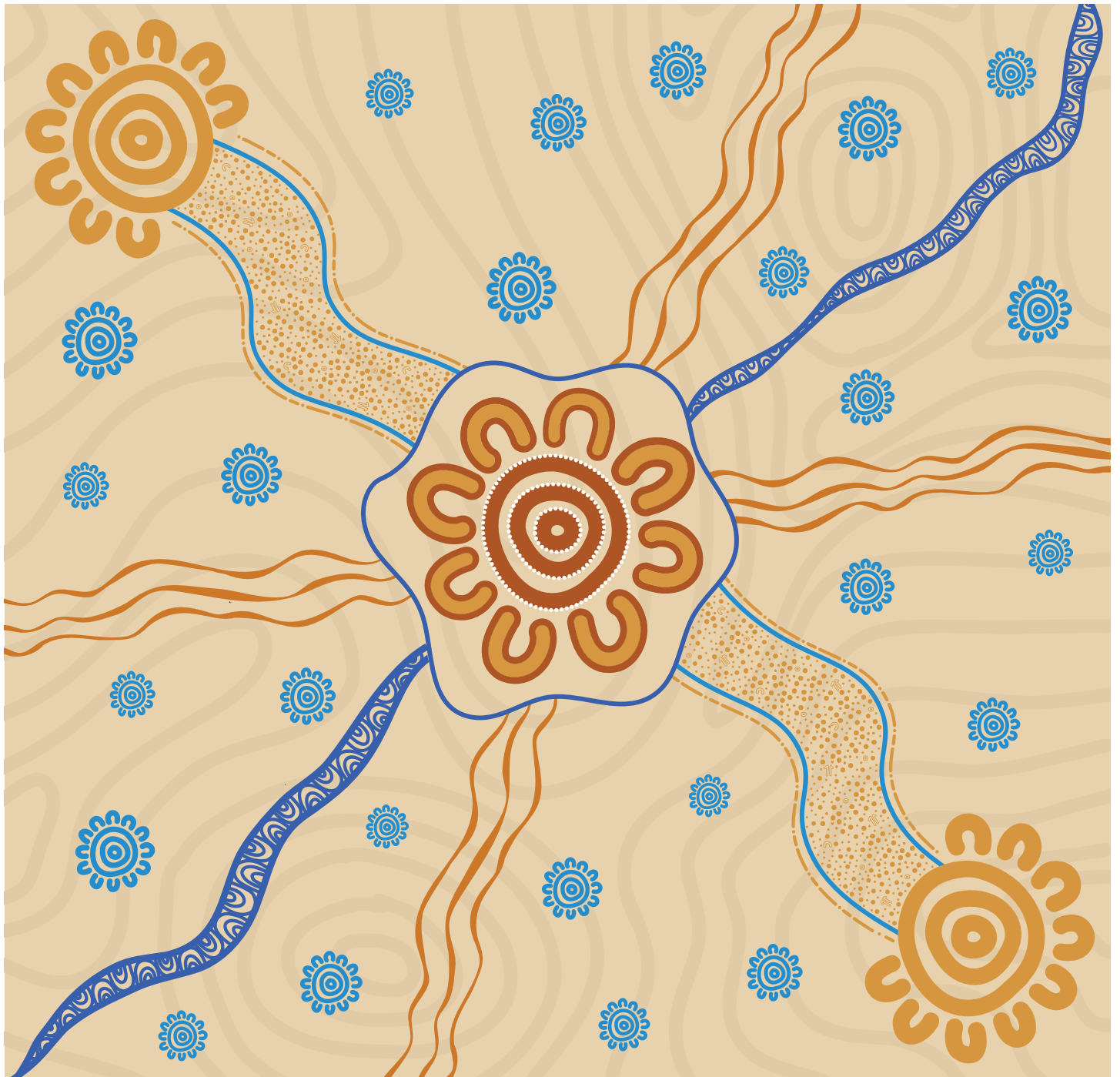
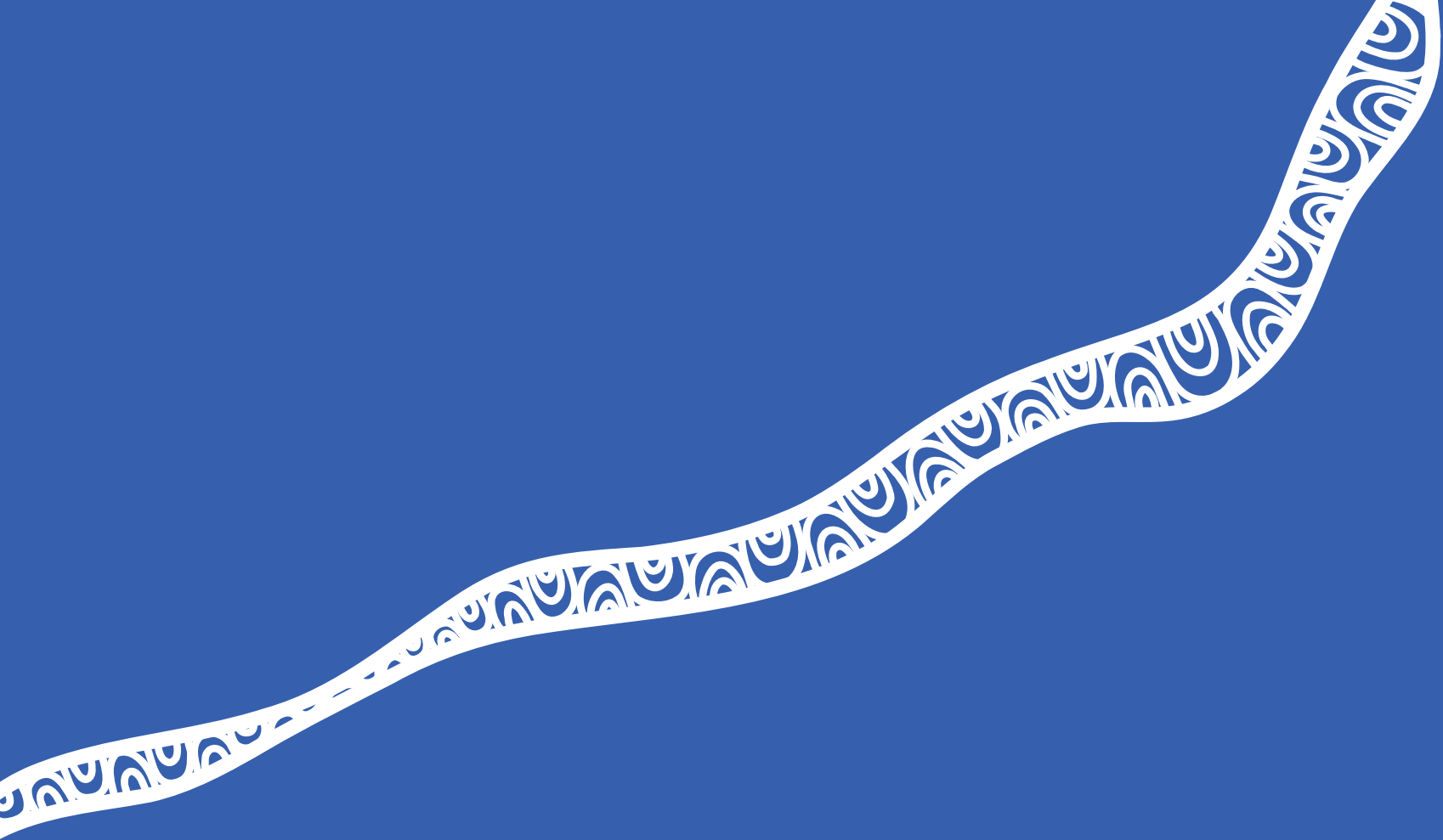




Innovate

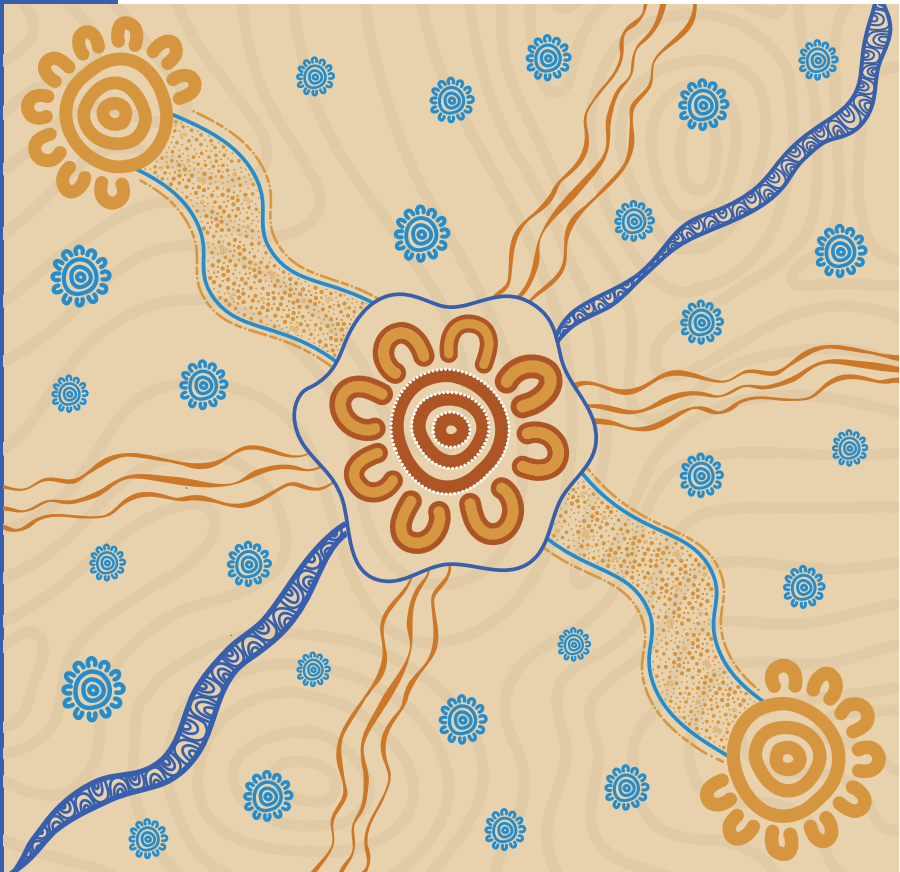
Reconciliation Action Plan
July 2026 - July 2028



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The Artwork



"Building Reconciliation Together"

This artwork celebrates the strength and possibilities that come from coming together. It reflects the journey of Webuild and Clough over the past two years – two organisations joining to create a shared foundation rooted in care, collaboration and respect. At its heart, the piece is about connection. It honours the relationships that make meaningful reconciliation possible – between teams, partners, suppliers, subcontractors and the wider community. It recognises the importance of walking alongside one another, sharing knowledge, listening, and building trust together. It also speaks to growth. From these strong foundations and connections comes the opportunity to create more meaningful outcomes for reconciliation, expanding impact through collaboration and shared purpose. The artwork invites reflection on the past, celebration of progress, and optimism for the journey ahead. Overall, it is a story of unity, shared responsibility and hope – showing that when people come together with intention and care, they can build lasting connections, stronger foundations, and a brighter future for everyone.



Meet the Artist

Madeleine Edwards is a proud Jaru woman from the East Kimberley, whose roots run deep in Halls Creek and Kununurra, where much of her family still resides. A self-taught graphic designer and multi-disciplinary artist, Madeleine combines traditional and contemporary techniques to create works that honour her cultural heritage while embracing modern storytelling mediums. Her practice spans digital art and acrylic paintings on canvas, where she draws upon the striking natural beauty of Jaru Country. Madeleine's work has been commissioned by various organisations, including Tourism WA, the Office of the Director of Public Prosecutions, Centurion, Better Health Company, and DWER. Whether working on personal projects, community-focused initiatives, or client-driven commissions, her art carries the spirit of connection, storytelling, and the timeless beauty of her culture.



Acknowledgment of Country

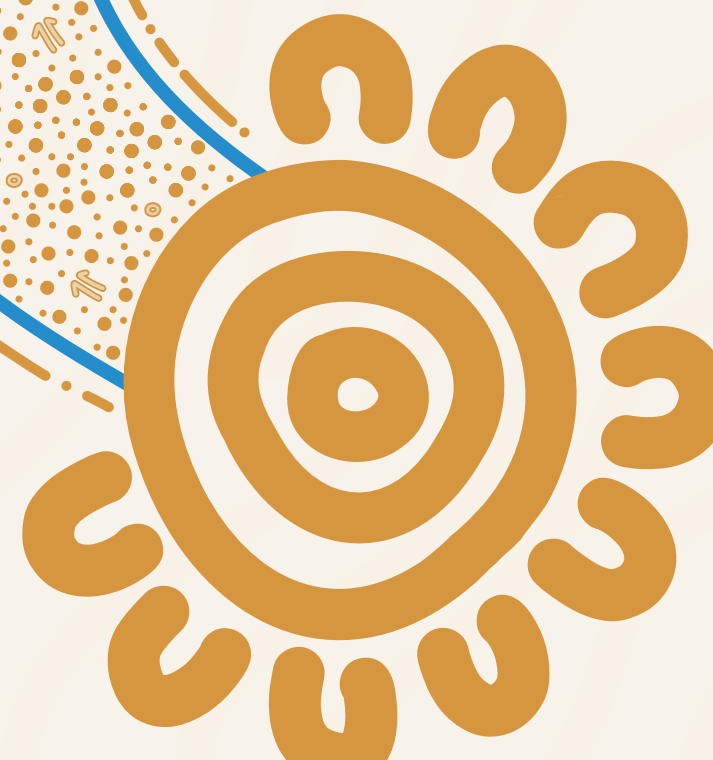
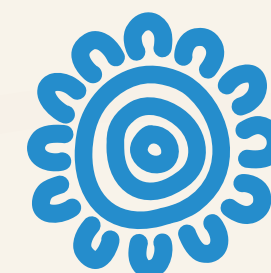
Webuild acknowledges the Traditional Custodians of the land on which we live and work. We pay our respects to Aboriginal and Torres Strait Islander peoples, their cultures, and their Elders past and present. Let us walk forward together as one, honouring our past and embracing a future enriched by unity and respect.

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.



Our Vision for Reconciliation

Our vision is to deliver consistent, long-term positive impact by leveraging our scale and influence to support Aboriginal and Torres Strait Islander peoples and businesses to participate, grow and thrive through meaningful partnerships.



Message from our Executive President

Our 2024–2026 Innovate Reconciliation Action Plan (RAP) marked the first in our reconciliation journey of Webuild, Clough and e2o (Webuild in Australia) working as a group. Clough launched its first Innovate RAP in 2020, laying strong foundations for the work to come. I am incredibly proud of how far the Group has come since then.

Over this time, we have completed 189 deliverables to drive positive change through employment, education, and business opportunities working alongside Aboriginal and Torres Strait Islander peoples, and providing our workforce with experiences to reflect on and immerse themselves in the world’s oldest continuing living cultures. 70 of these deliverables were made possible through the coming together of our group of companies.

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 fourth Innovate RAP.

Continuing our journey on the Innovate RAP framework will allow us to build on strong foundations and deepen impact. We have established long-term partnerships with Clontarf Foundation, Stars Foundation, and Starlight Earbus, driven cultural engagement through cultural learning and events, and achieved both Aboriginal participation and procurement spend targets. This next chapter will focus on embedding corporate-wide strategies, strengthening data, and improving employment and procurement outcomes consistently across all projects, positioning Webuild to confidently progress to a Stretch RAP.

The Webuild Group is 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.



Marco Assorati
Senior Executive Vice
President Operations Oceania
Webuild



Karen Mundine
Chief Executive Officer,
Reconciliation Australia

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Webuild (and formerly Clough) on the formal endorsement of its fourth Innovate Reconciliation Action Plan (RAP) as it continues the work of reconciliation as a combined entity.

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. 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 fourth Innovate RAP and I look forward to following your ongoing reconciliation journey.

Our Business

Webuild is a major global player in the large-scale infrastructure sector, with 120 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 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 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 directly employ over 5,000 people across our Webuild, Clough and e2o offices and project sites. We are currently exceeding our First Nations employment target with 129 employees 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 12 projects under development across Australia.

Western Australia

- Project Ceres Urea Plant
- Dampier Bulk Handling Facility
- Waitsia Gas Project Stage 2
- Woodman Point Water Treatment Facility Upgrade
- New Women and Babies Hospital Project
- Perth Airport Link Operations and Maintenance
- Kwinana Gas Power Generation 2

Northern Territory

- Darwin Ship Lift Facility

Victoria

- North East Link (NEL) PPP
- Suburban Rail Loop Package D Tunnels North

New South Wales

- Snowy 2.0
- Stations, Systems, Trains, Operations and Maintenance (SSTOM) Works for Sydney Metro – Western Sydney Airport.



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.



National Reconciliation Week Webinar

Our values are underpinned by the Webuild 5P Manifesto:



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 longstanding community partnerships.

We actively foster 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 embraced and celebrated by all.

As the fourth 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, our journey is by no means complete.

After Webuild's acquisition of Clough in February of 2023, the newly established group of companies, Webuild, Clough and e2o, have worked tirelessly to align our reconciliation efforts, broadening our reach and deepening our impact.

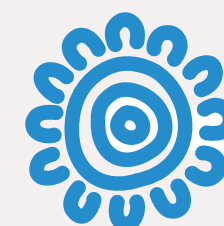
The success of our 2024–2026 Innovate RAP is testament to what can be achieved when we work together as Webuild in Australia.

This initial success has laid strong foundations upon which we will build and grow for the 2026–2028 period.

During this next RAP period, we will focus on embedding corporate-wide strategies and strengthen our data to ensure consistency in employment and procurement outcomes across all our projects.

This Innovate RAP will:

- Continue to build our understanding of First Nations cultures, creating engaging opportunities to learn more about Aboriginal and Torres Strait Islander histories and increase cultural safety within our workplace.
- Continue to create meaningful employment through apprenticeships, traineeships and career progression ensuring we attract, grow, train and retain more Aboriginal and Torres Strait Islander people.
- Continue to support education programs for Aboriginal and Torres Strait peoples across the country with special focus in the communities close to our projects.
- Continue to 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 five-pillar sustainability 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 inspired by what we have achieved so far 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.

Highlights of our Reconciliation Journey

2002

Our first Policy on First Nations Relations is signed

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

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

We partnered with Clontarf Foundation as a founding partner, a partnership that continues to this day.



2018

Cultural Awareness Training launched

We launched face-to-face cultural awareness training which was completed by

350 employees

2017



Supporting health and wellbeing for remote First Nations communities

We partnered with Starlight Children's Foundation's Healthier Future Initiative to support positive healthcare experiences for children in Aboriginal and Torres Strait Islander communities.

Growing business opportunities

We partnered with Supply Nation to further support the diversification of our supply chain and growth of First Nations business.



2020

Our First Reconciliation Action Plan

We received endorsement for our first Reconciliation Action Plan.

Growing business opportunities with Aboriginal Procurement Guidelines

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 culture

Our online induction was revised to include a standalone Cultural Awareness module and information about our RAP vision and commitments that all new starters must complete.

2021

First Nations training initiatives launched

We introduced several First Nations training initiatives across our office and project sites including traineeships on the South Flank OHP Project, formal mentoring program, pre-employment training program on Snowy 2.0, and a First Nations School Based Traineeship program.

Cultural Protocols guideline launched

We have updated our Leave Guideline to include Cultural and Religious Leave and published a Cultural Protocols guideline.

Celebrating NAIDOC Week 2021

We sponsored and attended the NAIDOC ball in Perth.

Reconciliation libraries

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

Continuing our support of First Nations youth and education

In addition to the long-standing partnership with Clontarf Foundation, we 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

Our Second Innovate RAP is Endorsed

Celebrating First Nations culture 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 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 2022

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 site life and the project.

We attended the Stars Foundation Futures Forum, 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 – titled: 'Landscape of the Snowy Mountains – Working Together'.

Clough becomes part of the Webuild Group

Webuild acquires Clough, marking a new era in the Group's Reconciliation journey.

National Reconciliation Week 2023

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 projects

A number of events were organised around the country including flag raising, smoking ceremonies, collaborative artworks and cultural awareness training.



2025

Aboriginal and Torres Strait Islander Scholarships

We developed Aboriginal and Torres Strait Islander student scholarships at the Western Sydney University and the University of Queensland.

We Build Bright Futures Pre-Employment Program

The We Build Bright Futures pre-employment program was launched, focussing on delivering accredited training that supports participants to be job-ready. The program ran over two weeks and delivered eight nationally recognised units of competency, supporting 13 Aboriginal participants – six apprentices, seven trades assistants.

2024

Our Third Innovate RAP is Endorsed

Cultural Confidence Workshops

We hosted a series of Cultural Confidence Workshops across our operations, facilitated by Bradlee Commins. The sessions developed our understanding of culture, histories and knowledge, and provided the tools to engage respectfully with Aboriginal and Torres Strait Islander People, businesses, and stakeholders, and to drive reconciliation outcomes.

Celebrating 10 years of partnership with Clontarf Foundation

We renewed our partnership with Clontarf Foundation for the tenth year in a row, marking a decade partnership and support.

Launch of the Willan Project on the North East Link Project

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.

Supporting Roebourne Post Office

Saipem Clough Joint Venture (SCJV) supported Ngarliyarndu Bindirri Aboriginal Corporation (NBAC) in re-establishing the Roebourne Post Office. This project represented more than a building; it was about connection, accessibility, and self-determination for the Ngarda-Ngarliyarndu community.

Project Ceres hosts Stars Foundation site tour

We recently hosted a site visit for a group of talented young women from Stars Foundation to explore Project Ceres.

Skilled volunteering program helps to build skills and create impact in Aboriginal businesses

The North East Link project's Skilled Volunteering program brought together employees and Aboriginal businesses to collaborate on practical solutions to drive social impact.

Reflections

Over the past two years, Webuild in Australia has continued to strengthen its commitment to reconciliation through our Innovate RAP. We are proud of the progress made in building meaningful relationships with Aboriginal and Torres Strait Islander communities, including our long-term partnerships with organisations such as Clontarf, Stars Foundation, and Starlight Children's Foundation's Healthier Futures Initiative.

Our teams have embraced cultural learning and celebrated key events like NAIDOC Week and National Reconciliation Week, fostering a workplace that values respect and inclusion.

We achieved our Aboriginal participation and procurement targets, demonstrating our ability to create opportunities and deliver on commitments. These outcomes reflect the dedication of our people and partners across all our projects.

Our RAP journey has also highlighted areas for growth. To ensure sustainable impact, we are focusing on strengthening our strategies and data to deliver consistent outcomes across our projects. These steps will enable us to move beyond an Innovate RAP working towards a Stretch RAP and embedding reconciliation into everything we do.

Together, we remain committed to creating lasting change and contributing to a more inclusive future.





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.



Elder Tina Hayden with our late CEO, Peter Bennett, and Executive Vice President Business Development, Joel Stringer, at the Smoking Ceremony for the New Women and Babies Hospital Project in Perth

Relationship Highlights:

- We have continued our partnerships with four organisations to improve outcomes for Aboriginal and Torres Strait Islander peoples. We work closely with Stars Foundation, Starlight Children's Foundation's Heathier Future Initiative, and Supply Nation. In 2024, we reached the milestone of a decade of partnership with Clontarf Foundation.
- 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 RAP artwork has been proudly embedded and featured across our organisation. The piece was formally unveiled in our Brisbane office with artist in attendance to teach our staff about its meaning. The artwork was featured on merchandise and polo shirts, allowing the artwork to be displayed proudly throughout the region.
- We invited Luke Penrith, a Wiradjuri, Yuin, Gumbaynggirr & Wotjobaluk artist, to lead a collaborative artwork in our Sydney office. Luke has been involved in our reconciliation journey for some time having previously been commissioned to produce the beautiful 'Landscapes of the Snowy Mountains' artwork for the Snowy 2.0 Project.

Relationships 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.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2026, 2027	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.	September 2026, 2027	Community and Stakeholder Engagement Manager
	Promote and maintain formal partnerships with at least 3 organisations to invest in future Aboriginal and Torres Strait Islander success.	September 2026, 2027	Vice President Community, Communications & Stakeholder Engagement
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2027, 2028	Vice President Community, Communications & Stakeholder Engagement
	RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2027, 2028	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, 2027, 2028	Lead: Vice President Community, Communications & Stakeholder Engagement Supported by: Diversity & Inclusion Manager
	Organise a NRW event in each of our regions each year.	27 May-3 June, 2027, 2028	Lead: Vice President Community, Communications & Stakeholder Engagement Supported by: Diversity & Inclusion Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2027, 2028	Diversity & Inclusion Manager

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Review, update and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	September 2026, 2027	Lead: Vice President Community, Communications & Stakeholder Engagement Supported by: Project Directors
	Communicate our commitment to reconciliation publicly.	July 2026, 2027	Vice President Community, Communications & Stakeholder Engagement
	Develop and communicate a RAP Launch Pack to all projects and offices to build awareness, understanding and engagement with our RAP commitments.	July 2026, 2027	Lead: Diversity & Inclusion Manager Supported by: Vice President Community, Communications & Stakeholder Engagement and Project Directors
	Continue to promote an annual RAP calendar that recognises dates and events of significance to Aboriginal and Torres Strait Islander peoples.	August 2026, 2027	Vice President Community, Communications & Stakeholder Engagement
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2026, 2027	Lead: Vice President Community, Communications & Stakeholder Engagement Supported by: Project Directors
Promote positive race relations through anti-discrimination strategies.	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	September 2026, 2027	Lead: Diversity & Inclusion Manager Supported by: Project Directors
	Continue to review and improve HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2027, 2028	Executive Vice President Human Resources
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our Appropriate Workplace Behaviour and Fair Treatment Guideline.	March 2027, 2028	Executive Vice President Human Resources
	Review and communicate our Appropriate Workplace Behaviour and Fair Treatment Guideline, which encompasses our anti-discrimination policy for our organisation.	March 2027, 2028	Executive Vice President Human Resources
	Provide ongoing education to our senior leaders on the effects of racism.	March 2027, 2028	Diversity & Inclusion Manager
	Continue to publicly support anti-discrimination campaigns and initiatives.	March 2027, 2028	RWG Chair



Our team at Business News' Indigenous Business Lunch in November 2025

Case Study

Supporting Aboriginal and Torres Strait Islander Communities

Saipem Clough Joint Venture (SCJV) is proud to support Ngarliyarndu Bindirri Aboriginal Corporation (NBAC) in re-establishing the Roebourne Post Office. This project represents more than a building; it's about connection, accessibility, and self-determination for the Ngarda-Ngarliyarndu community.

After the announcement of the Roebourne Post Office's impending closure in 2024, NBAC stepped in to ensure residents have ongoing access to critical financial and communication services. Our contribution will help NBAC create a co-located service hub alongside Centrelink and other social programs, ensuring this important community service continues for generations to come.

Through partnerships like this, we aim to support Aboriginal-led initiatives that strengthen local capability, create opportunity, and leave a lasting legacy for regional communities.



ABOVE: Vyllette accepting her Maxima School-Based Trainee of the Year 2025 award

BELOW: Vyllette on site at the Woodman Point Water Treatment Facility



Case Study

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 corporate environment and a series of site visits to experience work on our projects.

In November 2025 our team on Project Ceres hosted a group of students from the Stars Foundation 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's Vyllette Burns.

Vyllette joined Webuild in 2024 as a School-Based Trainee through our partnership with the Stars Foundation, working towards her Certificate II in Workplace Skills. Throughout her traineeship, she embraced every opportunity, rotating through administration, reception, facilities, and the Learning and Development team.

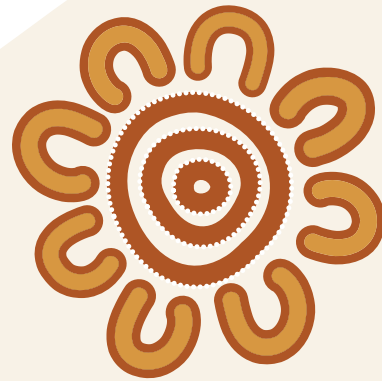
During her time at school, Vyllette shone as a Senior Cultural Leader, mentoring younger students, delivering Acknowledgements of Country in both Noongar and English, designing NAIDOC artwork, and supporting Aboriginal dance performances of Kwoobidak Yorga Middas.

In 2025, Vyllette completed Year 12 at Coodanup College, achieved her Certificate II with Webuild, and earned significant recognition for her dedication and achievements. She was awarded the Maxima School-Based Trainee of the Year 2025. Vyllette was also a finalist for the school-Based Trainee of the Year at the 2025 Apprentice Employment Network WA Awards, and Trainee, Apprentice or Student of the Year at the NAWIC WA Awards for Excellence.

These well-deserved achievements highlight Vyllette's commitment to continuous growth and her ability to take on new challenges, develop new skills, and adapt to different ways of working, qualities that serve her well in her new role with Webuild working on the New Women and Babies Hospital Project.



Saipem Clough JV team members with NBAC representatives at the re-opened Roebourne Post office.



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.

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 2024 and 2025 we held a number of events across the country at our offices and project sites. Events included welcoming Murrinhaya Yepengna Dance troop to perform at our North East Link project site, sharing a delicious bush tucker meal of kangaroo tail stew with proud Yindjibarndi man, Vince Adams at our Project Ceres site and hosting a very special flag raising ceremony on our Snowy 2.0 project which marked the first time that all three national flags were flown on site.
- As part of Reconciliation week in 2024 and 2025 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.

Respect Deliverables:

Though 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:

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.	August 2026, 2027	Diversity & Inclusion Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	September 2026, 2027	Diversity & Inclusion Manager
	Review, implement, and communicate a cultural learning strategy document for our staff.	October 2026, 2027	Diversity & Inclusion Manager
	Provide cultural learning to new staff as part of the onboarding process.	December 2026, 2027	Diversity & Inclusion Manager
	Provide opportunities for RAP Working Group members, HR Managers and other key leadership staff to participate in formal and structured cultural learning.	October 2026, 2027	Diversity & Inclusion Manager
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase our staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2026, 2027	Diversity & Inclusion Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2026, 2028	Diversity & Inclusion Manager Supported by: Vice President Community, Communications & Stakeholder Engagement
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2026, 2027	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.	July 2026, 2027	RWG Chair
	Include Acknowledgement of Country and information about local Aboriginal and Torres Strait Islander peoples and history in all Project Inductions.	November 2026, 2027	Lead: Project Directors Supported by: Diversity & Inclusion Manager
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 2026, 2027	RWG Chair
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2027, 2028	Executive Vice President Human Resources
	Promote and encourage participation in external NAIDOC events through our intranet, website and social media.	July 2026, 2027	Vice President Community, Communications & Stakeholder Engagement

Case Study

Sydney Office Collaborative Artwork

We were honoured to be joined by celebrated Aboriginal artist, Luke Penrith, during 2024 NAIDOC Week as he guided our team through a collaborative artwork session. The beautiful, finished piece tells a story about our collective connection to communities, and our connections to Country (nature).

We extend our sincere thanks to Luke Penrith Arts & Designs for this wonderful artwork which is now proudly displayed in our Sydney office.



Our Sydney team with their collaborative artwork during NAIDOC week in 2025



The Saipem Clough Joint Venture team on site at Project Ceres with proud Yindjibarndi man Vince Adams.



Case Study

Celebrating Culture and Connection

NAIDOC Week is a time to recognise and celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples, and to reflect on the deep cultural connections to the lands we live and work on.

The Saipem Clough Joint Venture team at Perdaman's Project Ceres had the privilege of welcoming Vince Adams, a proud Yindjibarndi man to site. Vince shared a moving Acknowledgement of Country, cultural knowledge of bush tucker and traditional medicines, and cooked a traditional meal of kangaroo tail stew and damper for our team.

It was a meaningful experience that reminded us of the importance of listening and learning.





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 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

Throughout 2024 and 2025 we awarded four Aboriginal and Torres Strait Islander scholarships in Queensland and New South Wales and continued our school based Indigenous Traineeship Program. We launched our award winning Willan Project, now in its third cohort, to provide pre-employment training and sustainable employment opportunities for 30 young Aboriginal and Torres Strait Islander people on our North East Link Project in addition to a number of other training opportunities from traineeships to apprenticeships across our projects.

Business

- In July of 2025 our team attended Business News' 'Indigenous Business Lunch', to better understand how businesses can more effectively integrate Aboriginal and Torres Strait Islander businesses into their operations.
- Throughout 2025 our North East Link project team has been running their Skilled Volunteering Program which prongs together employees and Aboriginal Businesses to collaborate on practical solutions to drive lasting impact. Through the program, skilled volunteers tackled real-world challenges across safety, procurement, commercial, marketing, and sustainability, sharing expertise while learning from diverse perspectives.
- Throughout Supplier Diversity and Indigenous Business Months we championed the incredible First Nations-owned businesses that help to deliver our nation shaping projects. We celebrated First Transport, Waru Vehicle Hire, Biparn and Karnaji, sharing stories of their valued contributions across our various project sites.

Case Study

We Build Brighter Futures Pre-Employment Program

Webuild, as part of the ParkLife Metro D&C, has developed the 'We Build Bright Futures' Pre-employment program on the Sydney Metro SSTOM project to target the aging population of the rail and civil sector and the high levels of unemployment in the Western Sydney region.

Acknowledging the growing numbers of First Nations school leaver in the area the program targeted local young aboriginal job seekers.

The We Build Bright Futures program ran for a period of two weeks and delivered seven units of accredited training which align with the Cert II in Civil Construction (General) requirements, in addition to a Cultural Immersion Day (non-accredited).

Sourcing Participants

The Project leveraged existing networks of employment service partners to identify and engage local participants. Their access to a local talent pool via a comprehensive database was an invaluable resource, enabling them to not only source participants, but also to find individuals within the core target demographics.

In addition to participant recruitment, the employment service partners played a crucial role in providing essential support to the program participants including mentorship, career guidance, pathway advice, and regular check-ins. These services were designed to bolster the confidence

and motivation of the participants, ultimately assisting them in achieving their personal and professional goals.

Subcontractor Partnership

Project subcontractors were engaged throughout the program to support the upskilling of candidates and provide sustainable employment opportunities. Pre-screening interviews were undertaken with candidates and subcontractors to enable hiring managers to select candidates most suitable for their teams. Candidates for further employment were selected prior to course commencements providing a solid foundation for participation.

Full time employment and / or apprenticeship opportunities were secured for all candidates prior to program commencement with letters of support provided from employing company.

Outcomes

13 Aboriginal participants completed the program with six graduating into apprenticeship pathways and seven filling Trades Assistant roles.

Opportunities Deliverables:

Though 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 understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March, June, September, December 2026, 2027, 2028	Vice President Human Resources
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2026	Lead: Project Directors Supported by: Diversity & Inclusion Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2026	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.	November 2026, 2027	Talent Acquisition and Recruiting Methodologies Manager
	Review our HR and recruitment process to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2026, 2027	Executive Vice President Human Resources
	Maintain Aboriginal and Torres Strait Islander representation in our workforce at a minimum of 2.6%	March 2027, 2028	Lead: Project Directors and Executive Vice President Operations Supported by: Executive Vice President Human Resources
Promote pathways and initiatives that support employment prospects and development opportunities for Aboriginal and Torres Strait Islander peoples	Support Aboriginal and Torres Strait Islander employees career progression through tailored mentoring, coaching and leadership development opportunities.	April 2027, 2028	Organization, L&D, DE&I and Employer Branding Director
	Establish partnerships with secondary schools, universities and community organisations to facilitate work experience, internships and early career opportunities.	May 2027, 2028	Organization, L&D, DE&I and Employer Branding Director

Action	Deliverable	Timeline	Responsibility
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.	March 2027	Executive Vice President Supply Chain
	Encourage and educate our supply chain to promote supplier diversity and meet procurement spend targets.	November 2026, 2027	Executive Vice President Supply Chain
	Increase annual procurement spend with Aboriginal and Torres strait Islander businesses.	November 2026, 2027	Lead: Vice President Procurement Supported by: Project Directors
	Establish and maintain memberships with key Aboriginal and Torres Strait Islander organisations including Supply Nation to promote procurement opportunities.	September 2026, 2027	Lead: Vice President Procurement Supported by: Diversity & Inclusion Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2026, 2027	Lead: Vice President Supply Chain Supported by: Project Procurement Teams
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2026, 2027	Vice President Procurement
	Develop new commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	October 2026, 2027	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.	November 2026, 2027	RWG Chair

We have partnered with Yurringa Energy on the Suburban Rail Loop Package D Tunnels North Project



Case Study

Webuild Indigenous Scholars

In 2025 we launched our We Build Future Leaders: Aboriginal and Torres Strait Islander Scholarship initiative with Western Sydney University.

This initiative aims to enhance educational opportunities for Aboriginal and Torres Strait Islander students in Australia, by providing them with a comprehensive, 4-year scholarship and pathway to tertiary education.

This scholarship is represented by a \$60,000 pledge, with Webuild and Parklife Metro Consortium committing to an annual donation of \$15,000 over four years, supporting an Aboriginal or Torres Strait Islander undergraduate student pursuing disciplines within the School of Engineering, Design, and Built Environment at Western Sydney University.

The 2025 recipient was Charlotte Arnold. Charlotte, a proud Darug woman from the Hawkesbury region, is currently pursuing a Bachelor of Architectural Design.

Marco Assorati, Executive Director APAC Webuild, said: "As Webuild moves into the third chapter of its Reconciliation Action Plan journey, we are guided by our vision to enable equal participation for Aboriginal and Torres Strait Islander peoples across the nation-building projects we deliver. We are delighted to support the next generation of young professionals through this scholarship initiative which we believe will have a lasting positive impact on the lives of the scholarship recipients and their communities."

Francesco Pecora Lauria, Parklife Metro D&C Project Director, said: "We are committed to delivering positive outcomes to the local community throughout construction, and beyond the life of the project. This scholarship will enable much deserving students to pursue their educational goals and contribute to the development of our community."

Webuild and Parklife Metro's partnership with Western Sydney University will extend beyond the scholarship. This collaboration opens avenues for additional STEM initiatives and opportunities for enhancing Aboriginal and Torres Strait Islander participation in STEM fields.

In Queensland our Indigenous Engineering Scholarship was awarded to Connor Walsh who has now completed his first year of his Engineering degree at the University of Queensland.

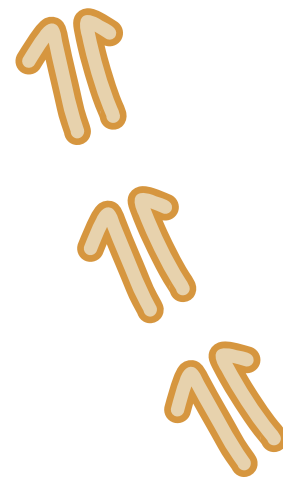
Connor said: "As I finish my first year, I'm still deciding which major to pursue, most likely civil or mechanical, but I'm really enjoying engineering so far. It's challenging in all the best ways, and I'm excited to continue through the degree."



2025 Western Sydney University recipient Charlotte Arnold



2025 University of Queensland Indigenous Engineering Scholar Connor Walsh



Webuild Indigenous Scholars continued

"In the next few years, I hope to have completed an internship or secured work at an engineering firm so I can build practical skills and strengthen my resume. Ultimately, I want to contribute to designing and constructing projects that improve lives and benefit communities. Creating positive change and helping make the world a better place is what drives me."

"Being a Webuild Scholar means a lot to me. Being connected to a large organisation that plays such an important role around the world makes me feel extremely privileged and motivated. I'm grateful to be part of it, and I hope to continue this journey in the years ahead."

"I've always been drawn to maths and physics, and when I studied engineering in high school, it quickly became clear that this was what I wanted to do. The idea of being able to design, calculate, and build equipment, infrastructure, and systems that help people and improve society is incredibly exciting to me."

"When I found out I'd been selected as a Webuild Scholar, I was honestly shocked, and extremely honoured. I'm very grateful for the opportunity and determined to make the most of the scholarship and am interested in the possibility of doing some engineering work with Webuild."

"The support from the scholarship has been incredibly helpful. It's taken a lot of financial pressure off, which means I can focus more on my studies. It has also given me opportunities to form valuable connections and dive even deeper into engineering and expanding my knowledge."



Our North East Link Tunnel D&C team has partnered with Karnaji



Case Study

Powering ahead with Karnaji

The North East Link Tunnels D&C team, has invested more than \$115 million in social procurement, driving long-term social and economic change in the community.

One of the project's partnerships is with Karnaji, a First Nations-owned electrical material supply company providing the critical cabling that powers the Tunnel Boring Machines (TBMs).

Karnaji is part of the Yarringa Group, which leads a range of commercial ventures including Yarringa Energy, Australia's first Indigenous renewable energy retailer. Yarringa Energy is supplying 100% renewable energy to the North East Link TBMs, helping to deliver this city-shaping project sustainably. A huge thank you to our partners for making a positive impact every day.

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 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
Bidding &, Engineering	John Galvin – Chief Bidding, Engineering & Concessions Officer	Perth	Chair/Executive Sponsor
HR & Organization	Jody Kershaw – Diversity & Inclusion Manager	Perth	RAP Coordinator
Communications, Community & Stakeholder Engagement	Cynthia Calderon – VP Communications, Community, & Stakeholder Engagement	Perth	Member
Business Development	Eva Puado – Submissions Manager	Perth	Member
Accounting, Finance & Control	Naomi Mader – EVP Accounting and Tax	Perth	Member
Recruitment	Sonja Searle – Talent Acquisition and Recruiting Methodologies Manager	Brisbane	Member
Supply Chain	Antimo Di Antonio – EVP Supply Chain	Sydney	Member
Supply Chain	Luca Rizzo – VP Procurement	Perth	Member
Supply Chain	JK Shelat – Vendor Management Senior Manager	Brisbane	Member
Operations	Paul Smith – Senior Operations Manager	Brisbane	Member
Operations	Bill Calligeros – EVP Operations E&R	Brisbane	Member
RAP Champions	Ethan Chadd (WA Life)	Perth	Member
	Vyllette Burns (WA Life)	Perth	Member
	Chelsea Hilton (Ceres)	Karratha	Member
	Pippa Harrison (SSTOM)	Sydney	Member
	Celeste Dargan (SSTOM)	Sydney	Member
	Sarah Oliver (NEL)	Melbourne	Member
	Rose Kirby (NEL)	Melbourne	Member
	Rebecca Rowe (Snowy)	Cooma	Member



Perth employees enjoy a native inspired morning tea during National Reconciliation Week in 2025



A Smoking Ceremony was held to kick off the New Women and Babies Hospital Project in Perth

Governance Deliverables:

Though the following actions, we pledge to improve outcomes for Aboriginal and Torres Strait Islander peoples by maintaining appropriate accountability and transparency in our RAP delivery:

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 RWG.	June 2027, 2028	RWG Chair
	Review and update a Terms of Reference for the RWG.	July 2026	Lead: Diversity & Inclusion Manager Supported by: RWG Chair
	Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2026, 2027, 2028	RWG Members
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	September 2026, 2027	Organization, L&D, DE&I and Employer Branding Director
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March, June, September, December 2026, 2027, 2028	RWG Chair
	Review and maintain appropriate systems to track, measure and report on RAP commitments.	March, June, September, December 2026, 2027, 2028	Diversity & Inclusion Manager
	Develop and implement a RAP Delivery Framework to support all projects in delivering reconciliation outcomes in a standardised, coordinated and culturally appropriate way.	November 2026	Lead: Diversity & Inclusion Manager Supported by: Project Directors
	Establish and facilitate a RAP Community of Practice (CoP) to support collaboration, knowledge sharing and consistent delivery of reconciliation commitments across all projects.	March 2027	Lead: Diversity & Inclusion Manager Supported by: RWG Champions
	Appoint and maintain an internal RAP Champion from senior management.	July 2026	RWG Members

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Diversity & Inclusion Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026, 2027	Diversity & Inclusion Manager
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2026, 2027, 2028	Lead: Vice President Community, Communications & Stakeholder Engagement Supported by: Diversity & Inclusion Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	July 2026, 2027	Vice President Community, Communications & Stakeholder Engagement
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2028	Diversity & Inclusion Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2028	Lead: Diversity & Inclusion Manager Supported by: Vice President Community, Communications & Stakeholder Engagement
	Meet with Reconciliation Australia throughout the duration of this RAP to discuss progress and implementation.	February 2027, 2028	Diversity & Inclusion Manager
	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2028	Diversity & Inclusion Manager

Message from Chair

Two years after the formation of Webuild in Australia we are more committed than ever to achieving this Reconciliation Action Plan and delivering on its vision. Our presence and operations in Australia have continued to grow and with it, our ability to create more opportunities for First Nations businesses and communities.

The past two years has seen a process of business alignment which will now enable us to deliver best practice approaches consistently across all corporate entities and projects across Australia and continue to build respect, understanding and pride for our oldest living continuing culture in the world across all 9,000 of our Australian workforce and reinforce Webuild as a workplace that values and celebrates Aboriginal and Torres Strait Islander peoples.

As the Chair of the Webuild 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, refining our data processes to maintain accountability, 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

Our RAP Working Group Chair, John Galvin, visited our Project Ceres team during NAIDOC week in 2025. They welcomed proud Yindjibarndi man, Vince Adams, who shared cultural knowledge of bush tucker and traditional medicines, and cooked a traditional meal of kangaroo tail stew and damper for the team.





Contact Details

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