



"Integrated Solutions. Enduring Assets"

Reconciliation Plan

WESMAR's commitment to relationships, respect and opportunity with Aboriginal and Torres Strait Islander peoples.

2026–2029 • Aligned to the WESMAR Indigenous Engagement Policy



From commitment to measurable outcomes

WESMAR recognises the continuing connection of Aboriginal and Torres Strait Islander peoples to Country, culture and community, and acknowledges the Traditional Custodians of the lands on which we work. We pay our respects to Elders past and present.

This Plan establishes practical actions that move WESMAR from commitment to measurable outcomes.

OUR VISION

- Strong, respectful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples
- A workplace where Aboriginal and Torres Strait Islander people are respected, supported and able to build careers
- Projects and a supply chain that create positive social and economic outcomes

WHAT THIS PLAN COVERS

- Employment, training and career development
- Procurement, subcontracting and partnerships
- Cultural awareness and protocols
- Governance, measurement and annual reporting

The four pillars of the Plan

Every action, target and measure in this Plan sits under one of these four pillars.

01

Relationships

Genuine, enduring relationships with Traditional Custodians, communities, employees, clients and suppliers.

02

Respect

Cultural awareness, recognition of histories and cultures, and protocols embedded in our work.

03

Opportunities

Meaningful employment, training, career development, procurement and partnership opportunities.

04

Governance

Reconciliation embedded in our systems, policies and reporting so commitments are measurable.

Relationships built on genuine engagement

- Establish a register identifying Traditional Custodians for WESMAR offices and major project locations (2026).
- Build relationships with Aboriginal and Torres Strait Islander organisations in key operating regions (2026–2027).
- Develop a simple community engagement process for projects in areas with significant communities (2026).
- Participate in National Reconciliation Week and NAIDOC Week across offices and projects, annually.

Success measure: at least two meaningful Aboriginal and Torres Strait Islander stakeholder relationships established each year, recorded and reviewed annually.



Respect for culture, history and Country

Cultural awareness

Introduce cultural awareness into employee induction in 2026 and extend learning to leaders and project personnel through 2028.

Cultural protocols

Develop a WESMAR Cultural Protocols Guide covering Acknowledgement of Country, Welcome to Country and appropriate engagement.

Recognition and artwork

Incorporate Acknowledgement of Country into significant meetings and events, and explore Aboriginal artwork in our workplaces with appropriate cultural authority.

Cultural heritage

Ensure project teams consider Aboriginal cultural heritage requirements in planning and delivery, and seek advice from appropriate representatives.

Opportunities in employment and supply

Employment

Review recruitment to remove barriers, promote vacancies through Aboriginal employment networks, and set a workforce participation target from a 2026 baseline.

Training and careers

Create apprenticeship and traineeship opportunities, support nationally recognised training, and build pathways from entry level to supervisory and professional roles.

Indigenous procurement

Develop a supplier register, review procurement for barriers, and set a measurable annual Indigenous spend target from a 2026 baseline.

Partnerships

Pursue subcontracting, joint ventures and strategic partnerships, and support emerging Indigenous suppliers to participate in our supply chain.

Governance that makes it accountable

A simple governance structure appropriate to WESMAR's size, led by the Managing Director as Executive Sponsor and supported by a Reconciliation Working Group.

Executive sponsorship

The Managing Director provides leadership, resources and accountability for the Plan (2026).

Working group

Representatives from leadership, People & Culture, HSEQ, Commercial, Projects, Operations and Marketing (2026).

Ownership of actions

Every action in the Plan is allocated an owner, with progress reported quarterly (2026).

Policy alignment

HR, procurement, HSEQ and project procedures reviewed for alignment with the Plan (2026–2027).

Review and improvement

Progress reviewed at least annually, with lessons learned captured and applied.

How we will measure progress

Workforce and culture

- Number and percentage of Aboriginal and Torres Strait Islander employees, and new starters.
- Apprentices, trainees and retention rates.
- Training and development participation.
- Percentage of employees completing cultural awareness training.
- Participation in National Reconciliation Week and NAIDOC Week.

Procurement, community and governance

- Number of Indigenous suppliers and opportunities offered.
- Annual spend with Aboriginal and Torres Strait Islander businesses.
- Subcontracting and partnership arrangements.
- Organisations engaged, community initiatives supported and Traditional Owner engagements.
- Percentage of Plan actions completed, quarterly reviews and annual management review.

A three-year implementation path

WESMAR will establish its baselines during 2026 and build measurable performance year on year.

2026 — Establish

Appoint the Executive Sponsor and Working Group, confirm Traditional Custodians and set employment and procurement baselines.

2027 — Embed

Implement employment and procurement targets, expand apprenticeships and mentoring, and report annual performance.

2028–2029 — Grow

Increase workforce participation and procurement spend, expand partnerships and set the next three-year strategy.

Progress is reported quarterly to senior management and reviewed annually by the Executive Team.

Turning respect into action

Reconciliation at WESMAR is not a standalone initiative — it is a commitment to the way we do business. Through our people, projects and supply chain we will create practical opportunities for Aboriginal and Torres Strait Islander peoples.

Document owner	Plan period	Approved	Review
MD / People & Culture	2026–2029	Managing Director	Annual

Questions about this Plan?

Contact the Reconciliation Working Group via People & Culture. We will measure our progress, acknowledge where we can improve and keep building understanding through genuine engagement.