

# REFLECT RECONCILIATION ACTION PLAN

June 2022 – July 2023



RECONCILIATION  
ACTION PLAN

REFLECT

WesTrac CAT





**Acknowledgment of Country**

WesTrac acknowledges the Traditional Owners of Country throughout Australia. We pay our respect to Elders past and present.

---

# CEO Statement

---

**Reconciliation Australia welcomes WesTrac to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. WesTrac joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.**

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to three million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander

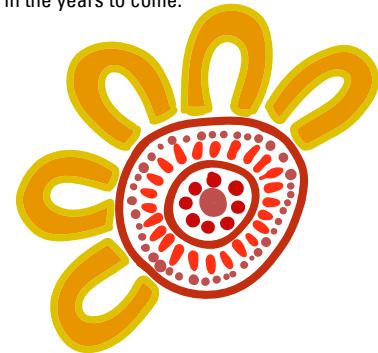
cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables WesTrac to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations WesTrac, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine  
Chief Executive Officer  
Reconciliation Australia





# message from our CEO

---

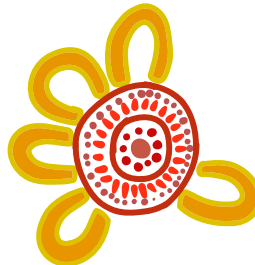
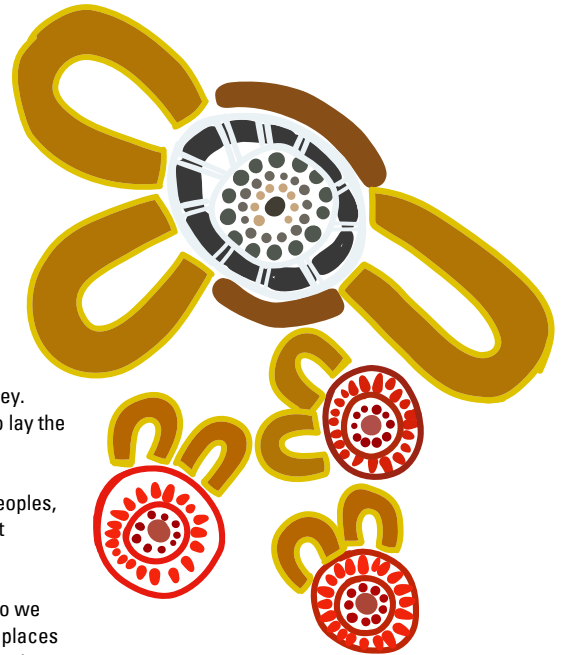
I am proud to launch WesTrac's first Reconciliation Action Plan to commence our reconciliation journey. At WesTrac we know our team is Made for More, and through our Reflect RAP actions we will start to lay the foundations to support the reconciliation movement.

This will include raising awareness with our team members of Aboriginal and Torres Strait Islander peoples, histories and cultures, continuing to establish and build relationships with Aboriginal and Torres Strait Islander stakeholders and organisations within our sphere of influence.

Being a WesTrac team member is more than just a job – it is about taking pride in what we do and who we are, doing the right thing for the right reasons, and ensuring the communities we operate in are great places to live in for everyone. For us, this means recognising and celebrating Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia.



**Jarvas Croome**  
Chief Executive Officer  
WesTrac



# our business

**WesTrac is a fully owned subsidiary company of Seven Group Holdings and is one of the largest Caterpillar® dealers. WesTrac works with our customers providing a wide range of machinery and construction equipment as well as comprehensive whole-of-life management solutions designed to make owning and operating equipment as easy, profitable and safe as possible.**

We strive for a safe, productive, enjoyable, engaged and customer focused culture and team, we live by our values, which cover everything from safety, to the way we treat each other, our customers, and our business. We refer to our values as our SPARC values which includes:



**SAFETY**

Looking out for me and my mates.



**PRIDE**

Pride in our work, in ourselves, in our business and in our customers.



**ACCOUNTABILITY**

Taking ownership and responsibility for our actions.



**RESPECT**

We value and acknowledge others' views, achievements and differences.



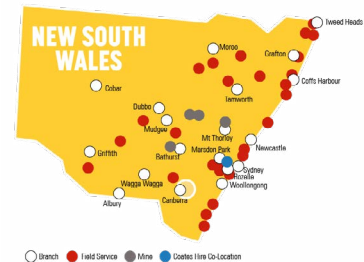
**CUSTOMER**

We provide solutions, service and satisfaction to our customers.

Nationally WesTrac employs more than 4,000 team members and our branches are spread throughout the regional areas of each state. In Western Australia we have approximately 2,800 team members with our head office in Guildford, and have 10 branches, four onsite operations and a number of dedicated resident technicians located in strategic locations throughout the state.

In New South Wales, we employ more than 1,300 team members. The NSW operational headquarters are located in Newcastle which was designed as a long-term commitment of service and support to the Hunter community. There are 19 branches in total in NSW, a further four Coates co-location part stores and 12 resident service technicians providing additional coverage throughout the state.

We have a large footprint in Aboriginal communities throughout these areas and currently have 2.09% representation of Aboriginal and Torres Strait Islander team members in our organisation.



○ Branch ● Field Service ● Mine ● Coates I Item Co-Location

# our RAP

---

Diversity is an important part of the WesTrac philosophy and culture. Diversity brings different talents together, all of them working towards a common goal using different sets of skills. Recognising and celebrating Aboriginal and Torres Strait Islander peoples and improving their representation and engagement within our workplaces is key to achieving a diverse and inclusive workplace. The RAP provides WesTrac the framework and guidelines along with opportunities to connect with support networks to successfully plan and execute our first RAP. We are committed to developing respectful relationships and creating meaningful opportunities with Aboriginal and Torres Strait Islander peoples within our influence and building our team member's awareness and understanding of this. We are committed to making a real contribution through employment pathways, supplier and community engagement.

Our journey is just beginning. We are passionate about supporting reconciliation and have connected with Reconciliation WA who were in attendance with our leadership group when we shared WesTrac's commitment to developing our first Reflect RAP.









# about the artwork and the artist

## Kwop Koort (Good Heart)

This artwork represents WesTrac's operational footprint in WA, NSW and ACT. It tells a story of their values across all operational facilities.

- » The white circles represent WesTrac branches throughout Australia
- » The red circles represent field service
- » The grey circles represent the mines
- » The blue circles represent head offices in both NSW and WA

The yellow "U" symbols around the circles represent people; the staff, customers and communities. The circles they sit around represent WesTrac facilities – red circles representing field service, grey circles representing the mines, and blue for the NSW and WA head offices.

The green bidi (pathways) connect all of WesTrac's facilities, the different green colours represent the past, present and future of the journey.

The brown lines through this artwork represent journey lines; surrounding these are our people – representing ceremonies and song lines; these symbols represent the investment WesTrac and the local communities have together, to build our people up.



## Paige Pryor – Whadjuk Nyungar Artist

My family ties to Whadjuk Boodja: Grandmother, Marie Pryor. My grandmother plays a big role in Boorloo (Perth). Volunteering both in and out of the women's prison system, she helps women from running in-house cultural programs to helping their transition when they have completed their sentence. She is infamous for her many years in the community health sector through COVID, homelessness, justice, and substance abuse. She took out the Theme Award at NAIDOC Perth's 2022 which is fitting with the theme being 'Get up, stand up, show up'.

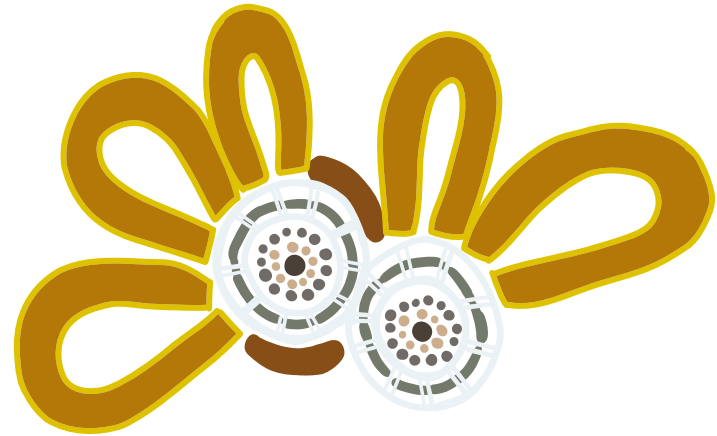


# RAP development team and champions

---

We have brought together a national RAP Development Team supported by our Executive Leadership Team. We will establish a RAP Working Group early in the RAP implementation to support engagement and awareness building across our teams in WA, NSW and ACT, while overseeing the implementation.

Key to achieving our goals within the Reflect RAP will be the engagement of our whole team across all regions.



# our partnerships and current activities

---

## Community partnerships:

WesTrac supports the Carey Bindjareb and Olabud Doogethu programs. Carey Bindjareb provides industry training for Aboriginal and Torres Strait Islander people engaged in the criminal justice system, with our teams providing the Caterpillar equipment for the training needs and our People and Culture team supporting the participants with 'work ready' skills workshops.

Olabud Doogethu is providing training for indigenous Halls Creek locals to operate Caterpillar equipment. Both programs aim to help provide the participants with employment and career opportunities.

WesTrac also partners with Nudge, an organisation that works with the Aboriginal and Torres Strait Islander communities to place young people into jobs and traineeships.

WesTrac utilise the services of the Aboriginal owned employment agencies Six Season Resources and Asquith Workforces. We participate in employment forums including the Waalitj Foundation, Swan Districts Youth Expo and City of Swan Midland NAIDOC event to showcase the career opportunities at WesTrac.

WesTrac were one of six entities to assist the growth of Yunaga Civil & Earth (YCE), an Aboriginal owned and run civil and earthmoving specialist, by supplying heavy machinery as well as offering consultation services on the protection and conservation of Aboriginal heritage.

## Internal activities/initiatives:

WesTrac continue to target Aboriginal and Torres Strait Islander applicants for our Apprentice Programs. WesTrac's WA apprentice intake in FY21 saw 16 per cent identify as Aboriginal and/or Torres Strait Islander people, with a 100 per cent retention rate and 10 per cent of our current apprentice's identifying as Aboriginal and/or Torres Strait Islander people. In NSW the FY21 intake saw 5 per cent identify as Aboriginal and/or Torres Strait Islander people.

The celebration of National Reconciliation Week and NAIDOC week each year across the organisation and supporting local community where possible is important.

We proudly fly the Aboriginal and Torres Strait Islander flags at our head offices in WA and NSW, year round.





# reflect reconciliation action plan

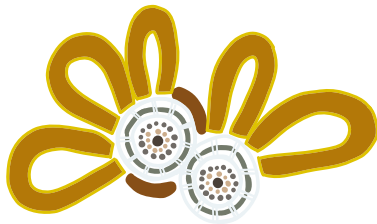


## Relationships

| Action  | Deliverable  | Timeline  | Responsibility   |
|---|--|---|--|
| Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | <ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>  | <p>by June 2023</p> <p>by June 2023</p>   | Diversity & Inclusion Manager  |
| Build relationships through celebrating National Reconciliation Week (NRW).   | <ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> <li>RAP Working Group members to participate in an external NRW event.</li> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>  | <p>27 May- 3 June, 2023</p> <p>27 May- 3 June, 2023</p> <p>27 May- 3 June, 2023</p>     | <p>Diversity &amp; Inclusion Manager</p> <p>Diversity &amp; Inclusion Manager</p> <p>Chief Executive</p> |
| Promote reconciliation through our sphere of influence.   | <ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> <li>Establish and maintain an active relationship with Reconciliation WA and NSW and/or Reconciliation Australia.</li> </ul> | <p>by July 2022</p> <p>by December 2022</p> <p>by December 2022</p> <p>by July 2022</p> | Diversity & Inclusion Manager  |
| Promote positive race relations through anti-discrimination strategies.   | <ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>   | <p>by June 2023</p> <p>by June 2023</p>   | Employee Relations Manager   |

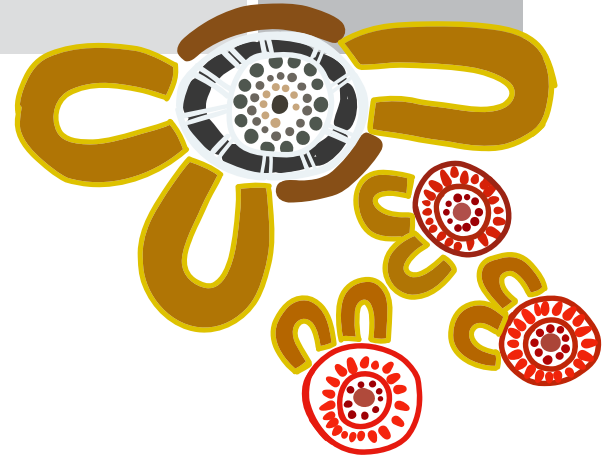
## Respect

| Action  | Deliverable   | Timeline   | Responsibility   |
|---|---|--|--|
| Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | <ul style="list-style-type: none"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>   | <p>by November 2022</p> <p>by December 2022</p>                      | <p>Diversity &amp; Inclusion Manager</p> <p>Learning &amp; Development Manager</p> |
| Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.   | <ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisations operational area.</li> <li>Increase team members understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.</li> </ul> | <p>by June 2023</p> <p>by June 2023</p>                              | <p>Diversity &amp; Inclusion Manager</p>   |
| Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.  | <ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>   | <p>July 2022, 2023</p> <p>July 2022, 2023</p> <p>July 2022, 2023</p> | <p>Chief Executive</p>   |



## Opportunities

| Action  | Deliverable  | Timeline                                  | Responsibility                                   |
|---|--|---|--|
| <p>Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</p> | <ul style="list-style-type: none"> <li>• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> <li>• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul> | <p>by March 2023</p> <p>by March 2023</p> | <p>Workforce Planning &amp; Sourcing Manager</p> |
| <p>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</p>                  | <ul style="list-style-type: none"> <li>• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> <li>• Investigate Supply Nation membership <a href="https://supplynation.org.au/benefits/corporate/">https://supplynation.org.au/benefits/corporate/</a></li> </ul>     | <p>by June 2022</p> <p>by June 2022</p>   | <p>National Procurement Manager</p>              |





## Governance

| Action   | Deliverable  | Timeline  | Responsibility   |
|--|--|---|--|
| Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.  | <ul style="list-style-type: none"> <li>Form a RWG to govern RAP implementation.</li> <li>Draft a Terms of Reference for the RWG.</li> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> <li>Explore opportunity for establishing an Aboriginal and Torres Strait Islander Advisory Committee.</li> </ul> | <p>by August 2022</p> <p>by August 2022</p> <p>by August 2022</p> <p>by June 2023</p> | Diversity & Inclusion Manager  |
| Provide appropriate support for effective implementation of RAP commitments.   | <ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> <li>Engage senior leaders in the delivery of RAP commitments.</li> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>   | <p>June 2022, ongoing</p> <p>by December 2022</p> <p>by August 2022</p>               | <p>Projects Specialist/<br/>Performance Improvement<br/>People &amp; Culture General Manager/<br/>Diversity &amp; Inclusion Manager</p> <p>Diversity &amp; Inclusion Manager</p> |
| Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | <ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>   | 30 September 2022   | Diversity & Inclusion Manager  |
| Continue our reconciliation journey by developing our next RAP.  | <ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>  | by April 2023   | Diversity & Inclusion Manager  |



**For more information about this document, contact:**

**Nikki Kelly**

Diversity, Inclusion and Talent Manager



[nikki.kelly@westrac.com.au](mailto:nikki.kelly@westrac.com.au)



08 9377 9693



**WesTrac's Reflect Reconciliation Action Plan**

June 2022 - July 2023

*© 2022 Caterpillar. All Rights Reserved. CAT, CATERPILLAR, LET'S DO THE WORK, their respective logos, "Caterpillar Corporate Yellow", the "Power Edge" and Cat "Modern Hex" trade dress as well as corporate and product identity used herein, are trademarks of Caterpillar and may not be used without permission.*