



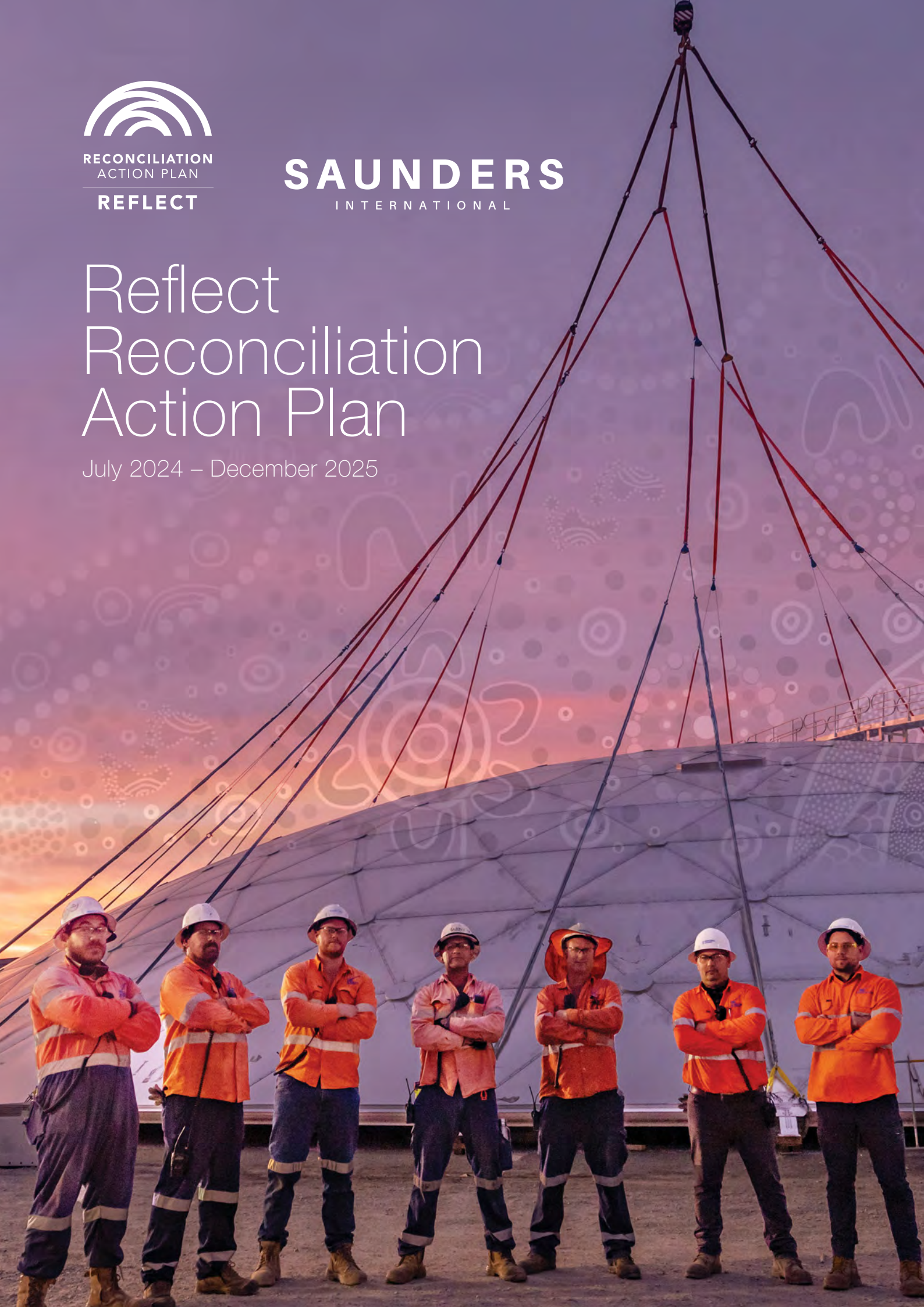
RECONCILIATION
ACTION PLAN

REFLECT

SAUNDERS
INTERNATIONAL

Reflect Reconciliation Action Plan

July 2024 – December 2025



ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of the various lands in which we operate throughout Australia. We pay our respects to all First Nations peoples and acknowledge Elders past and present.

As a business that works across many locations, we recognise the diversity of local communities and support their continuing connection to lands, waters, cultures, languages, and traditions.



Artwork by **Sharon Smith**, a descendant of the Wiradjuri people of western New South Wales. The artwork represents the coming together of two cultures.



STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes Saunders International to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Saunders International joins a network of more than 3,000 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 3 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 Saunders International 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 Saunders International, 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



A MESSAGE FROM OUR MANAGING DIRECTOR AND CEO

I am proud to introduce Saunders' first Reflect Reconciliation Action Plan (RAP). This RAP is backed by my support and has the endorsement of our Board. This significant step marks our commitment to better engage with First Nations communities across Australia.

Recognising our responsibility as a large business operating on Country, including sites in regional and remote areas, we aim to foster relationships with Aboriginal and Torres Strait Islander communities, improve employment opportunities and career pathways, and increase our support for Indigenous Enterprise within our supply chain.

Our RAP embodies our dedication to learning from First Nations cultures, improving cultural awareness, and implementing change at all levels. This whole-of-business approach will include education initiatives and the adoption of cultural protocols.

While we are early in our journey, we are inspired by RAP leaders in the Australian construction community. We want to learn from their example and look forward to collaborative reconciliation and engagement efforts.

As we embark on this path, we commit to developing strong community partnerships, enhancing our organisational awareness of First Nations cultures and respectful interaction with Country.

Together, we want to make a meaningful difference.

Mark Benson
Managing Director and Chief Executive Officer
Saunders International

Our Business

Saunders International an integrated engineering construction and infrastructure company recognised for innovation and expertise in bulk storage terminal construction, piping, civil works, asset services and industrial automation.

We're proud to work with some of the world's largest energy infrastructure companies, tier-one construction contractors and across all levels of government to build and maintain critical infrastructure to keep our transport networks moving, supply clean water to our growing population and ensure the security of our nation.

Our core values reflect the principles and beliefs which shape the culture of our company and the approach to towards our business activities, our people, customers and the communities in which we operate.



- ZERO HARM** **ZERO HARM** We are committed to the practice of Zero Harm behaviour at work and at home.
- ONETEAM** **ONE TEAM** We are better together when we collaborate with each other and our customers.
- RAISE THE BAR** **EXCELLENCE** We commit to delivering excellence in everything we do.
-  **INNOVATION** We continually challenge ourselves to create innovative solutions for our customers.
-  **INTEGRITY** We hold ourselves to the highest standards and deliver on our commitments.
-  **RESPECT** We act with respect to our people, customers, communities and the environment.

Our specialist teams are the greatest contributors to our success, combining deep sector knowledge with strong customer relationships. Saunders currently employs approximately 500 people in Australia across a diverse range of cultural backgrounds.

We start our journey without an accurate picture of how many of our team identify as Aboriginal and Torres Strait Islander people, however it is our intention that through the RAP process we will take respectful measures to better understand how many of our team members identify as Aboriginal and Torres Strait Islander people and seek ways to celebrate their contribution to Saunders and to their communities.

We are proud to have a national reach, with operations spanning Australia and the Pacific region, from the suburbs of Sydney and Melbourne to the most remote regions of Western Australia and the Northern Territory.

Saunders' office-based staff operate from our head office in Rhodes in Sydney, supported by locations in Newcastle, Brisbane and Perth.





Our RAP

Saunders is developing our first Reflect Reconciliation Action Plan (RAP) in order to better engage with First Nations communities across Australia. Many of our biggest projects take place in regional and remote areas and we feel that it is our responsibility to better engage with local Aboriginal and Torres Strait Islander communities, to learn from their connection to Country and to give back through offering employment opportunities and career pathways, while also increasing our support for local First Nations businesses and supporting local community activities, both financially and with our time.

Saunders is taking a whole of business approach to implementing our RAP. With our organisation starting out on our reconciliation journey, we intend on improving awareness and implementing change at all levels. We will be exploring education initiatives and implement cultural protocols into our activities.

Our initial RAP efforts will be led by our People and Capability Manager acting as our first RAP Champion. Reconciliation is primarily about people, so having a senior leader who represents the diversity of people and relationships withing our business as RAP Champion was a natural choice.

This Reconciliation Action Plan marks the formal start of our reconciliation journey. We have worked with several clients who have led the way in the space including Laing O'Rourke, Viva Energy and Ventia. We are inspired by their leadership and we intend to find opportunities to collaborate with them in the implementation of this plan.

Our Indigenous Participation Policy sets out our commitment to Indigenous participation and we have increased our participation figures in project employment and purchasing. Through the implementation of this RAP, we will continue to improve our performance in this area in the spirit of reciprocity in creating opportunities for the First Nations communities in which we operate.





Our partnerships/ current activities

Saunders will be developing our first reconciliation community partnerships through the implementation of this RAP. We have developed a strong sense of community over our 70-year history, supporting a wide range of community groups and charities. We look forward to extending our community engagement to the First Nations communities in which we operate, opening dialogue and looking for opportunities to offer our support.

As an early reconciliation initiative, in 2022 Saunders commissioned artwork from Boomalli Aboriginal Artists Cooperative and Wiradjuri artist Sharon Smith. We have since used Sharon's artwork in the Acknowledgement of Country in our Annual Report, Investor Presentations and Corporate Brochure.

The original piece is displayed proudly in our head office as a reminder of our company's dedication to togetherness and understanding of culture.

As we continue on our journey of reconciliation, Saunders is committing to improving our awareness and respect for First Nations cultures, adopting cultural protocols within our business activities and improving our organisational awareness of the impacts to Country of our activities. This is anticipated to be the first of many Reconciliation Action Plans for Saunders, and part of our commitment will be the development of our next RAP in 2025.





RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July 2024	Marketing Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2024	Marketing Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	People & Capability Manager
	RAP Working Group members to participate in an external NRW event.	27 May-3 June, 2025	Each member of RAP Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June, 2025	People & Culture Manager
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	June 2024	People & Capability Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	September 2025	Marketing Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2024	Marketing Manager
4. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination.	December 2024	Markets Analyst
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	People & Capability Manager

RESPECT

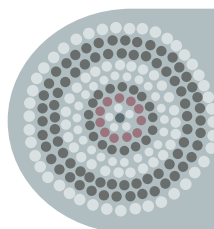
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2024	Markets Analyst
	Conduct a review of cultural learning needs within our organisation.	September 2024	People & Capability Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2025	Markets Analyst
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025	People & Capability Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	People & Capability Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	Executive Assistant
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	Each member of RAP Working Group

OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2024	People & Culture Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2024	People & Capability Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	February 2025	General Manager - Commercial
	Investigate Supply Nation membership.	February 2025	General Manager - Commercial

GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	July 2024	RAPWG Lead
	Draft a Terms of Reference for the RWG.	August 2024	Markets Analyst
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2025	People & Capability Manager
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2024	RAPWG Lead
	Engage senior leaders in the delivery of RAP commitments.	July 2024	RAPWG Lead
	Appoint a senior leader to champion our RAP internally.	July 2024	RAPWG Lead
	Define appropriate systems and capability to track, measure and report on RAP commitments.	August 2024	RAPWG Lead
12. 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	RAPWG Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	RAPWG Lead
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	RAPWG Lead
	Conduct a Board review of our RAP progress.	July annually	Saunders Board
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2025	RAPWG Lead



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