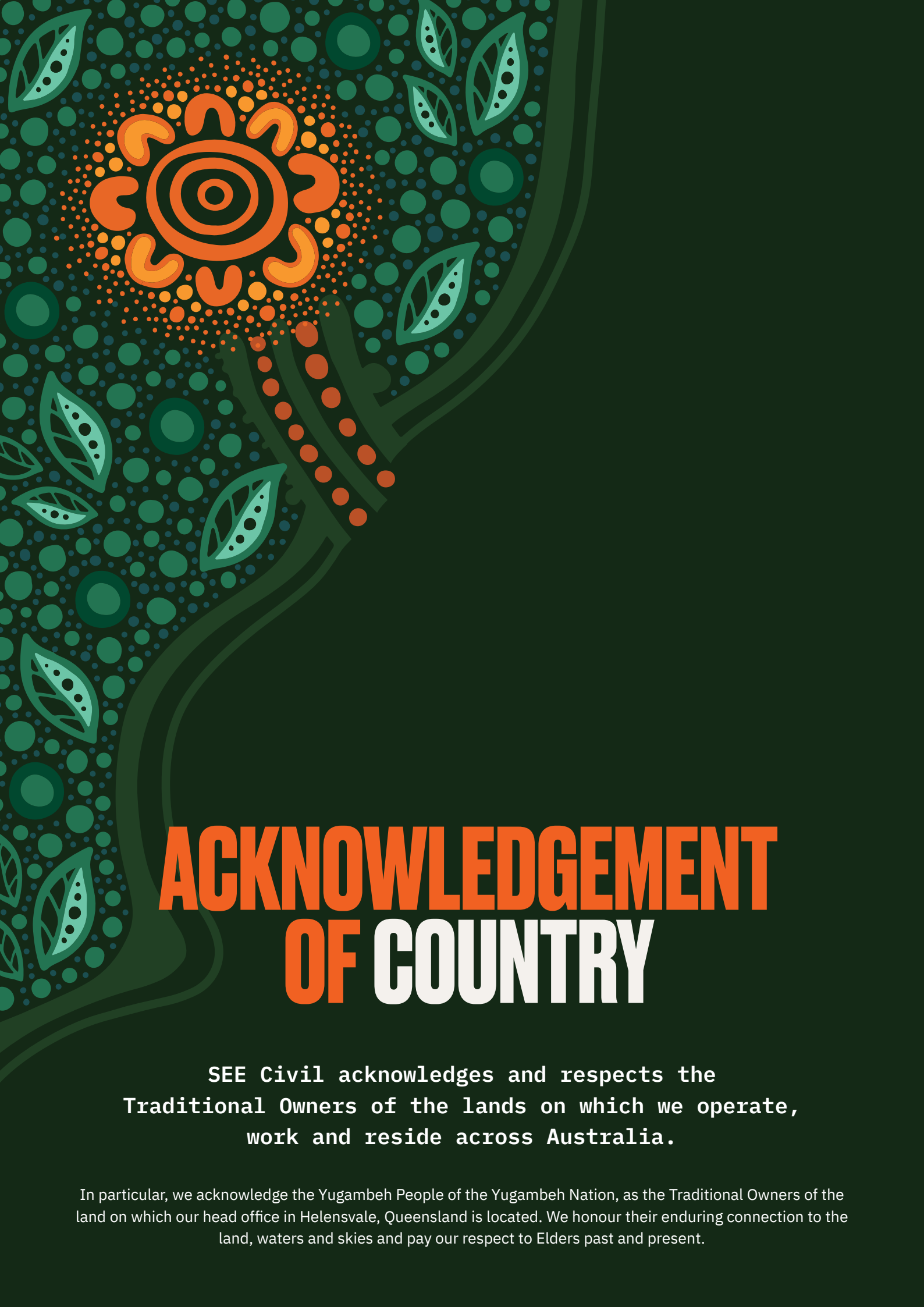




REFLECT RECONCILIATION ACTION PLAN

[May 2026 - May 2027]





ACKNOWLEDGEMENT OF COUNTRY

**SEE Civil acknowledges and respects the
Traditional Owners of the lands on which we operate,
work and reside across Australia.**

In particular, we acknowledge the Yugambeh People of the Yugambeh Nation, as the Traditional Owners of the land on which our head office in Helensvale, Queensland is located. We honour their enduring connection to the land, waters and skies and pay our respect to Elders past and present.



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ARTIST BIO

CHRISTINE SLABB

[BUNDJALUNG]

As the Tweed River and the Pacific Ocean surround her small coastal town of Fingal Head, NSW, Christine and her family live a beautiful and authentic saltwater lifestyle.

Christine's inspiration comes from her strong connection to her local environment and community.

A strong connection to the environment brings cultural stories, cultural practices and saltwater to life.

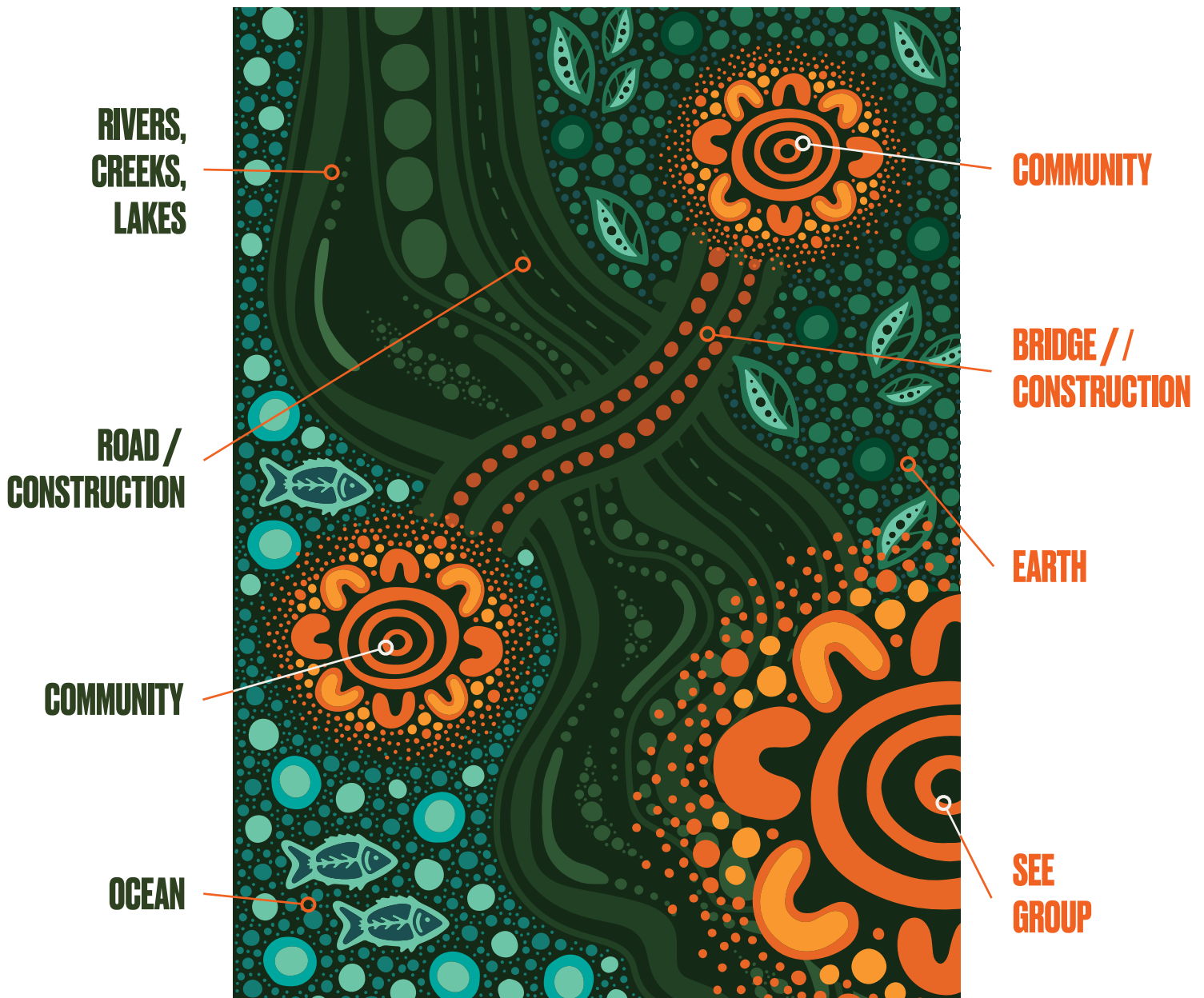
Christine has always held a passion for art and design which led her to study Art and Graphic Design after raising a family.

Her career has seen her collaborate with many Australian Businesses, Sporting Teams, Government Agencies and many Community Projects.

**"Art is my Connection,
Connection is my Art"**

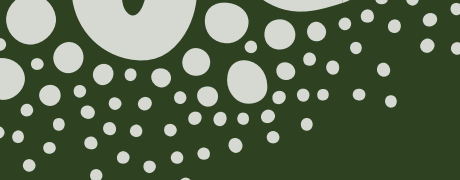


ARTWORK STORY



Together we will build healthy and respectful relationships.
Focusing on what matters most, our values.

The dots surrounding the two communities and SEE Group represents accountability, innovation, collaboration, empowerment and passion. The bridge represents the connection between SEE Group and communities. The bridge has three lines representing Leadership, Education and Awareness, and Collaboration. Supporting communities, families, and the land is key.



OUR PARTNERSHIP WITH YARNNUP

SEE Civil is proud to partner with YarnnUp in the development, endorsement, and implementation of our first Reflect RAP, reinforcing our ongoing commitment to reconciliation.

YarnnUp, a First Nations-led agency headquartered in Mascot, acknowledges the Gadigal and Bidjigal peoples on whose lands they live and work.

Specialising in engagement, strategy, and design, YarnnUp supports organisations that are working towards active reconciliation by providing them with the knowledge, skills and strategic direction needed to create authentic change.

Through policy reform, cultural transformation, training, and creative storytelling, YarnnUp helps organisations embed First Nations knowledge into their structures and initiatives. Their expertise ensures reconciliation efforts move beyond compliance to create meaningful, community-led impact.

YARNNUP



A MESSAGE FROM OUR CEO

[JOEL BARNES]



At SEE Civil, we acknowledge the deep and enduring connection that Aboriginal and Torres Strait Islander peoples have to country, culture, community and kinship, and we recognise that reconciliation is both a responsibility and an opportunity for all Australians.

SEE Civil is committed to reconciliation and to playing a positive role in Australia's journey toward equity, respect and opportunity for Aboriginal and Torres Strait Islander peoples.

Our vision for reconciliation is one where strong, respectful relationships are built through genuine understanding, where Aboriginal and Torres Strait Islander peoples have increased access to economic participation, and where our people are culturally aware and empowered to contribute to meaningful change.

The development of our Reflect Reconciliation Action Plan (RAP) marks an important step in this journey. This RAP provides a structured and considered approach to strengthening our knowledge, listening to Aboriginal and Torres Strait Islander voices, and embedding respect into how we operate as a business. It establishes the foundations for future action by guiding how we engage with communities, develop our workforce, and influence our industry.

We acknowledge that reconciliation is an ongoing process that requires humility, learning and accountability. Through this Reflect RAP, we commit to building the capability of our people, fostering inclusive and culturally safe workplaces, and laying the groundwork for long-term partnerships that create shared value.

Joel Barnes
Chief Executive Officer

A MESSAGE FROM RECONCILIATION AUSTRALIA CEO

[KAREN MUNDINE]



Reconciliation Australia welcomes SEE Civil Pty Ltd to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

SEE Civil Pty Ltd 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 over 5.5 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 SEE Civil Pty Ltd 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 SEE Civil Pty Ltd, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer





OUR BUSINESS

SEE Civil operates as the civil construction and engineering arm of family-built SEE Group, providing infrastructure and urban development services across roads, rail, aviation, water, utilities, mining, and master-planned communities. Our expertise spans bulk earthworks, pavements, bridges, active transport, marine foreshore and landfill rehabilitation. This capability is underpinned by a vertically integrated business model and a modern fleet that supports safe, efficient delivery.

SEE Civil delivers projects across Australia, with 56 projects in progress across NSW and QLD, from Southern and Inner West NSW, ranging from Orange of the Wiradjuri Nation and Moree of the Kamilaroi lands, all the way to the Anindilyakwa peoples of the Northern Territory's Groote Eylandt, shared by many First Nations communities.

Major projects delivered or underway include the Inland Rail Narrabri to North Star works, multiple packages of the Mount Lindesay Highway, the Chambers Flat Road Upgrade, Loganlea Road Upgrade, and the Cadia Integrated Tailings Dam.

Headquartered at 108 Siganto Drive, Helensvale QLD, SEE Civil also maintains offices across Brisbane, Sunshine Coast, Cairns, Perth and Northern New South Wales, with approximately 750 employees. We currently directly employ approximately 15 staff who identify as Aboriginal and Torres Strait Islander. Our onboarding process invites self-identification. During this RAP phase we will seek to review the current process to ensure it is culturally sensitive and supportive of First Nations participation. We engage a substantial number of subcontractors in regional areas, a proportion of whom identify as Aboriginal and Torres Strait Islander people, and we are committed to developing a process to also track the number who self-identify as First Nations.

SEE Civil recognises that reconciliation is both a national priority and a responsibility for our business. As a family-built, Australian-owned civil construction company, we understand the importance of relationships, respect and opportunity in shaping sustainable outcomes for the communities where we live and work. Our Values underpin our interactions with suppliers, subcontractors, clients and each other.

[THE SEE WAY]

IT'S MORE THAN THE WAY WE DO THINGS. IT'S WHO WE ARE.

BOOTS AND ALL

We all pitch in
to get the job done

OWN IT

We own our actions and take
pride in what we do

ONE
TEAM

We look after each other
and value our relationships

SFIND
OLUTIONS

We solve problems by
being open to new ideas
and embracing challenges



Photo: Proudly supporting NAIDOC Week through our Indigenous hi-vis initiative across SEE Group

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is to become an organisation where Aboriginal and Torres Strait Islander peoples are respected, valued and meaningfully included across every part of SEE Civil. We aspire to be an organisation grounded in cultural understanding, where reconciliation is a lived practice that guides how we work, how we engage with communities, and how we create opportunities that last well beyond the life of individual projects.

We imagine a workplace where cultural identity is honoured and where the histories, cultures and rights of First Nations peoples are deeply understood by our staff. As a business that works on Country every day, we recognise our responsibility to engage respectfully, to listen with intent, and to contribute positively to the cultural, social and economic wellbeing of the communities in which we live and work. Our aspiration is to embed reconciliation into our operations, our culture, our relationships and our decision-making, so that it reaches beyond the life of individual projects to becoming a defining feature of SEE Civil's identity and part of our legacy.

Central to our vision for reconciliation are our aspirations to create economic impact for First Nations communities through increased participation in employment, skill development and business engagement.

Founded on culturally safe workplaces, we aspire to increasing the representation of Aboriginal and Torres Strait Islander employees at all levels, strengthen First Nations skill development and leadership pathways, and expand our partnerships with First Nations businesses. We also aim to work in partnership with First Nations organisations to deepen cultural capability across the organisation and ensure our projects create long-term cultural, social and economic benefits.

We aspire to be an organisation where cultural respect, equity and inclusion are visibly embedded into everything we do; where our people are empowered to contribute to reconciliation through their actions; and where our partnerships with First Nations peoples are characterised by trust, respect, mutual benefit and shared purpose.

Photo: Yaegl Traditional Owners Smoking Ceremony at the commencement of the Woolgoolga to Ballina project



OUR RECONCILIATION JOURNEY

SEE Civil is proud to be formalising our commitment to reconciliation through our inaugural Reflect RAP. Our journey so far has been shaped by growing relationships with Aboriginal and Torres Strait Islander peoples and communities, increasing participation of First Nations employees and businesses in our projects, and a strengthened focus on cultural awareness, inclusion and community engagement across the organisation. While we recognise that we are at the beginning of our formal RAP journey, we also recognise that many foundations are already in place through our policies, partnerships and project achievements.

As part of the development of this RAP, SEE Civil partnered with YarnnUp to explore what reconciliation means for our business and people. Through conversations with leaders and a Cultural Audit questionnaire, we gained valuable insight into our aspirations, opportunities, challenges, and readiness to begin this journey in a meaningful way.



STRATEGIC ALIGNMENT: POLICIES AND ORGANISATIONAL COMMITMENTS

SEE Civil's reconciliation approach is supported by an integrated suite of policies, strategies and management frameworks that align with reconciliation principles and demonstrate a growing organisational commitment to cultural capability, diversity and respectful engagement.

Our **Strategic Plan** outlines the immediate and long-term ambitions for workforce wellbeing, cultural diversity and inclusive employment. It clearly identifies increasing First Nations employment and supplier participation as strategic priorities and establishes RAP implementation as a measure of organisational success.

Employees' rights and obligations are clearly expressed in the **Code of Conduct**, stating *'All employees have the right to work in a safe environment that promotes equal opportunity, inclusion, respect and integrity.'* These rights and obligations are expanded in the **Equal Opportunity and Diversity Policy** which reinforces our commitment to inclusive and diverse work environments, free from discrimination, harassment and bullying, where all employees are treated with dignity, courtesy and respect. The **Diversity Policy** specifically calls out the commitment to recognise, utilise and celebrate the diversity of the communities in which we operate. Although these policies are not First Nations-specific, they articulate expectations of fair treatment for all employees and contractors, supporting culturally safe, inclusive and respectful workplaces for all.

While the Equal Opportunity and Diversity Policy is not specific to First Nations, the supporting **Diversity**

and Inclusion Plan sets clear, measurable targets to increase participation of underrepresented groups, including First Nations peoples. Initiatives to achieve targets are also outlined, such as partnerships with First Nations labour-hire providers, proactive identification of First Nations heritage at onboarding, internal First Nations employment targets on key projects, and improved communication with local Aboriginal and Torres Strait Islander communities about job and subcontracting pathways, strengthening SEE Civil's capability to attract and support Aboriginal and Torres Strait Islander employees.

In addition to expectations around diversity and inclusion, the **Indigenous Participation Policy** presents strong formal commitments to Aboriginal and Torres Strait Islander inclusion and participation, explicitly committing the Group to increasing the participation of First Nations peoples in employment, retention, professional development, and culturally safe work environments. It also recognises Aboriginal and Torres Strait Islander knowledges, cultural practices and intellectual property and the intent to embed First Nations perspectives into operations.

Our **Corporate Social Responsibility (CSR) Plan** consolidates commitments to diversity, sustainability and social impact for First Nations peoples.



It sets measurable goals for First Nations employment and business engagement, including a target of at least 3% First Nations employment and business engagement across projects, equally split between individual employment and business. The CSR Plan also includes a First Nations vendor tracking system and identifies community engagement and cultural awareness as key impact areas.

The SEE Civil **Sustainability and Environmental Policy** covers ethical sourcing, local participation, cultural and environmental protection and responsible project delivery. Tools such as the Sustainable Procurement Checklist support the identification of Aboriginal and Torres Strait Islander suppliers and community-led environmental outcomes.

Our **Community Stakeholder Engagement Policy** acts as a standard for how we engage stakeholders and communities across our projects, promoting transparent, honest, timely and respectful engagement. Although not specific to First Nations, it aligns with the IAP2 framework and directly supports culturally appropriate engagement with Traditional Owners, Aboriginal and Torres Strait Islander corporations and First Nations community organisations.

SEE Civil has developed a draft **Infrastructure Training and Indigenous Engagement Framework** specifically targeting projects, further reinforcing our commitment to reconciliation by emphasising the importance of First Nations participation for cultural preservation, economic empowerment and community development. It outlines two key focus areas— employment and economic participation comprised of training and development, with targets for new entrant and existing workforce training, and First Nations employment and business engagement, including a 3% participation target allocation split between First Nations employment and First Nations economic participation that can be tailored to project requirements. This SEE Civil project specific framework reflects the organisation’s emerging operational approach to reconciliation.

Together, these SEE Civil policies demonstrate that reconciliation is aligned with broader organisational commitments, not a series of isolated initiatives. Furthermore, through our strategic plans and policies, we have mechanisms in place to measure and report on our reconciliation efforts against company and project outcomes.



CELEBRATING CULTURALLY SIGNIFICANT EVENTS AND CULTURAL PROTOCOLS

SEE Civil has a growing history of recognising, celebrating and participating in culturally significant events. Participation in National Reconciliation Week and NAIDOC Week has become an important part of our calendar, with employees volunteering at the Logan NAIDOC Week Celebration, attending organisational meetings with the Logan Elders, and supporting community events through our presence and contributions.

Internal communications and celebrations marking significant cultural dates have helped to raise awareness, promote reflection and learning, and build pride in reconciliation activities across our teams. Together, these experiences reflect a growing organisational commitment to celebrating culture, listening to communities and engaging meaningfully throughout the year.

SEE Civil employees volunteered at the Logan NAIDOC Celebration, with SEE Civil's Group People and Culture Manager, attending meetings with the Logan Elders, strengthening relationships and fostering collaboration. Our involvement in NAIDOC Week celebrations and meetings with the Logan Elders reflects respectful engagement on Country and a willingness to seek cultural input into community activities.

While we do not yet have a formal Cultural Protocols Framework, SEE Civil has demonstrated emerging practices that support cultural respect, such as participating in culturally significant events led by community, incorporating cultural considerations into community engagement activities, and acknowledging Traditional Owners through localised project and community interactions.

Our 'Infrastructure Training and Indigenous Engagement Draft Framework' further outlines intentions to include cultural awareness in site inductions and to involve Traditional Owners in sharing cultural knowledge when appropriate, signalling the organisation's early steps toward more structured protocol development.

These experiences and policies form a practical foundation from which SEE Civil will develop consistent, organisation-wide cultural protocols during this Reflect RAP phase—guided by First Nations stakeholders, internal learning and culturally informed practice.

BUILDING CULTURAL AWARENESS



Cultural capability has become a key focus of SEE Civil's people strategy and was also identified through the Cultural Audit as a priority for our workforce. Our Sustainability Report sets out a commitment for all staff to complete cultural awareness training by end-2026.

Cultural awareness has been further integrated into the draft 'Infrastructure Training and Indigenous Engagement Framework', which includes cultural awareness workshops, cultural content in site inductions and opportunities for local Traditional Owners to share cultural knowledge with our people where appropriate. This SEE Civil draft framework expands on the Cultural Respect commitments articulated in the SEE Civil's 'Indigenous Participation Policy', specifically.

- Recognition of Aboriginal and Torres Strait Islander knowledge as a contributor to knowledge systems.
- Protection of First Nations intellectual property and knowledges.
- Recognition and respect for First Nations ceremonial activities, cultural practices and identity.





Photo: Welcome to Country by Uncle Ferlin Lee Laurie of the Yaegl Traditional Owners Aboriginal Corporation

COMMUNITY ENGAGEMENT AND PARTNERSHIPS

SEE Civil's reconciliation journey is reflected in strong and growing relationships with First Nations organisations and community groups which play a pivotal role in our reconciliation journey.

Key partnerships include:

- **Clontarf Foundation**, who exist to 'improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men and by doing so equips them to participate more meaningfully in society' through which we support education, mentoring and employment pathways.
- **Gunya Meta**, engaging students and jobseekers at the Closing the Gap Careers Fair
- **DreamPath**, providing Aboriginal and Torres Strait Islander labour-hire, career development and workforce diversity
- **Tracks**, providing First Nations labour-hire
- **Local Elders and Aboriginal organisations**, engaged across multiple project sites
- **Kabi Kabi peoples**, through community-led flood recovery initiatives
- **Indigenous community health services**, supporting culturally safe project onboarding in Moree
- **Black Coffee Indigenous Business Events**, strengthening relationships with Aboriginal and Torres Strait Islander businesses



Across several projects, SEE Civil has engaged directly with local Elders, First Nations organisations and community groups in ways that have supported culturally informed decision-making and participation. On the Narrabri to North Star Inland Rail project, we engaged with First Nations communities at Moree, worked with local Elders and used a First Nations health service to deliver pre-employment medicals and other services, where cultural considerations informed workforce onboarding processes and local business inclusion. This engagement also supported both community health outcomes and local participation.

We have been involved in joint initiatives with Kabi Kabi First Nations peoples and have contributed to community recovery efforts, such as flood-damage rehabilitation in the Caboolture area in partnership with Stockland and Unitywater.

Our SEE Civil teams have taken part in the Logan Black Coffee event during 'Indigenous Business Month' in October to connect with local First Nations businesses.

This was a great opportunity to network with local First Nations businesses and provide opportunities for integration into our subcontractor and supply chains, as well as support and provide meaningful connections across the industry.

SEE Civil has also cultivated growing relationships with First Nations community groups and organisations, including Local First Nations sporting clubs, through sponsorships and community support of some of the rugby league First Nations clubs in competition.

Some engagement has also targeted employment pathways and training:

- Partnerships with organisations such as DreamPath have supported our commitment to workforce diversity by connecting us with skilled Aboriginal and Torres Strait Islander professionals across project sites.
- Our partnership with the Clontarf Foundation has seen us support young First Nations men through education, mentoring and employment pathways. "The foundation collaborates with Traditional Owners and local leaders to ensure all programs are delivered in a culturally appropriate and respectful manner. SEE Civil collaborates with the foundation to provide pathways to individuals and build economic independence."
- A number of our staff have also attended the Gunya Meta Careers Fair and other local events promoting pathways to employment for Aboriginal and Torres Strait Islander peoples.

Through these partnerships, we seek to support community-led programs and create pathways that build economic independence and long-term opportunity. These partnerships are central to strengthening trust and demonstrating SEE Civil's role as a community leader. We are already taking meaningful steps to connect, listen, and work alongside First Nations peoples. Our Reflect RAP provides the framework to formalise and expand these relationships.



ECONOMIC IMPACT THROUGH FIRST NATIONS EMPLOYMENT AND BUSINESS PARTICIPATION

[OUR COMMITMENT TO FIRST NATIONS EMPLOYMENT]

SEE Civil has achieved strong First Nations employment results across multiple infrastructure projects, often far exceeding internal and client-based targets. These outcomes reflect the organisation's commitment to creating meaningful local opportunities and strengthening First Nations workforce participation.

On various sections of the Mount Lindesay Highway, Chambers Flat Road, the New England Highway and Loganlea Road projects, we have employed local First Nations personnel, including trainees, and in several cases significantly exceeded hours targets for First Nations employment (see Table 1 on page 22).

We also prioritise the retention and advancement of our First Nations workforce through structured internal promotion pathways. The case study below showcases one First Nations employee's career experience at See Civil.

Employee Spotlight: A Journey of Resilience and Leadership

Robert (Robbie) Bown, Delivery Manager

"Taking a chance and joining an industry that builds the future of Australia is more powerful than anything, as long as you put your mind to it."

The journey began in July 2019, when Robbie Bown joined SEE Civil as a Site Supervisor in the Infrastructure Team. From the outset, Robbie demonstrated a clear determination to not only succeed but to excel. This drive was recognised early on when, in his first year, he was nominated for the **Civil Contractors Federation (CCF) Site Supervisor of the Year Award**.

Growth and Progression Over the past seven years, Robbie's career trajectory has been a testament to both his personal dedication and SEE Civil's commitment to internal development:

- **2019:** Site Supervisor
- **2020:** Senior Supervisor
- **2022:** Superintendent
- **2025:** Delivery Manager

Through the support of the business, Robbie completed a **Diploma in Project Management** and gained critical exposure to pre-contracts and tendering. This holistic view of the business, combined with a focus on professional and ethical growth, allowed him to transition seamlessly into a senior leadership role.

Building a Culture of "One Team" For Robbie, a proud First Nations leader, success isn't just about personal accolades or award-winning projects.

It is about the "One Team" mentality. *"The satisfaction of helping people grow in their careers; engineers, supervisors, and trainees, is what stays with me,"* Robbie shares.

He has been instrumental in breaking down barriers between divisions, ensuring that whether in the office or on-site, the culture remains consistent, respectful, and inclusive.

A Perspective on Cultural Respect In Robbie's view, a respectful workplace isn't just about what is written in a policy, it is about leadership and daily behaviours.

"A respectful workplace naturally promotes a safety culture where everyone feels free to speak up without fear."

Overcoming Challenges: Advice for the Future

Robbie's journey to leadership was not without its hurdles. In 2015, he found himself at a major **crossroads in life**, facing significant personal challenges that required a total shift in direction. After being given a second chance, Robbie made a firm commitment to himself to never look back.

He “knuckled down,” retired from his previous lifestyle, and sought out an environment where his determination would be matched by opportunity. After working across the Tier 1 space, he found a home at SEE Civil - a place where the culture allowed him to thrive and excel.

His advice to other Aboriginal and Torres Strait Islander people considering the industry is simple:

**“DON'T BE AFRAID TO HAVE A TRY.
IT IS EASY TO FALL INTO THE TRAPS
WE KNOW, BUT TAKING A CHANCE
AND JOINING AN INDUSTRY THAT
BUILDS THE FUTURE OF AUSTRALIA IS
A POWERFUL PATH. IF YOU PUT YOUR
MIND TO IT, YOU CANNOT FAIL.”**



[Robert 'Robbie' Bown]

FIRST NATIONS EMPLOYMENT AND BUSINESS PARTICIPATION



Chambers Flat Road
Feb 2023 - Sept 2024



Chambers Flat Road
Feb 2023 - Sept 2024



Chambers Flat Road
July 2022 - June 2025



Chambers Flat Road
July 2022 - June 2025



Loganlea Road
Feb 2023 - Sept 2024



Loganlea Road
Feb 2023 - Sept 2024



Mt Lindesay Hwy
(Camp Cable)
Feb 2021 - March 2023



Mt Lindesay Hwy
(Camp Cable)
Feb 2021 - March 2023

PROJECT SNAPSHOT



Mt Lindesay Hwy (Stoney Camp)

Feb 2021 – March 2023

QLD Training Policy Contract Targets



9

LOCAL INDIGENOUS
PERSONNEL
EMPLOYED



325%
TARGETED
INDIGENOUS
HOURS



NEW ENGLAND HIGHWAY

(Pkg 1, 7, 4 & 5)

QLD Training Policy Contract Targets



5

LOCAL INDIGENOUS
PERSONNEL
EMPLOYED



1

INDIGENOUS
TRAINEE
SUPPORTED



MLH (North Maclean & South Maclean Safety)

QLD Training Policy Contract Targets



7

LOCAL INDIGENOUS
PERSONNEL
EMPLOYED



1

INDIGENOUS
TRAINEE
SUPPORTED



Stockland Projects

\$1.3M

SPENT WITH INDIGENOUS
BUSINESSES FOR FY25



FIRST NATIONS BUSINESSES AND PROCUREMENT

SEE Civil has significantly increased their engagement with First Nations businesses, with almost \$3 million in First Nations business expenditure recorded across SEE Group in FY25, highlighting the scale of our contribution to Aboriginal and Torres Strait Islander economic development (see Table on page 22).

This substantial increase in expenditure has been realised through targeted project-based procurement strategies to increase First Nations business participation, for example, the Loganlea Road project contributed approximately \$130,000 into local Aboriginal and Torres Strait Islander businesses, often exceeding our internal targets on spend.

Our relationships with First Nations businesses further demonstrate our commitment to economic inclusion. Partnerships with First Nations suppliers engaged on transport projects and local health, training and business service providers have enabled local communities to participate, upskill and benefit from SEE Civil's procurement spend.

SEE Civil's expenditure with Aboriginal and Torres Strait Islander businesses demonstrates its commitment to supporting First Nations participation, providing crucial financial opportunities to suppliers and positively impacting the broad First Nations community. The Group has taken meaningful steps to increase First Nations business procurement and foster the growth of Aboriginal and Torres Strait Islander enterprises, including the development of sustainable procurement principles, including First Nations supplier identification and evaluation tools.

- Gear Select – a plant subcontractor that invests in First Nations pre-employment programs focused on setting new entrants up for long-term success beyond their initial career journey.
- GaWun Supplies – through the Wunya Indigenous Drill Shirt Initiative. In 2023, SEE Civil proudly partnered with GaWun Supplies to launch this initiative, providing employees with an opportunity to embrace and promote Aboriginal and Torres Strait Islander cultures while facilitating meaningful contributions to the community.
- Borger Cranes – a family-owned crane hire and rigging business supporting project delivery.
- RAW Skips – a waste management provider delivering environmentally responsible disposal services, aligning with SEE Civil's sustainability objectives and waste reduction goals.
- Narrabri Engagement (Inland Rail: Narrabri to North Star) – engagement with the local community included running all pre-employment medicals and related health requirements through the local Aboriginal and Torres Strait Islander health service. This enabled the service to employ additional health professionals, delivering lasting benefits to the community. SEE Civil also engaged with Local Elders to support First Nations businesses in gaining entry to construction organisations.
- Department of Transport and Main Roads (DTMR) – engagement of Aboriginal-approved subcontractors and suppliers, enabling local community members to participate, develop skills, and build capability.



CASE STUDY: DHULU CIVIL

Photo: Dhulu Civil & Mining

Dhulu Civil is a Supply Nation certified, First Nations-owned plant hire business based in the Logan region. Specialising in civil earthworks, they provide local expertise with a proven track record of delivering high-quality plant solutions for infrastructure projects.



Photo: Dhulu Civil & Mining



Photo: Dhulu Civil & Mining

The company serves as a benchmark for successful Tier 2 industry integration; following years of high performance delivery for SEE Civil via a third-party contractor, the founder transitioned to an independent owner-operator model with the direct endorsement of SEE Civil leadership.

Recognising his technical expertise and site reliability, SEE Civil provided a formal Letter of Support to the bank, which was instrumental in securing the initial finance for his first excavator. This significant level of corporate advocacy has enabled Dhulu Civil to scale rapidly from a solo operation to a multi-machine fleet, currently featuring two excavators and a loader. By maintaining a permanent presence on active SEE Civil projects, Dhulu Civil delivers both operational excellence and genuine Aboriginal and Torres Strait Islander participation outcomes.



Photo: Dhulu Civil & Mining



CASE STUDY: CHAMBERS FLAT ROAD

Photo: Chambers Flat Road

The Chambers Flat Road Upgrade demonstrates SEE Civil's commitment to First Nations training, employment and economic participation. Throughout the 18-month project, the team not only delivered a significant infrastructure project but also achieved remarkable outcomes in training and development, diversity, and Aboriginal and Torres Strait Islander participation.



Photo: Chambers Flat Road

Modeled on Queensland's Training Policy, this project set ambitious targets and surpassed expectations. The team employed six local First Nations personnel, supported multiple trainees and graduates, and delivered substantial training outcomes across the broader workforce.

The project achieved 990% of its internal First Nations employment target, recording 9,650 First Nations labour hours against a target of 975. It also achieved 225% of its Aboriginal and Torres Strait Islander economic participation target, spending \$731,434 with First Nations businesses against a target of \$325,026. These achievements reflect a highly successful implementation of First Nations participation strategies and demonstrate SEE Civil's ability to create significant social and economic impact through project delivery.

[ACHIEVEMENTS]

- Supported 8 trainees in completing a Cert III in Civil Construction
- Supported 2 employees in a Graduate Engineering Development Program
- Supported 2 Engineering Interns, 1 of which gained full time employment as a Graduate
- Supported 1 trainee in completing a Cert IV in Supervision
- Supported employees to upskill in 19 industry short courses.
- Employed 6 local Indigenous personnel
- Achieved 26% female participation on the project, 3 of which were trainees.
- Achieved 160% of an internal new entrant training target, a total of 6234 hours were achieved from a target of 3900 hours
- Achieved 266% of an internal other workforce training target, a total of 6910 hours were achieved from a target of 2600 hours
- Achieved 990% of an internal target for Indigenous Employment, a total of 9650 hours were achieved from a target of 975
- Achieved 225% of an internal target for Indigenous Economic Participation with a total spend with Indigenous businesses \$731,434 out of a target of \$325,026



ENVIRONMENT, CULTURAL HERITAGE AND SUSTAINABILITY

SEE Civil's Environmental and Sustainability policies reinforce a commitment to protecting Country, minimising environmental harm and supporting community-led environmental outcomes.

Tools such as the Sustainable Procurement Checklist and 'Indigenous vendor classification' systems help SEE Civil identify First Nations-owned suppliers and integrate sustainable, ethical procurement into project delivery. Partnerships such as with Currumbin Wildlife Hospital, further reflect SEE Civil's willingness to collaborate with community organisations to support habitat protection, environmental education and broader social impact.

SUMMARY OF JOURNEY TO DATE AND LOOKING TO THE FUTURE

SEE Civil's reconciliation journey to date has been shaped by steady participation in NAIDOC and National Reconciliation Week, increased Aboriginal and Torres Strait Islander employment and business engagement on projects, cultural awareness training, and early steps toward tracking First Nations participation more consistently.

Through this experience, the organisation has learned the importance of cultural understanding, building trusted relationships with First Nations communities, ensuring internal buy-in, and recognising that reconciliation requires ongoing time, resources and commitment across all levels of the business.

The cultural audit highlighted challenges such as inconsistent engagement outcomes, limited knowledge of how to connect with the right Traditional Owners or First Nations businesses, capability constraints, competing project priorities, and the need for clear guidance and shared ownership across teams. SEE Civil has taken these insights seriously and will use the Reflect RAP phase to put structure around what has previously been ad-hoc, introducing clearer processes, strengthening partnerships, improving internal capability, and formalising governance to ensure reconciliation becomes embedded rather than optional.

This RAP phase will help SEE Civil move from project-based initiatives and policy to consistent practice, ensuring the organisation overcomes these challenges through increased cultural awareness, strategic pathways for First Nations community and business engagement, and culturally informed ways of working that guide all future interactions with First Nations peoples.

This Reflect RAP gives us the opportunity to bring our initiatives together; recognising the work already underway, learning from our experiences, and building a more coordinated, visible and accountable approach to reconciliation across SEE Civil.

OUR REFLECT RAP

SEE Civil is developing its first Reflect Reconciliation Action Plan because we recognise that our work, delivering infrastructure, shaping land and contributing to community development directly intersects with the cultural, social and economic wellbeing of Aboriginal and Torres Strait Islander peoples.

As a company operating daily on Country, we understand both our responsibility and our opportunity to contribute meaningfully to reconciliation. Our existing policies, strategies and project experiences already demonstrate our commitment to inclusion, cultural respect, sustainability and First Nations and Torres Strait Islander participation; this RAP brings those commitments together into a structured, visible and accountable framework.

During this Reflect RAP phase, SEE Civil aims to further build on the foundations for reconciliation across our business. Our goal is to listen and learn, build our commitment to reconciliation and cultural awareness, strengthen relationships with First Nations communities and partners, and identify practical pathways for First Nations employment, training and business participation.

Through this foundational phase, SEE Civil will create the systems, knowledge and relationships required to progress confidently into future RAPs with deeper and more ambitious reconciliation commitments.

SEE Civil's Reflect RAP is designed to guide how we develop culturally informed, respectful and meaningful relationships with Aboriginal and Torres Strait Islander peoples. It is an opportunity to formalise our early efforts, align our work with the aspirations of First Nations communities and embed reconciliation into the way we plan, deliver and measure our projects.

This RAP will support SEE Civil to better understand cultural needs and expectations, explore co-designed opportunities with community partners, and identify where our work can contribute to improved social, cultural and economic outcomes.



This RAP marks the beginning of a long-term commitment to reconciliation, one that will be guided by community voices, enabled by our diverse, inclusive workplace, supported by leadership and embedded in SEE Civil's culture and operations.

We intend to approach the implementation of our RAP in a deliberate, foundational and action-oriented way.

Our Cultural Audit findings, feedback from staff and community stakeholders, and the lessons from our project achievements will assist us in identifying practical opportunities to advance reconciliation. Implementation will be guided by our RAP Working Group, supported by YarnnUp, and integrated into our broader People & Culture, Diversity & Inclusion, Sustainability and Corporate Social Responsibility frameworks.

Through this Reflect RAP, we are laying the foundations for a long-term reconciliation journey – one that is meaningful, accountable and guided by the aspirations of our people, the voices of Aboriginal and Torres Strait Islander communities, and the cultural wisdom of the lands on which we work.

Our Reflect RAP is an opportunity to formalise actions already underway across SEE Civil projects, including First Nations employment, procurement and community engagement initiatives. By aligning our commitments with the four RAP pillars: Relationships, Respect, Opportunities and Governance – we aim to create a clear pathway for SEE Civil to contribute to reconciliation in a structured, measurable, and enduring way.



STRATEGIC FRAMEWORK AND POLICY ALIGNMENT

Reconciliation is closely aligned with SEE Civil's broader organisational policies and strategies, including our ESG commitments, Corporate Social Responsibility Plan (CSR), Diversity and Inclusion Plan (D&I), 'Indigenous Participation Policy', Sustainability Policy, Environmental Policy and Community Stakeholder Engagement Policy.

These frameworks already commit us to fair and inclusive workplaces, responsible environmental stewardship, community engagement, ethical and sustainable procurement, and increased First Nations employment and supplier participation. The RAP will operate as a unifying framework that connects these policies and strategies, ensuring that reconciliation actions are integrated into existing governance, risk, reporting and performance systems. By aligning RAP commitments with our ESG, CSR and D&I priorities, we can create clear internal accountability, avoid duplication, and ensure that reconciliation is embedded in how we measure success as a business.

Our policies and strategies, in conjunction with the RAP, establish a strategic foundation for increasing First Nations participation, expanding relationships, growing cultural capability, building a diverse, inclusive, safe workplace and ensuring that reconciliation is aligned with our broader organisational goals.

SEE Civil's organisational goals intersect with the National Agreement on Closing the Gap priorities in relation to youth engaged in employment or education (Target 7), and strong economic participation and development of people and their communities, specifically employment (Target 8). Our projects create jobs and training opportunities that can contribute to improved employment outcomes for Aboriginal and Torres Strait Islander peoples. In addition to SEE Civil's direct contribution in increasing First Nations employment participation, our partnerships with Aboriginal and Torres Strait Islander businesses and suppliers support economic

participation and business growth. Additionally, our engagement with local communities and service providers, such as First Nations health services and youth programs, can contribute to better access to services and community resilience.

Through this Reflect RAP, we will further explore and clarify these linkages so that future RAPs can more intentionally align our project outcomes and social impact initiatives with Closing the Gap priorities that matter most to the First Nations communities we work alongside.

During the Reflect phase, SEE Civil will align RAP actions with these frameworks to:

- ensure cultural learning and Aboriginal and Torres Strait Islander participation priorities are embedded across workforce, sustainability and project planning processes
- integrate RAP actions into existing governance, reporting and risk systems
- ensure reconciliation contributes to SEE Civil strategic targets for diversity, First Nations employment and supplier participation
- build a consistent organisational approach to working respectfully on Country.



BUILDING OUR CULTURAL AWARENESS

SEE Civil recognises that reconciliation is both a national priority and a responsibility for our business.

As a family-built, Australian-owned civil construction company, we understand the importance of relationships, respect, and opportunity in shaping sustainable outcomes for the communities where we live and work, founded on cultural awareness. Building our organisational cultural competence will enable us to implement long-lasting change both within our workforce, and within the communities we engage daily. This change will create meaningful and culturally relevant outcomes, allowing us to efficiently advocate for First Nations voices within our sector as well as genuinely embrace and celebrate First Nations people's cultures.

Respect for Aboriginal and Torres Strait Islander cultures, histories and knowledge is critical to our vision of constructing the future responsibly. We have demonstrated respect through project-based commitments such as exceeding Aboriginal Participation in Construction targets and mentoring First Nations employees on major infrastructure projects. While these examples show our potential, we recognise the need to build consistent cultural awareness and embed cultural protocols across the organisation.

We aim to cultivate a workplace where every team member has a deeper understanding of First Nations histories, cultures, rights and aspirations, and where cultural protocols are respected as part of everyday business. This includes recognising the importance of truth-telling, supporting knowledge-sharing, and

building relationships with Elders and community leaders who can guide us in strengthening cultural capability across our teams.

By creating culturally sensitive project environments, we aspire to integrate reconciliation into planning, engagement and delivery, ensuring our projects reflect respect for community, Country and culture. We are committed to safety, wellbeing and creating diverse pathways into the construction industry. Our workplace culture is shaped by our mission, "Constructing the future on the strength of our past". This reflects our belief that we can only build a better future by acknowledging and learning from the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples.

Through this Reflect RAP, we are setting the foundations for meaningful, long-term reconciliation commitments. We will continue building on our current cultural strategies and develop new initiatives, widening our capabilities to create a workplace where every team member has a deep understanding of First Nations histories, cultures, rights and aspirations; a workplace where cultural protocols are respected as part of everyday business and we can make meaningful change to First Nations peoples within the areas we operate.

In doing so, we can cultivate cultural knowledge to



inform organisational decisions in a culturally safe and appropriate way, forming meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities. This includes recognising the importance of truth-telling, supporting knowledge-sharing, and building relationships with Elders and community leaders who can guide us in strengthening cultural awareness across our teams. We recognise that reconciliation requires truth-telling, learning, and building awareness of First Nations cultures, histories, and perspectives. Our people want to see increased cultural capability, a clearer understanding of cultural protocols, and more intentional engagement with Traditional Owners across projects.

SEE Civil will strengthen cultural capability across the organisation by developing a consistent cultural learning framework for all employees. During this Reflect phase, we intend to:

- Implement mandatory cultural awareness training for all staff, building upon SEE Civil's commitment to cultural learning.
- Integrate cultural learning into recruitment, onboarding, inductions and leadership development.
- Seek cultural guidance from Elders and community leaders to strengthen truth-telling, knowledge-sharing and culturally informed decision-making.

- Begin development of a Cultural Protocols Framework, outlining respectful practices for Acknowledgement of Country, Welcome to Country, engagement with Elders, working on Country and planning culturally sensitive community activities.
- Increase recognition and celebration of key cultural dates, such as NAIDOC Week, National Reconciliation Week, National Sorry Day and Close the Gap Day to strengthen organisational understanding and awareness.

Our active participation and hosting of key cultural events such as NAIDOC Week, National Reconciliation Week, Sorry Day, National Close the Gap Day and more will ultimately amplify inclusion and awareness of Aboriginal and Torres Strait Islander peoples within both staff and stakeholders, building our organisational cultural capabilities and creating First Nations partnerships founded on respect.

During this Reflect phase, we intend to develop and implement a staff and contractor Communications and Engagement Plan which will provide a planned coordinated approach to promote, communicate, celebrate and embed reconciliation initiatives while continuing to build genuine commitment to reconciliation at each of our locations.

FIRST NATIONS EMPLOYMENT, PATHWAYS AND SKILLS TRAINING

SEE Civil recognises employment and training as key pathways to meaningful economic participation for Aboriginal and Torres Strait Islander peoples and have a strong desire to see meaningful employment, traineeships, apprenticeships and graduate pathways for Aboriginal and Torres Strait Islander peoples, supported by culturally safe workplaces and leaders who understand and respect cultural needs.

Our aim is for SEE Civil to become an employer of choice for First Nations peoples- an organisation known for its inclusiveness, its sustained support for personal and professional growth, and its commitment to creating opportunities that strengthen families and communities.

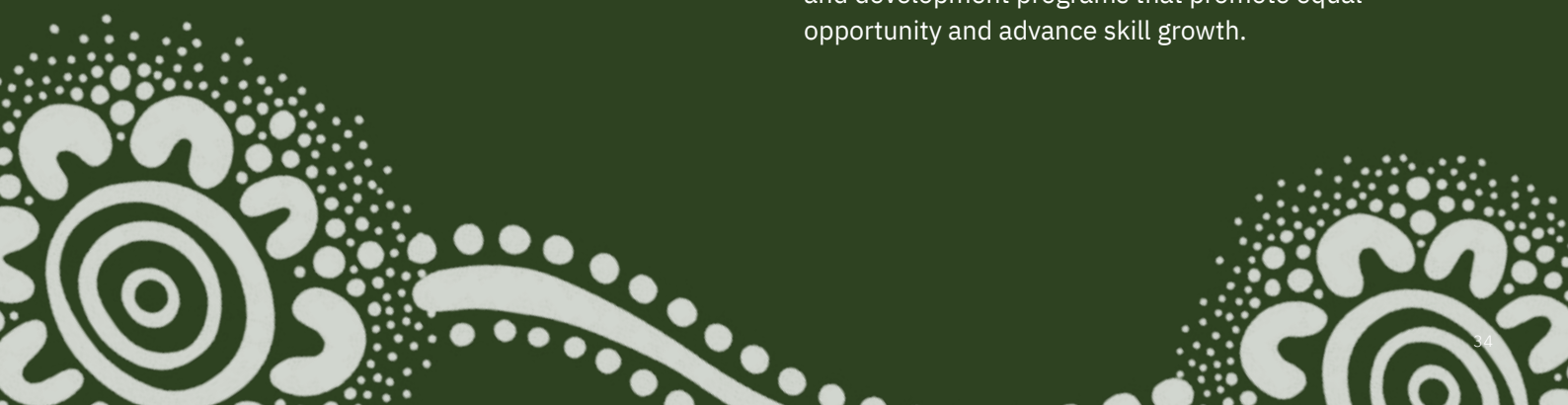
These aspirations reflect an intent to contribute to community wellbeing while nurturing a workplace culture where every individual is treated with fairness, dignity and equality. Foundational to our reconciliation journey is creating equitable pathways to employment for First Nations peoples. Through this RAP, not only will we increase our First Nations employment- but we will ensure that those employed have access to First Nations specific processes that enable equal opportunities within our organisation.

We are focusing on recruitment, retention and culturally inclusive programs to create long-standing opportunities through varying work levels within SEE Civil. Ultimately providing a space within our organisation where First Nations peoples can contribute to our work through a cultural lens, develop skills in relation to construction and engineering as well as employment opportunities specific to local communities on Country.

SEE Civil will strengthen and expand its First Nations employment pathways through collaboration with key partners. These partnerships will support entry into civil construction through work placement, pre-employment pathways and structured transitions into long-term roles within the business. By working closely with these organisations, we aim to enhance First Nations participation across our projects and create more accessible, suitable opportunities for individuals seeing careers in the industry.

To support this growth, SEE Civil will also develop targeted recruitment processes for Aboriginal and Torres Strait Islander peoples. This includes expanding First Nations Labour-hire options to help individuals align their skills and interests with a broad range of opportunities in our organisation – from plant operations and labouring to skilled tradespeople and leadership roles. Increasing local First Nations hire is a particular priority, enabling community members to work on their own Country and ensuring our workforce reflects the local communities in which we operate.

Beyond recruitment, SEE Civil is committed to providing culturally safe and supported employment experiences. We will ensure First Nations employees have access to culturally informed processes, training and development programs that promote equal opportunity and advance skill growth.





Our long-term approach includes apprenticeships, traineeships, subcontracting opportunities and ongoing engagement with First Nations businesses to strengthen participation and capability across the sector.

Finally, we recognise the importance of investing in community capability and long-term development, particularly in regional and remote locations where employment and training needs are significant. Through planned training pathways, mentorships, and engagement with local organisations – SEE Civil aims to contribute to community-led growth and provide opportunities that benefit individuals, families and local economies. Through these efforts, we will help foster sustained career development, enhance community resilience and contribute to meaningful economic empowerment for Aboriginal and Torres Strait Islander peoples.

During this Reflect RAP, our focus will be on:

- Mapping current First Nations participation across SEE Civil and identifying gaps and opportunities across regions and projects.
- For SEE Civil projects, Establish First Nations employment goals informed by project-level participation data and community needs.

- Strengthening partnerships with labour-hire partners and training providers to support First Nations traineeships, apprenticeships and graduate pathways.
- Identifying culturally safe recruitment practices and building internal capability to support First Nations employees through onboarding, mentoring and career development.
- Exploring opportunities to employ more local Aboriginal and Torres Strait Islander peoples on Country, ensuring our workforce better reflects the communities in which we operate.

STRENGTHENING RELATIONSHIPS AND ENGAGEMENT

At SEE Civil, building strong and genuine relationships is central to how we work. We recognise that partnering with Aboriginal and Torres Strait Islander peoples and organisations strengthens our business, enriches our projects, and creates shared value in the communities where we operate.

As a civil construction business with a wide regional footprint, our scope of influence is significant. We understand the importance of collaborating and communicating with local First Nations communities to reach a culturally appropriate outcome.

Our Reflect RAP is an opportunity to build company standards around First Nations people's connection to Country, and the importance of the land. We contribute to shaping infrastructure, creating jobs, building local economies and supporting long-term community development. Through this work, we have the opportunity and the responsibility to align our business with the aspirations of Aboriginal and Torres Strait Islander communities.

Our commitment to strengthening these relationships is reflected in our aspiration to genuinely connect with community. We understand the importance of planning projects with local needs in mind and offering meaningful support through appropriate levels of involvement. This includes exploring and engaging in sponsorship opportunities that positively impact First Nations communities and developing long-term partnerships with First Nations businesses. This contributes to the growth and capability of the communities in which we live and work.

Ultimately, we will work closely with clients to align shared goals, as well as partner with Aboriginal and Torres Strait Islander organisations to support education programs, youth initiatives and cultural events across SEE Civil.

We see reconciliation as a continuous expansion of relationships, knowing that connection, understanding and collaboration with Traditional Custodians are essential to strengthening our work on Country and delivering outcomes that honour the cultural significance of the lands on which we operate.

Collaboration with First Nations peoples, communities and organisations is central to how we intend to implement this RAP. We will continue to build and strengthen partnerships with community organisations, Elders, Traditional Owner groups, First Nations labour-hire providers, training organisations and Aboriginal and Torres Strait Islander businesses to co-design opportunities for participation in our projects and our workforce.

This includes engaging First Nations partners in pre-employment and training programs, partnering on targeted recruitment for apprenticeships, traineeships and graduate programs, working with First Nations businesses in our procurement activities, and seeking





cultural guidance from Elders and community organisations about how we work on Country. YarnnUp's ongoing role as a cultural advisor and external partner will help ensure these collaborations are culturally informed, respectful and aligned with community expectations.

The **SEE Civil Community Stakeholder Engagement Policy** provides a clear organisational framework for how SEE Civil engages with stakeholders and communities. The policy outlines principles of transparent, respectful, timely and collaborative engagement and is grounded in the International Association for Public Participation (IAP2) standards. Although it does not explicitly reference Aboriginal and Torres Strait Islander peoples, it applies to all communities and stakeholders and therefore includes Traditional Owners, Elders, local Aboriginal Corporations, First Nations businesses and community-controlled organisations within its scope.

The Policy's commitment to listening, consulting, involving, collaborating with, and where appropriate empowering communities aligns strongly with core principles of First Nations stakeholder engagement, including respect for cultural authority, recognition of community-defined decision-making structures, and the importance of early, ongoing and culturally informed consultation. Its emphasis on building positive social licence, understanding context, and making informed decisions through community input is consistent with First Nations expectations of respectful engagement on matters affecting Country, cultural heritage, identity and community wellbeing.

Because the Policy establishes the organisation-wide expectations for stakeholder engagement, it provides a strong foundation for developing a dedicated **First Nations Stakeholder Engagement Strategy** during the life of SEE Civil's Reflect RAP. Such a strategy can layer culturally specific protocols, engagement pathways, relationship governance and Traditional

Owner engagement requirements on top of the existing policy framework. This will ensure that all interactions with First Nations peoples across SEE Civil and all its projects are consistent, culturally safe, respectful and guided by agreed practices that honour the knowledge, leadership and rights of Aboriginal and Torres Strait Islander communities.

SEE Civil will use this Reflect RAP to formalise and expand our relationships with First Nations peoples, communities and organisations. The following priorities during this phase will see us establish consistent, respectful and meaningful engagement practices that guide how we work with First Nations communities into the future.

- Mapping First Nations stakeholders across our operational regions, including Elders, Traditional Owner groups, Aboriginal Corporations, community organisations, Aboriginal and Torres Strait Islander businesses and service providers.
- Develop a First Nations Engagement Strategy, including approaches for early, culturally informed engagement with First Nations communities during project planning and delivery.
- Identifying opportunities for continued collaboration with organisations such as DreamPath, Gunya Meta, Clontarf Foundation, Gawun Supplier, Gear Select, Borger Cranes, First Nations labour-hire providers and training organisations.
- Exploring sponsorships, cultural initiatives and community-led partnerships that align with local aspirations and support education, youth development and community wellbeing.
- Using the SEE Civil Community Stakeholder Engagement Policy as a backbone for engagement and building a First Nations-specific Engagement Strategy during the Reflect phase.

STRENGTHENING PROCUREMENT AND FIRST NATIONS BUSINESS ENGAGEMENT

We aim to develop partnerships that are genuine, transparent and mutually beneficial, supported by clear pathways for economic participation and tracked through employment, hours worked and procurement outcomes. A key priority is to continue building strong relationships with First Nations businesses that can provide labour, services and expertise across our operations.

By engaging with Aboriginal and Torres Strait Islander-owned suppliers and subcontractors- particularly in areas such as civil construction, plant hire and professional services- we can expand opportunities for First Nations businesses while supporting our own capability and project delivery outcomes. These relationships contribute to local economic development and help create long-term, community-driven pathways for participation in the construction sector.

Through these approaches, SEE Civil seeks to create a procurement environment that not only broadens First Nation business participation but also strengthens trust, transparency and long-term economic growth within First Nations communities.

Our intended actions during this period to increase First Nations business participation include:

- Identify current and potential First Nations suppliers across civil construction, plant hire, professional services and local service providers.
- Improve visibility of First Nations businesses across SEE Civil, including through alignment with Supply Nation and other First Nations business directories.
- Develop a Supplier Diversity approach tailored to SEE Civil's project environments, including consistent processes for identifying, engaging and tracking Aboriginal and Torres Strait Islander suppliers.
- Explore opportunities to build deeper partnerships with First Nations businesses through long-term contracts, capability-building support and collaborative procurement approaches.
- Strengthen internal procurement processes to ensure equitable access for First Nations suppliers across all stages of the project lifecycle.



OUR COMMITMENT TO RECONCILIATION NOW AND BEYOND

During this Reflect phase, we will focus on building strong foundations: establishing clear cultural protocols; embedding cultural awareness training as a core learning requirement for all staff; strengthening Aboriginal and Torres Strait Islander employment and procurement pathways; and creating consistent frameworks for community and stakeholder engagement across all projects.

These commitments will be operationalised through existing business processes such as recruitment, onboarding, procurement, project start-up and close-out, performance planning and leadership development.

Implementation will be supported by data and dashboards that monitor Aboriginal and Torres Strait Islander employment participation, First Nations business spend, cultural learning completion and community partnerships, building on the systems we already use to track diversity, safety, sustainability and project performance.

SEE Civil is committed to walking the long road of reconciliation with humility, accountability, and courage. We understand that reconciliation is not a single act—it is a continual process of listening, learning, and acting with respect.

Through this Reflect RAP, we commit to laying the foundations for sustainable and meaningful reconciliation—guided by community voices, supported by committed leadership, and driven by the aspirations of our people.

This RAP marks the beginning of a long-term journey to ensure our actions support cultural, economic and social empowerment for Aboriginal and Torres Strait Islander peoples, both now and into the future.



RAP IMPLEMENTATION AND GOVERNANCE

SEE Civil will govern the implementation of this Reflect RAP through clear leadership accountability, a formal RAP Working Group (RWG), and integration of reconciliation commitments into our existing policy and governance frameworks.

Ultimate accountability for achievement of RAP outcomes and the path to reconciliation rests with the Executive Leadership Team, led by our RAP Sponsor, Peta Newton and Champion Chantelle Neiland, who will champion reconciliation as a strategic priority and ensure that RAP actions are resourced, tracked and reported. RAP progress will be reviewed regularly at executive meetings and through annual reporting mechanisms aligned with our Strategic and business planning and reporting cycle, incorporating goals and measures as expressed in these plans and relevant policies. We aim to adopt a practical, staged and integrated into “how we do business” approach to this RAP implementation, positioning us to proceed to other RAP stages in support of reconciliation outcomes.

Our RAP Working Group (RWG) will be a cross-functional team that includes representatives from key business units and locations, alongside Aboriginal and/or Torres Strait Islander employees and allies. Where possible, First Nations staff, early careers participants and site-based representatives will be

included to ensure lived experience and project-level perspectives inform decision-making. The RWG will meet regularly to oversee progress, resolve barriers, coordinate activities, and prepare progress reports for the Executive Leadership Team.

Diverse representation from across SEE Civil is critical to successful implementation. Our work spans multiple regions, projects and disciplines, and reconciliation touches all parts of our business. From tendering and design to community engagement, construction, procurement, and workforce development. Having RWG members from different levels, locations and functions will ensure that RAP actions are realistic, owned by the right teams, and embedded in day-to-day practice.

It will also help us understand how reconciliation looks on a project site, in a workshop, in the office, in the community and in our supply chain, and enable us to tailor our approach to local contexts and communities. This diversity of perspectives will strengthen accountability, foster shared ownership and ensure that reconciliation is not confined to a single team or department.



RAP actions will be embedded into SEE Civil's existing processes: recruitment, onboarding, procurement, project start-up, reporting, learning and development and community engagement. Our accredited management and governance systems demonstrate that we have the capacity to manage and report on business, organisational and project performance. Monitoring dashboards and reports, incorporated into existing reporting cycles, will track First Nations employment, procurement, cultural learning completion and partnerships on an ongoing basis.

YarnnUp's role as our consulting partner and external advisory committee is central to the success of the RAP implementation phase. YarnnUp brings cultural authority, lived experience, and specialist expertise in reconciliation, First Nations engagement and organisational change.

As our cultural guide and "critical friend", YarnnUp will support SEE Civil to interpret and respond to feedback from Aboriginal and Torres Strait Islander peoples; design and deliver culturally safe learning

programs; review communications and activities for cultural appropriateness; and ensure our actions align with Reconciliation Australia's expectations and the aspirations of local First Nations communities. YarnnUp's independent perspective will help us stay accountable to our commitments, navigate challenges respectfully, and continuously improve the way we work with First Nations peoples throughout and beyond this Reflect RAP.

Through strategic alignment, key roles, implementation approaches and governance structures outlined above, we will embed accountability and transparency into our reconciliation efforts, ensuring that RAP initiatives are more than project-by-project outcomes but SEE Civil's way of operating and doing business.

RAP WORKING GROUP MEMBERSHIP

RWG ROLE	POSITION TITLE
▶ CHAMPION	Group People and Culture Manager
▶ SPONSOR	Executive Director Corporate Services
▶ CHAIR	Group People and Culture Manager
▶ MEMBER	Group Commercial and Legal Manager
▶ MEMBER	Delivery Manager
▶ MEMBER	Learning and Development Lead
▶ MEMBER	People and Culture Advisor
▶ MEMBER	Marketing and Communications Manager
▶ MEMBER	Talent Acquisition Specialist
▶ MEMBER	Senior Workplace Health and Safety Advisor
▶ MEMBER	People and Culture Lead
▶ MEMBER	Plant Operator
▶ MEMBER	Construction Worker

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.	June 2026	Learning and Development Lead
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2026	Learning and Development Lead
	Review the Community Stakeholder Engagement Policy to include guidelines for First Nations Stakeholder engagement.	September 2026	Marketing and Communications Manager
	Explore opportunities to deepen relationships with existing community partners and identify potential new partners.	February 2027	Marketing and Communications Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Group People and Culture Manager
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2026	Group People and Culture Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2026	Group People and Culture Manager

RELATIONSHIPS



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation and our RAP through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2026	Group People and Culture Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2026	Lead: Marketing and Communications Manager Support: Delivery Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2026	Learning and Development Lead
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	July 2026	People and Culture Lead
	Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	August 2026	People and Culture Lead



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.	August 2026	Lead: People and Culture Advisor Support: Learning and Development Lead
	Conduct a review of cultural learning needs within our organisation.	July 2026	Learning and Development Lead
	Finalise the Infrastructure Training and Indigenous Engagement Framework and align with engagement and cultural learning initiatives.	October 2026	Learning and Development Lead
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 2026	Lead: Delivery Manager Support: Construction Worker
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	Lead: People and Culture Lead Support: Learning and Development Lead
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 2026	Group People and Culture Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	Group People and Culture Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026	Group People and Culture Manager

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.	October 2026	Lead: People and Culture Advisor Support: Talent Acquisition Specialist
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2026	Learning and Development Lead
	Founded on the business case and increased understanding of employment and professional development opportunities, explore the development of First Nations employment plans and career development pathways.	March 2027	Lead: Learning and Development Lead Support: Talent Acquisition Specialist
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 2027	Group Commercial and Legal Manager
	Investigate or maintain Supply Nation membership.	September 2026	Group Commercial and Legal Manager
	Implement and increase adoption of the First Nations supplier identification and evaluation tools.	April 2027	Group Commercial and Legal Manager

GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain the RWG to govern RAP implementation.	May 2026 October 2026	Group People and Culture Manager
	Draft Terms of Reference for the RWG.	May 2026	Group People and Culture Manager
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2026 October 2026	Group People and Culture Manager
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2026	Group People and Culture Manager
	Engage senior leaders in the delivery of RAP commitments.	June 2026	Group People and Culture Manager
	Maintain a senior leader to champion our RAP internally.	May 2026 October 2026	Group People and Culture Manager
	Define appropriate systems and capability to track, measure and report on RAP commitments.	June 2026	Lead: Group People and Culture Manager Support: Learning and Development 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.	May 2026	Group People and Culture Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	June 2026	Group People and Culture Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	1 August 2026	Group People and Culture Manager
13. Continue our reconciliation journey by developing our next RAP.	Review RAP based on achievements, challenges and lessons learned.	January 2027	Lead: Group People and Culture Manager Support: Learning and Development Lead
	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2027	Group People and Culture Manager



For any queries, contact:

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Position: Group People and Culture Manager
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