



# SPARK RENEWABLES

Reflect Reconciliation Action Plan

May 2024 – November 2025



## Acknowledgement of Country

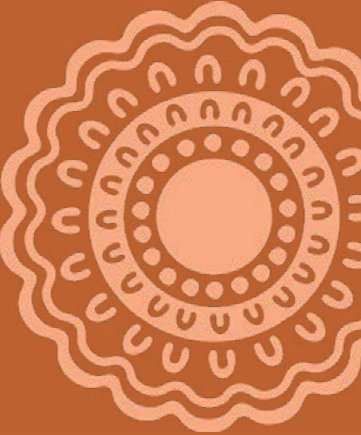
Spark Renewables acknowledges the Traditional Owners and Custodians of the lands on which we operate, including the lands of the Dharawal, Gadigal, Gameragal, Gayemagal, Guringai, Gundungarra, Latji Latji, Muthi Muthi, Narungga, Paakantji (Barkandji), Ngiyampaa, Wodi Wodi, Wiradjuri, and Yitha Yitha peoples, and all those upon whose lands we may work in the future.

We recognise and respect their cultural heritage, continuing beliefs, and connection to land, water and community, which we acknowledge as having continued importance to the Traditional Owners' and Custodians' descendants living today.

We pay our respect to their Elders past, present and emerging.



**Nhayway Buraadja (Dhurga language for Today and Tomorrow) ©Yirra Miya | First Nations Creative Agency**  
Collaborative artwork by Wodi Wodi and Walbunja Artist Lauren Henry and Biripi Artist Brittany Cochrane.



## Artwork Story

The artwork 'Nhayway Buraadja' (Dhurga language for Today and Tomorrow) reflects the story of Spark Renewables on their Reconciliation journey. In the centre of the artwork is a multi-layered yarning circle, which represents the team at Spark Renewables and the different walks of life their staff members come from. It encompasses the safe space created for employees to come together, to be valued and respect one another. There is also a personal symbolic connection of their team to waterways, represented by two flowing lines around the centre meeting circle with people sitting surrounded by the flow of water.

On each side of the yarning circle are country lines to represent the different lands on which Spark Renewables works, lives, plays and interacts with community. The 'U' shape symbol represents people and Spark Renewables' commitment to caring for Country alongside community members.

The emu 'dinawan' tracks are a reference to Spark Renewables' Dinawan Energy Hub project. These tracks represent the journey that Spark Renewables has undergone in the last

few years and is a projection of their journey to come in the future. The tracks represent not only Spark Renewables' growth as a team but also their growth of impact in community. Surrounding the inner yarning circle are more country lines. The kangaroo tracks represent Spark Renewables' travel across Country. It reflects Spark Renewables' growth and connections with community, and more importantly, their openness to learn more about the lands on which they work and host their projects.

The next layer is symbolic of the solar grids that Spark Renewables utilises within their projects to create sustainable energy, while the dots in the next outer layer represent the different memories and impacts made throughout the Spark Renewables journey. They represent each learning curve, each thought process and each aspect of their projects and how they are conducted.

The next layers contain multiple people symbols which surround the wind turbines. These represent the connections made in community through working on Spark

Renewables' projects, as well as the people that share their stories and their knowledge in connecting and caring for Country. These people represent the important role that Spark Renewables plays in up-skilling local community members to provide job opportunities and training to positively impact and give back to community for sharing their knowledge.

The connected yarning circles represent Spark Renewables' commitment to continue to grow and learn more on cultural safety. It is also a reflection of the connection that is made with each community they work with and the importance that each connection holds. The connected watering holes on the outer layer of the piece represent the flow-on effect of sharing knowledge and Spark Renewables' commitment to continue on their growth journey to better their practices and acknowledge the land they work on as being Aboriginal land.



## Message from CEO of Reconciliation Australia

### Inaugural Reflect RAP

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

Spark Renewables 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 three million people now working or studying in an organisation with a RAP.

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

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

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

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Spark Renewables 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 Spark Renewables, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

## Message from the Spark Renewables Team

We, the employees of Spark Renewables, recognise that it is imperative that leadership is invested professionally and personally into reconciliation. We thank our CEO, Anthony Marriner, for his leadership and investment in this RAP, as well as our Chief Legal Officer, Claire Dawson, for steering the development of the RAP.

In addition, we think it is equally – if not more – imperative that each of us, as individual employees, are committed to the spirit of reconciliation and to executing our commitments to the absolute best of our abilities. To embody this sentiment, the employees of Spark Renewables have

decided to opt for a “Message from the Spark Renewables Team” in lieu of the traditional “Message from the CEO”.

We expect to encounter opportunities to practice the guiding principles of reconciliation during our daily work that are not laid out in this plan or guided by leadership, and we commit to upholding the sentiments behind this plan when those happen. By signing below, we are confirming our commitment to what is laid out in this Reconciliation Action Plan and upholding the spirit of this plan in our day-to-day work.



## Spark Renewables' employees have shared personal reflections of why reconciliation is important to them:

"Coming from South Africa, the idea of reconciliation and respect for the Custodians of the land resonates very powerfully for me. There was much pain and suffering in South Africa until we went through the reconciliation process, which helped to heal the nation and empower the people.

Every person has the right to be treated with respect and kindness.

As I grow to understand Australia better, I can see that there is a need for reconciliation here as well, and that that desire is genuine and heartfelt. I am delighted that we can play a material role in this as it aligns directly with our values. As Spark Renewables, we will be developing and constructing many wind, solar and battery projects over the coming years. We have always placed the community first and are proud to have established what is to our knowledge the largest solar farm community fund in Australia to date. We acknowledge our obligation to ensure that we work closely with the Aboriginal and Torres Strait Islander peoples and are always respectful of their land and their wonderful and rich cultures, which needs to be preserved and cherished. In addition, we see an opportunity to make a massive positive difference to the lives of the communities that are impacted by our projects.

Our *modus operandi* is to make an on-the-ground impact in a way that is measurable and meaningful and focuses on those most in need - our ongoing support of the Girls at the Centre programme at Mt Austin High School in Wagga Wagga is just one example of this.

***While the RAP is important, it is what we do in practice that really counts. We will ensure that we make this meaningful and that we implement it properly."***

"Reconciliation is not something that should be left only to government policy and specialist organisations. It is something that affects and reflects upon every person in Australia and the culture and relationships we want to foster across our entire society. Commitment by individuals and companies is such a powerful and fundamental way to effect this change in our relationships and culture. I am excited and proud of Spark Renewables for embracing this social responsibility through a RAP. What is most heartening for me is that the idea for a RAP arose from a genuine interest in social responsibility held by members of the team, not just box-ticking.

***Let us demonstrate our company values not only through words, but by action."***

"Reconciliation is about Spark Renewables recognising and addressing the division with Aboriginal and Torres Strait Islander peoples and the wider Australian public by addressing some of the barriers. Reconciliation is about Spark Renewables recognising that through partnerships with Aboriginal people we can create a different narrative for Aboriginal and Torres Strait Islanders in future projects - and, for Aboriginal and Torres Strait Islanders to have input into the narrative through our engagement.

***I am hoping for Spark Renewables to excel with reconciliation because my people need a platform to be able to bring our initiative and aspirations to the forefront of the renewable energy sector.***

The reason Spark Renewables is so different from other companies is because we are out there actually engaging with Traditional Owners through meetings as well as relationship-building. My people want a place at the table regarding renewable energy. Spark Renewables is giving my people that place at the table for us to self-determine what they want to see when we do projects on Country.

My people for the last two hundred years have not had a seat at the table of projects going on in our communities. We are often the last ones consulted. Our ideas, beliefs and connection to our Country has never been at the forefront of those relationships. Spark Renewables is hoping to change that. I am hoping to change that by working and surrounding myself and Spark Renewables with the voices of my people.

Reconciliation can benefit Aboriginal and Torres Strait Islanders as well as non-Indigenous peoples by showcasing what great relationships can build. We can work together to build up capacity within the community to be able to support initiatives that we self-determine."

"Reconciliation is important to me, as all Australians should be able to have the same opportunities and choices in life, especially around health and life expectancy.

I have personally had varied experience working with First Nations peoples over the past 30 years, much of which has been around education, training and business development, and I always come away feeling like I have learnt so much!

***No matter what we do, the key to success is in establishing and maintaining genuine, meaningful relationships.***

There is so much that we can learn from each other and having a dedicated Aboriginal Community Engagement Coordinator in our team shows Spark Renewables' dedication and commitment to First Nations peoples.

I am proud to be working with Spark Renewables and have the greatest respect for their genuine commitment to the communities in which they operate. I am excited by the possibilities of what can be achieved working with our First Nations peoples to help build greater capacity and a more equal future as one.

In the words of Nelson Mandela, 'In the end, reconciliation is a spiritual process, which requires more than just a legal framework. It has to happen in the hearts and minds of people.'"

"I still remember my first Australia Day after arriving here over 7 years ago. I cheerfully wished people 'Happy Australia Day', unaware that I was celebrating a day of deep tragedy for Aboriginal and Torres Strait Islander peoples. Living in Sydney, I had limited exposure to Aboriginal and Torres Strait Islander cultures, but felt innately curious to connect with their ancient wisdom. In Alice Springs, I had my first personal encounters with Aboriginal Australians living on the streets. This was really uncomfortable for me initially. With more context and deeper understanding, I later came to recognise the generational trauma and social inequities underlying these visible struggles. My trip to Uluru awakened something in me – I sensed the earth's primal heartbeat and ineffable energy. I felt drawn to discover more and soon found inspiration in their dances, Dreaming stories and unbroken bond with the land.

Australia now feels like home to me. Each day I am grateful for the privilege of living on this sacred earth among landscapes that continually amaze me with their beauty and diversity. I admire Aboriginal and Torres Strait Islander peoples' devotion to nurturing their relationship with nature by following ancestral wisdom, rituals and interconnected ways of life. There is so much we can learn from their wisdom to restore our lost connection to the land, nature and our deeper humanity.

***To me, reconciliation involves restoring the bond between nature and people. By truly recognising our shared humanity – opening our eyes, ears and hearts across cultures – we can rebuild the bridges dividing Australia.***

Through compassion, reconciliation can heal wounds and reconnect us in mutual understanding and respect."

"We don't just talk about Aboriginal and Torres Strait Islander heritage engagement – we do it. We created a high level of Aboriginal and Torres Strait Islander employment during the construction of Bomen Solar Farm, and are fortunate to have an Aboriginal staff member within our own Spark Renewables team. I grew up in Brisbane and attended school in the late '80s and '90s (only a mere 26 years ago), where we were taught very little at school about First Nations cultures, communities and customs. The Reconciliation Action Plan will ensure that Spark Renewables embraces Aboriginal and Torres Strait Islander cultures as part of our day-to-day business dealings.

***So no matter what the background is of any member of staff, the RAP will help the Spark Renewables Team to build relationships, respect and opportunities for First Nations communities across Australia.***

In the end, we are all just stories..."

"As a first-generation Australian, blessed with the good fortune of being born into a comfortable, white, middle-class family in Sydney in the 1970s, I look back on my childhood and education and am astonished at the narrative that prevailed about the colonisation of this country, the lack of acknowledgment of the reality of how it was invaded and how First Nations People – the oldest and longest continuous culture on Earth – were systematically, deliberately and intentionally dispossessed of their land, their cultures, their languages, their children. The harm and injustice never admitted. Things are shifting slowly. As Stan Grant says in the Prologue to his 2016 memoir *Talking to My Country*, 'Australians know so little about us... But something else is moving in our country. We are looking again at reckoning with ourselves. I can feel it and many of you have told me you are ready.'

***I feel a very personal and professional sense of responsibility for our company, Spark Renewables, to seize the opportunity that the renewable energy transition offers to channel the voices of First Nations peoples into the way we design our projects, into the way we share the benefits of our projects, into how our projects can allow reconnection with Country, into identifying the opportunities for training, education, employment and procurement that will bring economic advantage.***

I am proud to be part of an organisation which is committed both in word and deed to playing its part in Australia's reconciliation journey."

"We choose not to act like the colonialists of the past. We choose inclusion and collaboration. We choose to adopt a company culture and policies that enable all peoples to participate. We choose to work with project partners in a way that encourages Aboriginal and Torres Strait Islander community members/organisations to be one of those partners.

***We recognise the wrongs of the past and choose a more inclusive pathway forward.***

The transition to clean energy will depend on working collaboratively and constructively with Traditional Owners of the lands on which many renewable projects will be built. For the clean energy transition to be truly just, engagement with and the inclusion of First Nations communities is essential. I am excited to be able to work with First Nations people around the country and build capacity within community to create opportunities for economic growth and employment.

The Australian energy transition is an opportunity for reconciliation. Our vision for a renewable energy future relies on natural resources and land that are home to the oldest living culture on earth. We cannot change our past, but we must strive for a better future. I am proud that Spark Renewables is taking this important step on our journey towards reconciliation."

"I am excited to see Spark Renewables engage further with Aboriginal and Torres Strait Islander communities to support a sustainable improvement in quality of life and general employment prospects.

*In particular, I find it fulfilling working with the younger generation of Aboriginal and Torres Strait Islander students to present real and viable career pathways that they could find interesting and rewarding."*

"Spark Renewables is in such a great position to facilitate change and take steps towards reconciliation given the number of developments we have across Australia. Given the unique opportunities these projects provide, it is really important to me that we continue to implement measures to provide equal opportunities to Aboriginal and Torres Strait Islander peoples.

*It is also integral that our organisation ensures their voices are heard when developing on the land that they have been on for the past 60,000 years."*

"Reconciliation is about recognising and associating with the Traditional Owners of the land and waters, and their communities.

*Spark Renewables will emphasise that we are continuously recognising Traditional Owners of Country and their cultures, aligning their existence with all our renewables energy projects, while powering the nation's agenda."*

Signed By:



A collection of handwritten signatures in black ink, arranged in three rows. The signatures are written in various styles, some appearing to be names like 'Cris', 'Don', 'Anita', 'Bernie', 'Sean', 'Georgia', 'Alexis', and 'Laurie'.

## RAP Working Group Members



**Claire Dawson**  
Chief Legal Officer



**Paulina Kabaczuk**  
Office and Culture Manager



**Julian Kasby**  
Senior Development Manager



**Shaurntae Lyons**  
Aboriginal Community Engagement Coordinator



**Sean O'Beirne**  
Legal Intern



**Marju Tonisson**  
Communications Manager



**Georgia Tovich**  
Development Engineer and Legal Intern



**Alexis Tubb**  
Development Manager



**Laurie Wallis**  
Development Manager



## Our Business

Spark Renewables is a developer and long-term owner and operator of renewable energy projects (solar farms, wind farms, battery energy storage systems). We own one operational asset, the 100MW<sub>ac</sub> Bomen Solar Farm in Wagga Wagga, which generates enough electricity to power 36,000 average Australian households. We are developing a further six projects across NSW, South Australia and Queensland which are much larger, and which together will generate enough electricity to power more than two million households.

Spark Renewables employs 20 people, including one Aboriginal staff member in the role of Aboriginal Community Engagement Coordinator. Our geographic reach spans NSW, South Australia and Queensland, with our renewable energy projects located in regional areas. We have one office location, in Manly NSW.

## The Motivation for our RAP

Spark Renewables is developing a RAP because we are determined to ensure that as we take the decisions we need to grow and to progress our renewable energy developments, we do so in line with a strategy that incorporates a First Nations perspective of the land on which we are seeking to build our projects and in line with a fundamental commitment to reconciliation.

Spark Renewables is developing a RAP because we:



**Recognise** that Aboriginal and Torres Strait Islander peoples have been subject of significant past institutional prejudices, and that it is imperative for us to recognise the wrongs of the past as we travel along our reconciliation journey.

**Recognise** that, since colonisation, when Aboriginal and Torres Strait Islander peoples were dispossessed of their land, land use and ownership in Australia has been primarily dictated by non-Indigenous Australians without due acknowledgement of Aboriginal and Torres Strait Islander peoples' interest in that land or their connection to Country.



**Believe** that, managed properly, the renewable energy transition provides a once-in-a-multi-generational opportunity:

- for Aboriginal and Torres Strait Islander peoples to reconnect with Country,
- to deliver meaningful and long-lasting economic opportunity for Aboriginal and Torres Strait Islander peoples including via education, training, employment and procurement initiatives; and
- to facilitate additional investment in services in regional areas that are critical to indicators of wellbeing, including education and health, where gaps exist for Aboriginal and Torres Strait Islander peoples.

**Believe** it is incumbent on us, as a renewable energy company, and as individuals within that company, to take the steps within our power to ensure that this opportunity is realised.



**Understand** that for us to be able to leverage Spark Renewables' role in the renewable energy transition to bring benefit to First Nations people, it is incumbent on us to better understand Aboriginal and Torres Strait Islander cultures, histories, knowledge and leadership, and to ensure we incorporate First Nations' perspectives as we chart our course and drive our business forward.

**Understand** that the development of a RAP, where we move beyond general organisational and individual intent into developing specific actions, assigned to specific individuals charged with delivering on those commitments within a specific timeframe, enshrines Spark Renewables' commitment to reconciliation, and ensures that our strategy and decision-making at all levels is informed by the commitments we have made.

## Implementation of our RAP

Spark Renewables has a deep commitment to reconciliation that resonates across its personnel. This is reflected in the RAP Working Group itself which comprises more than one-third of the total employees of the company, is multi-disciplinary, and includes senior leaders.

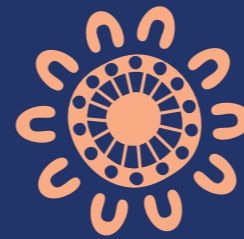
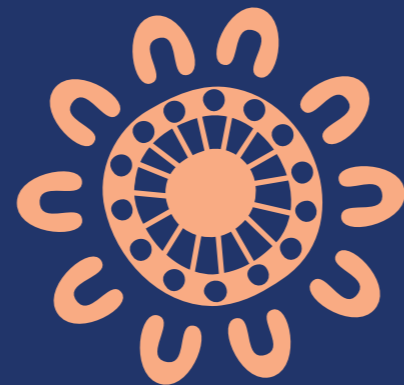
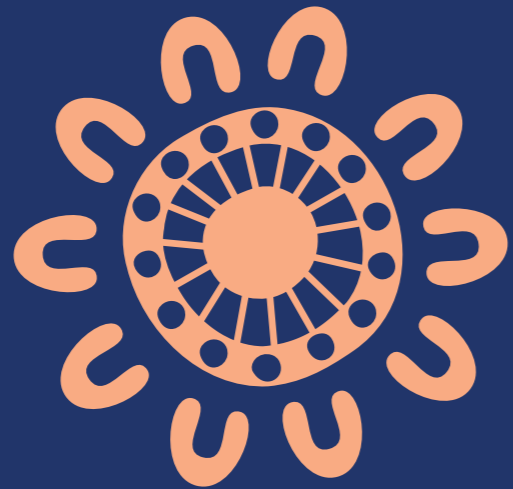
The passion with which the RAP Working Group has embraced the task of formalising our commitment to reconciliation through our RAP has been reflected in the investment made by all in developing the content for our RAP. Each deliverable for which responsibility has been allocated represents a commitment by the individual occupying the role, showing a deep personal, as well as professional, investment in outcomes being achieved.

More formally, cognisant of 'what gets measured gets managed', Spark Renewables intends to ensure that those with responsibility for implementing each deliverable in the RAP have delivery of the relevant action included in their Key Performance Indicators and assessed as part of overall performance.

Delivery on our reconciliation commitments will also form part of corporate reporting, ensuring transparency and accountability of progress against commitments.

We are very fortunate to have First Nations representation on our RAP Working Group, with our Aboriginal Community Engagement Coordinator providing advice, guidance and feedback on our reconciliation commitments, and helping us establish connections in community that we need to ensure existing and new initiatives are effectively delivered.

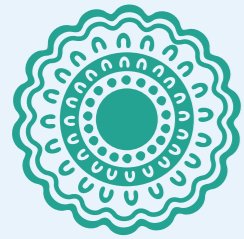
Spark Renewables will also consider the appointment of an Advisory Committee to provide guidance and advice on the implementation of elements of our RAP, to assist with identifying initiatives and opportunities for consideration for Spark Renewables' Innovate RAP, and to apply cultural and operational knowledge to discussions and considerations.





## Our Reconciliation Journey to Date

Spark Renewables is a reasonably young company, established in 2018 by its (then) parent company, Spark Infrastructure, for the acquisition of Bomen Solar Farm, prior to construction of the project.



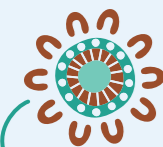
### For construction of the Bomen Solar Farm:

- the project team undertook cultural awareness training with local Aboriginal Elders;
- there is a scarred tree preserved on site, where artefacts are safely held;
- a local Aboriginal Elder conducted a smoking ceremony at the commencement of construction in 2019; and
- Spark Renewables partnered with Beon Energy Solutions (the head EPC contractor engaged to construct the solar farm) on an employment program where 39 of the 157 (25%) of the mechanical construction workers were Aboriginal and Torres Strait Islander peoples and where skills taught have led to ongoing employment opportunities.

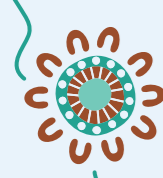
Spark Renewables is committed to the process of reconciliation in Australia and believes that appropriate and meaningful acknowledgement of, and engagement with, local Aboriginal and Torres Strait Islander Peoples, local Aboriginal Land Councils and Aboriginal businesses is imperative to a successful project. We recognise the importance of building relationships founded on trust and respect and are committed to sharing the benefit of our projects with local First Nations peoples in a manner that is tailored to be impactful on, and sensitive to, the local context.

As we have grown and progressed the development of our projects, we have stayed true to the above general statement of commitment, taking specific steps to build our understanding of Aboriginal and Torres Strait Islander cultural heritage, to engage early with local First Nations stakeholders in our project areas, and to consider the benefits that we share and the opportunities that our projects can bring to First Nations people. Our approach has been considerably enhanced since creating the role of Aboriginal Community Engagement Coordinator in June 2023, into which we recruited a Wiradjuri woman with very strong connections in her community and insight into the impacts of our developments and the opportunities they can bring.

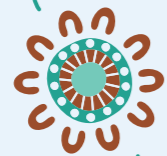
### As part of our reconciliation journey to date we have:



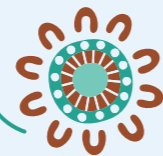
Undertaken cultural awareness training for the whole team in Wagga Wagga, NSW, the community that hosts the Bomen Solar Farm.



Documented commitments with counterparties regarding the way in which we will engage with, and share the benefits of our projects with, First Nations communities.



Refined the way in which we undertake Aboriginal Cultural Heritage assessments to better identify all local Aboriginal and Torres Strait Islander stakeholders from whom input should be sought to understand potential impacts of our projects.



Conducted engagement activities with local Aboriginal and Torres Strait Islander stakeholders at an early stage of development to allow project design and benefit-sharing design to be influenced by feedback received, making the design more compatible with, sensitive to, and directed towards achieving the outcomes these stakeholders want for their communities.



Smoking ceremony at the opening of the Bomen Solar Farm



## Our Partnerships and Current Activities



 While not exclusively supporting Aboriginal and Torres Strait Islander students, Spark Renewables (via Bomen Solar Farm) has committed \$500,000 over 10 years to a local Wagga Wagga high school (Mount Austin High School) to support two programs targeted at improving outcomes for students:

- Girls @ the Centre is a program run in partnership with the Smith Family and is directed at encouraging girls to stay in and remain engaged with school (46% of students who identify as Aboriginal and/or Torres Strait Islander people); and
- the Transition Program, a program directed at giving year 12 students skills, qualifications, documentation and connections that will assist them to transition successfully from high school into their chosen post-school pathways.

As part of the Dinawan Energy Hub project Spark Renewables has engaged with First Nations community groups and businesses in discussions around opportunities for employment and how to access the project's community benefit-sharing fund. Spark Renewables has commenced detailed stakeholder interest and capability mapping that will inform the project's Aboriginal Participation Plan that is being prepared in accordance with the NSW First Nations Guidelines. A key engagement activity for this project involved Spark Renewables completing a whole of business Aboriginal cultural awareness training with Traditional Owners.



 To support First Nations engagement through the development of the Dinawan Energy Hub, Spark Renewables has employed an Aboriginal Community Engagement Coordinator from the local community as a part of the project team whose role is to champion opportunities for First Nations people on the project. This approach has resulted in a high level of engagement and understanding between Spark Renewables and Traditional Owners and will help the project to deliver benefits to First Nations people as the project progresses towards delivery and operations.

Part of the role of our Aboriginal Community Engagement Coordinator is focussed on her work at Gundyarri Narrandera Aboriginal Corporation, which supports local Aboriginal and Torres Strait Islander peoples, including with activities such as "ID days", overcoming a key barrier to entry for employment opportunities.



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.	May 2024	<b>Lead:</b> Development Manager (LW) <b>Support:</b> Legal Intern, Office and Culture Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations, including by investigating membership or support of the First Nations Clean Energy Network.	July 2024	Development Engineer and Legal Intern
	Develop best practice guidelines for engagement of cultural heritage consultants on project sites.	December 2024	<b>Lead:</b> Development Manager (LW) <b>Support:</b> Aboriginal Community Engagement Coordinator,
	Coordinate, engage with, and provide support as an intermediary between different Aboriginal and Torres Strait Islander interest groups within communities in our project areas.	October 2025	Aboriginal Community Engagement Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024, May 2025	Development Engineer and Legal Intern
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024, 2025	<b>Lead:</b> Aboriginal Community Engagement Coordinator, <b>Support:</b> Office 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 2024, 2025	<b>Lead:</b> Chief Legal Officer <b>Support:</b> Development Engineer and Legal Intern

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff, including as part of an internal RAP launch event.	July 2024	Chief Legal Officer
	Publish RAP on our website.	July 2024	Office and Culture Manager
	Develop a directory of external stakeholders that our organisation can engage with on our reconciliation journey.	December 2024	<b>Lead:</b> Aboriginal Community Engagement Coordinator, <b>Support:</b> Development Manager (LW), Legal Intern, Development Engineer and Legal Intern
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	December 2024	<b>Lead:</b> Aboriginal Community Engagement Coordinator, <b>Support:</b> Development Manager (LW), Legal Intern, Development Engineer and Legal Intern
	Make consultants and contractors accessing project sites aware of our RAP, our relationships with the Aboriginal and Torres Strait Islander community, and respect for cultural heritage.	May 2024	<b>Lead:</b> Senior Development Manager <b>Support:</b> Chief Legal Officer
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	December 2024	<b>Lead:</b> Chief Legal Officer <b>Support:</b> Office and Culture Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2024	<b>Lead:</b> Chief Legal Officer <b>Support:</b> Office and Culture Manager

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.	June 2024	<b>Lead:</b> Development Manager <b>Support:</b> Development Engineer and Legal Intern
	Conduct a review of cultural learning needs within our organisation, including site-specific needs and inclusion of cultural learning in employee induction.	June 2024	<b>Lead:</b> Development Manager <b>Support:</b> Development Engineer and Legal Intern
	Organise formal cultural awareness training by an Aboriginal or Torres Strait Islander presenter in which our learnings of Aboriginal and Torres Strait Islander cultures, local Traditional Owners, respectful language training, and cultural protocols can be shared with all staff.	July 2024 (NAIDOC Week)	<b>Lead:</b> Aboriginal Community Engagement Coordinator <b>Support:</b> Development Manager (AT)
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, including for our head office and of each project site.	May 2024	<b>Lead:</b> Aboriginal Community Engagement Coordinator <b>Support:</b> Legal Intern, Development Manager (AT)
	Increase staff's understanding of the purpose and significance behind cultural protocols, including by development of general and site-specific Acknowledgement of Country and Welcome to Country protocols.	July 2024	<b>Lead:</b> Aboriginal Community Engagement Coordinator <b>Support:</b> Development Manager (AT)
	Develop protocol for company personnel visiting Aboriginal and Torres Strait Islander communities, including best practice principles for engaging and demonstrating respect.	December 2024	<b>Lead:</b> Aboriginal Community Engagement Coordinator <b>Support:</b> Development Manager (AT)

Action	Deliverable	Timeline	Responsibility
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 2024, 2025	<b>Lead:</b> Chief Legal Officer <b>Support:</b> Office and Culture Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024, 2025	Aboriginal Community Engagement Coordinator
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024, 2025	<b>Lead:</b> Aboriginal Community Engagement Coordinator <b>Support:</b> 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.	May 2024	<b>Lead:</b> Senior Development Manager <b>Support:</b> Development Manager (AT)
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2024	<b>Lead:</b> Senior Development Manager <b>Support:</b> Development Manager
	Prepare a roadmap for our Dinawan, Mallee and Wattle Creek projects, identifying the likely direct and indirect employment roles required at each stage of project development, the requirements and opportunities for training, and potential means of addressing key barriers to entry for Aboriginal and Torres Strait Islander employees.	June 2024	<b>Lead:</b> Senior Development Manager <b>Support:</b> Aboriginal Community Engagement Coordinator
	Prepare an Aboriginal Participation Plan for each of our projects which outlines our expectations and targets for Aboriginal and Torres Strait Islander engagement, procurement, and employment in the development and construction process.	June 2024	<b>Lead:</b> Senior Development Manager
	Investigate provision of support services at eventual project construction accommodation camps for Aboriginal and Torres Strait Islander workers affected by employment risk factors.	December 2024	Senior Development 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.	June 2024
Investigate Supply Nation membership.		May 2024	Legal Intern
10. Improve accessibility of community ownership schemes for Aboriginal and Torres Strait Islander peoples.	Investigate ways of increasing Aboriginal and Torres Strait Islander participation in project community ownership schemes.	August 2024	<b>Lead:</b> Development Manager (AT) <b>Support:</b> Chief Legal Officer
	Identify key barriers to entry and research successes of new and existing project schemes.	August 2024	<b>Lead:</b> Development Manager (AT) <b>Support:</b> Chief Legal Officer



## Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	November 2024	Chief Legal Officer
	Formally adopt Terms of Reference for the RWG.	May 2024	Legal Intern
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2024	Aboriginal Community Engagement Coordinator
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2024, 2025	RAP Working Group
	Engage senior leaders in the delivery of RAP commitments.	July 2024	<b>Lead:</b> Chief Legal Officer <b>Support:</b> Senior Development Manager
	Appoint a senior leader to champion our RAP internally.	May 2024	Chief Legal Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2024	RAP Working Group
	Scope establishing a First Nations advisory group and present to leadership for consideration.	March 2025	<b>Lead:</b> Chief Legal Officer <b>Support:</b> Aboriginal Community Engagement Coordinator
13. 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 2024, 2025	Office and Culture Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2024, 2025	Office and Culture Manager
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2024, 2025	RAP Working Group
	Document our stories of engagement to create a record of successes and learnings, including (where appropriate) with images, interviews, and videos.	December 2024	<b>Lead:</b> Aboriginal Community Engagement Coordinator <b>Support:</b> Office and Culture Manager
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2025	Chief Legal Officer



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