



Reconciliation Action Plan

November 2024–November 2026



Acknowledgement of Country

Endeavour Energy acknowledges the Traditional Custodians of Country where we work — the people of the Dharug, Wiradjuri, Dharawal, Gundungurra and Yuin Nations.

We recognise their continuing connection to the land, waters, and community and pay our respect to Elders, past and present.



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Drew (third from the right) leads a Welcome to Yuin Country for employees in Myola (2024)

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About the artist

Rhonda Sampson is a proud Kamilaroi woman, artist and accomplished graphic designer, specialising in Aboriginal art and design. She grew up in Campbelltown on Dharawal Country in South Western Sydney, where her creative agency, RS Creative Solutions, is now based. Rhonda's artistic journey began with a Diploma in Graphic Design in 2019, where she attained several prestigious awards including the TAFE NSW Excellence Awards, TAFE NSW Gili Awards, South & South Western Sydney NSW Training Awards.

Rhonda's artistic footprint extends throughout her local community, adorning prominent venues like Campbelltown Sports Stadium, Sarah Redfern and Ingleburn High Schools. Her most distinctive work graces Macarthur Square Shopping Centre, where her art weaves through the shopping centre, encompassing a wall mural, escalators, LED screens and two large rugs.

Her creative talent has been recognised by renowned brands such as Optus, Western Sydney International Airport, Lendlease, Acciona, WestConnex Transurban, International SOS, and National Transport Insurance, widening the reach of her artistic vision.

In January 2023, Rhonda gained international acclaim with her Dawn Reflection Artwork featured on the Sydney Opera House on Australia Day. This led to a meaningful collaboration with Vista Elementary School in Simi Valley, California, USA, where she shared Aboriginal cultures with students from kindergarten to 6th grade, leaving a lasting impression across the school.

Rhonda's impressive achievements in 2023 include artworks adorning four cars during the 2023 Supercars Indigenous Round in Darwin and murals for the WestConnex/Transurban Motorway Control Centre, for which she received a Community Recognition Statement from a Member of the NSW Parliament, underscoring the impact of her work on infrastructure projects and the wider community.

Rhonda's commitment to promoting reconciliation and Aboriginal cultures is evident in her artworks for numerous Reconciliation Action Plans for organisations like Western Sydney International Airport, Optus, National Transport Insurance, TOMRA Cleanaway, Royal Life Saving, International SOS, One Door Mental Health, Youth off the Streets, and South Sydney Rabbitohs, fostering understanding and unity within these organisations and their communities.

Rhonda is undeniably an inspiration. Her ability to inspire others, uplifting communities through her artistic vision, culture and her remarkable accomplishments are a testament to her passion, talent and dedication. Rhonda's impact extends far beyond her art; she's a beacon of motivation for anyone striving to make a positive difference in their community and the world.



Artwork storyline

The artwork title **Power Together** is a representation of Endeavour Energy's brand promise and commitment towards reconciliation and creating a more inclusive and harmonious future.

This artwork builds on Endeavour Energy's previous Reflect Reconciliation Action Plan artwork, *Powering a Brighter Future Together*, also created by Rhonda Sampson, symbolising the continued progress of Endeavour Energy's reconciliation journey.

Endeavour Energy operates across the traditional lands of five Aboriginal Nations: Dharug, Wiradjuri, Dharawal, Gundungurra and Yuin. In the artwork, these Nations are represented as follows: Dharug in the top left corner, Wiradjuri in the top centre, Dharawal in the top right corner, Gundungurra in the bottom left, and Yuin in the bottom right.

Endeavour Energy has established and maintained ongoing partnerships and relationships within these communities. These partnerships are depicted by the various coloured symbols throughout the artwork, symbolising the uniqueness and diversity of each relationship.

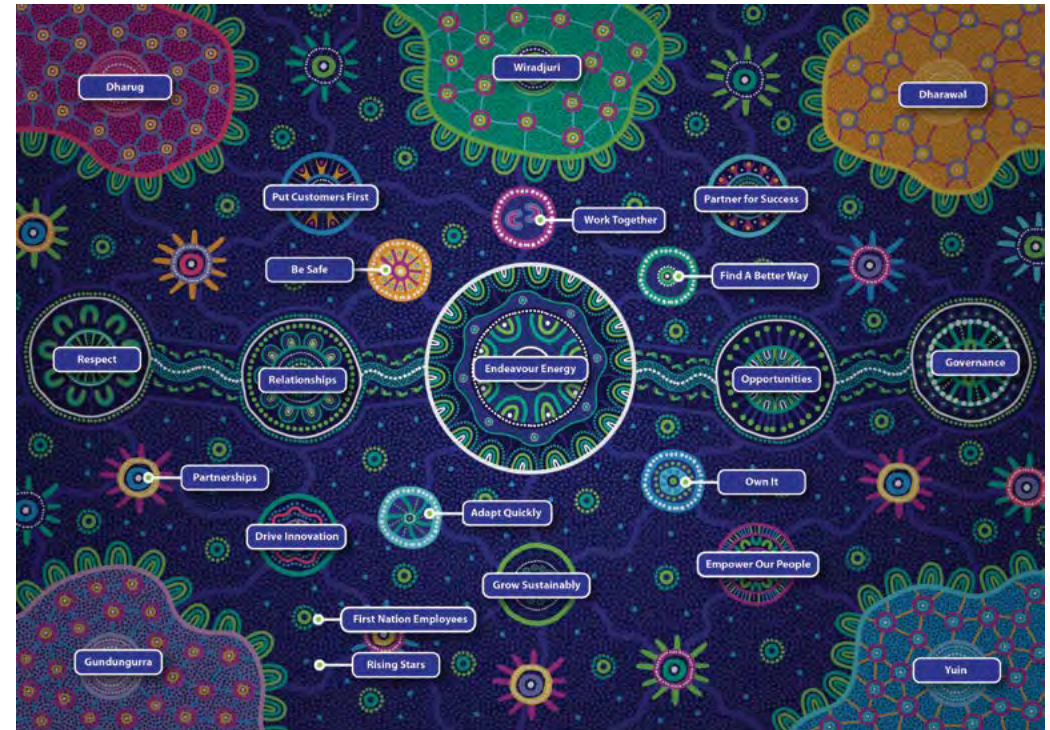
Endeavour's Aboriginal and Torres Strait Islander employees, represented by the small, dotted circles, are depicted throughout the artwork, illustrating their connection to both the Land and Endeavour Energy. They take pride in their work with Endeavour Energy, paving the way for new talent/rising stars entering the workforce through traineeships and apprenticeships to build their own careers.

At the heart of the artwork is Endeavour Energy's ongoing journey of reconciliation, with Endeavour Energy positioned at the centre. Four motifs surround it, each representing one of the four pillars of the Reconciliation Action Plan (RAP): Respect, Relationships, Opportunities, and Governance.

Surrounding the RAP journey are Endeavour Energy's core values: Be Safe, Work Together, Find a Better Way, Adapt Quickly and Own It. Each of these values is represented by a smaller motif in the artwork.

Endeavour Energy's brand themes are integral to all aspects of their operations, fuelling growth within the business. These include Put Customers First, Partner for Success, Drive Innovation, Empower Our People, and Grow Sustainably, with each theme represented by its own unique motif.

The lines weaving through the background of the artwork unite all elements of the artwork. They represent Endeavour Energy's ongoing journey of listening, learning and striving to achieve their vision for reconciliation, highlighting the importance of collaboration and working together towards a sustainable future. When we **power together**, we can achieve so much more.



A message from our CEO

I am extremely proud to present Endeavour Energy's second Reconciliation Action Plan (RAP). This Innovate RAP commits our people to undertake deeper engagement and action to advance reconciliation with Aboriginal and Torres Strait Islander peoples.

This RAP marks an important next step in our journey of learning and reconciliation, and lights our way as we build stronger relationships, develop deeper respect and create more opportunities between our organisation and Aboriginal and Torres Strait Islander communities.

We're proud of the progress we've made building stronger connections within our communities across five Aboriginal Nations since the commencement of our reconciliation journey in 2017.

Our Reflect RAP allowed us to forge new partnerships both inside our organisation and in our communities that have grown our understanding of and respect for Aboriginal and Torres Strait Islander histories and cultures.

Importantly, we have amplified their voices inside our business and in our communities. In doing so, we are living our purpose of powering communities for a brighter future.

I am especially proud of the leadership shown by our Aboriginal and Torres Strait Islander colleagues in guiding the delivery of our Reflect RAP, and of the active responsibility demonstrated by employees right across our business to listen, learn and show respect in the advancement of reconciliation.

Our commitment to reconciliation in action has taken many forms, including Walks on Country with local Elders, career expos, volunteering, supporting workplace giving, fundraising with Aboriginal partners, mentoring our employees, offering scholarships, providing careers information and work experience opportunities, and welcoming Aboriginal representation in our Peak Customer and Stakeholder Committee.

It is highly visible in the way we have worked with many local Aboriginal artists to weave Aboriginal artwork and wayfinding throughout our workplaces, on our community batteries and on our electric vehicle fleet.

With this Innovate RAP, our people will work to extend direct economic opportunity for Aboriginal and Torres Strait Islander peoples through more inclusive recruitment and procurement processes, and through opportunities to share cultural learning and experiences.

We will focus on actions that deepen cultural learning and extend relationships in the Aboriginal and Torres Strait Islander communities we serve right across the Dharug, Wiradjuri, Dharawal, Gundungurra and Yuin Nations.

We pride ourselves on the authenticity of our engagement with customers and communities, and this is no truer than in our engagement with Aboriginal and Torres Strait Islander peoples.



Guy Chalkley
Chief Executive Officer
Endeavour Energy

A statement from the CEO of Reconciliation Australia

Reconciliation Australia commends Endeavour Energy on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Endeavour Energy to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Endeavour Energy will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Endeavour Energy is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Endeavour Energy's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Endeavour Energy on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia





Our vision for reconciliation

Our vision for reconciliation is a future where Aboriginal and Torres Strait Islander cultural practices, spiritual knowledge and leadership guide how we care for Country, the living interconnected relationship between people, environment and all beings. We are committed to a lasting cultural shift where the energy industry and Australian society embrace our shared responsibility for intergenerational stewardship, understanding that we are Country.

We will create opportunities and partnerships with Aboriginal and Torres Strait Islander peoples, embedding their thinking and leadership into our decision-making. By doing so, we will build a shared responsibility to protect and nurture Country, powering together for a brighter, more sustainable and connected future for all.

For Endeavour Energy, reconciliation is our commitment to listen, learn and develop a deeper understanding of and connection to Country. With this Reconciliation Action Plan, we strengthen our commitment to fostering cohesion, understanding and support for our communities, consulting and corroborating with Aboriginal and Torres Strait Islander partners, current and future employees. We acknowledge our important role in driving change to care for Country and the communities we serve.

Our business

At Endeavour Energy, our purpose is **powering communities for a brighter future**. It's our name to endeavour and in our nature to care. We are united in our vision: **to lead the way with smarter energy solutions**; and we strive to ensure the energy flows to millions of people in New South Wales every day of the year.

We have been supplying power that is safe, reliable and affordable for more than 130 years. Today, we power the lives of over 2.7 million people living and working in Australia's fastest growing economy, Greater Western Sydney, as well as Central West NSW, the Blue Mountains, Southern Highlands, Illawarra and the South Coast of NSW, spanning Dharug, Wiradjuri, Dharawal, Gundungurra and Yuin Nations. Our people proudly serve our communities, and we believe in investing in our communities to make a real difference in people's lives.

We've continued to operate as one of the most efficient energy networks in Australia delivering the affordable and resilient services our customers most value, but we know there's more to do. Our industry is changing rapidly, and we're changing with it. We're transitioning from a traditional poles and wires business to a distributed system operator, managing a two-way flow of energy with solar power, batteries and microgrids. With electric vehicles, data centres and growing demand, we're powering a more complex future. In Western Sydney, we're helping build an energy-smart city from the ground up.

We believe in the power of **power together**. It's not just a tagline; it's how we achieve success. We collaborate with our employees, partners, customers and communities to listen, learn and make the most of new opportunities. It's through collaboration we can better meet everyone's needs and continue to grow together. When we power together, we go further, faster.

This commitment to collaboration extends to building a diverse and inclusive workplace. We're focused on creating a space where everyone feels respected and supported to grow. This includes taking meaningful steps to build relationships, respect and opportunities with Aboriginal and Torres Strait Islander peoples.

By building a diverse and inclusive workplace, we empower meaningful change and advance reconciliation with our employees, partners, customers and communities. It's all part of our commitment to a smarter, more sustainable future for us all.



Employees join Aboriginal Elders and Shoalhaven community members to plant over 200 native species in Manyana and Lake Conjola following the 2019–20 Currowan bushfires (2022)



Our network area

Endeavour Energy's network spans 24,800 square kilometres across Central West NSW, the Blue Mountains, Greater Western Sydney, Southern Highlands, Illawarra and the South Coast of NSW. Our network area overlaps with five Aboriginal Nations: Dharug, Wiradjuri, Dharawal, Gundungurra and Yuin.



Three Sisters in Dharug and Gundungurra



Our people

We employ 1,600 people across 21 field service centres, offices, storage and logistics facilities – Blacktown, Bowenfels, Glendenning (G1 & G2), Hoxton Park, Kandos, Katoomba, Kings Park, Moss Vale, Narellan, Nowra, Parramatta, Parramatta Square, Penrith, Picton, Prestons, Shellharbour, South Windsor, Spring Hill, Sydney CBD and Ulladulla – and our people live and work in the communities we serve.

We currently employ 36 people who identify as Aboriginal and/or Torres Strait Islander peoples, which is over 2% of our workforce. We continue to provide direct pathways to employment for Aboriginal and Torres Strait Islander peoples through our partnership on the emPOWER Pre-Apprentice Program with TAFE NSW; Souths Cares Barranggirra apprentice mentorship program; KARI Australia on career expos, community-connection events and scholarships; and our First Nations Experience Day that gives community members the opportunity to experience a day in the life of an apprentice.

Our purpose, vision and values

At Endeavour Energy, our purpose, vision and values form the basis of everything we do and how we do it.

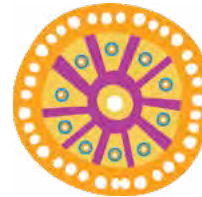
Purpose

Powering communities for a brighter future

Vision

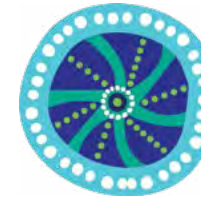
To lead the way with smarter energy solutions

Values



Be Safe

Put Safety first. Care. Always.



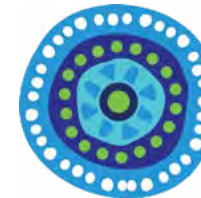
Adapt Quickly

Be nimble. Be flexible. Be open to learn. Embrace opportunities.



Work Together

Listen. Share goals. Work together as one.



Own It

Do what you say, and own the impact of what you do. See it through.



Find a Better Way

Stretch for excellence. Innovate. Challenge ourselves. Create value.



Our facts and stats



Powering
2.7 million
people living in Central West NSW,
the Blue Mountains, Greater Western
Sydney, Southern Highlands, Illawarra
and the South Coast of NSW



1.2 million
connected
businesses and
residential customers



30,000
new customers
per year



43,000
life support
customers



290,000
customers with
renewable energy
generation



24,800
square kilometres
across five Aboriginal
Nations: Dharug,
Wiradjuri, Dharawal,
Gundungurra and Yuin



60,000
kilometres of
powerlines



430,000
power poles



225,000
streetlights



196
major substations



"I am honoured to have the opportunity to lead our efforts in the Innovate Reconciliation Action Plan (RAP). Being part of the Reflect RAP, I have seen the impact that Endeavour Energy is making for First Nations Communities and Peoples.

With the development of our Innovate RAP, we are trying to build a foundation for stronger relationships with First Nations Communities by Caring for Country in the Nations in which we live and work.

I am proud to be a part of an organisation that is committed to making a meaningful impact for First Nations Communities and Peoples."

Mark Barton

RAP Lead and District Operator
Yorta Yorta Man



Our reconciliation journey timeline

Hosted annual internal NAIDOC Week events at the previous Huntingwood head office, Hoxton Park FSC, Kings Park FSC and Nowra FSC

2017-20

Muru Mittigar & Wayne Cornish

June 2021: Established a relationship with Muru Mittigar & Wayne Cornish when they were commissioned to organise a Walk on Country at Yarramundi and Kangaroo Rock.

July 2023: Celebrated NAIDOC Week with special guest Wayne Cornish.

July 2024: Filmed Welcomes to Country across the five Aboriginal Nations in our network area.

From June 2021

KARI Australia

September 2021: Established a relationship with KARI to support their educational support programs.

June 2022: Celebrated NRW with KARI Australia CEO Casey Ralph and Beau Champion.

November 2022: Received KARI's Partner of the Year Award.

July 2023: Celebrated NAIDOC Week with the KARI Singers.

December 2023: Received KARI's Commitment to Positive Community Change Award.

July 2024: Hosted NAIDOC Week events with special guests the KARI team (Cain Slater, Nathan Hughes and Jake Wilson).

From September 2021

Released our Reflect RAP with an artwork launch event and RAP launch events at various offices and field service centres

December 2021

2021

Commenced membership with Supply Nation

July 2021

Established a relationship with Uncle Lex & the Blue Mountains Aboriginal Culture & Resource Centre during a Walk on Dharug Country

From October 2021

Rhonda Sampson

October 2021: Established a relationship with Rhonda Sampson to design our Reflect RAP artwork.

June 2024: Commissioned Rhonda Sampson again to design our Innovate RAP artwork.

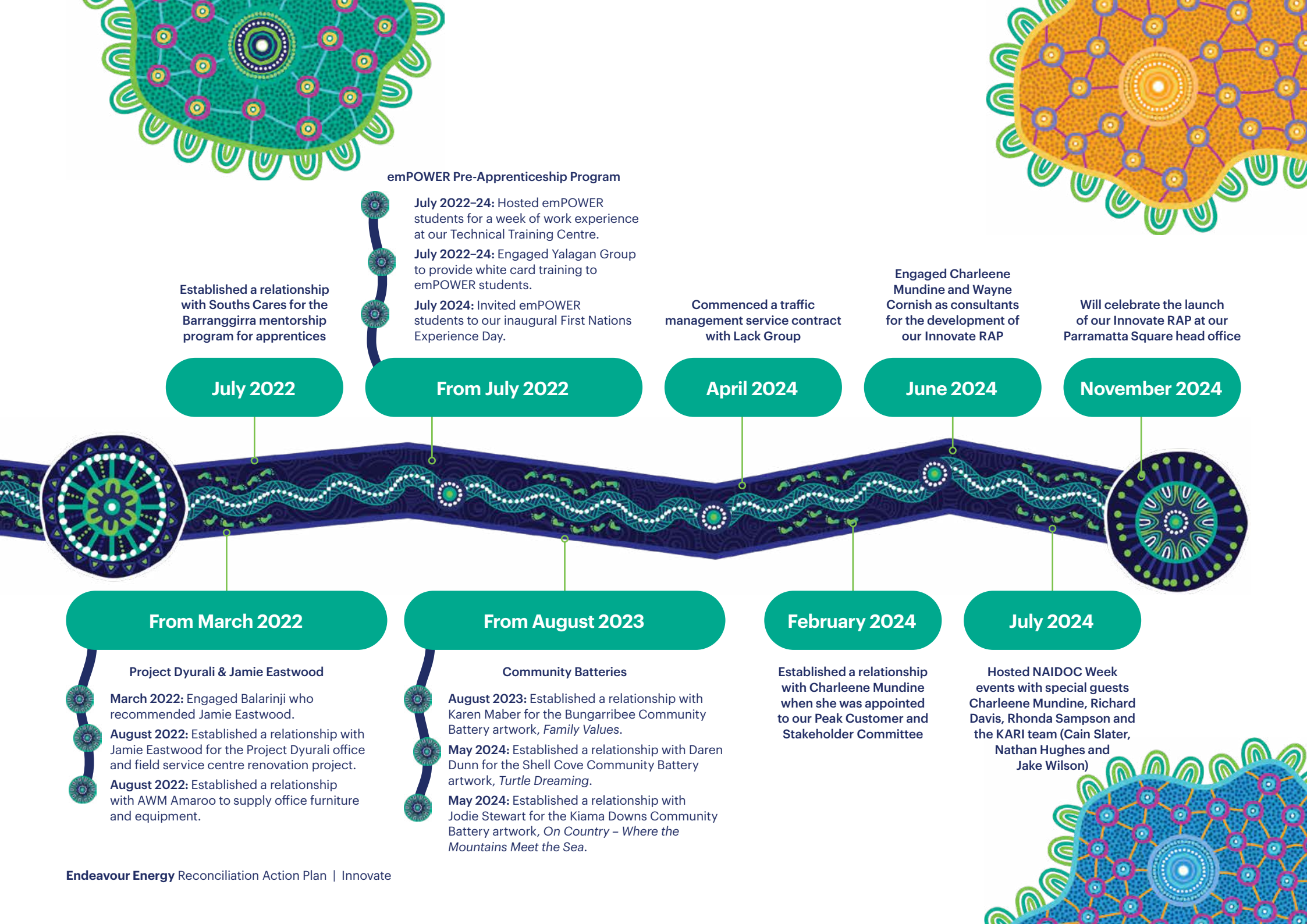
From November 2021

Evolve Communities

November 2021: Commissioned Evolve Communities to conduct two full-day cultural awareness trainings for executive leaders and RAP team members.

July 2022: Released our Guide to Cultural Protocols, including a *How to perform an Acknowledgment of Country* video with Shannon Narrun Williams aka BrothaBlack.





Established a relationship with Souths Cares for the Barranggirra mentorship program for apprentices

July 2022

emPOWER Pre-Apprenticeship Program

July 2022–24: Hosted emPOWER students for a week of work experience at our Technical Training Centre.

July 2022–24: Engaged Yalagan Group to provide white card training to emPOWER students.

July 2024: Invited emPOWER students to our inaugural First Nations Experience Day.

From July 2022

Commenced a traffic management service contract with Lack Group

April 2024

Engaged Charleene Mundine and Wayne Cornish as consultants for the development of our Innovate RAP

June 2024

Will celebrate the launch of our Innovate RAP at our Parramatta Square head office

November 2024

From March 2022

Project Dyurali & Jamie Eastwood

March 2022: Engaged Balarinji who recommended Jamie Eastwood.

August 2022: Established a relationship with Jamie Eastwood for the Project Dyurali office and field service centre renovation project.

August 2022: Established a relationship with AWM Amaroo to supply office furniture and equipment.

From August 2023

Community Batteries

August 2023: Established a relationship with Karen Maber for the Bungarribee Community Battery artwork, *Family Values*.

May 2024: Established a relationship with Daren Dunn for the Shell Cove Community Battery artwork, *Turtle Dreaming*.

May 2024: Established a relationship with Jodie Stewart for the Kiama Downs Community Battery artwork, *On Country – Where the Mountains Meet the Sea*.

February 2024

Established a relationship with Charleene Mundine when she was appointed to our Peak Customer and Stakeholder Committee

July 2024

Hosted NAIDOC Week events with special guests Charleene Mundine, Richard Davis, Rhonda Sampson and the KARI team (Cain Slater, Nathan Hughes and Jake Wilson)

A review of our reconciliation journey

In keeping with our Reflect RAP, we have embarked on a journey that deepens our commitment to reconciliation and embeds it in our core values and business practices. Our journey has been marked by significant milestones, meaningful partnerships and impactful initiatives that have strengthened relationships, fostered respect and created opportunities across our network area so we can **power together** for a brighter future.

Relationships in review

Endeavour Energy's commitment to **power together** underpins our approach to building and maintaining meaningful relationships. We recognise that true progress can only be achieved by working collaboratively with Aboriginal and Torres Strait Islander partners and organisations. This approach is demonstrated through our continuing external partnerships.

Aboriginal artists

Our relationship with local Aboriginal artists is showcased in *Case study: Powering community pride with local Aboriginal artists* on pp. 26–27. We have engaged local artists to feature their artworks on our community batteries, giving artists a platform to share cultural knowledge both locally and nationally, and by doing so, engaging local communities:



Karen Maber,
Dharug-Dharawal artist
of *Family Values* featured
on the Bungarribee
Community Battery.

Daren Dunn,
Gamilaroi-Wiradjuri
artist of *Turtle Dreaming*
of the Shell Cove
Community Battery.

Jodie Stewart,
Wulbunja Elder and artist
of *On Country – Where the
Mountains Meet the Sea*
featured on the Kiama Downs
Community Battery.



Balarinji

Balarinji connected us to Ngemba-Dharug artist Jamie Eastwood, highlighted in *Case study: Powering cultural connections with Project Dyurali* on pp. 24–25. We commissioned Jamie to create artworks, including a Burramattagal sculptural chair, that are embedded in our field service centres (FSC) and head office as part of Project Dyurali, our 2023 office and FSC renovation project. Jamie's artworks connect our employees and visitors to the cultural heritage of our workplaces, fostering greater respect and appreciation for Aboriginal and Torres Strait Islander communities, cultures and knowledges.



Burramattagal sculptural chair at the Parramatta Square reception area



Blue Mountains Aboriginal Culture & Resource Centre

Our relationship with the Blue Mountains Aboriginal Culture & Resource Centre (BMACRC) is featured in *Case study: Powering community connections with Uncle Lex* on pp. 22–23. We leased our Katoomba site for \$1 in a memorandum of understanding to the BMACRC in January 2023 to lessen the economic burden on the centre to provide services to the local community. Our executive leaders, senior leaders and employees volunteered to connect Uncle Lex's gunya to electricity, planted native trees for the community to enjoy and participated in Walks on Country with Uncle Lex in September 2023 to better understand and respect the areas on which we operate.

Charleene Mundine

Charleene Mundine is a Kamilaroi, Anaiwan, Yuin and Bundjalung woman and Director of DLCM. Charleene was appointed to our Peak Customer and Stakeholder Committee in February 2024 to represent Aboriginal voices as part of our plan to engage the community in our business decision-making and has provided insights on both procurement best practices and the development of our Innovate RAP 2024–26. Charleene was also invited as a special guest to our NAIDOC Week event in July 2024, participating in a yarning circle along with our CEO.



KARI Australia

Our partnership with KARI began in September 2021 and is spotlighted in *Case study: Powering community partnerships with KARI* on pp. 28–31. We proudly support their youth, family and community enrichment initiatives:

April 2022, 2023 & 2024: Volunteered at KARI's Community Unity Day, which brings community members together to celebrate and promote Aboriginal cultures while also providing access to resources and support services for Aboriginal and Torres Strait Islander families.

July 2022, 2023 & 2024: Collaborated in KARI's Scholarship Program for students in Years 10–12, supporting them with mentoring and financial aid to complete their high school education.

August 2022, 2023 & 2024: Joined KARI's City2Surf fundraiser, raising \$11,253 in 2022, \$10,000 in 2023 and \$15,094 in 2024 to go towards KARI's community programs. In 2022, we were awarded KARI's Top Fundraiser recognition.

March 2023 & 2024: Attended KARI's Pathways to University Expo as an employer to engage with Aboriginal and Torres Strait Islander attendees and encourage their participation in our apprenticeship program.

July 2024: Participated in the KARI Corporate Games, which gives corporate members the opportunity to be immersed in practical applications of Aboriginal cultural practices, promoting cultural understanding, togetherness and unity.

In 2022, Endeavour Energy was the proud recipient of KARI's Partner of the Year Award. The following year, we were delighted to receive KARI's Commitment to Positive Community Change Award, recognising our dedication to supporting greater inclusion and uplift of Aboriginal and Torres Strait Islander peoples in broader Australian society. Our partnership with KARI continues to flourish and we look forward to building on our successful collaboration in the years ahead.





Kimberwalli

Kimberwalli has hosted events within our network area bringing together local communities, and we proudly supported their career expo in March 2023. Our RAP Steering Committee and Working Group members also attended Kimberwalli's NAIDOC Week event in July 2023.

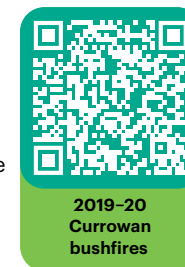
Prideaux Entertainment Solutions

Prideaux Entertainment Solutions' Jannawi dance clan along with Tim Bishop and Nathan Leslie performed a smoking ceremony, song and dance at our Reflect RAP launch in February 2022, and Tim and Nathan returned to perform songs and play the didgeridoo at our field service centre reopenings at Hoxton Park in February 2023 and Kings Park in March 2023.



Shoalhaven Council and local community

Our employees volunteered to work side-by-side with Aboriginal Elders and local community members to plant over 200 native species in Manyana and Lake Conjola over a two-year period from 2020–22, following the 2019–20 Currowan bushfires that affected residents of NSW's South Coast.



Muru Mittigar

Since June 2021, we have established and built a strong connection and partnership with Muru Mittigar, especially with Executive Officer and Ngemba man, Wayne Cornish. In 2022, we involved Muru Mittigar in our Vegetation Management Strategy to establish best-practice procedures for Environmental Impact Assessments. Wayne Cornish graciously delivered an Acknowledgement of Country and shared enlightening stories at our NAIDOC Week event in July 2023. We contracted Muru Mittigar to plant local vegetation at the Blue Mountains Aboriginal Culture & Resource Centre in September 2023 to regenerate the environment and provide a garden for the local community to enjoy. In 2024, we sought their expertise for the development of our Innovate RAP 2024–26 and engaged with them to plan for our cultural immersion training for all five Nations in our network area, aiming to enhance our connection with local communities in 2025 and beyond.



Rhonda Sampson

Rhonda Sampson is a Kamilaroi digital artist and founder of RS Creative Solutions. We commissioned Rhonda to design our Reflect RAP 2021–22 and Innovate RAP 2024–26 artworks. Rhonda's Reflect RAP artwork proudly adorns our fleet of electrical vehicles as well as our community trailer, umbrellas, shirts, lanyards, banners and postcards. Rhonda also shared her artwork storylines with our employees at our Reflect RAP launch event in December 2021 and our NAIDOC Week event in July 2024 to unveil her Innovate RAP artwork.



Souths Cares

Souths Cares provide pre-employment support programs to young Aboriginal and Torres Strait Islander peoples. We partnered with Souths Cares' Barranggirra Program from July 2022 to provide mentors for Aboriginal and Torres Strait Islander apprentices. We also attended their Employment, Education and Wellbeing Expo in November 2023 and shared information to apprentices about their Liverpool and Campbelltown Opportunity Hubs to promote the resources available to apprentices in their pre-employment journey.



National Reconciliation Week

We have actively participated in National Reconciliation Week (NRW) to promote reconciliation and foster greater understanding and respect between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. In June 2022 during NRW, we were honoured to have KARI Australia CEO Casey Ralph and Beau Champion speak at our internal event to highlight the significance of reconciliation for our company and beyond. Additionally, our RAP Steering Committee and Working Group members participated in Parramatta's Sorry Day commemorations in both 2022 and 2023. Each year, we amplify the message of NRW through comprehensive internal and external communications, including the promotion of Jamie Eastwood's compelling artworks across employee channels in May 2024.



Jannawi dancers perform at City of Parramatta's Sorry Day event (2023)



Tim Bishop performs a smoking ceremony at Endeavour Energy's Reflect RAP launch event (2022)





CEO Guy Chalkley (left), RAP Lead Mark Barton (centre), and external partner Charleene Mundine (right) participate in a yarning circle during an internal NAIDOC Week event (2024)

A review of our reconciliation journey

Respect in review

Respect for Aboriginal and Torres Strait Islander cultures and histories is integral to our reconciliation journey. We have strived to embed cultural understanding and appreciation within our organisation and beyond, to pave the way for a more inclusive and culturally respectful workplace.

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

To help build cultural education within Endeavour Energy, Evolve Communities was commissioned in November 2021 to conduct two full-day cultural awareness trainings. These trainings were attended by the Executive Leadership Team, our RAP Steering Committee and Working Group members. In 2023, these groups also participated in a Walk on Country, an enriching experience guided by Uncle Lex from the BMACRC. To share this experience with all employees and enrich their understanding of Connection to Country and walking with good spirit in Dharug Country, a video was created. This video was promoted across various platforms such as digital screens, newsletters, social media and the company's intranet. Further, Uncle Lex's stories were captured and shared with all employees via Yammer/Viva Engage, promoting a deeper understanding and appreciation for Dharug culture and traditions. We also engaged Evolve Communities to conduct a one-hour yarning circle webinar on The Voice in June 2023 to educate our employees on the upcoming referendum.





BrothaBlack in *How to perform an Acknowledgement of Country* video (2022)



Wayne Cornish (left) performs a smoking ceremony at an internal NAIDOC Week event with Blake Ralph (right) from the KARI Singers (2023)



Employees plant over 200 native species in Manyana and Lake Conjola (2022)

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols

We published Endeavour Energy's *Aboriginal and Torres Strait Islander Cultural Protocols Guide* in July 2022 to create greater awareness for all our employees, including a *How to perform an Acknowledgement of Country* video filmed of Shannon Narrun Williams aka BrothaBlack who we engaged through Evolve Communities.

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

In 2022, 2023 and 2024, we commemorated NAIDOC Week with a series of special events and performances. The KARI Singers, the Jannawi dance clan, Wayne Cornish from Muru Mittigar, Charleene Mundine, Richard Davis, the KARI Australia team and Rhonda Sampson were engaged to contribute to the celebrations. Their participation included Welcomes to Country, Acknowledgements of Country, traditional smoking ceremonies and the sharing of cultural narratives as part of yarning circles. In 2023, the members of the RAP Steering Committee and Working Group participated in the NAIDOC Week celebrations organised by Kimberwalli. To help with removing barriers for attending NAIDOC Week events, a unique policy was implemented allowing Aboriginal and/or Torres Strait Islander employees, along with the RAP Steering Committee and Working Group members, one day of paid special leave to attend external NAIDOC Week events. Members of our RAP Steering Committee and Working Group also attended KARI's Corporate NAIDOC Luncheon in July 2022.

Build respect for Aboriginal and Torres Strait Islander conservation and land management knowledge and practices

In 2022, to help with our conservation and land management knowledge, we consulted Muru Mittigar on our Vegetation Management Strategy and best-practice processes for Environmental Impact Assessments. We have embedded their feedback in the way we manage this strategy.





A review of our reconciliation journey

Opportunities in review

Creating meaningful opportunities for Aboriginal and Torres Strait Islander peoples is a key focus of our Innovate RAP. We are dedicated to driving positive economic and social outcomes through targeted initiatives focused on creating pathways to employment, improving employee retention and increasing supplier diversity.

Virtual reality experience at Endeavour Energy's
First Nations Experience Day (2024)





Pole climbing experience at Endeavour Energy's First Nations Experience Day (2024)



emPOWER Work Experience Week (2024)



Football game with Liverpool youth and Street Industries, a recipient of Endeavour Energy's 2023 Powering Communities grants program (2024)

Connecting with communities through employment and career expos

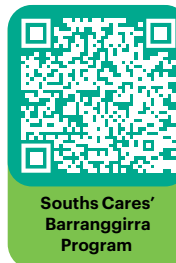
We are actively connecting with communities to provide education and opportunities for employment with Endeavour Energy, through attending KARI's Aboriginal Employment Expo in September 2022, KARI's Pathways to University Expo in March 2023 and 2024, Kimberwalli's Career Expo in March 2023, Souths Cares' Employment, Education and Wellbeing Expo in November 2023 and YES Youth Employment Services' Aboriginal and Torres Strait Islander Employment & Community Event in July 2024.

In July 2024, we hosted our inaugural First Nations Experience Day at our Technical Training Centre in Prestons, giving Aboriginal and Torres Strait Islander students the opportunity to experience a day in the life of an apprentice, to encourage and create pathways for Aboriginal and Torres Strait Islander students to enter STEM fields.

Creating pathways to employment

Since July 2022, we have been in partnership with TAFE NSW on the emPOWER Pre-Apprenticeship Program, where we host students for work experience at our Technical Training Centre. We also engaged with the Yalagan Group who provided white card training for all our apprentices and the students in the emPOWER Pre-Apprenticeship Program.

Additionally, we have been a part of Souths Cares' Barranggirra Program since 2022, where our apprentices are matched with mentors who provide guidance and connection throughout the period of their apprenticeship. We are proud that our current group of apprentices comprises 8% who identify as Aboriginal and/or Torres Strait Islander.



Procuring services with Supply Nation registered businesses

We gained Supply Nation membership in 2021 and engaged Supply Nation-registered businesses to provide valuable services that support our commitment to promoting Aboriginal and Torres Strait Islander enterprise and economic inclusion:

Since August 2022, we engaged AWM Amaroo from whom we purchased all workstations, task chairs and monitor arms for our refurbishments. We continue to engage their services for our upcoming field service centre refurbishments.

Since June 2021, we've consulted Muru Mittigar for cultural and sustainability programs, such as Walks on Country and native vegetation management. In July 2024, we collaborated with Muru Mittigar to develop cultural immersion training that covers all five Nations across our network area to support greater connection with local communities.

We have engaged Kallico Catering, Koori Kulcha Experience and Goanna Hut for events catering at various internal events including International Women's Day and NAIDOC Week.

From 2021-24, E-Bisglobal printed our Reflect and Innovate RAP booklets, flyers, banners, lanyards and polo shirts, as well as ongoing brand collateral.

In April 2024, we commenced a traffic management service contract with Lack Group.



Powering community connections with Uncle Lex

Our commitment to building meaningful relationships with Aboriginal and Torres Strait Islander partners and organisations is not just a strategic objective but a core value that drives our actions and decisions. This case study highlights how our relationship with Uncle Lexodious Dadd ('Uncle Lex'), an esteemed Dharug Elder, evolved from a simple connection to a thriving partnership, showcasing our shared journey towards powering together literally and figuratively for a brighter future.

Our story with Uncle Lex began in July 2021 during NAIDOC Week. Wayne Cornish, our partner from Muru Mittigar, organised a Walk on Country at Yarramundi and Kangaroo Rock. Uncle Lex led the Walk, offering our employees an immersive experience in the cultural and historical significance of the Land. This initial encounter laid the groundwork for a deeper connection.

In September 2021, Uncle Lex approached us with a request for electricity at his gunya, which we connected to the power grid a week later, ensuring it could serve as a vital community resource. Our relationship with Uncle Lex deepened as we recognised the importance of his cultural leadership and our role in supporting him.

Our collaboration with Uncle Lex continued to flourish, marked by significant events that celebrated our shared achievements. In February and June of 2022, we launched our Reflect RAP at Huntingwood and Penrith, respectively. These events featured Welcomes to Country led by Uncle Lex, reinforcing the importance of cultural protocols within our organisation.

One of our most impactful initiatives was leasing our Katoomba site to the Blue Mountains Aboriginal Community Resource Centre (BMACRC) of which Uncle Lex was previously associated, for a symbolic fee of \$1 in January 2023. This enabled the BMACRC to expand its services in providing educational and financial support to local Aboriginal and Torres Strait Islander families, Elders and youth.

Our partnership with Uncle Lex extended to celebrating the reopening of our refurbished field service centres at Hoxton Park and Kings Park in February and March 2023. Each event began with a Welcome to Country by Uncle Lex.

In September 2023, our executive and senior leaders participated in a Walk on Country with Uncle Lex at Yarramundi and Kangaroo Rock. Following this enriching experience, our leaders volunteered at the BMACRC, engaging in a day of service that included cleaning the site and planting native flora from Muru Mittigar as part of a community garden. This hands-on effort empowered our employees to give back to the community in a sustainable way led by Aboriginal leaders.

Our journey with Uncle Lex demonstrates the power of building genuine relationships based on mutual respect, cultural appreciation and community support. Through ongoing collaboration and shared initiatives, we have not only enriched our organisational culture but also contributed to the broader goal of fostering a brighter future for all. Our relationship with Uncle Lex is a testament to the idea that by powering together, we can create a more inclusive, sustainable and respectful world for everyone.



Uncle Lex (far left) performs the smoking ceremony at the reopening of the Hoxton Park Field Service Centre (2023)



Employees plant native flora at the Blue Mountains Aboriginal Culture & Resource Centre (2023)

"I think reconciliation is let's make it fairer for everybody and really get on board that it's reconciliation all the time, because we've got some history and dark history in Australia that we need to do better with."

Uncle Lexodious Dadd ('Uncle Lex')
Dharug Elder



Powering cultural connections with Project Dyurali

At Endeavour Energy, we are committed to creating spaces that reflect our dedication to reconciliation, cultural respect and environmental sustainability.

This commitment was brought to life through Project Dyurali from 2022–24, a transformative initiative that reshaped our new head office at 8 Parramatta Square (PSQ) and our field service centres at Hoxton Park and Kings Park. The project underscores our mission to build meaningful relationships with Aboriginal and Torres Strait Islander communities and to honour the cultural heritage of the Nations on which we operate and serve.

Our new head office at PSQ, inaugurated in 2023, is located on Dharug Country and blends contemporary design with the rich traditions of the Burramattagal people.

Central to this transformation are the stunning artworks by Jamie Eastwood, a distinguished Ngemba-Dharug artist. In collaboration with Balarinji from March 2022, we engaged Jamie in August 2022 to create pieces that embody the cultural essence of the Burramattagal people. His works, including *Connections to Country*, are displayed throughout the office, weaving the stories of the Country into the fabric of our workspaces. Jamie's intricate designs, featuring motifs like Possum and Flying Fox footprints, reflect the profound relationship between people, place and nature. These elements, subtly integrated across the site, symbolise the fusion of our modern infrastructure with traditional cultural values, fostering a deep connection to place and a sense of continuity and respect.

The heart of our cultural integration is the eel bench in our reception area, based on Jamie's eel design and hand-crafted by Yippee Ki-Yay. This piece, alongside our use of recycled power poles and other culturally significant materials, showcases our commitment to creating a space that honours both our corporate history and the cultural heritage of the Burramattagal people.

Our field service centres at Hoxton Park and Kings Park have also been transformed to celebrate local Aboriginal cultures. Jamie's artwork *Burra Eel Dreaming Spirit* prominently featured at Hoxton Park, and *Mariong Emu in the Sky* at Kings Park, enrich these spaces with cultural narratives and natural beauty. These refurbishments not only enhance our facilities but also serve as cultural focal points that celebrate and respect the heritage of the communities we serve.

Our commitment to fostering Aboriginal and Torres Strait Islander economic participation extended to our choice of suppliers for this project. These including AWM Amaroo, from whom we purchased all workstations, task chairs and monitor arms. And Scaffad who were responsible for all internal signage, wayfinding and the printing and installation of Jamie's art. These partnerships not only ensured the cultural integrity of the project but also supported Aboriginal businesses in a meaningful way.

Reflecting on the project, Jamie Eastwood remarked, "This is more than just artwork; it's about you fellas, your connection here. It's about you coming to work safely, coming from all different directions, and working in harmony together. I love what I do and being given a chance to share bits of our story and our culture through art."

Helen Smith, who led the project, shared her appreciation for Jamie's contributions, "The brief to Jamie was to create a workspace that deeply integrated and embedded graphic elements representative of the history of the Land on which we work. Jamie's processes and his ability to share stories both verbally and visually through his art make it a pleasure to work with him, and one of the highlights of the project."

As we look to the future, Endeavour Energy is committed to integrating cultural elements into all our projects. We aim to honour the cultural heritage of the Lands we operate within by incorporating Aboriginal artworks, symbols and knowledges, fostering an environment of respect and reconciliation.



Acknowledgement of Dharug Country plaque at the Hoxton Park Field Service Centre



Danny Eastwood (left) and Jamie Eastwood (right) in front of their *Mariong Emu in the Sky* mural at Kings Park Field Service Centre (2022)



"This is more than just artwork; it's about you fellas, your connection here. It's about you coming to work safely, coming from all different directions, and working in harmony together. I love what I do and being given a chance to share bits of our story and our culture through art."

Jamie Eastwood
Ngemba-Dharug Artist



Powering community pride with local Aboriginal artists

Our Community Battery Art initiative demonstrates how art, culture and sustainability can come together to create a brighter future for our communities.

In collaboration with local Aboriginal artists—Karen Maber, Jodie Stewart and Daren Dunn—we transformed our community batteries into vibrant symbols of cultural heritage and environmental stewardship.

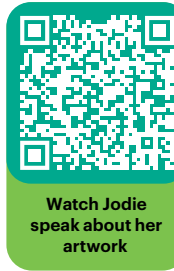
These batteries, which offer cost-effective solar energy solutions to local communities, are more than just functional infrastructure; they are canvases that tell the stories of Aboriginal cultures and reflect our commitment to cultural respect and community engagement. By elevating the profiles of these artists both locally and nationally, the project promotes cultural awareness and pride, contributing to the sustainable cultural education of children in local communities.

Bungarribee Community Battery (August 2023)

Karen Maber, a proud Dharug-Dharawal artist, created *Family Values* which is featured on the Bungarribee Community Battery, the first of its kind in Western Sydney. Her artwork explores the concept of caring for Country as a shared responsibility passed down through generations, highlighting the intricate relationships between people, place, emotions and spirituality. This project has elevated Karen's profile both locally and nationally, with coverage from SBS News and Channel 9 News.

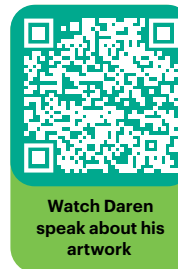
Kiama Downs Community Battery (May 2024)

Jodie Stewart, a Wulbunja Elder and artist, designed *On Country – Where the Mountains Meet the Sea*, which is featured on the Kiama Downs Community Battery. Her painting captures the unique geography and strong community connections of the Wollongong, Shellharbour, Kiama and Shoalhaven regions, featuring the Birri Birri (whale) and Black Cockatoo totems. This artwork symbolises the Wodi Wodi people of the Dharawal Nation and has not only raised awareness of her work, as featured on WIN News, but also engaged local children in creating a “Sea of Hands” with her artwork. Jodie shared, “I think Endeavour Energy has brought connection to the communities, the local government areas and actually Country as well, this beautiful Country that we’re on, Dharawal Country.”



Shell Cove Community Battery (May 2024)

Daren Dunn, a Gamilaroi-Wiradjuri artist with family ties to the Dharawal people, created *Turtle Dreaming* for the Shell Cove Community Battery, the first on the NSW South Coast. His artwork, featuring the Sea Turtle and Stingray, symbolises courage, determination and peace, reflecting the life lessons imparted by his Elders and was featured in WIN News Illawarra.



Endeavour Energy will continue to incorporate Aboriginal artwork on additional community batteries, providing additional artists the opportunity to showcase their work and further our goal of promoting reconciliation through improving employment outcomes for Aboriginal and Torres Strait Islander peoples and fostering cultural understanding through public art.

"What I love about this artwork, this is a beautiful collaboration for this community here. To me, it's not a piece of artwork. It's a gift for you fellas to embrace, and that's why it's been a blessing to work with Endeavour Energy."

Daren Dunn
Gamilaroi-Wiradjuri Artist





Pole climbing experience at Endeavour Energy's First Nations Experience Day (2024)

Case study

Powering community partnerships with KARI

Our commitment to building meaningful relationships with Aboriginal and Torres Strait Islander partners and organisations is a core value that drives our actions and decisions. This case study illustrates how our partnership with KARI Australia has evolved from its inception into a thriving, mutually beneficial relationship based on trust, showcasing our shared journey towards a brighter future.

Our story with KARI began in September 2021 with an initial meeting that set the stage for our collaboration. This early connection was further solidified in November 2021, when we attended KARI's Thank You Dinner, an event celebrating their corporate partners. This dinner marked the beginning of a deepening relationship with KARI, establishing a foundation for our future initiatives together.

Our Reflect RAP launch event in February 2022 facilitated a valuable connection between KARI and Aboriginal artist Rhonda Sampson who had designed our RAP artwork. This connection led to Rhonda designing KARI's logo and artworks, demonstrating the mutually beneficial nature of our relationship with KARI, which has continued to thrive through our mutual referrals to other organisations and community connections.

In April 2022, our RAP Working Group members had their first engagement with KARI through volunteering at their Community Unity Day, an event likened to the Easter Show for local community members. This event brought together over 2,000 attendees to enjoy family and cultural activities, amusement rides and access to essential services. Every year since then, we've continued to volunteer at KARI's Community Unity Day, reinforcing our commitment to supporting the event and the communities it serves.

Following our involvement in the event, we were excited to invite and hear from KARI's CEO Casey Ralph and Head of Partnerships Beau Champion at our internal National Reconciliation Week (NRW) event in June 2022. Their insights into reconciliation helped deepen our understanding and commitment to KARI's mission. This engagement was complemented by our support for KARI's Scholarship Program, which provides financial aid and mentoring for Aboriginal and Torres Strait Islander students in Years 10–12. We began this support in July 2022 and have continued to support the program every year, demonstrating our shared long-term dedication to educational empowerment.

In July 2022 and July 2023, we also participated in KARI's Corporate NAIDOC Luncheon, celebrating NAIDOC Week, which highlights the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples. This event provided another platform for us to show our support for KARI's cultural initiatives.

The City2Surf fundraiser, held every August, is another significant event in our partnership. KARI's mention of the event at our NRW gathering led us to participate in August 2022, where we raised \$11,253 and were awarded KARI's 2023 Fundraiser of the Year recognition. We continued our support in August 2023, raising \$10,000, and \$15,094 in August 2024. The funds we raised contribute directly to KARI's community programs.

In September 2022, we participated as an employer at KARI's Aboriginal Employment Expo and KARI's Pathways to University Expo in March 2023 and March 2024, engaging with Aboriginal and Torres Strait Islander students and prospective job candidates to promote career opportunities within our organisation.

At KARI's Thank You Dinner in November 2022, our reconciliation efforts throughout the year were celebrated when we were awarded KARI's Partner of the Year Award in recognition for our steadfast support and impactful contributions to KARI's initiatives and community programs – an honour we were proud to receive and share with our leaders and employees.





Commitment
to Positive
Community
Change Award

"Being in year 11 the KARI Endeavour Energy scholarship has helped me financially with uniform, stationary, and a new laptop for school. The scholarship has helped take the stress from my parents having to pay for school supplies. The scholarship has also offered career advice and opportunities to help me achieve a successful career in the future."

Rhianna Downes

KARI Scholarship Recipient
Year 11, Kingswood High School



Case study

Powering community partnerships with KARI

Our relationship with KARI continued to strengthen in February 2023 when our RAP Working Group attended KARI's Corporate Golf Day. This networking event allowed us to connect with other partners and reinforce our commitment to KARI's mission.

In celebration of NAIDOC Week in July 2023, we engaged the KARI Singers, who performed beautiful renditions of "We Are Australian" and "Treaty" at our Technical Training Centre in Prestons for our leaders, employees and external partners.

In December 2023, we were honoured to be recognised again at KARI's Thank You Dinner with KARI's Commitment to Positive Community Change Award, celebrating our contributions to fostering inclusion and supporting Aboriginal and Torres Strait Islander communities.

Throughout 2024, we continued to engage KARI members in our internal events, including Procurement Officer Nathan Hughes who delivered an Acknowledgement of Country at our May Future Forum event at Kings Park; Project Officer Alicia Doolan who participated in a yarnning circle at our inaugural First Nations Experience Day in July; and Chief Commercial Officer Cain Slater, Nathan Hughes and Chief Operations Officer Jake Wilson who attended our internal NAIDOC Week event at Spring Hill. During our NAIDOC Week event, Cain spoke in a yarnning circle before our employees, further strengthening our bond of mutual respect and shared commitment to reconciliation.

In July 2024 we had a team of eight employees, including some members of our RAP Steering Committee and Working Group, participate in KARI's inaugural Corporate Cultural Games, an event promoting cultural understanding and unity through practical applications of Aboriginal cultural practices.

Our partnership with KARI is built on a foundation of mutual respect, trust and a shared vision for a better future. We look forward to continuing our successful collaboration and deepening our commitment to Community enrichment and cultural celebration.



Beau Champion (far left) and Casey Ralph (second from the left) join employees at an internal National Reconciliation Week event (2022)



Employees attend KARI's Corporate Golf Day (2023)

Employees volunteer at KARI's Community Unity Day (2024)





“Our partnership with Endeavour Energy represents a profound commitment to the advancement and empowerment of First Nations students. By supporting scholarships, volunteering initiatives, fundraising efforts, and career pathways, Endeavour Energy is not just providing opportunities but is also nurturing a culture of inclusion, growth, and mutual respect. This collaboration enables our students to envision and achieve a brighter future for our youth, while also strengthening the bonds within our community. Together, we are building a legacy of empowerment and success that will benefit generations to come.”

Cain Slater
Chief Commercial Officer
KARI Australia

Cain Slater (third from the left) joins fellow KARI team members Nathan Hughes (second from the right) and Jake Wilson (far right), along with Rhonda Sampson (third from the right) and employees, at an internal NAIDOC Week event (2024)





Our learnings

The power of nurturing authentic, trust-based relationships to drive tangible change

Our reconciliation journey to date has allowed us to create authentic, trust-based relationships that support our efforts in advancing reconciliation and creating a brighter future together. We recognise that our sphere of influence has broadened and deepened, enabling us to foster meaningful connections and collaboration with stakeholders at all levels, resulting in tangible community benefits. Our partnerships with local artists, Elders and organisations within the communities we serve have further highlighted the positive outcomes of this authentic engagement and mutual support.

We are proud of our partnership with artist Daren Dunn who was commissioned to design artwork for our Shell Cove Community Battery. Our relationship continued to develop, and after observing our commitment to the community, Daren invited us to participate in his school program, Get Black on Ya Feet, in Dharawal. Daren also connected us with Dharawal Elders, expanding our network and fostering deeper community ties. Our personal relationship with Daren demonstrates how a genuine, trust-based relationship can lead to meaningful community engagement.

Our collaboration with Rhonda Sampson began with the commissioning of artwork for our Reflect RAP. To honour her contribution, we held a launch event for our employees and invited Rhonda to speak about her work. Rhonda later shared how meaningful this experience was for her personally as it was the first time any of her clients had asked her to discuss her art publicly. This opportunity allowed her to further develop her public speaking skills. This strengthened our connection with Rhonda, leading her to return and create our Innovate RAP artwork. She led a session with members of our RAP Steering Committee and Working Group in the form of an imagining circle to help create this second piece of artwork. Our evolving relationship with Rhonda highlights the importance of supporting and empowering Aboriginal voices, leading to meaningful, long-term collaborations.

Our relationship with Uncle Lex began with his role in leading a Walk on Country for our employees. Through genuine, open engagement, we learned of the need for electricity at his gunya. Being an electricity supplier, we provided this support and volunteered to clean up the Blue Mountains Aboriginal Culture & Resource Centre where he worked. This act of reciprocity deepened our bond and demonstrated the power of addressing the needs of our partners beyond our organisational goals.

Our experiences have taught us the critical importance of maintaining genuine personal relationships, especially as our network spans five Aboriginal Nations. We have learned that strong relationships are key to progressing reconciliation effectively. In areas where we lack deep connections with Elders and communities, our reconciliation efforts have not been as impactful nor sustainable. This reinforces the need for continuous engagement on a personal level to meet the specific needs of our partners and the communities we serve.

The importance of creating bespoke initiatives and engaging less well-connected partners across our broad network area

Building on our commitment to genuine, trust-based relationships, we have come to understand the significance of engaging rural partners and developing tailored initiatives across our extensive network. Our area covers 24,800 square kilometres, spanning metropolitan and rural regions across five Aboriginal Nations: Dharug, Wiradjuri, Dharawal, Gundungurra and Yuin.

This broad and diverse network presents challenges in achieving sustainable and impactful change. Initially, we focused on supporting community initiatives where we had established relationships with Elders and partners. However, as our experiences have taught us, genuine connections and listening are essential for meaningful reconciliation. We have learned that one-size-fits-all solutions often fail to address the unique needs of different communities.

Through developing our cultural immersion training with Elders from each Nation, we have gained insights into the distinct needs of these communities. This process has reinforced our understanding that bespoke initiatives, driven by the needs and direction of our partners, are crucial for effective support and reconciliation. Additionally, we have learned the value of creating connections between Elders and our employees, particularly Operations Managers. By fostering these relationships, Operations Managers and other employees can reach out to Elders directly, establishing mutually beneficial relationships over time and further strengthening their connections and our commitment to consultative reconciliation actions.





One of our Aboriginal consultants, Charleene Mundine, highlighted the need to balance our largely Western Sydney-focused and well-connected procurement partnerships with opportunities for less well-connected communities across all five Nations in our network area. By extending our support to overlooked areas and communities, we can enrich and uplift communities that may not receive the same level of attention or resources.

This lesson emphasises that to drive genuine and sustainable change, we must engage meaningfully with partners across our network area and develop initiatives tailored to their specific contexts. Our commitment to listening and adapting will ensure our reconciliation efforts are impactful and aligned with the true needs of the communities we serve.

The power of genuine inclusion in engaging and developing Aboriginal and Torres Strait Islander colleagues

In our reconciliation journey, we have learned that genuine inclusion is crucial for effectively engaging and developing Aboriginal and Torres Strait Islander colleagues. Initially, some members of our RAP Working Group, who are Aboriginal and/or Torres Strait Islander, felt disengaged in our meetings. Despite their presence, they were often inactive, with cameras and mics off, which highlighted a disconnect between their expectations and our approach.

Upon learning this, we engaged with these members personally. They expressed that the RAP process felt like a corporate exercise rather than a genuine effort to include their voices. This feedback prompted us to reevaluate our approach.

In developing the vision for our Innovate RAP, we made a concerted effort to involve our RAP Working Group in a collaborative process, with endorsements from the RAP Steering Committee and guidance from external Aboriginal consultants. We engaged in detailed discussions and revisions to ensure the

vision reflected authentic Aboriginal perspectives. Crucially, we asked our Aboriginal colleagues for their input on the vision, leading to one member contributing a line that was embraced by the RAP teams. This inclusion not only validated their perspectives but also encouraged more active participation. The following RAP Working Group meeting saw this member fully engaged, with their camera and mic on, demonstrating a renewed sense of involvement and commitment.

Another Aboriginal member who had left the RAP Working Group and returned in 2024 shared that their perception of the RAP being a corporate tick-box was transformed when they observed our dedication to empowering young Aboriginal and Torres Strait Islander peoples through our First Nations Experience Day and emPOWER Pre-Apprenticeship Work Experience Week. They have since been actively engaged in our RAP Working Group, participating in panel discussions, supporting pre-apprenticeship students and getting involved in external reconciliation events with our external partners.

Furthermore, our RAP Lead, Mark Barton, a Yorta Yorta man, was seconded since September 2021 to focus on RAP activities weekly and given opportunities to develop his public speaking skills through Acknowledgements of Country and yarning circles at internal events as well as external events to engage local communities. These opportunities have also extended to Aboriginal members of our RAP Working Group speaking on panels, mentoring Aboriginal and Torres Strait Islander youth and engaging with communities at career expos and events. He has shared how these experiences have significantly boosted his engagement, confidence and pride.

These experiences underscore the importance of moving beyond corporate paternalism to embrace genuine inclusion. By actively listening and incorporating Aboriginal and Torres Strait Islander views into our processes and providing development opportunities, we have fostered a more engaged and empowered team.



CEO Guy Chalkley (far left) participates in a smoking ceremony with Tim Bishop (far right) at the Reflect RAP launch (2022)





Our RAP

Jim (fifth from the right) leads a Welcome to Gundungurra Country for employees in Canyonleigh (2024)

In our ongoing journey of reconciliation, we acknowledge the significant role we can play through our established partnerships, the diverse communities we serve, and the opportunities created with Aboriginal and Torres Strait Islander peoples.

Endeavour Energy is dedicated to reconciliation. Our aim is to positively influence the communities we operate in and promote respect for the land, waters and skies. We endeavour to educate our workforce and uphold our responsibility towards the environment to authentically care for Country. This will be achieved through a focus on sustainability and race-relations education, employment opportunities and procurement opportunities. We believe in nurturing these relationships to foster mutual respect, understanding and an inclusive environment for all.

Endeavour Energy's commitment to reconciliation is a continuous journey. Our Reflect RAP in 2021–22 provided us with a valuable opportunity to:

- Deepen our understanding of Aboriginal and Torres Strait Islander cultures and perspectives.
- Strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and communities.
- Identify key areas where we can make a positive impact.

After successfully completing the Reflect RAP in November 2022, we are now embarking on an Innovate RAP to build upon the strong foundations we established. Our Innovate RAP will focus on:

- Embedding reconciliation into our core business by integrating Aboriginal and Torres Strait Islander perspectives into our decision-making processes, policies and practices.
- Deepening our understanding and connection to Country through listening, learning and collaborating with Aboriginal and Torres Strait Islander peoples to foster greater cohesion amongst our employees, partners, customers and the communities we serve.

- Building relationships and respect by continuing to strengthen our community connections across the five Nations and promote respect for Aboriginal and Torres Strait Islander cultures and traditions across the business and in our engagement with our partners and communities.
- Creating meaningful and sustainable opportunities and partnerships by supporting and advocating for Aboriginal and Torres Strait Islander peoples' economic participation, both within our organisation and in the communities we serve.

Our Innovate RAP is a significant step forward in our reconciliation journey. It demonstrates our unwavering commitment to build stronger relationships, to create lasting sustainable change and to **power together for a brighter future** for all our employees, partners, customers and the communities we serve.





Aboriginal Elder Uncle Peter (right) yarns with employees during a Welcome to Wiradjuri Country in Bowenfels (2024)



Aboriginal Elder Uncle Lex (third from the right) leads a Welcome to Dharug Country for employees in Blackheath (2024)



Drew (centre) leads a Welcome to Yuin Country for employees in Myola (2024)



Aboriginal Elder Uncle Pete (second from the left) leads a Welcome to Dharawal Country for employees in Wollongong (2024)



Relationships

- 1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
- 2 Build relationships through celebrating National Reconciliation Week (NRW).
- 3 Promote reconciliation through our sphere of influence.
- 4 Promote positive race relations through anti-discrimination strategies.



Respect

- 5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
- 6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.
- 7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.
- 8 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating significant First Nations days and events.



Opportunities

- 9 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.
- 10 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.



Governance & Reporting

- 11 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.
- 12 Provide appropriate support for effective implementation of RAP commitments.
- 13 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.
- 14 Continue our reconciliation journey by developing our next RAP.



Our RAP teams

Our Reconciliation Action Plan (RAP) is driven by the collaborative efforts of our RAP Steering Committee and RAP Working Group. The RAP Steering Committee, made up of executive and senior leaders, oversees divisional RAP commitments, providing direction and endorsement for RAP deliverables. They champion the RAP across our business, align it with business strategy and actively support RAP events. This team meets regularly to guide the progress of the RAP commitments, stay informed and keep their executive leaders updated.

Our RAP Working Group members, composed of employees across our business, action deliverables, track progress and keep their divisional leaders informed. They meet monthly to share updates and support each other, ensuring our RAP commitments are effectively met. The RAP Working Group plays a crucial role in engaging directly with employees, building connections with Aboriginal and Torres Strait Islander contacts, and fostering collaboration among RAP Working Group members, external partners and employees.

Together, our RAP teams drive our reconciliation initiatives forward.

RAP Steering Committee

Our RAP Steering Committee includes one Aboriginal employee representative who is our RAP Lead and 12 non-Indigenous members, including the Chief Executive Officer and Chief Data, People & Sustainability Officer who are our RAP Champion and RAP Sponsor, respectively. We have also engaged Aboriginal consultants, Charleene Mundine and Wayne Cornish, to support the development of our Innovate RAP:



Guy Chalkley
Chief Executive
Officer and RAP
Champion



Melissa Irwin
Chief Data, People
& Sustainability
Officer and RAP
Sponsor



Jan Roden
Head of
Organisational
Development &
Learning



Mark Barton
District Operator
and RAP Lead



Joanne McManus
Organisational
Learning &
Development
Manager, Inclusion
& Diversity Manager
and RAP Co-Lead



Leigh Hoang
Inclusion & Diversity
Specialist and RAP
Governance Officer



Vaib Bohra
Manager Design



Nicole Croak
Manager Supply
Chain



Jacqueline Crompton
Stakeholder &
Communications
Manager



Ben Dufty
Manager
Distribution Central



Brent Gasper
Head of Major
Contracts, Risk and
Governance




Harley Heffernan
Manager Employee
Communications



Gina Pavlovic
Head of
Sustainability





“Across my career I have committed to create workplaces that are truly inclusive. Where everyone feels safe, heard, valued and respected. Because when we enable people to thrive, we can collectively rise to any challenge, resulting in better outcomes.

I am proud and so humbled to work for an organisation that exists to provide an essential service to our customers and communities. An organisation with a purpose of powering communities for a brighter future, I am committed to harnessing our organisation’s efforts toward reconciliation to create a better future for all Aboriginal and Torres Strait Islander peoples. Because when we truly understand, respect and value Aboriginal and Torres Strait Islander peoples and cultures, we are enriched.

As our RAP Sponsor, I believe delivery of this action plan is good for business, good for people and good for our communities.

I commit to holding us to account to deliver this plan. To continue our valued partnerships with organisations like KARI, Blue Mountains Aboriginal Culture & Resource Centre, Muru Mittigar and continuing to work with local communities and Elders across each Nation. Because when we power together, we achieve so much more.”

Melissa Irwin

Chief Data, People & Sustainability Officer and RAP Sponsor



Our RAP teams

RAP Working Group

Our RAP Working Group includes seven Aboriginal employee representatives and 10 non-Indigenous members across 10 branches of our business:

- **Mark Barton**, District Operator and RAP Lead
- **Jacqueline Crompton**, Stakeholder & Communications Manager
- **Jeremy Davis**, Leading Hand EFM
- **Chris Grasso**, Apprentice 2021 Electrotechnology
- **Leigh Hoang**, Inclusion & Diversity Specialist and RAP Governance Officer
- **Craig Jones**, Electricity Worker
- **Nicole Jullian Sahr**, Sustainability Program Manager
- **Dan Kuhner**, Talent Acquisition Manager
- **Joanne McManus**, Organisational Learning & Development Manager, Inclusion & Diversity Manager and RAP Co-Lead
- **Maryanne Misdom**, People & Culture Program Manager
- **Dale Moylan**, Live Lineworker
- **Cherrie Sharpe**, Demand Inventory & Purchasing Manager
- **Mauro Tommaselli**, Regional Contracts Manager
- **Karen Vandenberg**, Manager People & Culture Operations
- **Katelyn Wallace**, Employee Communications Specialist
- **Adam Walton**, Leading Hand Live Lineworker
- **Michael Wasson**, Technologist Protection



RAP Working Group members at the Parramatta Square head office (2024)



RAP Working Group members at the Spring Hill Field Service Centre (2024)



RAP Working Group members at the Penrith Field Service Centre (2024)





"I'm a fourth-year apprentice at Endeavour Energy. I'm here to be a substation technologist, to be an electrician and to fix up and maintain our network. But being a part of the RAP Working Group means more to me than just the tick of a box; it's more than just the LinkedIn post; it's more than just the post on Yammer. It has allowed me to step outside the box of why I even thought I was here. I'm now here to help be a part of the community on a much greater level than just giving them electricity. It's about going out to the schools, talking to the kids, talking to the teachers and telling them who I am and what we do. I'm here to give them pointers on how to be the best, especially kids who are my age or younger, going through the same things I went through."

Chris Grasso

Apprentice 2021 Electrotechnology
Kaanju Man





Relationships

We believe in partnering for success. That means continuing to build strong relationships with Aboriginal and Torres Strait Islander employees, partners, customers and communities across the five Nations that span our network area through listening, learning, reflecting and corroborating with Aboriginal and Torres Strait peoples to care for Country and embed Aboriginal and Torres Strait Islander perspectives in decision-making across our business.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continue developing guiding principles for future engagement.	November 2024	Stakeholder & Communications Manager Supported by RAP Lead
	1.2. Develop, implement and validate an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	Stakeholder & Communications Manager Supported by Inclusion & Diversity Manager and RAP Lead
2 Build relationships through celebrating National Reconciliation Week (NRW).	2.1. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	27 May – 3 June 2025, 27 May – 3 June 2026	Employee Communications Specialist Supported by RAP Lead
	2.2. RAP Steering Committee and Working Group members to participate in an external NRW event.	27 May – 3 June 2025, 27 May – 3 June 2026	RAP Lead Supported by Inclusion & Diversity Specialist
	2.3. Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025, 27 May – 3 June 2026	RAP Lead Supported by Inclusion & Diversity Specialist
	2.4. Organise at least one internal NRW event each year.	27 May – 3 June 2025, 27 May – 3 June 2026	Inclusion & Diversity Specialist Supported by Employee Communications Specialist
	2.5. Register all our NRW events on Reconciliation Australia's NRW website and promote the events to employees through internal channels.	27 May – 3 June 2025, 27 May – 3 June 2026	Employee Communications Specialist Supported by Inclusion & Diversity Specialist



Action	Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence.	3.1. Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	November 2024	Employee Communications Specialist Supported by RAP Lead
	3.2. Communicate our commitment to reconciliation publicly through our website, social media presence and customer committees.	November 2024, May 2025, May 2026, November 2026	Stakeholder & Communications Manager
	3.3. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2025	Stakeholder & Communications Manager
	3.4. Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Quarterly, 2024 – November 2026	Inclusion & Diversity Manager Supported by Inclusion & Diversity Specialist and RAP Lead
4 Promote positive race relations through anti-discrimination strategies.	4.1. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	January 2025	Manager People & Culture Operations Supported by Employee Relations Manager and Inclusion & Diversity Specialist
	4.2. Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2025	Inclusion & Diversity Specialist Supported by Employee Relations Manager and Inclusion & Diversity Manager
	4.3. Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2025	Inclusion & Diversity Manager Supported by Inclusion & Diversity Specialist and RAP Lead
	4.4. Educate senior leaders on the effects of racism.	November 2024	Inclusion & Diversity Manager Supported by Inclusion & Diversity Specialist
5 Create stronger relationships with Aboriginal and Torres Strait Islander communities across all five Nations.	5.1. Develop and implement specific strategies to engage and collaborate with Aboriginal and Torres Strait Islander communities, such as supporting community-led projects that address unique local challenges and opportunities.	March 2025	Inclusion & Diversity Manager Supported by Inclusion & Diversity Specialist and RAP Lead
	5.2. Connect and partner with other organisations on initiatives who are aligned on the journey of reconciliation.	November 2024, November 2025, November 2026	Inclusion & Diversity Manager Supported by Inclusion & Diversity Specialist and RAP Lead
	5.3. Engage with vulnerable Aboriginal and/or Torres Strait Islander customers across our network area on what assistance they and their communities need.	March 2025	Stakeholder & Communications Manager Supported by Inclusion & Diversity Specialist and RAP Lead





Respect

Powering a brighter future starts with caring for, and empowering, our people. This involves instilling pride in and elevating the voices of Aboriginal and Torres Strait Islander employees, promoting truth telling and celebrating Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights to foster greater cohesion, understanding and appreciation of Aboriginal and Torres Strait Islander peoples and perspectives.

Our commitment to Respect is connected to our business strategy to decarbonise the grid by 2035 and grow sustainably to provide a clean energy future for our communities and our planet. We will achieve this by aligning with First Nations better practice community engagement guidelines as part of our commitment as co-founders and signatories of The Energy Charter since 2019.

Action	Deliverable	Timeline	Responsibility
6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	6.1. Conduct a review of cultural learning needs within our organisation.	March – April 2025	Environmental Services Manager Supported by Head of Sustainability
	6.2. Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2025	RAP Lead Supported by Inclusion & Diversity Specialist
	6.3. Develop, implement and communicate a cultural learning strategy document for our employees.	August 2025	Inclusion & Diversity Manager Supported by Inclusion & Diversity Specialist and RAP Lead
	6.4. Provide opportunities for RAP Steering Committee, Working Group members, People & Culture managers and other key leadership to participate in formal and structured cultural learning.	December 2025	Inclusion & Diversity Manager Supported by Inclusion & Diversity Specialist
7 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	7.1. Increase employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2024	Inclusion & Diversity Specialist Supported by Employee Communications Specialist and RAP Lead
	7.2. Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2024	Inclusion & Diversity Specialist Supported by Employee Communications Specialist
	7.3. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2024, May – June 2025, July 2025, May – June 2026, July 2026	RAP Lead Supported by Inclusion & Diversity Manager
	7.4. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2024, May – June 2025, July 2025, May – June 2026, July 2026	RAP Lead Supported by Inclusion & Diversity Manager



Action	Deliverable	Timeline	Responsibility
8 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	8.1. RAP Steering Committee and Working Group to participate in an external NAIDOC Week event.	July 2025, July 2026	RAP Lead Supported by Inclusion & Diversity Specialist
	8.2. Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	January – February 2025, June – July 2025, June – July 2026	RAP Lead Supported by Employee Communications Specialist, Inclusion & Diversity Specialist and Manager People & Culture Operations
	8.3. Promote and encourage participation in external NAIDOC events to all employees.	July 2025, July 2026	Inclusion & Diversity Specialist Supported by Employee Communications Specialist
	8.4. Organise and run an internal NAIDOC Week event in collaboration with RAP Working Group members, external partners and Aboriginal and Torres Strait Islander employees.	July 2025, July 2026	Inclusion & Diversity Specialist Supported by Inclusion & Diversity Manager
9 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating significant First Nations days and events.	9.1. Promote significant Aboriginal and Torres Strait Islander days and events to all employees through internal communications channels (myEndeavour, The Wire, Viva Engage).	March 2025, May 2025, July 2025, March 2026, May 2026, July 2026	Employee Communications Specialist Supported by Inclusion & Diversity Specialist and RAP Lead
	9.2. Promote significant Aboriginal and Torres Strait Islander days and events through external Endeavour communication channels (LinkedIn, Facebook and Instagram).	March 2025, May 2025, July 2025, March 2026, May 2026, July 2026	Stakeholder & Communications Manager Supported by Inclusion & Diversity Specialist





Opportunities

We believe that when we power together, we can achieve so much more. This includes partnering with and providing meaningful and sustainable opportunities for Aboriginal and Torres Strait Islander employees, partners and communities to support Aboriginal and Torres Strait Islander peoples' economic participation, both within our organisation and in the communities we serve.

Action	Deliverable	Timeline	Responsibility
10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	10.1. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2024	RAP Lead Supported by Inclusion & Diversity Specialist
	10.2. Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.	May 2025	RAP Lead Supported by Inclusion & Diversity Specialist
	10.3. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August 2025	Manager People & Culture Operations Supported by Inclusion & Diversity Specialist and People & Culture Program Manager
	10.4. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2025	Talent Acquisition Manager Supported by RAP Lead
	10.5. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2025	Talent Acquisition Manager Supported by Inclusion & Diversity Specialist and RAP Lead
11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.1. Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May – June 2025	Demand Inventory & Purchasing Manager
	11.2. Track and report on suppliers via Supply Nation membership.	May – June 2025	Demand Inventory & Purchasing Manager
	11.3. Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.	May – June 2025	Demand Inventory & Purchasing Manager
	11.4. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May – June 2025	Demand Inventory & Purchasing Manager Supported by Regional Contracts Manager
	11.5. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May – June 2025	Demand Inventory & Purchasing Manager





Governance & Reporting

Action	Deliverable	Timeline	Responsibility
12 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	12.1. Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Monthly, November 2024 – November 2026	Inclusion & Diversity Manager Supported by RAP Lead
	12.2. Establish and apply a Terms of Reference for the RWG.	November 2024	Inclusion & Diversity Specialist Supported by Inclusion & Diversity Manager
	12.3. Meet at least four times per year to drive and monitor RAP implementation.	Monthly, November 2024 – November 2026	Inclusion & Diversity Manager
13 Provide appropriate support for effective implementation of RAP commitments.	13.1. Define resource needs for RAP implementation.	November 2024, November 2025	Inclusion & Diversity Manager Supported by Inclusion & Diversity Specialist
	13.2. Engage our senior leaders and other employees in the delivery of RAP commitments.	November 2024 – November 2026	Inclusion & Diversity Specialist Supported by Inclusion & Diversity Manager
	13.3. Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2024, November 2025, November 2026	Inclusion & Diversity Specialist
	13.4. Appoint and maintain an internal RAP Champion from senior management.	November 2024, November 2025, November 2026	Inclusion & Diversity Specialist
14 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	14.1. 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 2025, June 2026	Inclusion & Diversity Specialist
	14.2. Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey	1 August 2025, 1 August 2026	Inclusion & Diversity Specialist
	14.3. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025, 30 September 2026	Inclusion & Diversity Specialist
	14.4. Report RAP progress to all employees and senior leaders quarterly.	Quarterly, November 2024 – November 2026	Inclusion & Diversity Manager Supported by Employee Communications Specialist
	14.5. Publicly report our RAP achievements, challenges and learnings, annually.	November 2025, November 2026	Inclusion & Diversity Manager
	14.6. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Inclusion & Diversity Specialist
	14.7. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2026	Inclusion & Diversity Specialist
15 Continue our reconciliation journey by developing our next RAP.	15.1. Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	Inclusion & Diversity Manager





For more information, please contact:

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