



**RECONCILIATION
ACTION PLAN**

REFLECT



akaysha

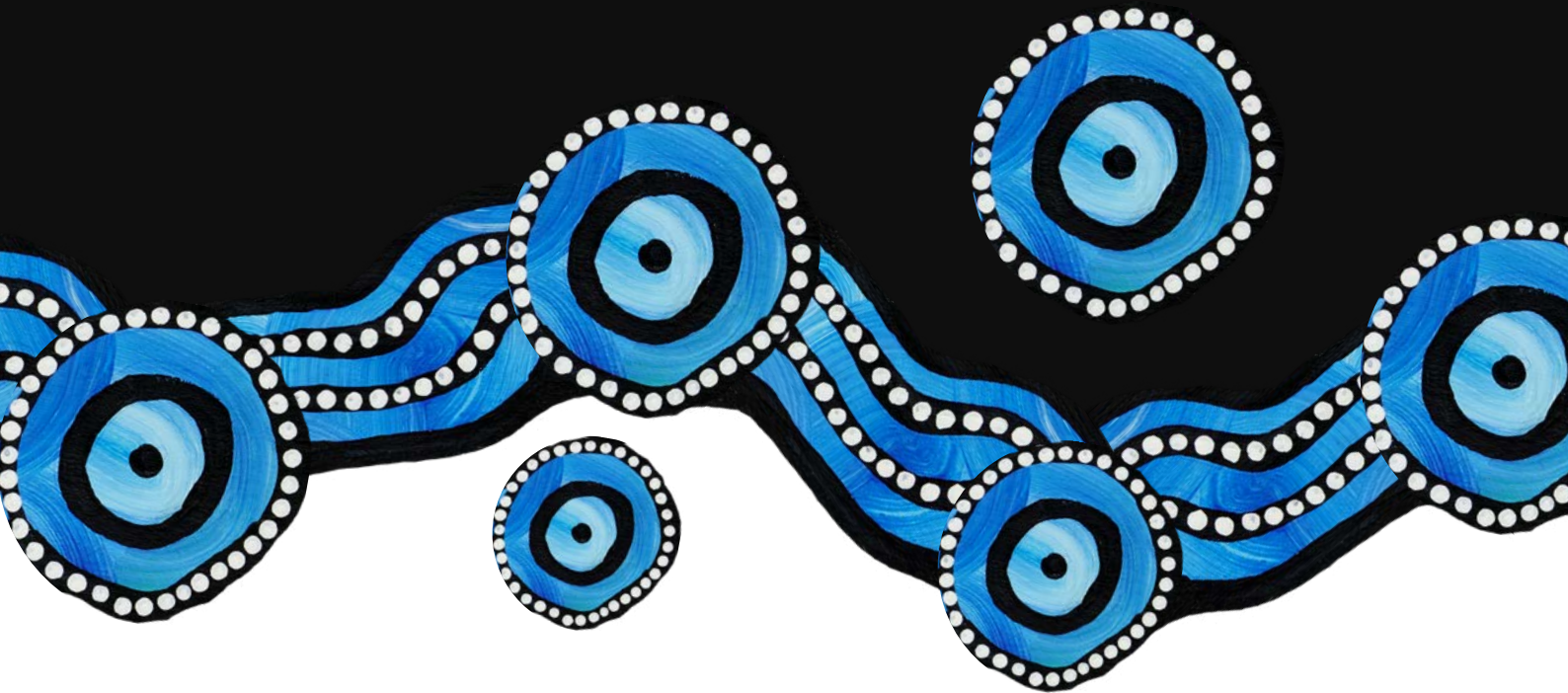
June 2025 — December 2026

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Our Acknowledgement

Akaysha Energy acknowledges and respects Aboriginal and Torres Strait Islander peoples as the Nation's first people and recognises their enduring and ongoing connection to Country as Traditional Custodians.



We pay our respects to Elders past present and emerging.

We acknowledge Aboriginal and Torres Strait Islander Peoples who have a historical connection to the Country and lands in which we operate.

As a renewable energy developer, we recognise the importance of respecting and nurturing the environment throughout the lifecycle of our projects. We are deeply aware of the impacts our projects have on the land and are committed to ensuring that our operations generate meaningful, lasting benefits for the communities in which we operate.

We are committed to working in harmony with First Nations communities, honouring their knowledge as Traditional Custodians, and integrating their wisdom in our pursuit of sustainable energy solutions.

Akaysha is dedicated to promoting reconciliation, understanding, and collaboration with First Nations people. We are grateful for the opportunity to operate on this land and strive to uphold the values of respect, integrity and environmental stewardship in our endeavours.

The Artwork



Alisha F
Wadawurrung
Season Change #1, 2025
60 x 73 cm
cat #: L0129-25
Acrylic on canvas

Cool winter. The colours in this painting are of nature during a cool winter.

Artist Bio

Alisha F

Wadawurrung

Born 2001

Alisha F is a Wadawurrung artist who joined [the Torch program](#) in 2023. Alisha creates using acrylic on canvas and likes to include bodies of water in her paintings, animals, and symbols. Her artwork showcases her personal experiences, connection to her Country and Wadawurrung language.

As a young girl, her sister and cousins would gather around Gran-Dad at the table and paint all together. He showed his ways of painting and Alisha has held those memories close and they helped shape the artist she is today.

Alisha hopes to pass on the feeling of contentment she gets when painting, and to open people's minds to culture, nature and First Nations mob. Painting takes Alisha away from the noise of the world and time stops still. Painting makes her feel confident and it is her way of sharing her stories and experiences in a way other than using words.

Artwork Concept

We sought a piece that represents the growing stages of the Acacia seed, leaf, and tree, and embodies our core values and reconciliation vision, incorporating key themes such as:

- Wellbeing
- Connection
- Healing
- Partnership
- Culture
- Spirituality

The artwork symbolises Akaysha Energy's mission to support First Nations communities, celebrate cultural identity, and build lasting partnerships that promote healing and collaboration.

Our vision for reconciliation reflects our dedication to fostering mutual respect, partnerships, and opportunities that will positively impact First Nations communities. Through this artwork, we aimed to visually represent our reconciliation journey and demonstrate our ongoing commitment to honouring culture and heritage.

CEO Message

I'm excited to share that Akaysha Energy is taking its first steps on our Reconciliation Action Plan (RAP) journey by implementing a Reflect RAP. Led by our RAP Working Group, we're committed to ensuring this journey is meaningful and impactful. With the support of our wider team of over 134 passionate individuals, we are driving a fundamental shift in how we connect renewable energy with cultural respect and community empowerment.

We are determined to create a lasting difference for both the environment and the communities in which we operate. While we recognise this is an ambitious goal, ambition is at the heart of Akaysha Energy.

Nick Carter
CEO & Managing Director
Akaysha Energy



Statement from CEO of Reconciliation Australia

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

Akaysha Energy joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

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

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

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

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



Karen Mundine
Chief Executive Officer
Reconciliation Australia

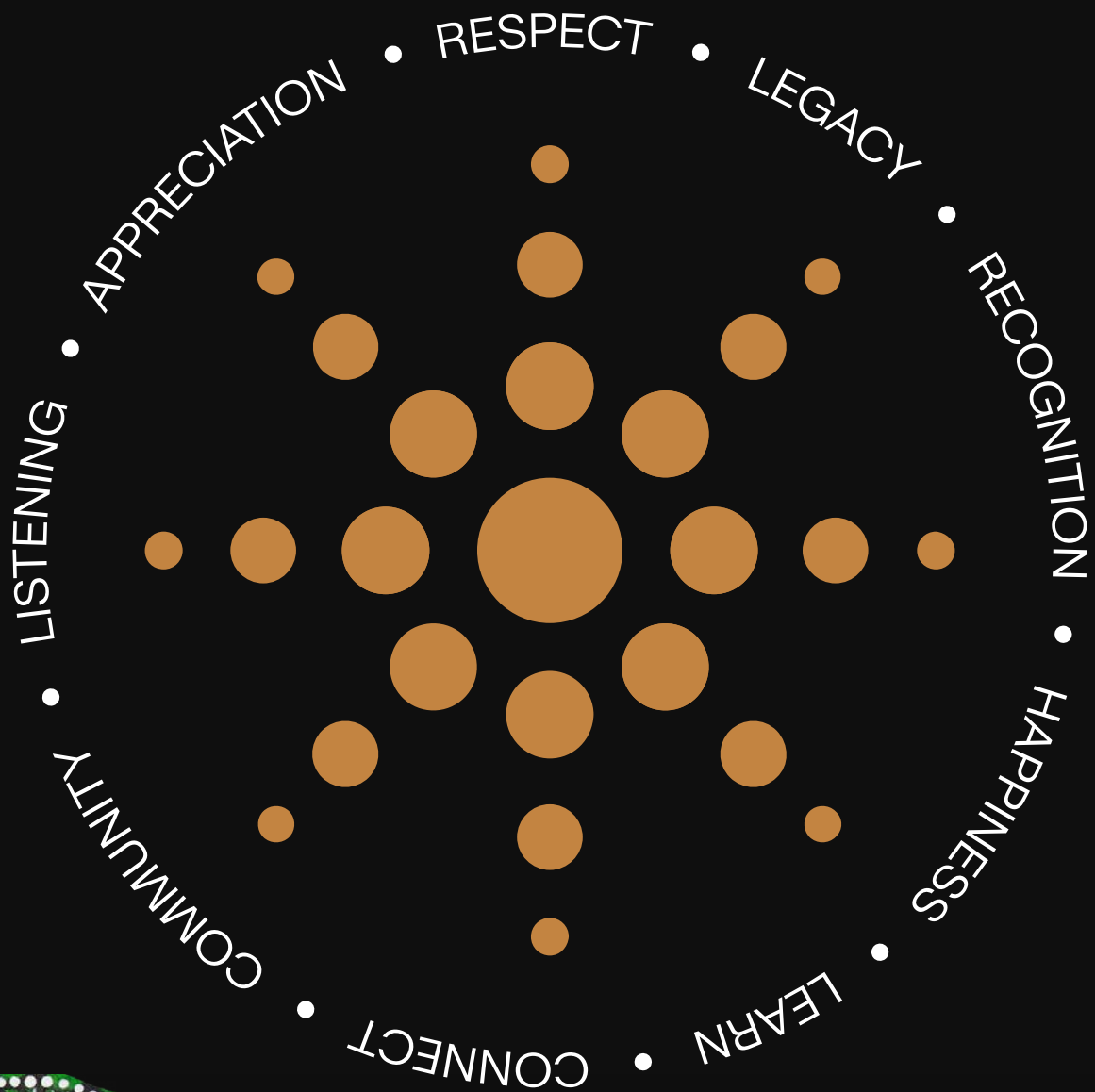
Reflect RAP

Working Group Message

Our Reflect RAP Working Group members are:

Jasmine Kerameas RAP Champion & Chair	Development & Delivery
Prabha Subramanian RAP Champion	Development & Delivery
Chris Leighton	Development & Delivery
Tanzia Matotek	Development & Delivery
Nilly Keshtiar	People, Safety & Marketing
Nurudeen Huthman	Development & Delivery
Ajay Daya	Engineering
Alejandro Perez	Development & Delivery
Jacob Bartlett	Development & Delivery
Lachie Dowling	Development & Delivery
Duwayno Robertson	Engineering
Bree Sandley	Operations
Meg Phillips	Engineering
Neda Ahmadipour	Development & Delivery
Camille Lawson	People, Safety & Marketing
Daniel Anderson	Development & Delivery
Emma Fagan	GM Corporate Affairs
Ruth Shearer	People, Safety & Marketing
Natalie Brooke	People, Safety & Marketing

We wanted to include some personal reflections and key words from our RAP Working Group on what reconciliation means to them:



Our Business

At Akaysha Energy, our commitment extends beyond constructing the world's most powerful battery energy storage systems (BESS); we're dedicated to long-term ownership and active involvement throughout our projects' lifecycles. As a builder-owner-operator, we are committed to creating projects that generate meaningful, long-lasting benefits for communities in which we operate. With our combined expertise in energy markets, technology, development and capital solutions, we will unlock the energy future, ensuring global access to clean, reliable, and affordable energy solutions for all. We are building the most powerful energy storage solution in the world, and we are planning to build more. But what we are really building is a better future for everyone we share the planet with.

Operating across the National Electricity Market (NEM), our projects are in various stages of development, delivery, or operations. Our core mission as a business is to lead the energy transition with mega-scale battery storage. Backed by a diverse team with expertise in energy markets, finance, engineering, and operations, we're unlocking a better, brighter future by building the world's most powerful BESS today.

We currently have over 134 employees across the globe and are rapidly growing. While this RAP focuses on our sphere of influence in Australia, we also have offices in North America, Japan, and Singapore, and several projects in development overseas. Our workforce in Australia includes 118 people. Of these, one team member has identified as Aboriginal or Torres Strait Islander person. We leave this as an optional question during onboarding to respect each team member's choice to share their identity.

Our Values



Safety
Every day in every way



Evidence
Driven by data and an empirical approach



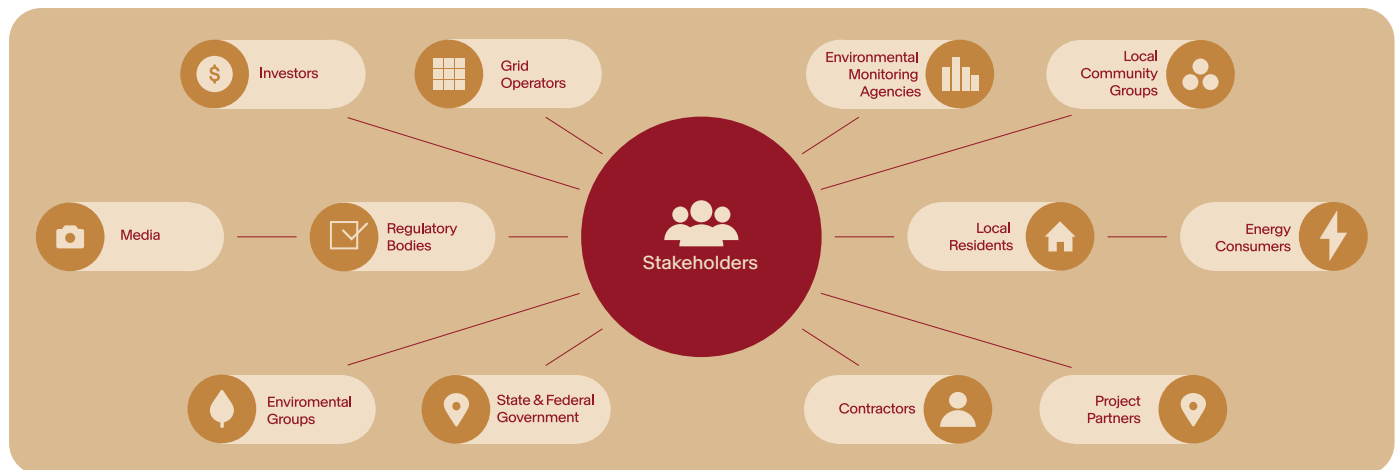
Collaboration
We succeed together



Authenticity
We do what we say



Scrappiness
Find a way to get things done



Our RAP



Safety

Race Relations	Ensure cultural safety by fostering an environment where individuals feel secure in disclosing their Aboriginal and Torres Strait Islander status or history, encouraging the reporting of racism, and respecting and consulting with Aboriginal and Torres Strait Islander peoples.
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Equality + Equity	Navigate cultural sensitivities and apply traditional land management practices, such as cool burns on project sites.
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Institutional Integrity	Include cultural heritage inductions as part of the onboarding process for new hires.
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Historical Acceptance	Foster psychological and cultural safety by openly acknowledging gaps in knowledge, recognising past wrongs, and creating safe spaces for Aboriginal and Torres Strait Islander communities to speak openly.
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Unity	Acknowledge and appreciate the diversity within and among communities.
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Collaboration

Race Relations	Foster mutual respect through active listening, stepping back to create space, and building two-way relationships.
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Equality + Equity	Partner with likeminded organisations to maintain a consistent standard of integrity.
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Institutional Integrity	Organise both informal and formal events for NAIDOC/Reconciliation Week and Australia Day, with a focus on creating a social committee for Akaysha 2025 and offering policies for working or taking leave on Australia Day.
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Historical Acceptance	Embrace opportunities to listen to Aboriginal and Torres Strait Islander stories with openness and kindness.
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Unity	Engage in co-design to create community playgrounds or spaces near projects, incorporating revegetation efforts with native tree planting.
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Evidence

Race Relations	Acknowledge that some sources are fully Westernised; avoid relying solely on desktop studies and prioritise direct conversations with locals.
Equality + Equity	Identify upskilling and training opportunities for Aboriginal and Torres Strait Islander individuals by leveraging data from Closing the Gap to target specific areas.
Institutional Integrity	Establish clear expectations for partnerships by requesting evidence of engagement and reporting with partners and subcontractors.
Historical Acceptance	Explore the histories of the areas where we work by acknowledging and accepting the truths, stories, experiences, and traumas of local communities.
Unity	Incorporate local Smoking Ceremonies and Welcome to Country, establish a resource library of cultural materials for Akaysha workers, and integrate Traditional names and languages into site naming.

Authenticity

Race Relations	Commit to fulfilling promises authentically, encourage questions and acknowledgment of knowledge gaps, and explore opportunities for collaboration and growth.
Equality + Equity	Uphold respect and transparency while acknowledging landowners and legalities in projects.
Institutional Integrity	Set clear expectations for partnerships and actively lead advocacy efforts for reconciliation within the energy sector.
Historical Acceptance	Be transparent, open and visible within the energy sector.
Unity	Listen to community needs and showcase stories from different areas through artworks and displays on Akaysha office TV screens to enhance cultural visibility.

Scrappiness

Race Relations Embrace the possibility of making mistakes as a starting point, and when they occur, work to fix them and create a “Lessons Learned” document for sharing insights.

Equality + Equity Acknowledge the role of individuals, projects, and companies in perpetuating equality, understanding that each project is unique and should consider lessons learned.

Institutional Integrity Seek out local opportunities to engage in reconciliation efforts, such as community events and activities beyond the workplace.

Historical Acceptance Consider generational perspectives by employing diverse methods to engage various age groups, utilising different media to connect with younger generations effectively.

Unity Engage in authentic and meaningful conversations.



“What’s next is what counts.”

— Nick Carter, CEO & Managing Director

Image: Akaysha Melbourne Office, Tony Garvey, a Wurundjeri elder delivering the Welcome to Country, along with didgeridoo performance by Ganga Giri for the RAP working group session in September 2025





Taking Action: Implementing Our Reflect RAP

Our approach aligns Akaysha's core values—Safety, Collaboration, Evidence, Authenticity, and Scrappiness—with the five dimensions of Reconciliation: Relationships, Respect, Opportunities, Equity, and Historical Acceptance. We aim to create tangible actions and deliverables that make a lasting impact. This isn't just a plan for us—it's our path forward, a way to grow, and our contribution to a more inclusive future. Within the 12-18 month Reflect RAP implementation period, we aim to lay the foundation for meaningful progress by initiating key actions, establishing measurable deliverables, and fostering relationships that align with Akaysha's values and the 5 dimensions of Reconciliation, led by our RAP Champions Jasmine Kerameas and Prabha Subramanian.

We're at the start of our reconciliation journey, with our RAP Working Group—a passionate team of Akaysha Energy leaders—dedicated to creating sustainable change.

After a two-day reconciliation workshop to kick off discussions, we're ready to embed actionable ideas into our business practices.

Our Reflect RAP Journey will be about learning, listening, and making a genuine impact. As we build the future of energy, we know it has to be a future for everyone—and that means being part of something bigger than just creating clean energy storage solutions. Our journey is also about contributing towards a global movement toward sustainability, equity and progress. Here at Akaysha, we are committed to creating a persisting positive project impact on local communities, economies, and the planet as a whole.

Why is it important for us to develop a Reflect RAP?

At Akaysha Energy, we believe real change starts with meaningful engagement. Our reconciliation journey isn't just about words and promises; it's about engaging with Traditional Custodians and fostering respect, partnerships, and opportunities from the start of a project that create real, tangible, and lasting outcomes for First Nations communities.

Our logo was born out of a powerful journey. When our Managing Director, Andrew Wegman, travelled with Native Title Owners in the Kimberley, he witnessed their profound Connection to Country—a bond that continues to shape our vision for Akaysha Energy. This experience reminds us that caring for the land is a shared responsibility, and as we build battery energy storage systems to last decades, it's our duty to honour and respect the landscapes and the people who have protected them for generations.

Our logo, inspired by the Acacia (wattle) seed and tree, represents this connection to land and community:

The wattle, resilient and everywhere we operate, embodies potential, just as the Acacia seed holds the promise of growth. Like the seed that only flourishes with the right mix of sun and rain, our projects depend on collaboration and shared support. And as the Acacia grows, its roots deepen, absorbing sunlight and building energy, reaching out to others—pollinators, partners in growth—to sustain the cycle. That's us, working alongside stakeholders, Traditional Owners, and communities, all playing a role in something greater than any one of us alone.

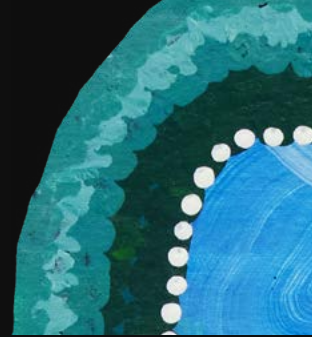


Our Vision for Reconciliation

Akaysha Energy is committed to embedding respect for First Nations cultures into everything we do from project inception onwards. From development to delivery to operations, we aim to build lasting partnerships that promote healing and collaboration.

We recognise the profound connection First Nations peoples have with the land, water, and sky across the landscapes where we operate. By acknowledging this, we honour the custodianship of Traditional Owners and aim to collaborate with them to shape a cleaner energy future.

Our legacy will be built on trust, collaboration, and a commitment to creating opportunities that align with the values and aspirations of First Nations peoples to create a more just and equitable future for all.



Our Partnerships and Current Activities

Beginnings

We started off our journey at our Narm (Melbourne) office, where Akaysha team members from across the organisation gathered to kick off our Reflect RAP workshops. The event began with a Welcome to Country delivered by Uncle Perry Wandin of the Wurundjeri people, followed by an inspiring Yidaki (didgeridoo) performance by Ganga Giri.

Our Managing Director, Andrew Wegman, shared the origins of Akaysha Energy, reflecting on his meaningful experiences spent on Country in the Kimberley region.

Adding a special touch to the day, morning and afternoon teas were provided by Mabu Mabu, a catering company led by chef Nornie Bero of the Meriam people in the Torres Strait. The day was a celebration of connection, culture, and collaboration, marking an important milestone in our RAP journey.

Wurdong Heights Project

Akaysha Energy engaged Virtus Heritage to prepare a voluntary Cultural Heritage Management Plan (CHMP) for a proposed 400MW/1600MWh Battery Energy Storage System (BESS) at Wurdong Heights, QLD, spanning 5 hectares adjacent to existing substation infrastructure. The Bailai, Gurang, Gooreng Gooreng, and Taribelang Bunda Peoples, represented by the Port Curtis Coral Coast Trust (PCCC Trust) attended a three-day site survey, conducted from July 24–26, 2024 alongside Virtus Heritage archaeologists.

The survey began with Akaysha Energy representatives, including General Manager of Delivery Tim Hoban, providing an overview of the project and its potential impacts. The group walked on Country, listened to cultural insights, and viewed project maps to discuss the development's footprint. This project marks the start of a meaningful journey with the PCCC Trust, fostering collaboration and respect for cultural heritage in the development process.

End of Year Conference - Keynote Speaker on Delivering Authentic Acknowledgement of Country

We recently partnered with **Acknowledge This!** to deliver a keynote session at our Akaysha-wide conference, focusing on developing a deeper understanding and practice of the Acknowledgement of Country.

The insights gained from this training extend beyond ceremonial acknowledgements, influencing how we address complaints, particularly those involving First Nations stakeholders. By fostering an understanding of shared histories and cultural protocols, Akaysha Energy ensures that all complaints are handled with respect, fairness, and cultural sensitivity



Cultural Sensitivity in Complaints Handling

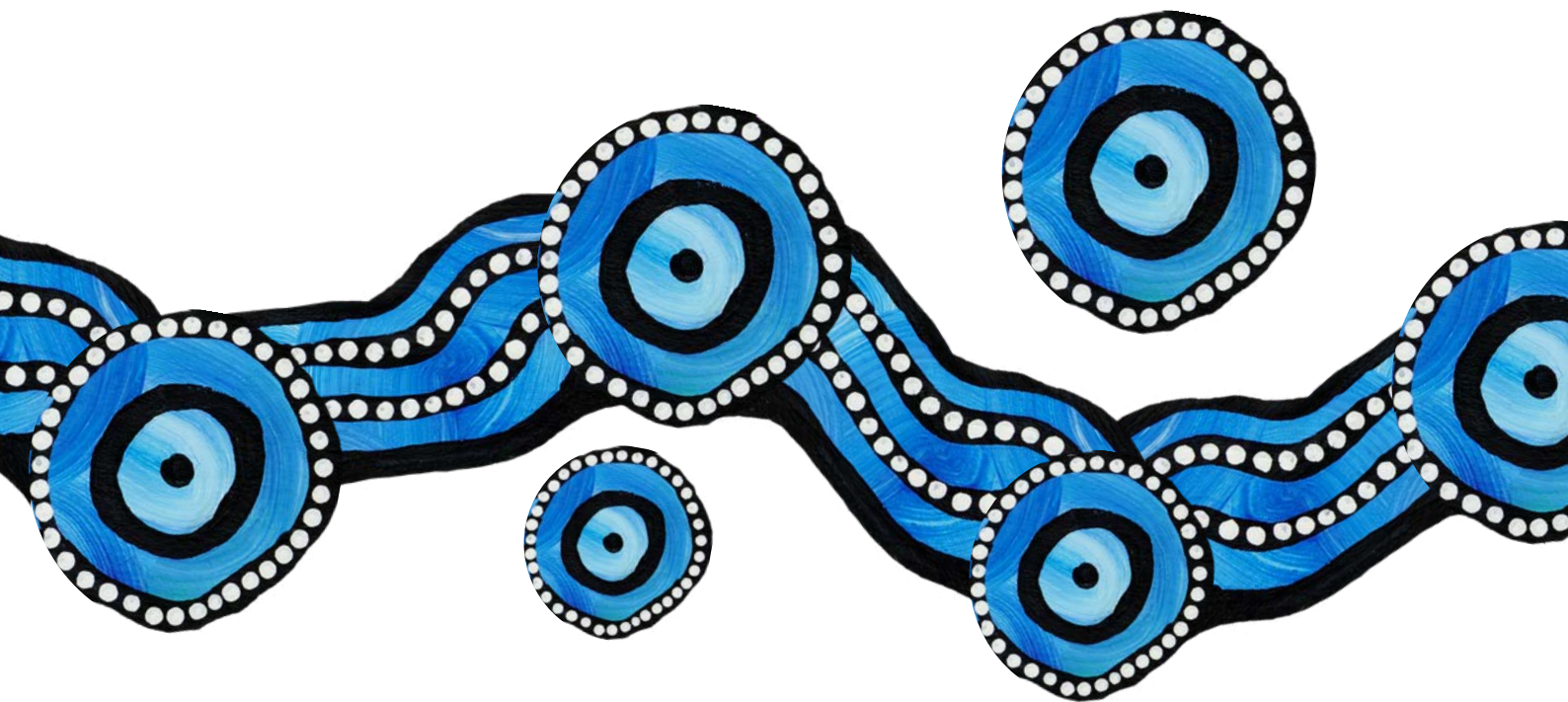
Key Practices Aligned with Training Values

Listening with Respect: Emphasising active listening and acknowledgment of the unique perspectives and experiences of First Nations complainants.

Transparent Communication: Providing clear, culturally respectful explanations of complaint outcomes.

Awareness in Resolution: Applying culturally informed approaches to investigations and solutions to ensure sensitivity and inclusivity.

The training underscores our commitment to meaningful engagement and builds the capacity of our team to navigate complex issues with empathy and cultural competence, strengthening relationships and fostering trust with First Nations communities.





Waratah/Darkinyung Super Battery: The Journey of Cultural Connection through First Nations Artwork

Akaysha Energy commissioned a significant First Nations artwork for the Waratah Battery Energy Storage System (BESS), a project that will be the largest committed battery in the southern hemisphere. This collaboration not only highlights our commitment to advancing renewable energy but also reflects our respect for the Traditional Custodians of the land on which this project is located.

As part of this journey, our Director of Development & Delivery, Richard Reynolds, commissioned this powerful piece from Bundjalung/Darkinyung artist Jenni McEwen, following a connection made during the smoking ceremony held to acknowledge the honour the land and its people. The ceremony marked an important moment of cultural recognition and mutual respect, as the Traditional Custodians welcomed us to work on their land in a spirit of collaboration.

Jenni's artwork, created from the heart of Darkinyung Country, beautifully expresses the cultural heritage and deep connection to the land that continues to inspire her people.

Her artwork uses symbolic language to reflect the language, stories, art, song and dance of her ancestral Elders:

- Circles represent different groups across the land.
- The larger circle signifies coming together in unity.
- Colours reflect the diverse landscapes, celebrating the beauty of the land.

The artwork is now displayed in our Melbourne office, serving as a constant reminder of its cultural significance and beauty every time we see it. More than just a visual piece, it tells the story of working, caring for, and maintaining Country, sharing a rich cultural legacy with all who pause to take a look.

The Waratah Super Battery, located north of Sydney, will deliver 850 MW of continuous power and 1680 MWh of storage capacity, helping secure NSW's energy future while honouring the land's cultural past.

This is just the beginning of our RAP journey, and we look forward to making meaningful commitments on every project we are involved in, working towards best practices for engaging and including First Nations communities in various stages of our projects.



Our Digital Platform: Showcasing Real Engagement in Projects and Community Connections

We're excited to highlight our commitment to community engagement through Social Pinpoint, a powerful platform developed by our Community Engagement Manager, Jasmine Kerameas. This innovative tool is helping Akaysha Energy connect with local communities in meaningful ways.

- **What We're Doing with Social Pinpoint** - At Akaysha Energy, we've harnessed the capabilities of Social Pinpoint to create a space for genuine dialogue around our renewable energy projects. By using this platform, we're inviting community members to engage directly with us, share their insights, and stay informed about our initiatives. Jasmine has played a pivotal role in launching this platform, ensuring it reflects our dedication to inclusive engagement and transparency. As she leads First Nations engagement for Akaysha Energy, Jasmine is focused on developing strategies that foster real connections with stakeholders throughout the development life cycle of our projects. Social Pinpoint is not just a tool; it's a step toward building a stronger partnership with the communities we serve.
- **A Work in Progress—And That's Okay!** - While Social Pinpoint is still new, it's designed to grow and adapt based on feedback and community needs. We're committed to enhancing this platform as we move forward, ensuring it serves as a vibrant hub for connection and collaboration.

Today's Most Tomorrow Company: Built to Last, Built to Matter

We don't just build projects—we build long-term impact. Through every phase of a project whether that be **Development, Delivery** or Operations, our projects can span over decades and make a difference for the long term. We're here to make things better, every step of the way:

- **Tracking What Matters: Commitments That Stick** - To make sure we are kept accountable to our commitments; we use tracking tools that monitor each promise we make, from First Nations engagement, procurement, or community support. If the project changes hands, these commitments stay in place, ensure follow-through regardless of ownership. Our commitment to First Nations engagement and partnerships are locked in for the long run.
- **Partnering Up: Consolidated Power Projects (CPP) and First Nations Engagement** - During the Delivery phase, we partnered up with CPP, as our EPC Principal Contractor for trades and supplies. CPP not only builds but also upholds high standards for Indigenous procurement through their Local Content and First Nations Preparation Plan (LCIPP).

- Wuu-rii Vending Machines: Real Impact, Real Support** - Launched in November 2023 at our Waratah Super Battery Project in collaboration with CPP, the WSB initiative has contributed over \$5,000 towards supporting First Nations-led business. The first drink and snack machines were installed in November 2023. Due to high demand, a second drink machine was added in February, followed by a second snack machine in May. The contributions to the WSB project have significantly exceeded the initial projections made by the Wuu-rii vending machine project when we partnered with them to supply and operate the vending machines on-site. This is a fantastic result for the First Nations business community, and a great way for CPP to live up to our sustainability commitments.



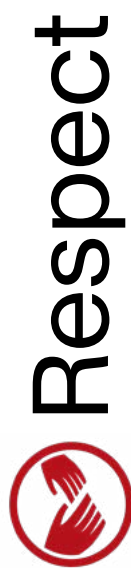
- We're Committed to the Journey:**
 We know we have much to learn, and we're dedicated to growing alongside First Nations businesses and communities. Every project presents an opportunity to deepen our understanding and strengthen our partnerships. As we navigate this journey together, our focus is on listening, adapting, and making a real impact. It's not just about completing projects; it's about fostering relationships and continuously improving how we engage with and support First Nations peoples. Together, we can create a future that aligns with our shared values and aspirations.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. Work with Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July 2025	Lead: Nurudeen Huthman Support: Duwayno Robertson
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2026	Lead: Development & Delivery Pillar Support: Development & Delivery Pillar
	Investigate and explore potential connections between First Nations peoples from Australia and other Countries in which we operate and within our sphere of influence.	April 2026	Lead: Duwayno Robertson Support: Jacob Bartlett
2. Build relationships through celebrating National Reconciliation Week (NRW).	- Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. - RAP Working Group members to participate in an external NRW event.	May 2025 and 2026 27 May - 3 June, 2025 and 2026	Lead: Ajay Daya Support: Adam Surmiak Lead: Prabha Subramanian Support: Nilly Keshtiar
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2025 and 2026	Lead: Xili Alvarez Support: Prabha Subramanian

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	January 2025 and 2026	Lead: Jasmine Kerameas
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2025	Lead: Lachie Dowling Support: Jasmine Kerameas
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	January 2026	Lead: Emma Fagan Support: Lachie Dowling
	Explore opportunities to procure artwork for projects, such as murals or other displays. When procuring artwork, ensure that the use of the artwork extends beyond office spaces and premises displays where appropriate. Secure clear ICIP (Indigenous Cultural and Intellectual Property) consents with artists. This approach not only respects the rights of the artists but also ensures that we are fostering genuine change and promoting awareness and understanding, contributing authentically and meaningfully to reconciliation efforts.	April 2026	Lead: Jasmine Kerameas Support: Prabha Subramanian
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination, potentially consulting directly with First Nations groups to integrate their views on the topics.	February 2026	Lead: People & Safety Support: People & Safety
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2026	Lead: People & Safety Support: People & Safety



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April 2025	
	Commence discussions within our organisation for best practice around ICIP to be used across our organisation, community portal and our RAP.	December 2025	Lead: Jasmine Kerameas
	Conduct a review of cultural learning needs within our organisation, including site specific needs and inclusion of cultural learning and potential cultural heritage inductions at the onboarding stage of hiring.	April 2025	Lead: Chris Leighton Support: Jacob Bartlett
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	October 2025	Lead: Jacob Bartlett Support: Chris Leighton
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2025	Lead: RAP Working Group

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	May 2025 and 2026	Lead: Xili Alvarez Support: Tanzania Matotek
	Introduce our staff to NAIDOC Week by promoting external events in our local area	June 2025 and 2026	Lead: Xili Alvarez Support: Tanzania Matotek
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025	Lead: Xili Alvarez Support: Tanzania Matotek



Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation, including consideration of an engagement strategy for cultural heritage projects pre-construction.	August 2025	Lead: Tanzania Matotek
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2025	Lead: People & Safety
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	To explore using Aboriginal and Torres Strait Islander Participation Plans to outline our expectations and targets for engagement, procurement and employment in the development and construction phase of projects.	September 2025	Lead: Tanzania Matotek Support: Alejandro Perez
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2026	Lead: Jasmine Kerameas
	Investigate Supply Nation membership.	May 2026	Lead: Jasmine Kerameas
	Embed appropriate systems and capability to track, measure, and report RAP commitments	September 2025	Lead: RAP Working Group

Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation	January 2025 meeting quarterly	Lead: Jasmine Kerameas
	Draft a Terms of Reference for the RWG.	March 2025	Lead: Jasmine Kerameas
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2025	Lead: RAP Working Group
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation	January 2025	Lead: RAP Working Group
	Engage senior leaders in the delivery of RAP commitments	January 2025	Lead: Jasmine Kerameas
	Provide support to a senior leader to effectively champion our RAP internally.	February 2025	Lead: Prabha Subramanian Support: Jasmine Kerameas
	Promote a culture of engagement of getting involved in tasks for implementing the RAP in the business	February 2025	Lead: Jasmine Kerameas
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2025	Lead: RAP Working Group

Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2025 and 2026	Lead: Jasmine Kerameas
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025	Lead: RAP Working Group
	Promote our RAP achievements and project engagement externally by sharing updates on our community portal.	March and, September 2025 and March 2026	Lead: Jasmine Kerameas
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2025	Lead: RAP Working Group
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2026	



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Contact Details

If you would like further information about our RAP, please contact:

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