



RECONCILIATION
ACTION PLAN

REFLECT



Reflect Reconciliation Action Plan

December 2019–January 2021



Cover art: Lake Gregory by Jacqueline Whisputt

This painting depicts Lake Gregory. We go out to Lake Gregory for a swim or hunting. The brown dots represent the sand and the country whereas the white dots represents our tracks travelling through, the green and yellow represents the various bush foods and landscape.

Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome EDL to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, EDL joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.



Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides EDL a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, EDL will lay the foundations for future RAPs and reconciliation initiatives.

We wish EDL well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend EDL on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Message from the CEO

It gives me great pleasure to present EDL's *Reflect* Reconciliation Action Plan, our commitment to start a journey of reconciliation with the First Australians and the Traditional Custodians of this land.

This RAP has been a long time coming. EDL has worked with Aboriginal and Torres Strait Islander and remote communities across Australia for about 30 years and have always supported the local communities where we operate.

Over the years, we have undertaken Aboriginal and Torres Strait Islander participation initiatives and supported a range of Aboriginal and Torres Strait Islander community activities in line with our SPIRIT values of Respect, Integrity and Teamwork. In 2017, EDL introduced our global Diversity & Inclusion Policy and our Indigenous Participation Policy for Australia, which underpinned our commitment to a more diverse and inclusive culture, and in particular, more meaningful relationships with our Aboriginal and Torres Strait Islander stakeholders.

This *Reflect* RAP will help us bring these separate efforts together to inform our vision for reconciliation, so that we can develop strategies and actions that are meaningful and mutually beneficial, with sustainable, long-term benefits.

We recognise that we have a lot of work to do to achieve this goal, and this *Reflect* RAP is only the first step.

I'd like to acknowledge the work and dedication of EDL's RAP Committee, who have been instrumental in developing this blueprint for reconciliation across our Australian business. With my full support, this committee will also play a significant role in the implementation of the RAP and shaping EDL's understanding and appreciation of our relationships with Aboriginal and Torres Strait Islander stakeholders.

James Harman

Chief Executive Officer

EDL





EDL acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Australia, and their continuing connection to land, culture and community.

EDL pays our respects to Elders past, present and future.

As a leading global producer of sustainable distributed energy, we are **dedicated to a world of new energy** for our customers, stakeholders and communities. EDL understands, and is prepared for, the complexities associated with a decarbonising energy market.

We own and operate a portfolio of power stations in Australia, North America and Europe.

EDL operates in 61 locations across Australia and employs approximately 360 people in Australia, 1% of whom have voluntarily identified as Aboriginal and Torres Strait Islander.



Our energy expertise expands across six key areas:



landfill gas



remote energy and hybrid renewables



waste coal mine gas



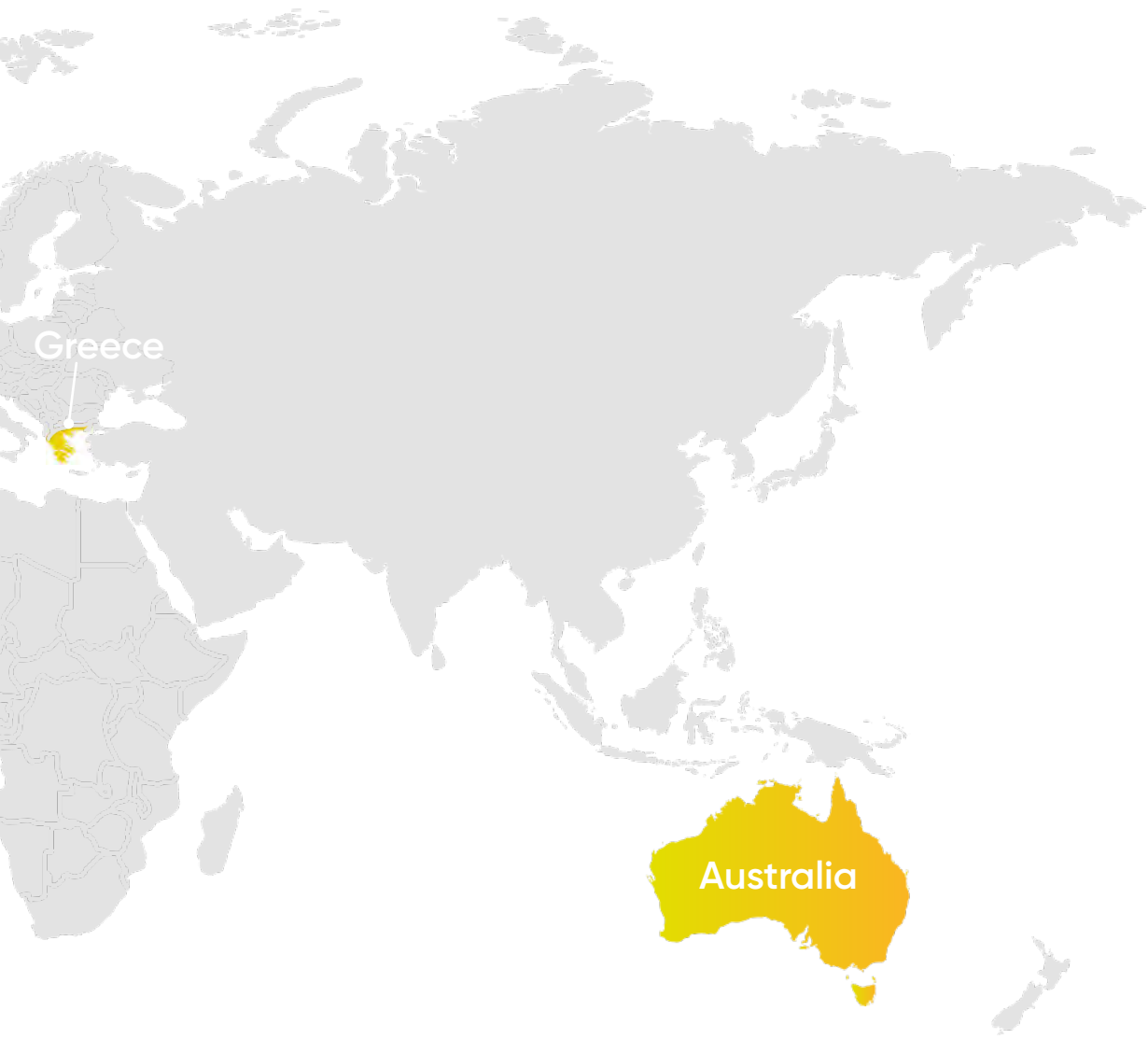
renewables



gas delivery (LNG/CNG)



renewable natural gas (RNG)



Our values

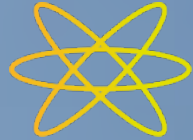
Wherever we are working in the world, EDL people **live and breathe** our SPIRIT values. As we strive to achieve our vision, these values are paramount.



**Safety,
health &
environment**



Performance



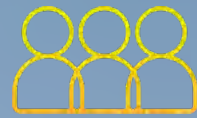
**Innovation &
initiative**



**Respect &
responsibility**



Integrity



Teamwork

RAP development

At EDL, we have always understood that diversity and inclusion are essential to our success. Operating in many jurisdictions across the world demands a strategic approach to engaging with, and supporting, the communities in which we live and work.

As EDL has grown as a global energy producer, we have identified the need to extend our commitment to diversity and inclusion to meaningful relationships with Aboriginal and Torres Strait Islander stakeholders both externally and within the business between employees, particularly in the remote communities where we operate. This new focus has resulted in the development of our first Reconciliation Action Plan (RAP).

Our RAP Committee was formed in mid-2019 and comprises EDL's Australian personnel from the Human Resources, Technology, Clean Energy, Corporate Affairs, Audit and Remote Energy divisions of the business. Working alongside Indigenous Relations Advisor Margarita Escartin, the following broad cross section of roles are represented on the committee:

- HR Business Partner
- Head of Corporate Affairs
- Group Audit Manager
- Development Manager Technology
- Technical Development Manager Growth
- Operations Supervisors
- Local Site Operator
- Operations Manager

At the time of formation, one Aboriginal and Torres Strait Islander employee joined the RAP Committee.



Our partnerships

Across EDL, we work in partnership with our stakeholders, customers and communities to meet and exceed the highest levels of environmental performance, community investment and overall sustainability.

Contributing to communities around our operations and beyond is a fundamental part of the way we operate. From small contributions to local schools and not for profit groups, through to extensive long-term community partnerships, we seek to identify community need and identify ways to collaborate.

CareerTrackers

CareerTrackers is a national non-profit organisation with the goal of creating pathways and support systems for Aboriginal and Torres Strait Islander young adults to attend and graduate from university, with high marks, industry experience and bright professional futures. Founded in 2009 by CEO, Michael Combs, CareerTrackers has been recognised by employers, governments and, most importantly, Aboriginal and Torres Strait Islander communities throughout Australia.

EDL has a long and proud partnership with the CareerTrackers Indigenous Internship Program. Since 2014, we have welcomed 13 interns via the program in diverse fields including engineering, legal, commerce, finance, human resources and environment. In 2018, EDL signed a 10-year partnership that will see our relationship with CareerTrackers and interns continue to grow.

West Kimberley Community Fund

The West Kimberley Community Fund (WKCF) was established in 2011 to create lasting value throughout the West Kimberley and to nurture community wellbeing through support of not-for-profit, community-driven projects or activities. Facilitated by the Shires of Broome, Derby and Halls Creek, the Fund of \$1,000,000 supports initiatives aligned with the principles of social cohesion, inclusiveness, equal opportunity and community wellbeing and support long-term community development.

The WKCF has supported numerous Aboriginal and Torres Strait Islander community initiatives over the years, including the Halls Creek District High School's health and wellbeing initiative, the Kullarri NAIDOC Festival and the Ngunjwirri Aboriginal Corporation's training and employment empowerment program.

Right: Kira Fong Chief Operating Officer Goolarri Media of whose Kimberley Girl Program has received WKCF sponsorship since 2015. The program instigates positive change in the personal and professional capacity of young Aboriginal and Torres Strait Islander women, inspiring positive life choices and forging constructive pathways.



"We're fortunate to hold a 10-year partnership with EDL. We believe in a 50-year vision, embedding the CareerTrackers program into Indigenous Australia. EDL's long-term commitment signifies trust and stability and works towards building relationships with Aboriginal and Torres Strait Islander communities, creating tangible social change for young people entering professional employment."

Michael Combs
Founder and CEO, CareerTrackers



What is reconciliation?

We asked our people what reconciliation means to them.

It's important to learn more about Aboriginal and Torres Strait Islander cultures. It's essential to look at a community's traditional way of life and the effects of economic and environmental change. This is our opportunity to better understand their affiliation with the land and to learn from their history.

Geoff Lloyd

**Senior Operations Technician, Cullerin Range Wind Farm
Cullerin, New South Wales**

To me reconciliation means learning about, working with, and appreciating and understanding Aboriginal and Torres Strait Islander culture, customs, dynamics and identities of Traditional Owners of the various regions we operate in.

Susan Carson

**HR Business Partner
Brisbane, Queensland**



As the EDL Operations Manager for the West Kimberley Power Project (WKPP) and living in Broome, I feel that EDL has merged and partnered with local communities throughout the West Kimberley's. From Ardyaloon, Djaridjin and Beagle Bay, Broome, Looma and Bidyadanga, Derby Fitzroy Crossing, Halls Creek and Warmun. EDL and our customers are engaged with the local communities to employ, train and share each other's cultures within both the workplace and community environment. Our local teams across the region recognise the history of Aboriginal culture and their heritage, and respect the lands that we work on, while providing assistance through power generation across ten power stations. WKPP strive to remain engaged while working within all communities and working with local employees in remote areas.

Darrell Buttigieg
Operations Manager, WKPP
Broome, Western Australia

Reconciliation in the workplace means that while as individuals we may have different backgrounds, cultures and beliefs which we mutually respect, at work we are working as a team with a common purpose to deliver a service to our customer. In doing so we fulfil our individual goals, which may range across professional development; broadening our skills; interacting with others and monetary rewards. In working as an EDL team and with other stakeholders showing respect for others we are more likely to achieve our goals and be more content in our life.

Keith Barker
Executive General Manager - Technology
Brisbane, Queensland

Relationships



| Establish RAP Committee | | |
|---|----------------|-------------------------------|
| Actions | Accountability | Due date |
| A RAP Committee was established and formalised to guide the development and implementation of the plan. | CFO | Mar 2020 |
| The RAP Committee will drive governance of the RAP. | | Oct 2020 |
| The RAP Committee currently meets monthly and will meet at least quarterly during the reporting period. | | Sep, Nov, then quarterly 2020 |
| Establish and apply a Terms of Reference for the RAP Committee. | | Mar 2020 |

| Build internal and external relationships | | |
|---|----------------------------------|----------|
| Actions | Accountability | Due date |
| Undertake workforce profile analysis to identify Aboriginal and Torres Strait Islander employees to approach and invite them to become involved in the Reconciliation journey. | Human Resources Business Partner | Feb 2020 |
| Review stakeholder engagement and communication plans to include the identification of Aboriginal and Torres Strait Islander communities and organisations within the area of significant operations and sites. | Head of Communications | Dec 2019 |
| Connect with these communities and organisations to build relationships and strengthen partnerships as part of this Reconciliation journey. | Operations | Jun 2020 |
| Identify and approach like-minded organisations to engage with and support our Reconciliation journey, including existing clients and suppliers. | CFO Operations | Mar 2020 |
| Review current community investment initiatives supporting Aboriginal and Torres Strait Islander communities against researched best practice and principles to support partnerships. | Head of Communications | Jun 2020 |

Raise internal and external awareness of our RAP

| Actions | Accountability | Due date |
|--|---------------------------|----------|
| <p>Develop and implement an internal and external communications strategy to communicate our RAP commitments to our sites, employees, clients and suppliers.</p> <p>This will include a formal launch event and promotion of the launch to all stakeholders.</p> | Corporate Affairs Manager | Dec 2019 |
| <p>Develop and implement an internal engagement strategy to inform key internal stakeholders of our commitments and their responsibilities under this plan.</p> | Corporate Affairs Manager | Dec 2019 |
| <p>Make the endorsed RAP available on the EDL Energy intranet and website for internal and external stakeholders to understand the commitments under the plan.</p> | Corporate Affairs Manager | Dec 2019 |
| <p>Continue to engage employees through 'Lunch and Learn' workshops to share stories, engagement experiences to reflect internally on this Reconciliation journey.</p> | RAP Committee Chair | Dec 2019 |

Participate in and celebrate National Reconciliation Week (NRW)

| Actions | Accountability | Due date |
|---|--|--------------|
| <p>Include NRW into the corporate events calendar and organise an event to celebrate NRW at our corporate office.</p> <p>Develop and distribute NRW celebration toolkit to major sites for local events to be organised.</p> <p>Register celebrations via Reconciliation Australia's NRW website.</p> | Head of Communications and RAP Committee Chair | NRW May 2020 |
| <p>Circulate details of NRW events and activities across the business and encourage staff to attend local events.</p> <p>RAP Committee members to participate in an external event with a local site manager to recognise and celebrate NRW.</p> | Head of Communications and RAP Committee Chair | NRW May 2020 |
| <p>Support one external NRW event with a host community.</p> | Head of Communications and RAP Committee Chair | NRW May 2020 |
| <p>Circulate Reconciliation Australia's NRW resources and events list to staff.</p> | Head of Communications and RAP Committee Chair | NRW May 2020 |
| <p>Encourage senior leaders to participate in at least one external event to recognise and celebrate NRW.</p> | CFO | NRW May 2020 |

CareerTrackers

EDL has a long and proud partnership with the CareerTrackers Indigenous Internship Program and its partner company CareerSeekers. Since 2014, the company has been recruiting interns through CareerTrackers – a national not-for-profit organisation that mentors Aboriginal and Torres Strait Islander tertiary students into professional jobs.

EDL CEO James Harman said the company had always been pleased to work with CareerTrackers to provide hands-on internships for Aboriginal and Torres Strait Islander young adults.

“When opportunity arose in 2018 to extend our commitment to CareerTrackers by signing up as a 10-Year Partner – we did not hesitate.

“Over the past five years, we have recruited 13 interns via CareerTrackers in diverse fields including engineering, legal, commercial, finance, human resources and environment,” said Mr Harman.

“All our interns successfully completed their internships and moved on to new careers and opportunities – including three who returned for a second internship with EDL and one who took up a Graduate Engineer position with us in 2018.

“EDL too has benefited from our participation in the program through enhanced diversity in our workforce and mentoring opportunities for our employees.”

EDL also participates in CareerTrackers’ sister program, CareerSeekers, which provides university to career pathways for refugees and migrants. EDL has recruited three interns via CareerSeekers to date.



"CareerTrackers pushed me to start interning early and were able to secure an interview for not only an internship but a paid one. I was in my first semester of university and was hesitant, as this work wouldn't be counted towards my mandatory 60 days that all engineering students must complete. However, it helped me immensely by being able to work in different strands of engineering so early. Apart from helping me secure and prepare for the interview with EDL, CareerTrackers also helped in a lot of other ways. They helped me with scholarship applications, tidying up my CV and held an annual conference allowing us to network with other CareerTrackers students from all over the country and learn valuable skills."

Teale Grant
Graduate Electrical and Control Systems Engineer
Brisbane, Queensland

Below: EDL hosted the CareerTrackers Brisbane Alumni Executive Breakfast in September 2019. The event aims to provide Brisbane alumni with exclusive access to industry leaders to support their professional development.





Investigate and review cultural learning needs within the organisation

| Actions | Accountability | Due date |
|--|----------------------------------|----------|
| Develop a strategy for increasing cultural awareness and competency across the business by conducting a review of cultural learning needs within our organisation and consulting local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. | Head of Communications | Feb 2020 |
| Develop a high-level cultural awareness program that can be delivered to all employees. | Human Resources Business Partner | Jun 2020 |
| RAP Committee to assist site operations to identify localised cultural awareness programs that can be delivered as part of general inductions to existing and new personnel and which address the specific cultural needs and sensitivities of those areas. | RAP Committee Chair | Jun 2020 |
| Identify a cultural immersion program and invite members of the ELT and other key senior personnel to attend with RAP Working Group members. | Human Resources Business Partner | Jun 2020 |

Raise awareness of the Traditional Custodians in the areas of our operations

| Actions | Accountability | Due date |
|---|---------------------|----------|
| Develop and distribute to all the business a map of operations identifying the Traditional Custodians and member organisations for those areas. | RAP Committee Chair | Mar 2020 |
| Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. | RAP Committee Chair | Mar 2020 |

Promote positive race relations through anti-discrimination strategies

| Actions | Accountability | Due date |
|---|----------------------------------|----------|
| Conduct a review of HR policies and procedures to identify existing anti discrimination provisions, and future needs. | Human Resources Business Partner | Jun 2020 |
| Develop, implement and communicate an anti-discrimination policy for our organisation. | CFO | Sep 2020 |
| Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | RAP Committee Chair | Sep 2020 |
| Educate senior leaders and managers on the effects of racism. | Head of Communications | Jun 2020 |

Raise awareness and increase internal understanding of cultural protocols, including Welcome to Country and Acknowledgement of Country

| Actions | Accountability | Due date |
|---|----------------------------------|----------|
| Develop and implement an Acknowledgement of Country for significant events and Board Meetings. | RAP Committee Chair | Dec 2019 |
| Develop and distribute information to all employees to raise awareness and significance behind Acknowledgement of Country and Welcome to Country Protocols. | Head of Corporate Affairs | Dec 2019 |
| Develop and distribute resource materials to support Acknowledgement of Country and Welcome to Country protocols being implemented on sites. | Corporate Affairs Manager | Feb 2020 |
| Identify and work with local Traditional Custodians to deliver Welcome to Country at sites and operations at significant events. | Site Managers | Feb 2020 |
| Work with the Traditional Custodians for larger operations to identify and communicate protocols concerning significant cultural places, including inviting site-based personnel to participate in on-country excursions. | Site Managers | Jun 2020 |
| Review HR Policies and Procedures to ensure provision is made for participation and attendance by Aboriginal and Torres Strait Islander employees at significant community and cultural events. | Human Resources Business Partner | Mar 2020 |

Participate in and celebrate NAIDOC Week

| Actions | Accountability | Due date |
|--|---------------------------|----------------------|
| Include NAIDOC Week into the corporate events calendar and organise an event to celebrate NAIDOC Week at Corporate office. | Corporate Affairs Manager | Jun 2020 |
| Raise internal awareness and share information of the meaning of NAIDOC Week. | | Jun 2020 |
| Promote NAIDOC Week events in the local area of all major operations and encourage employees to attend. | RAP Committee Chair | Jun 2020 |
| RAP Working Group members to participate in an external NAIDOC Week event. | RAP Committee Chair | NAIDOC Week Jul 2020 |
| Work with our Aboriginal and Torres Strait Islander employees and encourage them to participate in their community events and invite local personnel to attend also. | RAP Committee Chair | NAIDOC Week Jul 2020 |



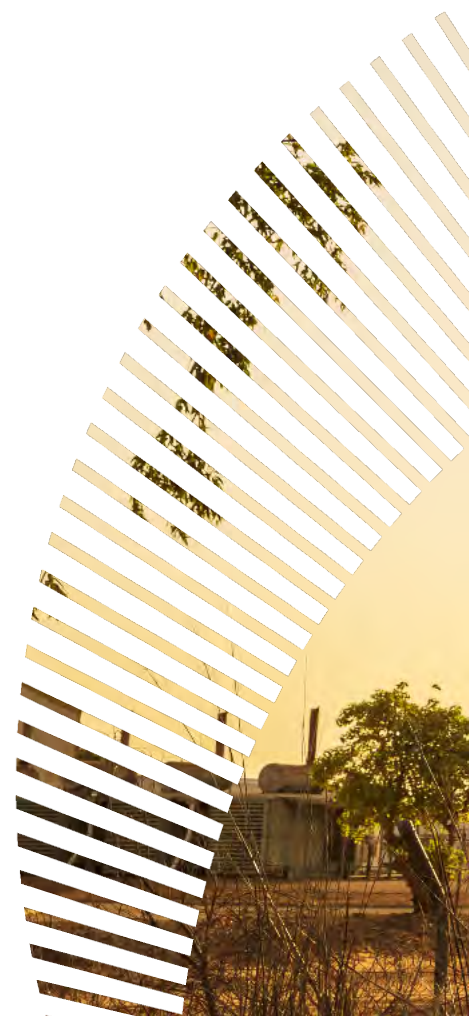
Opportunities



| Investigate and review Aboriginal and Torres Strait Islander employment | | |
|--|----------------------------------|---------------|
| Actions | Accountability | Due date |
| Undertake workforce profile analysis to identify Aboriginal and Torres Strait Islander employees within the business. | Human Resources Business Partner | Dec 2019 |
| Engage with current Aboriginal and Torres Strait Islander employees to better understand recruitment, retention and professional development, including identifying any barriers within those areas. | | Mar 2020 |
| Review all HR and recruitment policies and procedures to remove and or mitigate any barriers to Aboriginal and Torres Strait Islander employees and future workforce personnel from being employed and participating in the workplace. | Human Resources Business Partner | Mar 2020 |
| Identify opportunities to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | Human Resources Business Partner | From Mar 2020 |
| Include an Aboriginal and Torres Strait Islander Participation Plan as part of all work packages going out to tender and include scoring as part of overall tender evaluation. | Business Development Team | Mar 2020 |
| Develop and implement an Aboriginal and Torres Strait Islander Employment Strategy as part of an Aboriginal and Torres Strait Islander Participation Plan for inclusion in all tenders. | Business Development Team | Mar 2020 |
| Continue participation in the CareerTrackers program. | Human Resources Business Partner | Jun 2020 |
| Evaluate and monitor the outcomes of our commitment to the CareerTrackers program, particularly continued employment and retention of participating interns. | | |

Investigate and review Aboriginal and Torres Strait Islander procurement

| Actions | Accountability | Due date |
|---|---------------------|-----------|
| Review all existing vendors to identify Aboriginal and Torres Strait Islander businesses currently in our supply chain. | Procurement Manager | Mar 2020 |
| Review all contracting and supply policies and procedures to ensure there are no barriers to procurement of goods and services by Aboriginal and Torres Strait Islander businesses. | Procurement Manager | Dec 2019 |
| Encourage site-based procurement and or contract managers to consider engaging locally owned Aboriginal and Torres Strait Islander businesses for goods and services. | Procurement Manager | Dec 2019 |
| Raise awareness across the business of Supply Nation as a resource for identifying Aboriginal and Torres Strait Islander businesses in Australia. | Procurement Manager | Dec 2019 |
| Consider membership to Supply Nation. | | July 2020 |



Governance



| Support effective implementation of RAP commitments | | |
|--|---------------------------|--------------|
| Actions | Accountability | Due date |
| Define and formalise resource needs for RAP implementation. | Corporate Affairs Manager | Jan 2020 |
| Define appropriate systems and capabilities to track, measure and report on RAP commitments. | Corporate Affairs Manager | Jan 2020 |
| Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | Corporate Affairs Manager | Sep 30, 2020 |
| Review, refresh and update RAP based on learnings, challenges and outcomes and submit to ELT and RAP Committee for feedback. | Corporate Affairs Manager | Oct 2020 |
| Submit draft of new RAP to Reconciliation Australia for review, feedback and formal endorsement. | Corporate Affairs Manager | Nov 2020 |
| Engage senior leaders in the delivery of RAP commitments. | CFO | Mar 2020 |









A large, reddish-brown rock formation, likely Uluru, dominates the background. The rock face is covered in intricate, dark, wavy patterns. The foreground is a dry, arid landscape with sparse, low-lying green and grey shrubs and grasses. The sky is a clear, bright blue. The overall scene is a natural, outdoor setting in a desert environment.

For more information about EDL's Reflect RAP,
please contact the Communications team on
+61 7 3275 5555 or communications@edlenergy.com

edlenergy.com

Australia

Waterfront Place
Level 6, 1 Eagle Street
Brisbane QLD 4000
+61 7 3275 5555

