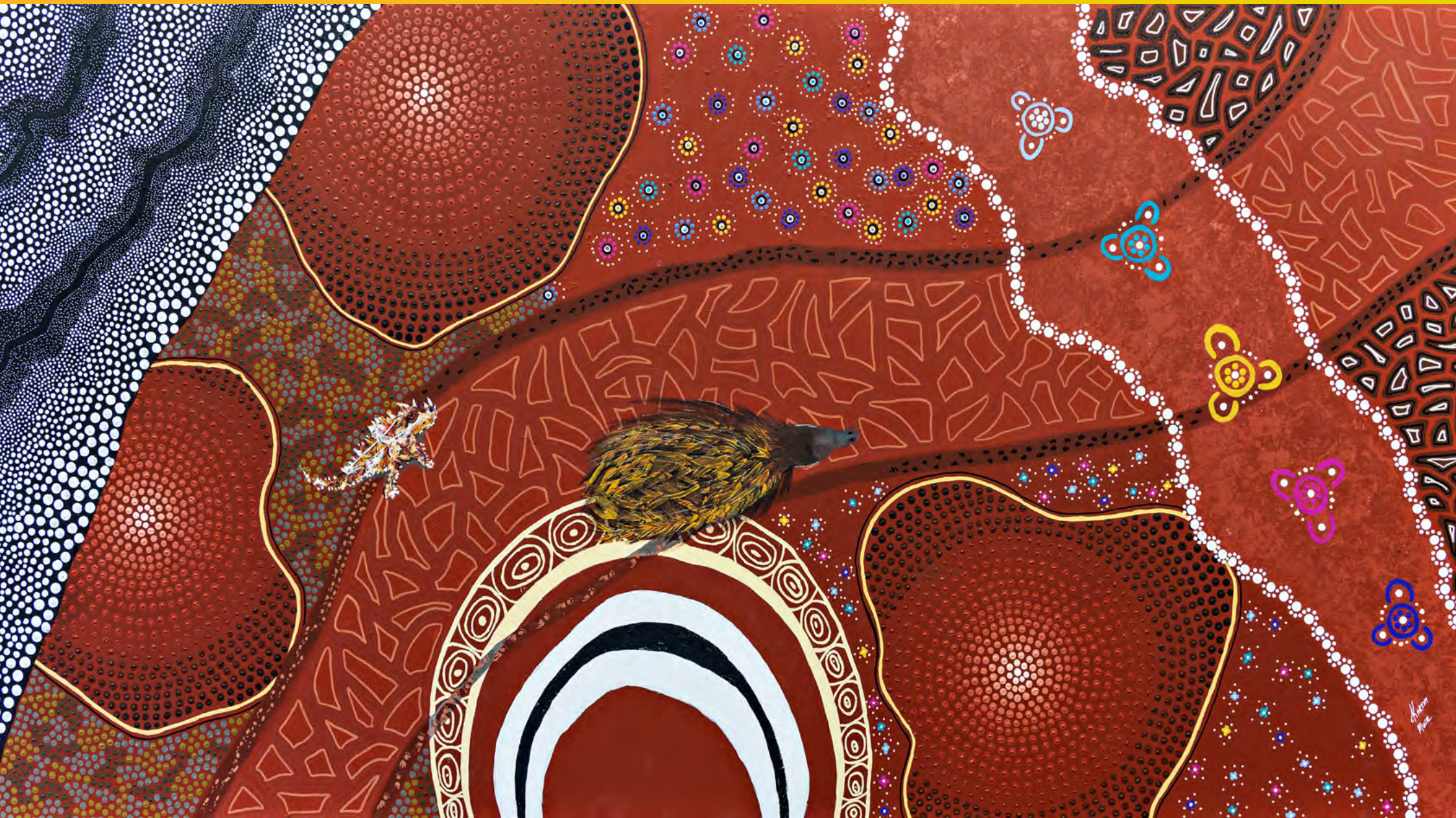




# Reconciliation Action Plan

Innovate: September 2022–September 2024





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## Acknowledgement of Country

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 respect to Elders past and present and future.



I am honoured to present EDL's *Innovate* Reconciliation Action Plan and celebrate our transition to the *Innovate* framework. Despite the challenges of the past few years stemming from the global pandemic, EDL has made significant progress on our reconciliation journey. I am proud that EDL managed to achieve close to all our RAP targets since we began our journey in December 2019, just before the pandemic struck.

EDL operates a diverse global business, with over 50 sites across Australia. Some of these sites have only a handful of staff and are located in the most remote parts of our nation. During the pandemic, the ability of our geographically and culturally diverse teams to interact with each other and with their local communities was impacted.

While the pandemic continues into 2022, we are continuing to find ways to address the necessary limitations on travel and face-to-face social interaction. I hope that in the duration of this RAP, we will have an opportunity to engage more directly with our remote teams and with the Aboriginal and Torres Strait Islander communities on whose land we live and work.

While we deferred the launch of our *Innovate* RAP in response to the COVID-19 global pandemic, we have continued to progress work on our reconciliation initiatives. This *Innovate* RAP sets more ambitious goals and targets to further our efforts across employment, procurement, awareness raising and relationship development.

We have much to celebrate from our first *Reflect* RAP and I thank all our Australian employees for their enthusiasm and engagement with the new programs and initiatives that were the stepping stones of our RAP journey. We have established a very strong baseline on which to build future successes, supported by our SPIRIT values and our longstanding commitment to Diversity and Inclusion.

This underpins the outcomes and targets of our reconciliation goals and is reflected in the way we work at EDL each and every day.

To drive our reconciliation efforts, we established a RAP Committee when we developed our first RAP. I want to acknowledge the work of that Committee who have committed their time and effort to organising events, tracking outcomes, developing materials and educating others. EDL's Executive Leadership Team and I appreciate this effort and will continue to support this group—now known as our RAP Working Group—as EDL rolls out this *Innovate* RAP.

I look forward to building on the work we have started, and to continuing to contribute to Australia's journey toward reconciliation with the First Australians and Traditional Custodians.

**James Harman**  
Chief Executive Officer  
EDL



Reconciliation Australia commends EDL Australia 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 EDL Australia 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, EDL Australia 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.

EDL Australia is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an *Innovate* RAP signals EDL Australia'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 EDL Australia 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

As we support Australia's transition to decarbonised energy solutions, our approach to sustainability extends beyond the energy we produce, as we aim to provide opportunities to develop and enhance effective relationships that empower Aboriginal and Torres Strait Islander peoples and drive positive and long-term social and economic outcomes.

This will be underpinned by supporting EDL employees and stakeholders to understand the history; respect and celebrate the strong cultural and spiritual heritage; and encourage and welcome the positive contributions of Australia's Aboriginal and Torres Strait Islander peoples.



Karthi Muir, from Tjiwarl country in Western Australia



## About our RAP artwork: Tjilkamata and Mingari at Agnew

"The Tjilkamata (echidna) and Mingari (mountain devil) eloped and lived together, they would find and eat all the ants up. In Aboriginal law they were not supposed to get married and for breaking the law, they faced spearing and beatings from families who were upset with them. For a long time they managed to hide and escape from people who were seeking to punish them. They lived together and travelled to many places. In and around the Agnew country they lived at a place called Mingaan, West of Agnew, and would travel across to where Vivien is now.

The Agnew minesite and wind turbines are on the pathways that Tjilkamata and Mingari would travel. This painting shows their travels in Agnew country. Eventually, they were caught and punished, with the spines and spikes showing the injury of spears. They were turned into the echidna and thorny devil, who still live in this country today, eating ants. Some of the hills and rockholes west, north and east of Agnew represent the country where they lived and travelled in the Tjukurrpa or Dreaming."

Karthi Muir is a young emerging artist whose work has included several significant fine artworks, public art murals, and design projects. Karthi aims to share his culture and Country through visual mediums and is a proud Ngalia man and Traditional Owner of Country, which include EDL's award-winning Agnew Hybrid Renewable Microgrid. Karthi has been working at the Agnew Gold Mine since October 2019 and started an onsite apprenticeship in 2020.

# About EDL

EDL's vision is to be the leading global producer of sustainable distributed energy. We are playing a key role in the world's transition from traditional energy sources to decarbonised solutions. Our SPIRIT values below underpin our purpose to provide better energy solutions for the benefit of our world.

We own and operate a global portfolio of power assets and renewable natural gas facilities in Australia, North America and Europe.

## Our values

- **Safety, health and environment:** Constantly strive for Zero Harm.
- **Performance:** Drive for results.
- **Innovation and initiative:** Embrace new ways of doing things.
- **Respect and responsibility:** Show respect for the skills, knowledge and experience of others. Accept the consequences of your own behaviour.
- **Integrity:** Do what you say you will, in an honest and open manner.
- **Teamwork:** Demonstrate effective participation, cooperation and communication in teams.

## Our Australian operations





# Our reconciliation journey to date

Our reconciliation journey began in late 2019 through our *Reflect* RAP, which saw us establish a Reconciliation Working Group and embark upon a plan of action to deliver on our initial commitments.

## Highlights from our *Reflect* RAP

- Developing and delivering an introductory e-learning cultural awareness training for more than 95% of our Australian workforce
- Holding National Reconciliation Week events in 2021 and events for NAIDOC Week 2020 across EDL head offices and sites
- Establishing new relationships with organisations around our operating sites within Covid-19 restrictions
- Identifying and increasing spend with Aboriginal and Torres Strait Islander businesses through our new procurement processes.

## Our RAP Working Group

### Message from the Chair



I am very proud to be the Chair of EDL's Reconciliation Action Plan Working Group. As an Aboriginal woman, I see this as an amazing opportunity to support my colleagues in their personal and professional journeys of learning, understanding and acknowledgement.

I am very proud of the company's progress and the work environment we are building; where everyone feels more comfortable and better informed to ask questions and understand different perspectives.

Personally, I always wanted more role models growing up, so I am working hard to be a role model for Aboriginal women and women in STEM (science, technology, engineering and mathematics).

So much has changed in Australia for the better and continues to change, and I look forward to being part of that change.

### Teale Grant

RAP Working Group Chair and Project Engineer

- Teale Grant – RAP Working Group Chair and Project Engineer
- Susan Marrinan – Chief Financial Officer
- Carla Young – Head of Communications
- Dom Dowling – Head of Sustainability and Risk
- Hayden Smith – Manager Human Resources
- Jeff Thong – Business Development Manager
- Rishi Dubey – Project Manager IT
- Andrew Melloy – Gas Resource Lead
- Geoff Hobley – General Manager Remote Energy
- Olga Kolokolova – Process Engineer
- Miriro Bote – Project Accountant/Cost Controller
- Nathan Fang – Graduate Mechanical Engineer
- Edward McCoppin – Electrical Supervisor
- Frankie Shoveller – Operator
- Ashleigh Johnstone – Operator
- Drew Wicks – Apprentice

Three members, including the Chair of the Working Group, identify as Aboriginal or Torres Strait Islander.

# Relationships



Establishing and enhancing strong relationships with Aboriginal and Torres Strait Islander peoples will ensure EDL can support Australia's journey toward true reconciliation and deliver on our core business activities. Genuine connection, learning and partnerships are aligned with EDL's SPIRIT values and approach to stakeholder engagement.

## Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2023	Operations/Head of Communications
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023	Head of Communications
Develop a mentoring program for EDL leaders working on sites close to local Aboriginal and Torres Strait Islander communities.	December 2023	Head of Sustainability & Risk

## Build relationships through celebrating National Reconciliation Week (NRW)

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023/24	Head of Communications
RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2023/24	RAP Working Group Chair
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023/24	RAP Working Group Chair
Organise at least one NRW event each year.	27 May- 3 June, 2023/24	RAP Working Group Chair
Register all our NRW events on Reconciliation Australia's NRW website.	May 2023/24	Head of Communications



### Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2023	Head of Communications
Communicate our commitment to reconciliation publicly.	August 2023	Head of Communications
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	September 2023	Head of Communications/ELT
Identify personnel to attend Reconciliation Australia events to gain further understanding and support for RAP activities.	September 2023	Head of Communications
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	February 2024	Head of Communications

### Promote positive race relations through anti-discrimination strategies

Deliverable	Timeline	Responsibility
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2022	Head of HR
Develop, implement, and communicate an anti-discrimination policy for our organisation.	October 2022	Head of HR
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2023	Head of HR
Educate senior leaders on the effects of racism.	October 2023	Head of HR/RAP Working Group Chair







## Case study: National Reconciliation Week at EDL

EDL celebrated National Reconciliation Week (NRW) and Mabo Day for the first time on 3 June 2020, by launching our *Reflect* Reconciliation Action Plan (RAP) via a virtual event attended by almost 200 employees from across Australia.

Facilitated by Chief Executive Officer James Harman, the event also featured the music video of an original song 'Forty Thousand Years' by well-known West Kimberley musician and EDL employee and RAP Working Group member, Frankie Shoveller.

In 2021, EDL teams across Australia participated in NRW with several local events. In line with the theme of *More than a word. Reconciliation takes action*, EDL employees were encouraged to take meaningful, impactful action as part of the company's reconciliation journey.

Activities undertaken included:

- launch of Reconciliation Libraries for employee use in Brisbane, Perth and some sites
- Perth team members guided by local Traditional Owners through WA Museum Boola Bardip's Aboriginal art exhibition
- Broome team members attending the community play 'Stories of Strength' featuring EDL employee Frankie Shoveller
- Brisbane office screening of 'The Final Quarter' documentary; and the National Maintenance Facility in NSW screening reconciliation-themed TED talks, followed by in-depth discussion of the themes screened.

### What reconciliation means to EDL employees

**"Personally, reconciliation means strengthening relationships between Indigenous and non-Indigenous Australians. It's about recognition and learning and improved understanding."**

**Teale Grant**

RAP Working Group Chair and Project Engineer

**"Reconciliation means to me that we acknowledge that there has been hurt incurred which we should address, with the hope of attempting to build a renewed relationship. Acknowledging the past, making recompense in the present and build a transformed relationship for the future."**

**Miroro Bote**

Project Accountant/Cost Controller



# Respect

In delivering the actions of our *Reflect* RAP, we implemented an Australia-wide cultural learning program to generate increased awareness and understanding of Aboriginal and Torres Strait Islander cultures and heritage among our teams. We will build on that work by extending and challenging our teams and by embedding respect for these cultures within our internal processes and activities. This will support EDL's overall business goals and support our operational objectives, particularly in remote communities.

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning		
Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	November 2022	Head of HR
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2023	RAP Working Group Chair/Head of Communications
Develop, implement, and communicate a cultural learning strategy document for our staff.	November 2022	Head of HR/Head of Communications
Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	February 2023	RAP Working Group Chair
Develop phase 2 of the e-learning Cultural Awareness program.	March 2024	Head of HR/Head of Communications
Identify opportunities for EDL personnel to participate in Cultural Awareness training hosted by customers (particularly in remote locations).	March 2024	Head of HR

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols		
Deliverable	Timeline	Responsibility
Increase understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October 2022	RAP Working Group Chair
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Review February 2023	RAP Working Group Chair/Head of Communications
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	October 2022	RAP Working Group Chair/Head of Communications
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2022	RAP Working Group Chair/Head of Communications





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

Deliverable	Timeline	Responsibility
RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023/24	RAP Working Group Chair
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	November 2023	Head of HR
Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023/24	RAP Working Group Chair/Head of Communications

### What reconciliation means to EDL employees

"There is so much to be gained from sharing Aboriginal culture and the accumulated knowledge of 1000s of years on this land which we share. Reconciliation will be a time when we don't need to ask what it means—when cultures meld, not collide."

**Edward McCoppin**  
Electrical Supervisor

"To me, reconciliation means respect, understanding, working on a better future, forgiveness."

**Hayden Smith**  
Manager – Human Resources

## Case study: Cultural Awareness as a foundation for respect

Recognising the contribution of learning to mutual understanding and respect, EDL undertook the preparation of a Cultural Awareness Strategy as part of our *Reflect* RAP. This strategy has seen great engagement and involvement from employees at all EDL sites and offices across Australia.

The Cultural Awareness Program included:

- an Australia-wide e-learning cultural awareness program completed by 340 employees (99%) across Australia
- in-person and online cultural awareness training presented by Uncle Billy Williams to approximately 130 team members as part of the virtual and in-person Global Operations Forum in 2020, during NAIDOC Week
- a cultural awareness and cultural diversity training workshop for executive leadership on 2021, presented by Corporate Culcha and attended by 30 leaders

- in-person training delivered by the Tharawal Local Aboriginal Land Council at EDL's National Maintenance Facility in 2021, for their staff and Appin, Tower and Lucas Heights staff of 30.



"The work we have done in cultural awareness has been so important and the change we see is very evident around the business. We know reconciliation requires open-minded and continual learning about the good and bad of our history, while also being aware of your own biases. The feedback we received from the sessions, particularly at the Ops Forum, was overwhelmingly positive and our colleagues are now much more enthusiastic about asking questions."

**Teale Grant**  
RAP Working Group Chair

# Opportunities

Through the learnings of our *Reflect* RAP, EDL has identified its role in supporting reconciliation through increased participation of Aboriginal and Torres Strait Islander peoples within the scope of business operations. Through an increased focus on employment and procurement, EDL can enhance social and economic opportunities, particularly for remote and regional communities, and can identify opportunities to attract new local employees to work within the business.

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development		
Deliverable	Timeline	Responsibility
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2022	Head of HR
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2023	Head of HR
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2023	Head of HR
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October 2022	Head of HR
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October 2022	Head of HR
Establish a process to support leaders to identify and nurture Aboriginal and Torres Strait Islander employees.	August 2023	Head of HR

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes		
Deliverable	Timeline	Responsibility
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2023	Head of Procurement
Investigate Supply Nation membership.	March 2023	Head of Procurement
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2023	Head of Procurement/Head of Communications
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	February 2023	Head of Procurement
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2023	Head of Procurement
Identify new businesses local to EDL operations and support their readiness to supply goods or services to EDL.	November 2023	Head of Procurement





## Case study: Djurrubu Rangers partnership at Jabiru, Northern Territory

In June 2021, construction commenced on EDL's Jabiru Hybrid Renewable Project in the Northern Territory's World Heritage-listed Kakadu National Park. As part of the early works for the project EDL needed to undertake clearing in this sensitive environment.

As part of this process, it was necessary to ensure animals including threatened species like the black-footed tree rat could safely leave the site prior to clearing.

To assist, EDL engaged the Djurrubu Rangers, a group of young Bininj (Aboriginal people) providing professional land management services across the Kakadu region. The Rangers surveyed the site, marked habitat features such as trees with hollows and conducted small burns to reduce undergrowth and encourage animals to move from the area. As clearing started, the Rangers observed any fleeing animals and conducted checks ahead of the bulldozer. Checks also continued during clearing.

There were no fauna injuries or fatalities during clearing— testament to the cooperation between EDL's contractors and Djurrubu Rangers. The process was a great opportunity for EDL and its contractors to work with local Traditional Owners and learn about the culture, land and local fauna and flora.



Following this successful collaboration, the Rangers approached EDL with the opportunity to sponsor prizes for 14 young graduate Rangers, many of whom had worked on the project. In September 2021, the 14 rangers graduated with their Certificate II in Conservation and Land Management in a ceremony held at Djidbijdibi College and attended by EDL's Chief Operating Officer Shane McLaughlin and Construction Manager Nathan Whitlock. EDL presented gifts to the graduates to acknowledge their efforts during the site clearing.

### What reconciliation means to EDL employees

"For me, reconciliation is about building a bridge between cultures to establish a framework for an inclusive society for all people. This includes education and acknowledgement of the past, education about cultural differences and identifying and combatting issues that create inequality of opportunity."

**Geoff Hobley**

General Manager Remote Energy

"Reconciliation means to me: becoming closer and understanding culture, to share stories and become one."

**Drew Wicks**

Apprentice

# Governance

Our commitment to our SPIRIT value of Integrity is fundamental to the way we approach the execution of this *Innovate* RAP. Through the strong governance work of the RAP Working Group, EDL will strive to achieve its targets to deliver real change.

## Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	January 2023	RAP Working Group Chair
Establish and apply a Terms of Reference for the RWG.	January 2023	RAP Working Group Chair/Head of Communications
Meet at least four times per year to drive and monitor RAP implementation.	April, July, October, December 2022, 2023, 2024	RAP Working Group Chair
Ensure CareerTrackers interns are given every opportunity to participate in the RAP Working Group and share their perspectives and insights.	January 2023	RAP Working Group Chair

## Provide appropriate support for effective implementation of RAP commitments

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	November 2022	Head of Communications
Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2022	Chief Financial Officer
Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2022	Head of Communication
Maintain an internal RAP Champion from senior management.	September 2022	Chief Financial Officer







### Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

Deliverable	Timeline	Responsibility
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 2023, 2024	Head of Communications
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023, 2024	Head of Communications
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2022, 2023, 2024	Head of Communications
Report RAP progress to all staff and senior leaders quarterly.	April, July, October, December 2022, 2023, 2024	Head of Communications
Publicly report our RAP achievements, challenges and learnings, annually.	June 2023, 2024	Head of Communications
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	Head of Communications
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2024	Head of Communications

### Continue our reconciliation journey by developing our next RAP

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	Head of Communications

### What reconciliation means to EDL employees

"To me reconciliation is the willingness for growth, as individuals, and as a nation. Together we listen, understand and recognise the trauma that was inflicted. Only then can you begin to reconcile."

**Nathan Fang**  
Graduate Mechanical Engineer

"Recognising that we can move to a better, stronger and more equitable Australia by building understanding of the history and achievements of Aboriginal and Torres Strait Islander peoples and acknowledging the injustice and inequality that has been part of their lived experience since colonisation."

**Susan Marrinan**  
Chief Financial Officer





For more information about EDL's Innovate Reconciliation Action Plan, contact the Head of Communications via [community@edlenergy.com](mailto:community@edlenergy.com)

