



Innovate Reconciliation Action Plan

July 2025 – July 2027



RECONCILIATION
ACTION PLAN

INNOVATE

CONTENTS

A message from Reconciliation Australia's CEO	i
A message from EDL's CEO	1
EDL's vision for reconciliation	2
EDL's RAP artwork story	3
About EDL	4
RAP Working Group	6
Our Innovate RAP	7
Our reconciliation journey to date	8
Case studies	10
Relationships	14
Respect	16
Opportunities	18
Governance	20



A message from Reconciliation Australia's CEO

Reconciliation Australia commends EDL Australia on the formal endorsement of its second *Innovate* Reconciliation Action Plan (RAP). Reconciliation Australia commends EDL Australia on the formal endorsement of its second *Innovate* Reconciliation Action Plan (RAP).

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

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 continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types—*Reflect*, *Innovate*, *Stretch* and *Elevate*—allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that EDL Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to EDL Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This *Innovate* RAP is an opportunity for EDL Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, EDL Australia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of EDL Australia's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations EDL Australia on second *Innovate* RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine, Chief Executive Officer, Reconciliation Australia



A message from EDL's CEO

Gurumba bigi, ("Good Day" / "Hello" in Turrbal and Yugarabul) I am honoured to be an advocate for EDL's *Innovate* Reconciliation Action Plan (RAP) and to celebrate our continuation of the *Innovate* framework.

In September 2022, EDL committed to adopting its first *Innovate* RAP, which has provided us with new opportunities to engage with Aboriginal and Torres Strait Islander peoples across our operations. The *Innovate* framework has allowed EDL to build a strong foundation, and our reinvigorated RAP Working Group are excited about the opportunity to deliver more.

EDL is a diverse global business and we are proud of our Australian origins. We respect and honour the First Nations peoples of Australia as the Traditional Custodians of this land and their commitment in continuing the oldest cultures on earth. Across the country, many of our sites are in the most remote parts of the nation and provide vital energy for their local and surrounding communities. Given this, we recognise that commitment to our reconciliation journey is vital in creating and maintaining meaningful change and a better future for all Australians.

The progress we have made over the last two years under the *Innovate* framework is documented in this RAP. This period saw us deepen our existing relationships with Aboriginal and Torres Strait Islander organisations and strive to expand these networks.

This is our third RAP and our second *Innovate* RAP, marking the continuation of EDL's journey towards reconciliation. Although we have always strived to engage positively with Aboriginal and Torres Strait Islander businesses and communities, our formal reconciliation journey began in late 2019 with the adoption of Reconciliation Australia's *Reflect* framework. In this stage, we established new programs and initiatives that have formed the foundation of our RAP journey. This was further built upon during our first *Innovate* RAP, where we expanded our efforts with enthusiasm and positive engagement—further raising the baseline for us to build upon, guided by our SPIRIT Values and our commitment to diversity, equity and inclusion.

I look forward to continuing and expanding upon the work we have started, contributing to our country's collective journey towards reconciliation with Australia's First Nations peoples and Traditional Custodians.

James Harman
Chief Executive Officer, EDL



A world of new energy



EDL's vision for reconciliation

We acknowledge and respect the First Nations peoples as the first sovereign Nations of the Australian continent.

Our vision for reconciliation is an Australia that celebrates, honours and embraces the cultures of First Nations peoples and acknowledges their history as the Custodians of the world's oldest living cultures.

Through collaboration with our operations, we strive to make a positive impact on the communities and environments where we operate, ensuring sustainable growth and development. By fostering this mindset of understanding and growth, we aim to nurture a culture of connection and belonging at EDL.

Our approach to sustainability has always extended beyond the energy we produce. By promoting cultural understanding, we can create a mindful and safe workplace for First Nations peoples. To foster this culture at EDL, employees and stakeholders are supported and encouraged to understand and learn more about the history; respect and celebrate the strong spiritual heritage; and help amplify the voices of Aboriginal and Torres Strait Islander people, both within and outside the company.

Our RAP artwork artist: Leah Cummins

A proud Mayi woman from North-Western Queensland, Leah finds inspiration in her cultural identity and brings stories of her country and people to life through art. "I paint stories of strength for women and children, love of the land and all my people," says Leah.

"I pay respect to the ancestors who give me these stories in my creativity, to share my culture that transcends words and draws people into wanting to learn about First Nations people.

"I paint both traditional and contemporary art using storytelling in every art piece to educate and teach everyone of my people's culture."

Our sustainability pillars



Our People & Culture

Create great workplaces & strive for **ZERO** Harm



Our Communities

Support our communities



Our Customers

Exceed customer expectations



Our Environment

Improve our planet, both local & global



Our Governance

Ensure accountability & transparency

Leah Cummins



EDL's RAP artwork story

This story is inspired by EDL's journey and enduring commitment to reconciliation. At its heart are EDL's people, walking side by side along a symbolic path—each step a reflection of progress towards a future built on reconciliation. These footsteps represent EDL's strong ties with communities and its role as a steady, supportive presence.

The journey lines woven into this path reflect the commitments made through our Reconciliation Action Plans—clear and tangible markers of intent and progress. The communities we engage with along the way contribute strength and resilience, shaping a future symbolised by enduring mountains and the life flowing through vibrant waterways.

Through these connections—between people, places and shared stories—EDL moves forward on a path where reconciliation is not only a goal, but a lived and lasting reality.

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 underpin our purpose to provide better energy solutions for the benefit of our world.

Operating a global portfolio of power assets and facilities across Australia, North America and Europe, we are committed to providing innovative and sustainable energy solutions. Our focus is on meeting our customers’ and communities’ needs for reliable and affordable energy while minimising environmental impact and ensuring sustainable growth and development. We do this through a diverse mix of energy solutions—including hybrids, microgrids, and remote and grid-connected systems—and harnessing fuel sources such as landfill gas, renewable natural gas, liquified natural gas, waste coal mine gas, wind and solar.

Our Values:



Safety, health & environment



Performance



Innovation & initiative



Respect & responsibility

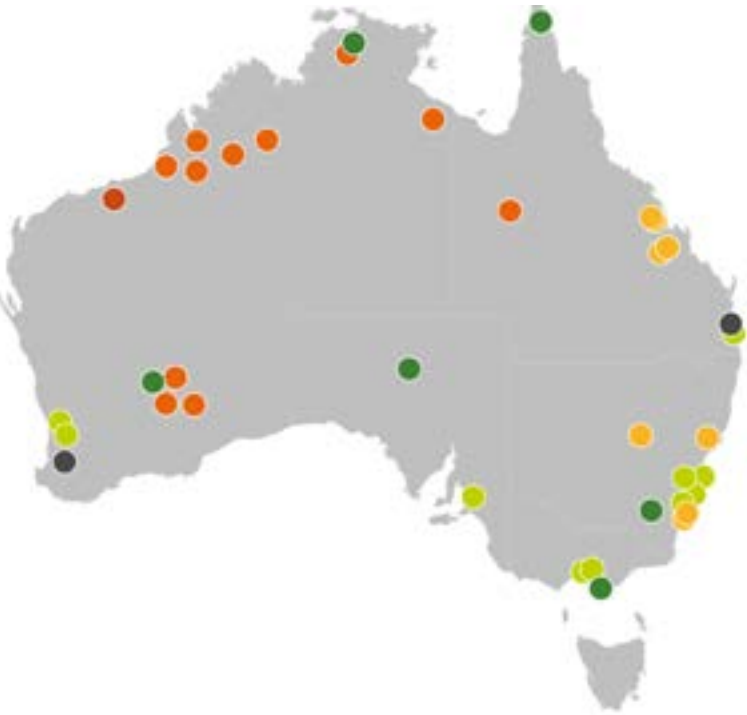


Integrity



Teamwork

Our Australian operations





80 power & renewable gas facilities globally
44 across Australia



~600 globally
392 employees in Australia
10 identify as Aboriginal and Torres Strait Islander peoples



>\$55million spent*
with ~600 local suppliers

- Renewables
- Remote Energy
- Landfill gas
- Waste coal mine
- Liquified natural
- Office

*FY24 spend

Our workforce is based across Australia and EDL’s teams work to create positive environmental impacts, with a focus on renewable and low-emission energy solutions. We employ almost 400 people across Australia, contributing to local communities and supporting initiatives to increase diversity and inclusion, including employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples.

EDL’s sphere of influence extends regionally, nationally and globally, with employees, customers, suppliers, partners and community groups affected by and contributing to its operations. As a leader in sustainable distributed energy, EDL collaborates with various stakeholders, from local governments and suppliers to environmental advocates, ensuring alignment with sustainability goals. Our two corporate offices, located in key Australian regions (Brisbane and Perth),

position us to effectively engage with communities and broaden our influence, with the goal of fostering sustainable practices and supporting reconciliation efforts in all areas of our operations. Our second *Innovate* RAP is heavily focused on building and strengthening relationships across our operations, supply chain and communities, while achieving some deliverables that were previously unattainable in our first *Innovate* RAP.

RAP Working Group

The development and implementation of our RAP is driven by a dedicated RAP Working Group. This group includes key internal and external stakeholders who bring diverse perspectives and expertise to the table. Internally, the group comprises of:

- **Co-Chair, Kalkadoon and Mitakoodi woman and Graduate Process Engineer Shanara Body**
- **Co-Chair, Darumbal and Juru man and Graduate Mechanical Engineer Caleb Ginn**
- **Alan Slack - Clean Energy Operations Manager**
- **Andy Perera - Remote Energy Operations Manager**
- **Carla Young - Head of Communications**
- **Cathie Woods - Clean Energy Business Development Manager**
- **Dom Dowling - Head of Sustainability and Risk**
- **Elsbeth Pickerin - Senior Communications Advisor**
- **Heather Smith - HR Business Partner**
- **Heather Taylor - Market Engagament Manager**
- **Justin Sheahan - Clean Energy Operator**
- **Melissa TeAhuru - Business Development and Proposals Coordinator**
- **Robert Klug - Senior Legal Counsel**
- **Stephanie Duncan - Head of Supply Chain**
- **Tom Kirk - Aboriginal and Torres Strait Islander Consultant/Advisor**

To help guide and implement EDL's second *Innovate* RAP, we've engaged respected Gurreng-Gurreng man and consultant Tom Kirk as an external Aboriginal and Torres Strait Islander advisor. This collaboration is essential to ensuring our RAP is both credible and effective. Including Aboriginal and Torres Strait Islander voices to shape our reconciliation work reflects the principle of self-determination—ensuring First Nations peoples are involved in decisions that affect them.

Our RAP Working Group includes three Aboriginal and Torres Strait Islander members, who play a vital role in shaping our reconciliation initiatives. Their insights and experiences are invaluable in ensuring that our RAP is both respectful and impactful.

Our *Innovate* RAP

At EDL, our commitment to reconciliation is deeply rooted in recognition of the importance of building respectful and mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples. We believe this is important because reconciliation strengthens the social fabric of our communities and empowers Aboriginal and Torres Strait Islander peoples, whose knowledge, cultures, and connections to land are invaluable. For our staff, it fosters a deeper sense of purpose and inclusivity, enriching our workplace. For our organisation and industry, it aligns with ethical responsibility, promotes diversity, and supports innovation and sustainable practices critical for long-term success. Developing a RAP is a critical step in formalising this commitment and ensuring that it is integrated into our organisational culture and operations.

EDL is continuing its reconciliation journey with our second *Innovate* RAP to foster a culture of understanding, respect and inclusion. Reconciliation is not only a moral imperative but also a strategic necessity. It enables us to contribute meaningfully to the communities in which we operate while creating opportunities for shared growth and success. By acknowledging and celebrating the rich cultural heritage of Aboriginal and Torres Strait Islander peoples, we aim to create a more inclusive environment that values diversity and promotes equal opportunities for all.

Susan Marrinan

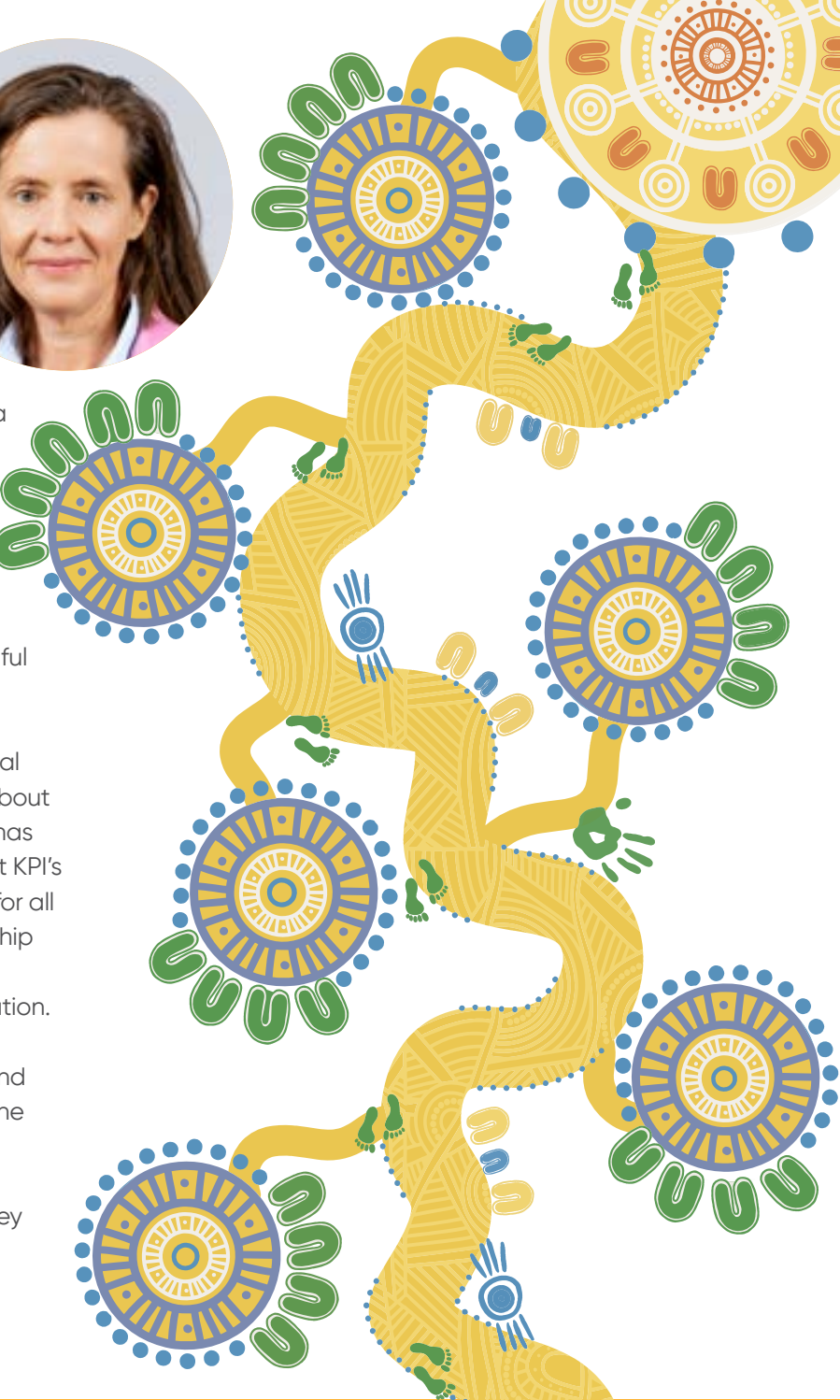


While we are proud of the achievements made under our first *Innovate* RAP, our progress has been delayed by significant challenges. Budget constraints, changes in key team members and the process to reinvigorate the existing RAP Working Group meant we could not fully deliver our next steps prior to the end of EDL's first *Innovate* RAP. Despite these obstacles, EDL remains committed to reconciliation, and the lessons learned have strengthened our resolve to deliver meaningful progress under our second *Innovate* RAP.

Our RAP is championed by our Chief Financial Officer Susan Marrinan, who is passionate about advancing reconciliation within EDL. Susan has prioritised leading by example, ensuring that KPI's to support delivery of the RAP are included for all members of the Working Group. Her leadership is crucial in driving the RAP's initiatives and maintaining momentum across the organisation.

"Reconciliation is everyone's responsibility, and through our RAP, we are embedding it into the way we work every day," says Susan.

"I'm proud to champion this important journey at EDL."



Our reconciliation journey to date

EDL’s reconciliation journey began in late 2019 with the launch of our *Reflect* RAP. This initial phase involved establishing a RAP Committee and setting the groundwork for our commitments. The *Reflect* RAP allowed us to explore the challenges and opportunities in promoting reconciliation within our organisation. Building on this foundation, we introduced our first *Innovate* RAP in 2022, with achievements and highlights including:

- **Developing relationships:** EDL has a long and proud partnership with CareerTrackers—a non-profit organisation that creates pathways and support systems for Aboriginal and Torres Strait Islander young adults to attend and graduate from university. Since 2014, we have welcomed 18 interns in diverse fields, including engineering, legal, commerce, finance and environment.

We formed a partnership with a proudly Aboriginal-owned and operated business in remote Western Australia. This collaboration not only supported our reconciliation goals but also contributed to the local economy (more information on page 10).

- **Employee engagement:** We conducted several cultural awareness experiences for employees and members of our Executive Leadership Team, which has fostered a deeper understanding and respect for Aboriginal and Torres Strait Islander cultures.

These included a bushtucker walk hosted by Nyanda Cultural Tours, a team mural painting led by Mayi woman and artist Leah Cummins, guest speaker Eddie Wynot discussing The Voice Referendum, and leaders from our Growth and Sustainability Teams attending the First Nations Clean Energy Symposium.

- **Community support:** We initiated community projects that provided direct benefits to Aboriginal and Torres Strait Islander communities, including health and wellbeing programs, as part of our yearly West Kimberley Community Fund and Cullerin Range Wind Farm Community Fund. We’ve built and maintained a working relationship with the Djurrubu Rangers in Jabiru, Northern Territory, leading to a conservation partnership between EDL, Djurrubu Rangers, the Northern Territory Government and Parks Australia (more information on page 12).

- **Cultural awareness training:** Internally developed and delivered an online training pack to enhance cultural competency across our workforce, further complimented by face-to-face training by Gurreng-Gurreng man and consultant Tom Kirk. This supplemented our national cultural learning program designed to foster awareness, understanding, and appreciation of Aboriginal and Torres Strait Islander cultures and histories across EDL. This marked a significant step in embedding respect for First Nations knowledge and rights within our teams, cultivating pride and recognition of these rich cultures as being essential to our identity as an organisation. Building on this foundation, we are committed to deepening this respect by integrating cultural awareness into our day-to-day operations and decision-making processes.

Along our reconciliation journey, we’ve experienced some challenges, insights and lessons learned, including:

- **Sustaining engagement across locations:** A key challenge has been ensuring consistent engagement with reconciliation efforts across EDL’s geographically diverse locations. With teams spread across regional and remote areas, coordinating cultural awareness initiatives and fostering active participation has required tailored approaches for different sites and being mindful of operational requirements.

While resources and events were sought to engage our remote sites, we aim to strengthen our site engagement in the next *Innovate* RAP through considered consultation and selection of RAP Working Group members who oversee remote operations, and work with them to guide KPIs geared towards embedding reconciliation onsite. These steps will help embed reconciliation more effectively into our operations and ensure that all EDL locations, regardless of geography, are equally invested in achieving our reconciliation goals.

- **Building genuine partnerships:** Establishing meaningful partnerships with Aboriginal and Torres Strait Islander communities and businesses has highlighted the need for patience, mutual respect and a flexible approach to processes and procedures. EDL has learned that building trust requires ongoing communication, understanding of local contexts and alignment with community priorities, which are essential for long-term, impactful relationships.
- **Navigating complex social issues:** The Voice Referendum and other national conversations have underscored the complexities of engaging with Aboriginal and Torres Strait Islander issues in a workplace setting. This has taught EDL the importance of creating an environment where employees feel informed and comfortable discussing complex social topics respectfully.
- **Enhancing cultural competency beyond training:** While online and in-person cultural awareness training has been successful, translating this knowledge into everyday practices across all departments remains an ongoing challenge. EDL is working to bridge this gap by encouraging employees to embed cultural competency into their daily work and decision-making processes (through cultural awareness programs/ experiences and training, encouraging

engagement with local Aboriginal and Torres Strait Islander peoples and businesses). Further, EDL is engaging an external specialist to help guide the RAP Working Group and EDL’s development in this space.

- **Balancing RAP goals with business priorities:** Balancing our reconciliation goals outlined in the RAP with other business demands has sometimes been challenging, especially during periods of rapid growth, industry instability, budgeting restraints or operational changes. EDL has learned the importance of integrating reconciliation objectives into broader business strategies to sustain progress, even in high-demand times.

These challenges underscore the commitment and flexibility needed to make meaningful advances in reconciliation, with each lesson guiding EDL’s journey toward greater inclusion and respect for Aboriginal and Torres Strait Islander peoples.

Our journey so far has taught us the importance of listening, learning and taking meaningful action. We are proud of the progress we have made and remain committed to advancing reconciliation through our current and future RAPs.

Ngalgan Civil

Casey Sibosado is an Indigenous Bard man who, in 2022, founded Ngalgun Civil, a proudly Aboriginal and Torres Strait Islander-owned business based in Broome, Western Australia.

Casey has over a decade of experience in mining and construction, specialising in drainage and precision earthworks. The family owned and operated business has eight employees and is dedicated to delivering civil and earth working services across the Kimberley region.

Prior to founding his company, Casey was subcontracted to EDL. In February 2024, he approached EDL about Ngalgan Civil performing more backfill and fire break maintenance at remote energy sites operated by EDL for Horizon Power in the West Kimberley region. Our West Kimberley Power Project supplies reliable gas-fired power to over 38,000 residents in Broome and surrounding remote communities, such as Derby, Fitzroy Crossing and Halls Creek.

Ngalgun Civil's work on these sites is vital for reducing and containing site impact on the surrounding environment. Firebreak maintenance in particular is crucial for reducing the risk of bushfires in areas surrounding power stations. Both Ngalgun Civil and EDL aim to use sustainable business practices and seek to minimise soil erosion and protect the surrounding environment.

As a part of this work, EDL helped Ngalgun Civil develop Job Safety Analyses which serves as a formal and standardised way of identifying and managing risks on work sites. This is an important part of keeping a workplace safe and is a critical step in achieving a ZERO Harm work environment.

EDL looks forward to continuing to build this valued relationship with Ngalgun Civil, calling on trusted earthmoving support whenever the need arises onsite.

Embracing cultural learning and experiences

EDL recognises that cultural learning and shared experiences are essential for deepening our understanding of the diverse stories that shape our communities. We are committed to fostering an environment where these stories are heard, appreciated and celebrated.

Our Brisbane team has had the privilege of welcoming Leah Cummins from Bunya Designs, a proud Mayi woman from North-Western Queensland, to lead a striking collaborative painting experience. Leah draws inspiration from her cultural identity, bringing the stories of her country and people to life through traditional and contemporary hand-painted and hand-drawn digital art. Employees worked under her guidance to create an artwork that reflects pieces of EDL's story and the people that come together.

EDL hosted Tom Kirk, a Gurreng-Gurreng man, who delivered an engaging and dynamic cross-cultural workshop. Tom covered a range of topics, including cultural diversity, kinship systems, the impacts of colonisation, governance and effective communication across cultures. His insights provided our team with valuable perspectives on how we can better connect and collaborate in a multicultural world.

EDL people from across business units were welcomed on country as part of the Nyanda Cultural Tour, where they walked through native bushland to the Nudgee Waterholes and Bora Ring, and sampled some of the seasonal bush tucker growing in the Bush Food Gardens. This unique experience offered a deeper connection to the land and the cultural significance of these locations, enriching our understanding of First Nations' heritage.

In the lead-up to the Referendum on the Voice, EDL invited Eddie Synot, a Wemba Wemba First Nations public lawyer and researcher, to talk about where the Voice to Parliament reform has come from, the Uluru Statement and the referendum itself.

Through these types of activities, EDL continues to embrace cultural learning, ensuring that our teams are not only aware of but actively engaged in understanding and appreciating the rich tapestry of cultures that make up our society.



Jabiru Hybrid Renewable Power Station: A model of sustainable development and First Nations collaboration

EDL's Jabiru Hybrid Renewable Power Station is not just a groundbreaking energy project—it's a shining example of how sustainable development can go hand in hand with meaningful partnerships and environmental stewardship. Located near the environmentally sensitive, World-Heritage-listed Kakadu National Park, the Jabiru project has been an innovative display of teamwork, particularly in its engagement with the local Aboriginal and Torres Strait Islander community.

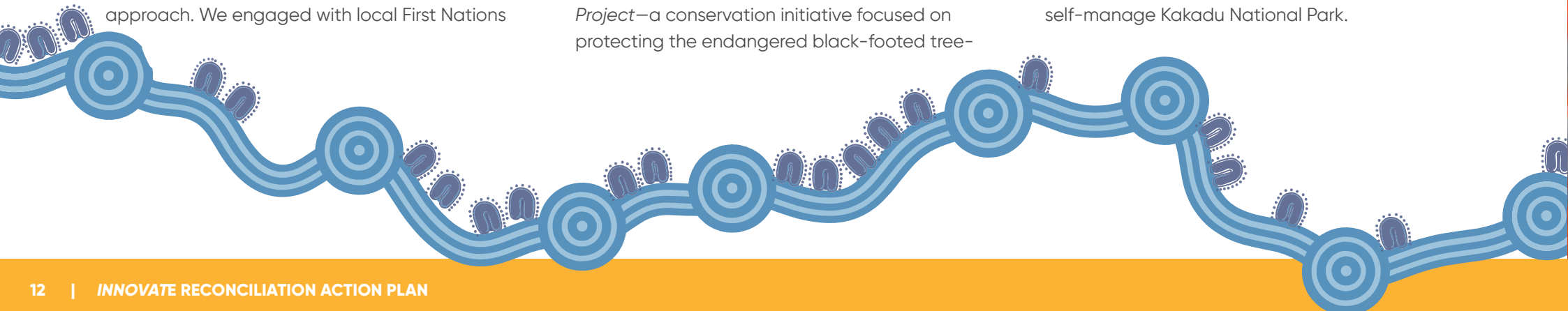
In early 2021, EDL was appointed by the Northern Territory Government to build, own and operate the Jabiru Hybrid Renewable Power Station. Recognising the project's proximity to Kakadu National Park, we committed to the highest environmental standards and a 'look-local-first' approach. We engaged with local First Nations

groups, including the Djurrubu Rangers—a team of young Bininj from Mirarr Country. This partnership was crucial in ensuring that the project was not only environmentally responsible but also culturally respectful and inclusive. The Djurrubu Rangers played a vital role during the site-clearing phase of the project, marking the first time they had collaborated with industry on a commercial contract. Their involvement was key in advising on best practices for land management, conducting habitat surveys and safely relocating wildlife. This collaboration ensured that environmental impact was minimised and local fauna was protected throughout the construction process.

In 2023, EDL's partnership with the Djurrubu Rangers evolved into the *Karnabarradj Project*—a conservation initiative focused on protecting the endangered black-footed tree-

rat, a species native to the region. With the support of the Northern Territory Government and Parks Australia, this project aims to improve 1,000 hectares of habitat, monitor the species and reduce threats from feral animals. EDL contributed A\$50,000 in funding and provided practical training to support the rangers in these efforts.

The outcomes of this partnership extend far beyond the immediate environmental benefits. For the Djurrubu Rangers, the project provided valuable experience in best-practice commercial operations, while also building their skills in threatened species management. This aligns with the vision of the Mirarr People, the Traditional Owners of the region, who aspire for younger generations to take ownership and self-manage Kakadu National Park.



Relationships

Building and strengthening relationships with Aboriginal and Torres Strait Islander peoples is at the heart of EDL’s commitment to reconciliation and aligns closely with our core business goals. By fostering genuine connections, shared experiences and respectful partnerships, EDL supports Australia’s journey toward true reconciliation while advancing our sustainability and energy goals.

These relationships enhance mutual understanding, create pathways for cultural exchange, and contribute to inclusive governance and engagement practices, aligning with our SPIRIT values. This approach not only enriches our workplace culture but also ensures that our projects respect and incorporate the insights and contributions of Traditional Custodians, benefiting the communities in which we operate.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Source a specialised Aboriginal and Torres Strait Islander organisation suited to developing guiding principles for future engagement on new key projects.	Dec 2025	Head of Growth, Technology and Strategy
	• Develop an engagement plan template to work with Aboriginal and Torres Strait Islander stakeholders and organisations for new key projects.	Dec 2025	Head of Communications
Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May (annually)	Head of Communications
	• RAP Working Group members to participate in an external NRW event.	27 May – 3 Jun (annually)	RAP Working Group Co-Chairs
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 Jun (annually)	Lead: RAP Working Group Co-Chairs Support: ELT Sponsor
	• Organise at least one NRW event each year.	27 May – 3 Jun (annually)	Lead: RAP Working Group Co-Chairs Support: Head of Communications
	• Register all our NRW events on Reconciliation Australia’s NRW website.	May (annually)	RAP Working Group Co-Chairs

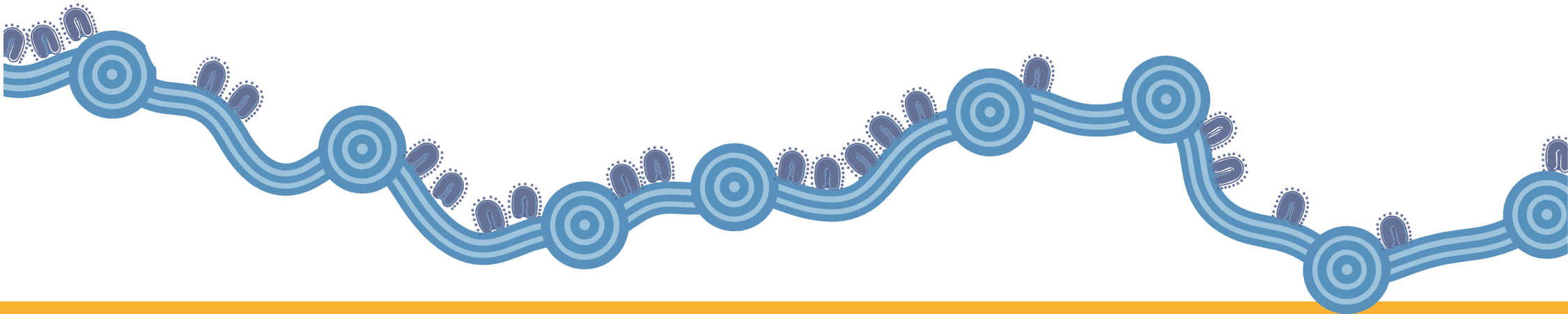
Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	• Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	June 2025	Head of Human Resources/ Head of Communications
	• Communicate our commitment to reconciliation publicly.	Aug 2025/26/27	Head of Communications
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Sep 2025/26/27	Executive Leadership Team
	• Identify personnel to attend Reconciliation Australia events to gain further understanding and support for RAP activities.	Mar 26/27	RAP Working Group Co-Chairs
	• Collaborate with RAP organisations and like-minded organisations to develop innovative approaches to advance reconciliation.	Jul 2025/26	RAP Working Group Co-Chairs
Promote positive race relations through anti-discrimination strategies.	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Dec 2025	Head of Human Resources
	• Develop and implement an anti-discrimination policy and ensure this is communicated to staff.	Sep 2026	Head of Human Resources/ Head of Communications
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Aug 2026	Head of Human Resources
	• Identify and rollout a suitable external program that can be used to educate senior leaders, including the Executive Leadership Team and their direct reports, on the effects of racism.	Oct 2025	Lead: RAP Working Group Co-Chairs Support: Head of Human Resources
Increase participation of Aboriginal and Torres Strait Islander peoples in our projects that affect them, to support their self-determination.	• Consult with Aboriginal and Torres Strait Islander stakeholders on the development of the Local and Indigenous Participation (LIP) Plan.	Dec 2025	Head of Sustainability and Risk
	• Develop a LIP Plan for new key projects near remote and Aboriginal and Torres Strait Islander communities.	Dec 2026	Head of Sustainability and Risk

Respect

Actively acknowledging and celebrating Aboriginal and Torres Strait Islander cultures and contributions supports EDL’s business goals while strengthening relationships within the communities where we work, particularly in remote areas. This approach aligns with our SPIRIT values—in particular *Respect and Responsibility*—and creates an inclusive, respectful workplace culture that not only drives our operational success but also upholds the unique heritage and rights of Australia’s First Nations peoples.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	Dec 2025	Lead: Head of Human Resources Support: RAP Working Group Co-Chairs
	• Consult our external Aboriginal and Torres Strait Islander advisor to inform our cultural learning strategy.	Jul 2025	Lead: Head of Human Resources Support: RAP Working Group Co-Chairs
	• Engage an external Traditional Owner and/or Aboriginal and Torres Strait Islander provider to deliver cultural learning training, offering a scheduled mix of face-to-face and virtual components.	Jul 2025	Lead: Head of Human Resources Support: RAP Working Group Co-Chairs
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	Dec 2025	Head of Human Resources/ Head of Communications
	• Identify and communicate opportunities for RAP Working Group members, business unit managers and other key leadership staff to participate in formal and structured cultural learning and experiences.	Dec 2025	RAP Working Group Co-Chairs
	• Create a toolkit (i.e., local resources, guides, training modules, and interactive content, etc.) to help employees understand and respect Aboriginal and Torres Strait Islander cultures, histories and protocols.	Jan 2026	Lead: RAP Working Group Co-Chairs Support: Head of Communications
	• Provide access to cultural learning experiences such as workshops, guest speakers and site visits to deepen employees’ knowledge and appreciation of Aboriginal and Torres Strait Islander cultures, histories and protocols.	Jul 2025 Review May 2026	Lead: Manager Remote Energy/ Manager Clean Energy Support: Head of Communications
	• Engage with a local Aboriginal or Torres Strait Islander cultural learning provider to host an offsite experience for EDL’s Global Operations Forum.	Apr 2026	Lead: RAP Working Group Co-Chairs Support: Head of Communications

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2025	ELT
	• Review, improve and communicate EDL’s cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Mar 2026	Lead: RAP Working Group Co-Chairs Support: Head of Communications
	• Refresh existing Cultural Awareness training module with Acknowledgement of Country and Welcome to Country protocols.	Feb (annually)	Head of Communications
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at EDL’s Global Operations Forum and/or Excellence Awards Gala.	Apr (annually)	Lead: RAP Working Group Co-Chairs Support: Head of Communications
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Apr, Jun, Sep, Dec 2025/26	Lead: ELT Sponsor Support: Chief Executive Officer
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	Jul 2025/26	Jul 2025/26 Working Group Co-Chairs
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week, including reminding them of EDL’s paid volunteer leave and the cultural and ceremonial leave provisions.	May 2026	Head of Human Resources
	• Promote and encourage participation in external NAIDOC events to all staff.	Jul (annually)	ELT Sponsor/ Head of Communications



Opportunities

Our first *Innovate* RAP highlighted EDL’s opportunity to actively support reconciliation by fostering greater participation of Aboriginal and Torres Strait Islander peoples within our business. By continuing our focus on employment and procurement, we aim to create meaningful economic and social opportunities, especially in remote and regional communities where our operations are closely tied to local development and sustainability. Prioritising partnerships with Aboriginal and Torres Strait Islander businesses, we not only support these enterprises but also enhance our capacity to deliver on our core activities with greater inclusivity and community impact.

Attracting and retaining Aboriginal and Torres Strait Islander talent within EDL enriches our workforce with diverse perspectives and expertise, benefiting our overall business objectives. Moreover, we are committed to providing professional development and access to systems and processes that support long-term career growth. This approach aligns with our values and strengthens our role as an employer and partner of choice in the communities where we operate, helping to create a workforce that reflects Australia’s rich cultural heritage.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities, utilising increased functionality from EDL’s recently introduced enterprise resource planning (ERP) system, Oracle.	Nov 2025	Head of Human Resources
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Dec 2025	Head of Human Resources
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Sep 2026	Head of Human Resources
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, including investigating apprenticeship and local work experience opportunities.	Dec 2025	Head of Human Resources
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2025	Head of Human Resources
	• Work with the Executive Leadership Team and senior leaders to ensure mid and end of year reviews are carried out for all Aboriginal and Torres Strait Islander employees, focusing on professional development, deliverables and career planning.	Mar, Sep 2025/26/27	Head of Human Resources

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Dec 2025	Head of Procurement/ Global Head of Projects
	• Investigate and prepare the business for Supply Nation membership.	Feb 2025	Head of Procurement
	• Identify a Supply Nation Primary Representative.	Jan 2026	Head of Procurement
	• Review current supplier diversity capability.	Jul 2026	Head of Procurement
	• Host Supply Nation for an onsite ‘lunch and learn’.	Dec 2026	Head of Procurement
	• Develop and implement a supplier diversity program, for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	Nov 2025	Head of Procurement
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jun 2026	Head of Procurement
	• Attend external events including Black Coffee Connect/Deadly Intentions to better understand EDL’s capability	Mar 2025/26	Head of Procurement
	• Identify new businesses local to EDL operations and support their readiness to supply goods or services to EDL.	Nov 2025	Head of Growth, Technology & Strategy
	• Identify pipeline of future works and opportunities that may exist for Aboriginal and Torres Strait Islander organisations in advance of project commencement.	Nov 2025	Head of Procurement
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Nov 2025	Head of Procurement



Governance

Our commitment to the SPIRIT Value of Integrity underpins EDL’s approach to executing our *Innovate* RAP, ensuring that governance around Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights is central to our actions and decision-making. Through the dedicated efforts of the RAP Working Group, we maintain strong governance practices that foster accountability, respect and meaningful progress toward our reconciliation goals.

By establishing frameworks that recognise and celebrate First Nations peoples and cultures, we aim to instill pride, deepen understanding and reinforce appreciation for Aboriginal and Torres Strait Islander histories and contributions. This commitment guides EDL in delivering genuine change—not only meeting our RAP targets but embedding respect and cultural awareness into the fabric of our business activities. Through these actions, we honour the rights and heritage of First Nations peoples and ensure our operations are conducted with integrity, respect and inclusivity across all areas of our business.

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Jul 2025/26	Lead: RAP Working Group Co-Chairs Support: Head of Communications
	• Establish and apply a Terms of Reference for the RWG.	Jul 2025	Executive Leadership Team
	• Meet at least four times per year to drive and monitor RAP implementation.	Mar, May, Aug, Nov 2025/26/27	Lead: RAP Working Group Co-Chairs Support: Head of Communications
	• Ensure interns and graduates, including from CareerTrackers, are given every opportunity to participate in the RAP Working Group.	Apr (annually)	Chief Financial Officer

Action	Deliverable	Timeline	Responsibility
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 annually	Head of Communications
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Head of Communications
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Lead: RAP Working Group Co-Chairs Support: Head of Communications
	• Report RAP progress to all staff and senior leaders quarterly.	Mar, Jun, Sep, Dec 2025/26/27	Lead: RAP Working Group Co-Chairs Support: Head of Communications
	• Publicly report our RAP achievements, challenges and learnings, annually.	Oct 2025/26	Lead: RAP Working Group Co-Chairs Support: Head of Communications
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Mar 2026	Lead: RAP Working Group Co-Chairs Support: Head of Communications
Continue our reconciliation journey by developing our next RAP.	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Feb 2027	Lead: RAP Working Group Co-Chairs Support: Head of Communications
	• Register via Reconciliation Australia's website to begin developing our next RAP.	July 2026	RAP Working Group Co-Chairs



edlenergy.com

For more information about
EDL's *Innovate* Reconciliation Action Plan,
please contact the Head of Communications via
communications@edlenergy.com