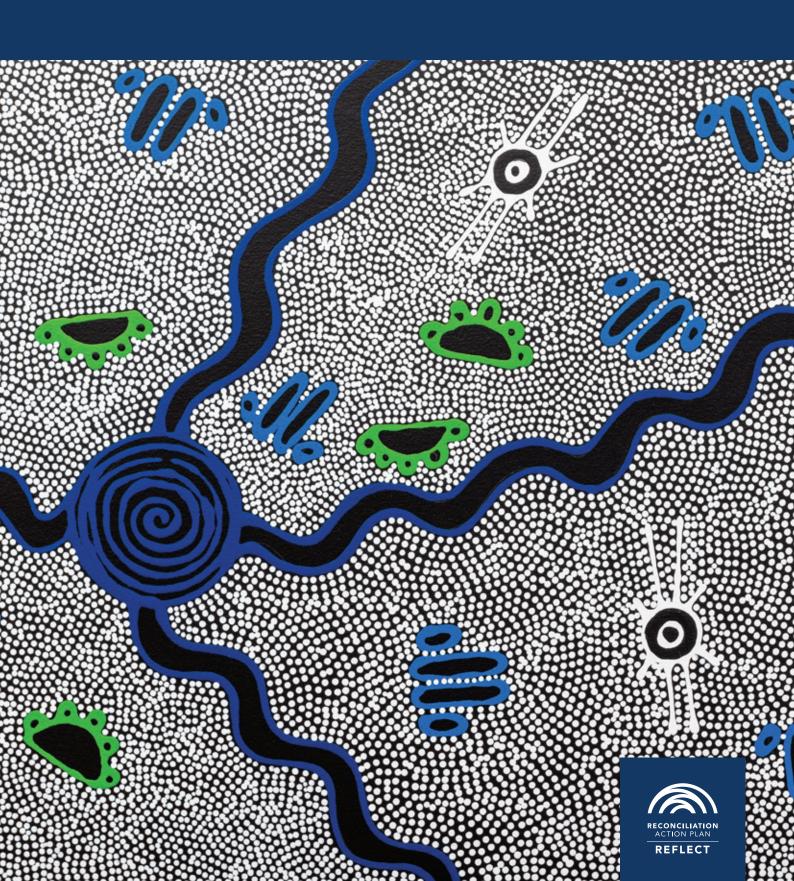
### Pacific Energy Reconciliation Action Plan Reflect



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July 2024 – December 2025



### Acknowledgement of Country

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Pacific Energy respectfully acknowledges the Traditional Owners and Custodians throughout Australia, upon whose Country we work. We acknowledge and respect their deep connection to land and waters, and pay our respects to Elders past and present.

Our main facilities are located on Whadjuk Country, Larrakia Country, Boonwurrung and Wurundjeri Country, Turrbul and Jagera Country and Wangai Country. We recognise the living cultures, traditions and stories of these lands and commit to building a brighter future together.



Warning: Please be advised, this publication may contain images and names of deceased people. We sincerely apologise for any inconvenience this may cause.

Pacific Energy holds the rights and permissions to use all images within this RAP.

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## About the artwork Derbarl Yerrigan

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This beautiful painting represents the traditional songlines and walking paths of Derbarl Yerrigan (Swan River) waterways and Boorloo (Perth) coastal plains. This interconnected network of rivers, lakes and wetlands links the Noongar people to each other and their essential source of water, nourishment and cultures. Pacific Energy commissioned the painting in 2022 as a step towards elevating Aboriginal and Torres Strait Islander cultures across its operations. Like the painting's interconnected river system, Pacific Energy's energy generation systems connect the people and the communities it serves, now and for the future.

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This artwork is just the first step on our journey towards a more respectful future for our business and broader cultural awareness across our organisation.

– Jamie Cullen, Pacific Energy CEO

### About the artist

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Yondee Shane Hansen is a Whadjuk Ballardong artist based in Perth, Western Australia. Born in Dumbleyung in 1964, Yondee spent his childhood around the Wheatbelt town of Narrogin and, later, near Guildford on the outskirts of Perth.

Yondee's artwork is displayed at Pacific Energy's headquarters in Kewdale, Western Australia, on Whadjuk Noongar Country.

### From the CEO of Reconciliation Australia

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

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

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

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

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

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

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

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

#### Karen Mundine

Chief Executive Officer Reconciliation Australia

## What is a RAP?

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A Reconciliation Action Plan (RAP) serves as a structured framework for organisations to advance reconciliation efforts. With four RAP types – Reflect, Innovate, Stretch, and Elevate – organisations can continually enhance their commitments to reconciliation.

Based on the four pillars of relationships, respect, opportunities and governance, this framework empowers organisations to translate intentions into meaningful actions, bolstering the national reconciliation movement.

Pacific Energy is embarking on a Reflect RAP, aligning with our reconciliation journey's current stage and laying a solid groundwork for our role as allies to Aboriginal and Torres Strait Islander peoples. Our commitment begins with fostering understanding among staff and leaders about the significance of reconciliation. It also involves cultivating relationships with Aboriginal and Torres Strait Islander stakeholders and assessing our company's current position to determine how we can leverage our influence most effectively. This inclusive approach ensures we engage stakeholders comprehensively on our reconciliation journey.

### Pacific Energy's Reflect RAP (Building strong foundations)

#### ••••

Pacific Energy is committed to reconciliation in Australia and bridging the gap with Aboriginal and Torres Strait Islander peoples. Across our various business units, we are dedicated to exploring opportunities in relationship building, training, employment, contracting, community investment, and cross-cultural awareness and we know the journey has just begun.

Given our focus on sustainable distributed energy, especially in remote areas, and that some of our operations are on lands that are defined under the *Native Title Act 1993 (Cth)*, we aim to strengthen our engagement with Aboriginal and Torres Strait Islander peoples and increase our collaboration with our clients to jointly explore ongoing, meaningful engagement, employment and economic opportunities we can develop through our projects.

Under the guidance of our RAP Champion, Chief People, Culture and Sustainability Officer Kaye Butler, and with input from senior leaders, managers, and employee representatives - including Aboriginal and Torres Strait Islander representation - we have established a RAP Committee. This committee is tasked with implementing and monitoring our commitments within set timeframes.

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At its heart, reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.

### **CEO** message

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Through the development and implementation of our Reflect RAP, Pacific Energy is taking a significant step forward on our path to strengthening relationships with Aboriginal and Torres Strait Islander peoples.

We are proud to join the network of likeminded companies from across Australia who are supporting the empowerment of this country's First Peoples and walking with them as they take their rightful place in its history and future.

At Pacific Energy, we stand acutely aware of the impact we can have on current and future generations of Aboriginal and Torres Strait Islanders peoples, by having honest conversations with our people about historical injustices and by supporting self-determination through meaningful employment and commercial opportunities.

Through our Reflect RAP, we have pledged to take tangible actions that improve race relations, deliver equitable opportunities, and recognise Aboriginal and Torres Strait Islander histories, cultures and rights in the context of our shared national identity.

Our Reflect RAP charts a course of initiatives designed to promote cultural understanding, forge meaningful relationships with Aboriginal and Torres Strait Islander peoples, and foster opportunities for collaboration and empowerment. These actions will be delivered over the next 12 to 18 months and range from educational endeavours and cultural awareness training to community engagement and procurement strategies that bolster Aboriginal and Torres Strait Islander owned/operated businesses.

By delivering on our Reflect RAP commitments, we not only uphold our core values of accountability and respect, but also affirm our commitment to responsible corporate citizenship.

Jamie Cullen CEO, Pacific Energy

### **Our RAP Committee**

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Chief People, Culture and Sustainability Officer





Shaila Noronha, Chairperson Senior ESG Advisor



Mark Cassady, Delivery Manager "I want to help Pacific Energy's growth with Aboriginal engagement and make us an industry leader in this space."



James Randell, Senior Business Advisor **People Culture and Sustainability** 

I would be very pleased to be part of a committee that was creating genuine



Chris Tearne, Group Learning & **Organisational Development Manager** 



years ago, and since then, I have been



Tyler Cooper, Apprentice Electrician

and equity of Aboriginal and Torres Strait Island people. I believe such a boundless and beautiful culture should be celebrated and the idea of being an ally, not a voice is

Over the next 12-18 months, the RAP Committee will manage these commitments, but we recognise that a whole-of-business approach is necessary. We expect our entire workforce to champion and support our efforts, rooted in our corporate values.



#### Kaye Butler, Committee Sponsor

"Creating a world where there is enough for everyone means creating inclusion opportunities across all facets of our community, including the workplace. I've had the pleasure to work alongside many Aboriginal employees throughout my career and believe that diversity makes the workplace better for everyone. Building solid pathways for Aboriginal participation in and around our business will benefit everyone in Pacific Energy for years to come."

#### Camis Smith, External Aboriginal Engagement Consultant

Camis is a consulting member of the Committee. Camis is a Banjima man from the Pilbara and a leading advocate with a wealth of experience providing guidance on Aboriginal





### Luke Davies, Division Manager

involved with Aboriginal people and culture, and I've always had a passion

**Brett Whisson, General Manager** Commercial





#### Jasmin Chester, HSEQ Coordinator "My heritage and upbringing have instilled in me a profound respect for



#### Fiona Cooke, Marketing Communications Specialist

#### Gabrielle Meotti, Recruitment Manager

### **Our business**

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At Pacific Energy, our legacy is built on delivering safe and reliable power solutions to Australia's mining, industrial, government, and utility sectors. With a vision to be Australia's leading provider of clean energy solutions, we are embracing the energy transition and delivering innovative solar, wind, green hydrogen and battery storage outcomes. Our goal is to not just power remote areas efficiently, but to do so with care for the environment and the people in it.

We're one of Australia's most trusted partners in the provision of sustainable distributed energy, owning and operating a national portfolio of energy assets nearing 1GW of contracted capacity. But our true strength lies in our people - our more than 500-strong workforce spread across the country, working tirelessly from workshops, power stations and offices to ensure our clients and communities stay connected.

To gain deeper insights into the diversity of our workforce, we have implemented a Human Resources Information System (HRIS) at Pacific Energy. This system will enable our employees to share additional information about themselves beyond the basic data collected upon their employment.

Specifically, employees will have the opportunity to self-identify as Aboriginal or Torres Strait Islander people. The HRIS will enhance our capacity to comprehensively understand the composition of our workforce. We currently have six employees who have identified as Aboriginal or Torres Strait Islander. While sharing this information is not mandatory, we respect the choices of our employees who prefer not to disclose their background during our onboarding process. Additionally, we are committed to exploring culturally appropriate methods to further ascertain the representation of Aboriginal and Torres Strait Islander people at Pacific Energy.

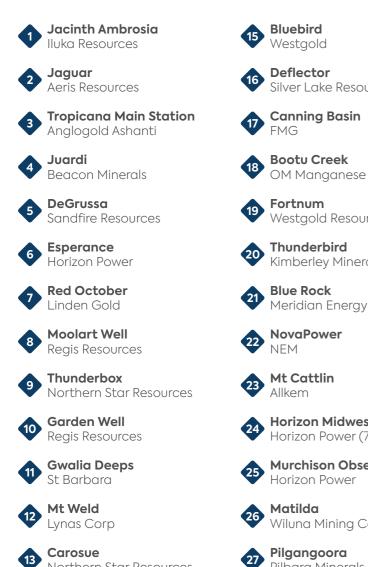
Under the ownership of Queensland Investment Corporation (QIC), our footprint extends far and wide, reaching Western Australia, the Northern Territory, Queensland, New South Wales and Victoria. Our offices in Perth, Kalgoorlie, Cue, Darwin, Brisbane, and Melbourne aren't just locations - they're symbols of our commitment to serving diverse communities.



### **Pacific Energy assets**

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We specialise in designing, building, owning and operating power generating assets across Australia.











**Bootu Creek** 

Fortnum Westgold Resources

Thunderbird Kimberley Mineral Sands

Blue Rock Meridian Energy

NEM

Allkem

Horizon Midwest Horizon Power (7 stations\*)

Murchison Observatory Horizon Power

Matilda Wiluna Mining Corporation

Pilgangoora 27 Pilbara Minerals (2 stations)

Savannah 28 Panoramic Resources







Odysseus Western Areas

Binduli 35 Norton Gold Fields

Nullagine 36 Novo Resources

Mt Ida 37 Aurenne Group Mining

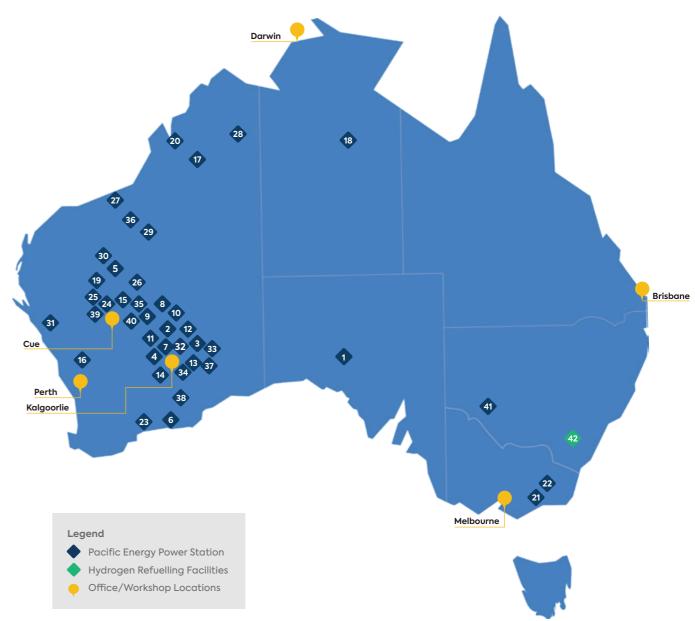
Norseman Gold 38 Pantoro Limited

Big Bell 39 Westgold Resources

Tuckabianna 40 Westgold Resources

Atlas-Capaspe 41 Tronox

Canberra Hydrogen 42 **Refuelling Facility** 



Across our operations, we actively collaborate with Traditional Owner groups and stakeholders to foster respectful and mutually beneficial relationships. Additionally, we have engaged several Aboriginal and Torres Strait Islander businesses for various construction and operational needs, including labour hire, fencing, and civil works.

\*Cue, Meekatharra, Mt Magnet, Norseman, Sandstone, Wiluna, Yalgoo

### **Our values**

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At Pacific Energy, our values guide our actions and behaviours.







#### Safety

We prioritise the safety and wellbeing of people above all else.



We communicate honestly and act with integrity at all times.



We take responsibility for our words, actions and results.



#### Respect

We value relationships, ideas and diversity.



#### Sustainability

We are committed to growth and innovation to ensure positive impacts on people, communities and the environment.

# Our current activities and community partnerships

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Pacific Energy has demonstrated support for community initiatives, as detailed below, and initiated a cross-cultural awareness program. This program encompasses participation in activities during National Reconciliation Week and NAIDOC Week.

#### The EON Foundation and Containers for Change

In 2024, Pacific Energy initiated the Containers for Change program at our Perth locations. Proceeds from this effort will support the EON Foundation, a non-profit organisation dedicated to implementing nutrition, healthy lifestyle, and disease prevention programs in remote schools and communities throughout Western Australia and the Northern Territory.

#### Koomba Birdal Program with North Metro TAFE

In 2024, Pacific Energy hosted a student from the Koomba Birdal Program, facilitated by North Metro TAFE, for a work experience placement at our Kewdale offices. The program supports Aboriginal and Torres Strait Islander students with free courses in specific streams. The student, pursuing a Certificate III in Business Administration, gained workplace insights by working alongside our recruitment and human resources team.

#### **Cross Cultural Awareness Program**

In 2024, Pacific Energy is enhancing cultural sensitivity and support for all employees. This includes implementing employee awareness and education initiatives through training sessions, recognising significant cultural events, and providing site-specific cultural awareness training. Activities for the year include cross-cultural training, participation in National Reconciliation Week and NAIDOC Week events, and specific cultural awareness sessions for our leadership team. Additionally, we are exploring opportunities to contract with Aboriginal and Torres Strait Islander businesses across various locations during construction and operations.



### **Our current activities and** community partnerships

#### **Strelley Community School**

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The Strelley Community School in the Pilbara is the oldest continually operational Independent Aboriginal Community School in Australia and in 2023, Pacific Energy partnered with Pilbara Minerals to implement a social investment solar project. The project delivered a custom-sized solar and battery storage system, which is helping the small Pilbara community transition to a clean energy future. This setup reduces the community's reliance on diesel generators, enabling solar-powered, 'diesel off' operation during the day and battery power at night.

The project is estimated to cut carbon emissions and divert funds previously used for the diesel power generation to other purposes to support the school and community.

To ensure the students felt involved in the project, we asked them to design artworks to enliven the battery storage enclosure, and serve as a symbol of the relationships embodied in this project.

Another key positive outcome for the school was the significant reduction in noise that was previously generated by the diesel generator, and was almost immediately noted by the staff and students at the school.

#### **Gumula Aboriginal Corporation**

In 2022, Pacific Energy signed a memorandum of understanding with Gumala Aboriginal Corporation. The project identifies remote communities in the Pilbara for the introduction of sustainable, renewable energy, reducing reliance of fossil fuel generators.



The latest RAP Impact report shows the tangible, positive and sustained effect the RAP program has had on advancing reconciliation. With data on employment, procurement and uptake of RAP activities, the report shows the program is creating tangible benefits for organisations and Aboriginal and Torres Strait Islander peoples.

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### Relationships

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Focus area: Rel	ationships		
Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	December 2024	Lead: Chief People, Culture & Sustainability Officer Support: Senior Business Advisor – PC&S
	<ul> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	December 2024	Lead: Chief People, Culture & Sustainability Officer Support: Senior Business Advisor – PC&S
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation     Australia's NRW resources     and reconciliation materials	May 2025	Lead: Chief People, Culture & Sustainability Officer Support: Aboriginal and
	to our staff.		Torres Strait Islander Engagemen Steering Committee
	<ul> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2025	Lead: Executive Committee Support: Members of the Aboriginal and Torres Strait Islander Engagement Steering Committee
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025	Lead: Executive Committee Support: Members of the Aboriginal and Torres Strait Islander Engagement Steering Committee
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	July 2024	Lead: CEO Support: Group Marketing and Communications Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October 2024	Lead: Chief People, Culture & Sustainability Officer Support: Group Marketing and Communications Manager with support from Aboriginal and Torres Strait Islander Engagemen Steering Committee
	<ul> <li>Identify RAP organisations in the RAP network and/or other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	October 2024	Lead: Chief People, Culture & Sustainability Officer Support: Group Marketing and Communications Manager with support from Aboriginal and Torres Strait Islander Engagemen Steering Committee
4. Promote positive race relations through anti- discrimination strategies.	<ul> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	March 2025	Lead: Senior Business Advisor – PC&S
	Conduct a review of HR     policies and procedures to     identify existing     anti-discrimination     provisions, and future needs.	March 2025	Lead: Senior Business Advisors

# Respect

Focus area: Res	pect	<b>a</b> (116)	
Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	July 2024	Lead: Senior Business Advisor – PC&S Support: Senior ESG Advisor
	<ul> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	July 2024	Lead: Group Learning & Organisation Development Manager Support: Senior Business Advisor – PC&S
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	December 2024	Lead: Chief People, Culture & Sustainability Officer Support: Group Marketing & Communications Manager with support from Aboriginal and Torres Strait Islander Engagement Steering Committee
	<ul> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	July 2024	Lead: Chief People, Culture & Sustainability Officer Support: Group Marketing & Communications Manager with support from Aboriginal and Torres Strait Islander Engagement Steering Committee
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	July 2024	Lead: CEO Support: Chief People, Culture & Sustainability Officer, Group Marketing & Communications Manager with support from Aboriginal and Torres Strait Islander Engagement Steering Committee
	<ul> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	June 2025	Lead: Chief People, Culture & Sustainability Officer Support: Group Marketing & Communications Manager with support from Aboriginal and Torres Strait Islander Engagement Steering Committee
	<ul> <li>RAP Committee to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2025	Lead: Chief People, Culture & Sustainability Officer Support: Group Marketing & Communications Manager with support from Aboriginal and Torres Strait Islander Engagement Steering Committee

## **Opportunities**

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Focus area: Op	portunities	a a a a a a a a a a a a a a a a a a a	
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing	<ul> <li>Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.</li> </ul>	December 2024	Lead: Recruitment Manager
Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	December 2024	Lead: Recruitment Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul> <li>Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.</li> </ul>	June 2025	Lead: Chief Financial Officer
	<ul> <li>Investigate Supply Nation membership.</li> </ul>	December 2024	Lead: Chief Financial Officer



### Governance

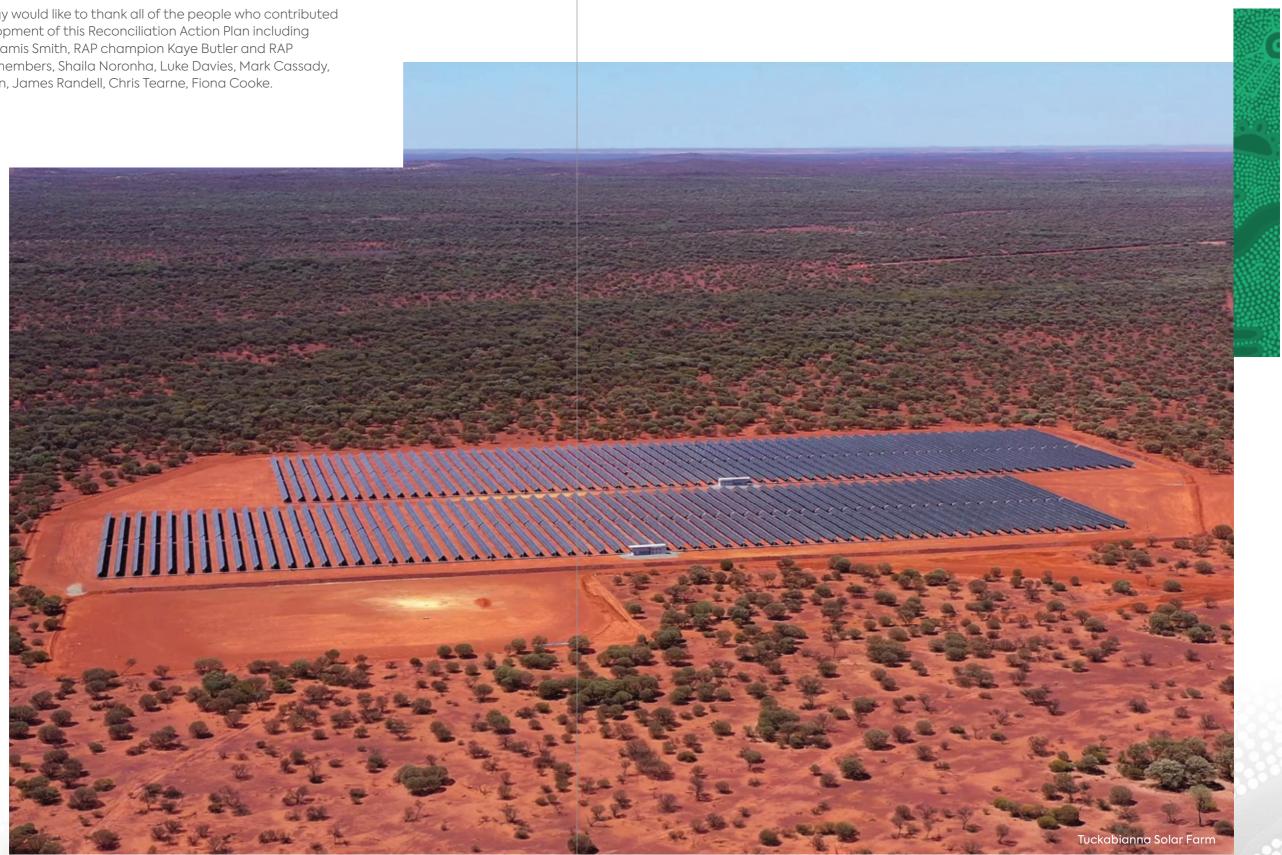
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Focus area: Go	vernance		and the second s
Action	Deliverable	Timeline	Responsibility
10.Establish and maintain an effective RAP Committee to drive governance of the RAP.	Form a RAP Committee to govern RAP implementation.	July 2024	Lead: Chief People, Culture & Sustainability Officer Support: Senior ESG Advisor
	• Draft a Terms of Reference for the RAP Committee.	July 2024	Lead: Chief People, Culture & Sustainability Officer Support: Senior ESG Advisor
	Establish Aboriginal and Torres Strait Islander representation on the RAP Committee.	July 2024	Lead: Chief People, Culture & Sustainability Officer Support: Senior ESG Advisor
11. Provide appropriate support for	• Define resource needs for RAP implementation.	August 2024	Lead: Chief People, Culture & Sustainability Officer Support: Senior ESG Advisor
effective	Engage senior leaders in the	August 2024	Lead: CEO
implementation of RAP commitments.	delivery of RAP commitments.	AUGUSL 2024	Support: Chief People, Culture & Sustainability Officer, Senior ESC Advisor
	• Appoint a senior leader to champion our RAP internally.	June 2024	Lead: Chief People, Culture & Sustainability Officer
	<ul> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	July 2024	Lead: Chief People, Culture & Sustainability Officer Support: Senior ESG Advisor
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul> <li>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.</li> </ul>	June 2024	Lead: Senior ESG Advisor Support: Senior Business Advisor PC&S/Senior ESG Advisor
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025	Lead: Senior ESG Advisor Support: Senior Business Advisor PC&S/Senior ESG Advisor
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025	Lead: Senior ESG Advisor Support: Senior Business Advisor PC&S/Senior ESG Advisor
13. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2025	CEO, Chief People, Culture and Sustainability Officer, Senior ESC Advisor, Senior Business Advisor PC&S/Senior ESG Advisor

### Acknowledgements

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Pacific Energy would like to thank all of the people who contributed to the development of this Reconciliation Action Plan including consultant Camis Smith, RAP champion Kaye Butler and RAP committee members, Shaila Noronha, Luke Davies, Mark Cassady, Brett Whisson, James Randell, Chris Tearne, Fiona Cooke.



#### For more information

For more information about Pacific Energy and our RAP, please contact our RAP Champion:

Kaye Butler, Chief People, Culture and Sustainability Officer T: 1800 875 180 E: kaye.butler@pacificenergy.com.au

Visit our website: www.pacificenergy.com.au

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