

INNOVATE

RECONCILIATION ACTION PLAN (RAP)

Connecting to Country – Connecting with Community

August 2024 – August 2026





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The origins of the Jemena name is from the Wagiman people in the Northern Territory. It means to hear, to listen, and to think - this is at the core of how we continue to shape our reconciliation journey. We are committed over the next two years through our Innovate Reconciliation Action Plan to measurably contribute to creating better outcomes for Australia's First Nation Peoples, and in so doing, becoming a better community partner, corporate citizen, and advocate for social change.

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the many Traditional Owners across this Great Southern Land on which our Group employees and contractors live, work, volunteer, and play.

We pay our respect to the oldest continuing cultures on this planet by way of acknowledging Elders past and present.

We recognise that the First Peoples have lived, travelled on and cared for this Country for thousands of years. Without hesitation, we acknowledge First Peoples connections to the lands and waters of this Country including those relationships with all that is on, above, in, and under the waterways, seascapes, and landscapes.

With an open heart and mind, we are committed to listening and learning from the experiences, traditions, stories, customs, and practices of Australia's First Nations Peoples as we bring our projects to life in many communities where we work.

We remain committed to working with First Peoples in co-creating shared futures, and building energy infrastructure, maintenance, and services for new and existing communities.

We honour and pay tribute to the legacy gifts of knowledge, experience and wisdom born from thousands of First Nations generations associated with the lands and waters.

We will work collaboratively with First Nations employees, Elders and Communities to preserve and grow the legacies of the past for the generations to come.



MESSAGE FROM THE MANAGING DIRECTOR

When we started our journey towards reconciliation through the launch of our Reflect Reconciliation Action Plan in 2020, it was a key platform for building strong relationships, and gaining a better understanding of Aboriginal and Torres Strait Islander Peoples, cultures, and histories.

With nearly 200 years of experience and expertise in the utilities sector, our focus remains on delivering energy reliably and affordably to Australian homes and businesses. We are committed to caring for our people, the environment, and the Communities in which we operate and to continuing to develop new relationships and nurture existing ones.

In part thanks to the geographical spread of our operations, we have a proud history of positive relationships with Aboriginal and Torres Strait Islander Communities throughout the development of major projects. We also are proud to partner with local Communities by supporting them to create jobs and opportunities. We understand how important it is that we continue to deepen these partnerships in support of local and regional economic growth. We will continue our work alongside, and with, Aboriginal and Torres Strait Islander Peoples and Communities, recognising the impact that supporting Aboriginal and Torres Strait Islanders businesses can have on their economic empowerment.

While we have more work to do, our reconciliation journey has progressed through implementing our previous RAP which delivered many proud achievements including establishing our Indigenous Employee Network, supporting the growth of the Pipeline to Success program which supports people into the workforce. We're committed to long term engagement by becoming a Supply Nation member, and partnering with Traditional Owners to care for Country through a mutual agreement with the Arruwurra Aboriginal Corporation to upskill Corporation members to manage vegetation along our Northern Gas Pipeline. The key opportunities for our Innovate Reconciliation Action Plan (RAP) will see us embedding cultural awareness and understanding across our Group, developing more opportunities for employment, and engaging Traditional Owners on our projects and in Communities through our RAP commitment of *Connecting to Country – Connecting with Community*.

As we embark on our Innovate RAP we will seek to broaden our sphere of influence to achieve our vision for reconciliation and deepen our respect and support the oldest living cultures in the world and make Jemena a place where everyone feels they can belong.



David Gillespie
Managing Director SGSP
Australia Assets and Jemena

MESSAGE FROM RECONCILIATION AUSTRALIA

FIRST INNOVATE RAP

Reconciliation Australia commends SGSP Australia Assets 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 SGSP Australia Assets 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, SGSP Australia Assets 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. SGSP Australia Assets is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals SGSP Australia Assets 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 SGSP Australia Assets 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

Our Group acknowledges Aboriginal and Torres Strait Islander peoples as the oldest continuing cultures in the world, and the Original Inhabitants of the Lands and Waters on which our Group employees and contractors live, work, volunteer, and play.

We are committed to continuing our reconciliation journey with humility and do so with a deep respect of Aboriginal and Torres Strait Islander peoples whom we hold true as being the First Nations People of Australia.

By how we do what we do, we are asking all Australians to embrace and respect First Nations People, and the wisdom and knowledge held and shared by them.

We believe our Innovate RAP will contribute towards a reconciled Australia where division, misunderstanding, and inequality is consigned to the past.

Our celebrations with and for Aboriginal and Torres Strait Islander Peoples and Communities is built on our commitment of Connecting to Country – Connecting with Community.

Our Vision for Reconciliation is for our Group to foster an inclusive environment for Aboriginal and Torres Strait Islander peoples.

To achieve this;

- We acknowledge the diversity and the valuable contribution of the First Nations Peoples to Australian society.
- We acknowledge the hurt, dislocation and disadvantage experienced by Aboriginal and Torres Strait Islander peoples and honour their strength and resilience.
- We will continue to build an inclusive and diverse workforce where Aboriginal and Torres Strait Islander peoples' cultural identity is respected and everybody's contribution is valued.
- We will continue to build respectful and inclusive relationships with Aboriginal and Torres Strait Islander peoples through our projects and activities across Australia.
- We will continue to provide our workforce with the skills and knowledge to be culturally responsive to the communities where we live and work.
- We will continue to provide equal training, sustainable employment and business opportunities for Aboriginal and Torres Strait Islander peoples and businesses.
- We will lead by example in encouraging others to embrace the advantages and benefits that result from reconciliation.



Craig Ypinazar
Executive General Manager,
People, Safety and Governance
and RAP Chair

OUR BUSINESS

ABOUT OUR GROUP

We are a \$12.4 billion energy infrastructure, maintenance, and services Group comprised of Jemena and Zinfra. We employ more than 2,800 people who are located across Australia in places like Sydney, Melbourne, Brisbane, Tennant Creek in the Northern Territory, and Mount Isa in Queensland. Thirty-four, or 1.2 per cent of our team members identify as Aboriginal and/or Torres Strait Islander people, and while this number is small it is a significant increase from our first RAP where seventeen, or 0.6 per cent of our team members identified as Aboriginal and/or Torres Strait Islander people.

We deliver gas directly to about 1.5 million homes and businesses in New South Wales and electricity to more than 370,000 customers in Melbourne's north-east. Our extensive network of natural gas transmission pipelines connect gas from major points of supply to urban and regional centres where it is used to power our nation's industries and produce many of the products we use every day. Through Zinfra, we deliver a comprehensive range of engineering, construction, maintenance, and operations services to the utility sector. Our Group has equity interests in ActewAGL (EvoEnergy) and United Energy, and is backed by our shareholders Singapore Power and State Grid Corporation of China.

Every day we interact with stakeholders including our customers, Community Representatives, industry bodies, members of government, peak bodies, and others to support the transition to a low-carbon future as part of Australia's energy transition. We're proud to have strong relationships with the Communities in which we operate and have a history of working with Aboriginal and Torres Strait Islander peoples to address disadvantage, drive equality and equity, and strengthen local Communities and economies.

Our approach reflects our values – particularly our *We Care* value – which articulates our commitment to safety and wellbeing for ourselves, our community, and our environment. These activities enable us to contribute to a range of UN Sustainable Development Goals, particularly Goal 8: Decent Work and Economic Growth.



OUR GROUP VALUES

The success of our business begins with our people, and our values are the guiding principles that drive our behaviours and decisions each day.

Our Group Values underpin our culture and drive the way we interact with our customers, clients, stakeholders, partners, and each other. They underpin everything we do – guiding the way we behave, speak and act.

Our values provide a consistent guide for our team members. We want our people to love working for our Group, feel inspired to do their best every day and be recognised in the industry as the best in their field. We want our people to feel safe to express their opinions, be accountable for their actions and treat each other with respect.

Our values will continue to guide us through our Innovate RAP and provide a blueprint for how we will contribute positively to Reconciliation.



Better together

We value the diversity of our people, working together to achieve great outcomes



Be accountable

We accept responsibility to deliver our commitments



Find a better way

We find improved and innovative ways to work



Think like a customer

Our actions consider our customers, community, and other stakeholders



We care

We value safety and wellbeing for ourselves, our community and environment

ABOUT OUR ARTWORK

In my painting the large community symbol represents Jemena, with their corporate logo in the centre and is painted in their primary corporate colours.

The orange circle which surrounds the centre Community symbol represents the sun and just like the sun Jemena provides “energy, life, reliability, affordability and sustainability.”

The second smaller Community symbol represents Zinfra and is in their corporate colours of blue, green and grey, with their logo in the centre.

The rainbow serpent represents respect, connection to the land and Aboriginal peoples and cultures, with the coloured dotted circles in the background symbolising the rugged Australian landscape on which the Group work.

The Dhari represents Torres Strait Islanders cultures and connection to the water which surrounds their island home, shown by the waterhole symbols behind the Dhari.

The footprints which trail throughout the painting represent the Groups journey so far and their “footprint, spanning various parts of eastern and northern Australia.” The lightning powerfully electrifying and energising the painting symbolises the electricity, energy and utilities that Jemena and Zinfra provide to houses and businesses across north east Melbourne.

The transmission gas pipelines across eastern and northern Australia are represented by the three thick blue lines with scattered white dots around them, that supply gas to their respective areas.

With the many handprints around the border of the painting symbolising Jemena’s vision to “Build relationships and have

meaningful engagement with Traditional Owners that are respectful, mutually beneficial and enduring.”

The ear, handprint and light bulb in the top right corner represents Jemena’s meaning which is derived from the Wagiman language group “to hear, to listen and to think”.

The boomerang in the bottom right corner of the painting represents quality customer care and returning business.

The four large blue stars represents Jemena’s commitment to reconciliation and the values of the Reconciliation Action Plan which:

- Acknowledges and celebrates the First Peoples of Australia.
- Seeks to better understand cultural heritage and what it means to Traditional Owner’s
- Promotes employment opportunities for Aboriginal and Torres Strait Islander Peoples.
- Works alongside Aboriginal and Torres Strait Islander Peoples, Communities, and businesses to share economic growth and sustainability.

The coloured circles in the background with the white U symbols (people) and the power poles represents the communities, businesses, houses and people who Jemena and Zinfra supply services and essential energy to daily, they are all connected to each other through the powerlines (travelling lines) and through Jemena.

By Chern’ee Sutton





THE ARTIST

Chern'ee Sutton is a proud Kalkadoon woman and Aboriginal artist from Mount Isa, QLD, Australia who is passionate about her culture and history and wants to share that with the rest of the world through her art. Her unique style combines two worlds of traditional Aboriginal heritage with a modern contemporary twist which has caught the eyes of collectors around the world including Royalty and on the 2018 Commonwealth Games mascot Borobi. Chern'ee has her artwork hanging in The Royal Collection in Buckingham Palace, Queensland Parliament House, Queensland State Library and has exhibited her artworks in London, Tokyo, Singapore, Hong Kong, Melbourne, and Sydney.

OUR RECONCILIATION JOURNEY SO FAR

In 2020, Jemena formalised our commitment to Aboriginal and Torres Strait Islander Peoples through the launch of our inaugural Reflect RAP. The Reflect RAP committed our business to a series of actions with the aim of building stronger relationships with our own internal Aboriginal and Torres Strait Islander team members, as well as our external Aboriginal and Torres Strait Islander stakeholders. It also provided us with the opportunity to articulate our vision for reconciliation and established a solid foundation for creating a shared understanding of the importance of Aboriginal and Torres Strait Islander Peoples engagement and inclusion. Our Reflect RAP was the first step in helping us to develop future RAPs that will be meaningful, mutually beneficial and sustainable.

The delivery of our first RAP gave us much to celebrate, including doubling the number of Aboriginal and Torres Strait Islander Peoples employed with us (from 0.6% to 1.2%), fostering a greater sense of awareness of Acknowledgement of Country and Welcome to Country protocols and seeing strong participation across the business in events associated with National Reconciliation Week and NAIDOC Week. It also reminded us of the important role we have to play in protecting the land and the environment for the next generation, while building Jemena assets such as the Northern Gas Pipeline which was an important infrastructure project for the nation that cut across 622 km of the lands of our First Nations Peoples. In order to better understand and respect the land on which we were working and we proactively started to reach out, and visit, a number of local Aboriginal and Torres Strait Islander communities in Tennant Creek, Mt Isa and Cairns. During those visits we participated in yarning circles to learn from one another, build respect and share knowledge, laying the foundations for an ongoing relationship.

Alongside this good progress against our RAP commitments, we also acknowledge that some aspects were more challenging, particularly in the areas of fostering widespread cultural awareness internally, implementing achievable and sustainable employment strategies and embedding reconciliation practices throughout our business. Similarly our first RAP reinforced the notion that our Steering Committee, Indigenous Employee Network and senior leadership could not deliver this program of work alone. As we move forward we will take those learnings and build them into how we approach the development and implementation of our next RAP with activities such as education focused on building awareness & respect of Aboriginal and Torres Strait Islander cultures and customs and the evolution of an employment initiative that will see it broadened to be more holistic targeting First Nations Peoples from a number of entry pathways. This new RAP and everything we do to support reconciliation will be underpinned by a strong communication and engagement plan to ensure a sound understanding from across the workforce as to what reconciliation is and means, why our RAP has been developed and what every employee's role is in supporting reconciliation.

22

The number of formal or informal relationships that have been formed with Aboriginal and Torres Strait Islander organisations in the last 12 months.

SMOKING CEREMONY

at Tullamarine depot and Aboriginal Walking Tour - Birrarung Wilam River Camp walk.



ARTWORK ON OUR VEHICLES



\$100,000 PA

with Saltbush Enterprises Pipeline to Success Aboriginal Workforce Mentoring Program.



\$10,000 GRANT

Approximately **40** people have experienced the pilot cultural learning program to date and **300** attended a webinar delivered by Uncle Bill Nicholson.

LARGE SOLAR BUDDY SOLAR LIGHT SYSTEMS



These lights were donated to disadvantaged remote Aboriginal and Torres Strait Islander communities across Australia's north to help kids and families study, play games and access safe and reliable energy at home, any time.

\$3,911,974

The dollar value spend from businesses certified by Supply Nation.



Austin HEALTH

\$50,000

donation to Austin Health Clinics and services, Ngarra Jarra Aboriginal health.

TENNANT CREEK CHRISTMAS TREE EVENT

Sponsorship of this important annual community event, for 5+ years running.



32

the number of Aboriginal and Torres Strait Islander team members in our business.



Visits to Traditional Owners in Cairns, Tennant Creek and Mount Isa.

OUR PEOPLE

GERALDINE COOK GOES FROM APPRENTICE TO MENTOR AT ZINFRA

When proud Alyawarre woman Geraldine Cook started her apprenticeship at an energy industry service provider in central Queensland the learning curve was steep.

Not only did Ms Cook have to leave her tiny remote Community of Alpururulam in the Top End to commence a four-year pipeline operator apprenticeship at Zinfra's Roma North gas facility, but she also had to overcome a language barrier, as English is not her first language.

However, after recently completing her apprenticeship, she said the rewards were substantial.

"There were lots of challenges from the start," she said. "I've never worked in gas; I come from a small community called Alpururulam in the Northern Territory and English is my second language, but the apprenticeship opened up doors for me.

"After I finished my first pipeline I felt a sense of accomplishment, like I was meant to do this."

According to Ms Cook, she also challenged the cultural norms in her culture that do not encourage women to work.

"I always say to young people that if I can do it, you can too," she said.

"I'd love to be a mentor one day and encourage younger people to broaden their horizons."

NB:

1. This article appeared in the National Indigenous Times on February 13, 2024 (Geraldine Cook goes from apprentice to mentor at Zi... | NIT)
2. The community Geraldine is from is not in the top end of NT it is actually on the Boarder of NT and Qld near Camooweal and near the Northern Gas Pipeline.

Ms Cook might not have to wait long for her mentorship to start with 16 new apprenticeships embarking on three-year apprenticeships with Zinfra.

Zinfra's General Manager of Gas Services, Craig Farrugia, said the apprentices would have the opportunity to work across several disciplines on major energy infrastructure projects.

"It's great to see local people, filling local jobs, and ultimately contributing to energy projects which benefit the local community," he said.

"When we talk to young people, or people looking to change careers, they tell us they didn't realise the vast array of opportunities and career paths available to them in the energy industry.

"It's great to see our apprentices work on real-world projects, embrace the various learning and development opportunities available to them, and become valuable members of the Zinfra team."

Mr Farrugia said offering apprentices long-term employment opportunities was a priority for Zinfra.

He said up to 50 per cent of staff at Zinfra's Mount Isa operation are Indigenous.

"At Zinfra our apprentices are set up for long-term success, and it has been great to see previous apprentices continue to have meaningful and rewarding careers once they complete the program," Mr Farrugia said.

"It is a great time to be part of the energy sector."



OUR PEOPLE

KERRARD MINNIECON , SUPERVISOR POWER SERVICES

Kerrard Minniecon, Supervisor in our Zinfra Power Services team and a proud Kabi Kabi man. Kerrard has Aboriginal and South Sea Islander (Vanuatu) heritage - something he is very proud of.

Starting his career at 17 years old, Kerrard is the youngest and one of the first Indigenous men to be trained in Live Line Glove and Barrier in Australia at the age of 19 years old. " I was still waiting for my Linesman ticket and certificate to arrive in the post when the opportunity came up. Ten to twelve very experienced applicants put in for the positions and after some team building exercises and an aptitude test, I was lucky enough to score 1 of the 5 Live Line positions". My motivation was the \$50 bet that all the old fellas had on me to go Walkabout after the first three days. Twenty-Nine years later he is proudly still in the industry which has taken him and his family halfway around Australia. Kerrard counts this as one of his greatest achievements.

"Indigenous culture is strong in Australia, but there are so many cultures that work in our industry, that I think we should all show interest, respect and be a part of."

To Kerrard, one of the most special aspects of working for the company is that it recognises and celebrates cultural events such as National Reconciliation Week and NAIDOC Week. This means a lot to Kerrard.

Kerrard began his career in the industry in 1995 and states that Zinfra is the first to not only celebrate but recognise the different cultures we have working in the business. He continues to give back by volunteering his time to support and mentor new Indigenous recruits, providing them guidance and sharing with them his industry knowledge and experiences.



OUR PARTNERSHIPS



PIPELINE TO SUCCESS PROGRAM

A person with a job is a person with a future. Together with Saltbush Social Enterprises and Karen Sheldon Training, we're delivering an Aboriginal Workforce Mentoring Program, "Pipeline to Success".

In 2019, Jemena joined forces with Saltbush Social Enterprises and Karen Sheldon Training to begin developing a new, accredited Aboriginal Workforce Mentoring Program for disadvantaged job seekers in the Barkly region, Northern Territory.

Through a range of six-month paid internships, the program is equipping participants with the mentoring and leadership skills to support other members of their local community to obtain and retain, meaningful employment. Importantly, it's also conducted in a supportive learning environment that respects culture.

It is our ambition that this program will, in the long-term, support the development of a local workforce which is capable of contributing not only to our projects in regional Australia, but also the wider economy.

Program achievements to date include:

- Program developed from the ground up, included consultation with multiple industry reps, Community and Aboriginal groups, employers and previous mentoring recipients.
- 10 Aboriginal Workforce mentors undergoing on-the-job training.
- Over 350 Aboriginal job seekers across the Northern Territory supported.
- Program formally accredited by the Vocational Education and Training regulator in 2022, meaning graduates now walk away with a nationally recognised qualification (equivalent to a Certificate III).

In the coming years, the program will evolve into the Foundation to Future Initiative, a holistic support service which will target Aboriginal People from a number of entry pathways: self-referral, youth justice, social services, family and friends, schools, and state agencies. The Foundation to Future program will work with participants in the areas of self-development, offer pre-employment training, and training in self-actualisation, before transitioning participants into a tailored employment mentoring program (the Pipeline to Success program).

OUR PARTNERSHIPS

JEMENA COMMUNITY GRANTS PROGRAM

Now in its fourth year, through our Jemena Community Grants Program, we have provided support to a range of Aboriginal and Torres Strait Islander peoples initiatives.

Russell Vale Public School - Located on Dharawal Country, Russell Vale Public School is a small family oriented primary school in the northern suburbs of Wollongong. As part of their reconciliation journey the school community were seeking to establish a new community yarning circle within their grounds; where students can also grow and learn from a native edible garden, and local Aboriginal students, Elders and broader community members can gather for shared storytelling and celebrations of Country and culture (2022).

Gunawirra - Our grant supported sessions with a nutritionist as part of Gunawirra's Yarning Aboriginal Mothers Program, based in Rozelle, Sydney, as well as sessions on bush tucker for children, and the publication of a cookbook (2021).



GUNAWIRRA
Prevention through Early Intervention

Footscray Community

Reconciliation Garden - Our grant supported converting an underutilised space at Footscray High School's Sustainability Centre into a Reconciliation Garden and educational space; creating a hub that houses Indigenous plants, signage noting local history and culture, and is a place the local community can gather and reflect outside of school hours. The Reconciliation Garden is part of the Footscray Learning Precinct, in Melbourne's inner west, which is a partnership between local schools, Council and Victoria University (2021).



Aboriginal Literacy Foundation - Founded in 2003, the Aboriginal Literacy Foundation provides literacy, tutorial and mentoring services to more than 2,000 young Indigenous Australians in the form of after school homework groups, tutorial groups in remote areas and literacy and heritage camps. The Aboriginal Literacy Foundation is also the largest non-government provider of books to schools in northern Australia, and researches into the literacy needs of Indigenous Australians. In response to literacy challenges exacerbated by the Pandemic - which left many families unable to access distance or online education - our grant supported the launch of a 'Post Covid Literacy Catch Up' tutoring program for students across northern Melbourne (2022).



Corrimal Public School - Located on Dharawal country, Corrimal is a vibrant public school with around 244 students from a range of backgrounds, including around 8% identifying as First Nations people. Looking to strengthen their school communities' and students' awareness and acknowledgement of local First Nations heritage and culture, they are using their Jemena Community Grant to design and install a new yarning circle, to be developed in collaboration with local first nations community and organisations (2023).



Barnardos Australia Beyond Barbed Wire Program - Based in Wellington, near Dubbo, Barnardos' Beyond Barbed Wire Program supports female prisoners - more than 70% of whom are First Nations mothers with children - with a suite of services during incarceration and post-release, including parenting education and skills programs, transitional accommodation, case management, mentoring and work placements and other support service referrals. The ultimate aim is to not only develop their parenting capabilities and improve relationships but reunite children with their families and reduce the risks of children progressing into incarceration. With their support 100% of clients find housing and over 94% will not return to jail after one year. Jemena's grant is supporting additional parenting workshops as part of the program. (2023).



Barnardos
Australia

OUR PARTNERSHIPS

COMMUNITY DONATIONS

We continue to provide donations to groups that support young people's education, health and wellbeing and connection to culture.

KARI Foundation

In recognition of NAIDOC Week 2021 and the essential role KARI play in supporting young Aboriginal people across our local NSW communities, the Group made a \$5,000 donation to the KARI Foundation.

This donation went towards their KARI House initiative, which helps house and support young (18-21 year old) Aboriginal people exiting out-of-home care to thrive, prepare for life's challenges and stay connected to culture through a variety of extra services (which rely on corporate donations for 93% of their funding). It is a stepping stone in building not only our relationship with KARI, but the broader First Nations community sector across NSW and in our Reconciliation journey.

Stars Foundation

In 2021, we provided a \$10,000 donation that supported four young Northern Territory women to participate in a Stars Foundation program. Stars Foundation is a not-for-profit organisation enabling thousands of Aboriginal and Torres Strait Islander girls and young women to make active choices towards realising their full potential, in all aspects of their development and wellbeing. In 2020, more than 80 per cent of 2020 Stars graduates took up university scholarships, employment or further study options.

Austin Hospital Ngarra Jarra Project

In 2022 we made a \$10,000 donation to Austin Health to support the installation of new First Nations artwork at their hospital entrance, supporting a more culturally safe environment for all people to seek care.

Tennant Creek Christmas Tree

We have been proud to help support this annual community event for several years. The event provides presents and a celebration for local kids – for some it may be their only Christmas gift.

Tennant Creek Women's Refuge

Our Group has had a relationship with the Tennant Creek Women's Refuge for more than five years, helping support refuge operations. They provide an important service as the only family and domestic violence support provider in the region. Representatives of our Board and some of our senior leaders had the opportunity to meet the team at the Refuge and learn more about the critical work they do in June 2023.

BRINGING OUR RAP ARTWORK TO LIFE IN THE COMMUNITY

To bring our Reflect RAP to life we commissioned Indigenous artist, Cher'nee Sutton to develop our RAP artwork reflective of our Group's reconciliation journey. This artwork is displayed across our various depots and offices.

To further our commitment, and at the suggestion of one of our team members, we are now displaying this artwork on our Jemena and Zinfra fleet vehicles.



NAIDOC WEEK CELEBRATIONS

At Jemena we recognise NAIDOC Week, as an important celebration in the nation's calendar and acknowledge the significant opportunity it provides to develop greater awareness and understanding while strengthening relationships with Aboriginal and Torres Strait Islander peoples through celebrating and recognising their history, culture and achievements.



RECONCILIATION AUSTRALIA'S RAP FRAMEWORK

Reconciliation Australia's RAP Framework provides organisations with a structured approach to advance reconciliation. In accordance with that framework an Innovate RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation and developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

The key expectations of an Innovate RAP are:

Develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders

Develop and pilot strategies for reconciliation initiatives and engage as may team members as possible in those activities

Identify the best approach for the organisation through aspirational deliverables

Explore how the organisation can drive reconciliation through its business activities, services, programs, stakeholders and/or sphere of influence

Report to Reconciliation Australia by September each year, through the RAP Impact Survey

Publicly report on RAP progress to external stakeholders





OUR INNOVATE RAP

This Innovate Reconciliation Action Plan (RAP) is a proud moment for our business, it reinforces our commitment to doing more in the spirit of reconciliation and reflects the voices of our Indigenous Employee Network (IEN), an Independent First Nations Consultant, our Diversity, Inclusion and Belonging Council and our RAP Steering Committee, all of who have been critical to the development of this document and our reconciliation journey to date.

Acting on the advice of our Indigenous Employee Network (IEN) members, we sat with and listened to Elders and understood more about ourselves and our business impacts on regional and remote communities to help shape our actions.

We took members on a cultural learning tour to Tennant Creek in Central Australia and a listening tour to Cairns in Tropical North Queensland. We shared stories from our diverse lived experiences and made steady progress in deepening our self-understanding and refining our commitments blending this ancient practice with contemporary wisdom.

This RAP will provide us with guidance to continually mature our approach in how we meaningfully engage with Aboriginal and Torres Strait Islander peoples and communities. We will map, monitor, measure, and co-evaluate our RAP implementation with our Indigenous Employee Network to ensure we deliver the commitments we've made to being active partners for positive social change.

OUR RAP STEERING COMMITTEE

Our RAP Steering Committee has evolved and includes representation from Aboriginal and Torres Strait Islander team members and collectively we are responsible for the implementation and management of this RAP and its outcomes.

The RAP Steering Committee is also supported by our People team who bring their expertise and energy to supporting this RAP.

Our Group's Innovate RAP is chaired by our Executive General Manager People, Safety and Governance, Craig Ypinazar.

- Craig Ypinazar, Executive General Manager, People, Safety and Governance and RAP Chair
- Bryce Barrett (First Nations team member), Lineworker, Co-chair of the Indigenous Employee Network
- Craig Farrugia, General Manager Zinfra Gas Services
- Daniel Coleman, Group Manager HSE - Services & Projects
- Debbie Camara (First Nations team member), Transmission Scheduler, Co-chair of the Indigenous Employee Network
- George Stockwell (First Nations team member), Gas Services Technician
- John Anderson, Independent First Nations Consultant, Pi-CaTS Pty Ltd
- Louise Baring, Customer Engagement Lead
- Majella Curtis, Diversity, Inclusion and Belonging Manager and RAP Champion
- Mark Gorodecki, Group Employee Experience & Capability Manager
- Michael Schwede, Lands Manager
- Peter Iancov, Managing Director Zinfra & Chief Strategy Officer
- Sonia Fourie, General Manager, Environment and Sustainability
- Tania Coltman, General Manager, Corporate Affairs
- Vanessa Lee, Group Procurement Manager, Corporate and Digital
- Vicki Brennan, Employee Experience and Organizational Capability Project Manager

DELIVERING OUR RAP: ACTIONS

RELATIONSHIPS

Relationships are central to authentic engagement with Aboriginal and Torres Strait Islander peoples and communities. We believe a commitment to learning and building strong supportive relationships is one of the most important and fundamental steps in engaging and working respectfully and effectively with Aboriginal and Torres Strait Islander peoples and communities. We aim to build relationships with Aboriginal and Torres Strait Islander peoples by being aware of, acknowledging and respecting their unique cultures.



Action 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander communities, stakeholders, and organisations.

Deliverable	Timeline	Responsibility
Work with local Aboriginal and Torres Strait Islander communities to develop principles for communication in relation to employment and business opportunities, and Environmental, Social and Governance practices.	December 2024	General Manager Environment & Sustainability Talent & HR Operations Manager
Develop and implement a communication approach and engagement strategy to support connection and collaboration with Aboriginal and Torres Strait Islander communities, stakeholders and organisations.	January 2025	General Manager Corporate Affairs
Establish a First Nations Community Leaders Council for each state and territory we operate in and meet with each of them at least annually to build and/or maintain mutually beneficial partnerships and opportunities for First Nation peoples and communities.	April 2026	Diversity, Inclusion & Belonging Manager
All RAP Steering Committee members to volunteer time with an Aboriginal and Torres Strait Islander organisation once a year to deepen their understanding of First Nations Culture and to build trust and respect in and for that culture.	October 2024 October 2025	RAP Champion

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Action 2: Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	Diversity, Inclusion & Belonging Manager
	May 2026	
RAP Steering Committee members to participate in an external NRW event.	May 2025	Diversity, Inclusion & Belonging Manager
	May 2026	
Encourage and support staff and senior leaders to participate in at least one event to recognise and celebrate NRW.	May 2025	Diversity, Inclusion & Belonging Manager
	May 2026	
Organise NRW events each year across multiple sites.	May 2025	Diversity, Inclusion & Belonging Manager
	May 2026	
Register all our NRW events on Reconciliation Australia's NRW website.	May 2025	Diversity, Inclusion & Belonging Manager
	May 2026	

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Action 3: Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Develop and implement a staff engagement and comms strategy to raise awareness of reconciliation and opportunities to support our RAP vision and commitments across our workforce	December 2024	General Manager Corporate Affairs
Communicate our commitment to reconciliation publicly.	November 2024	General Manager Corporate Affairs
	November 2025	
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through our tender and procurement process.	January 2026	Group Procurement Manager
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches for our organisation to advance reconciliation.	March 2025	Group Manager Employee Experience & Organisational Capability
		General Manager Corporate Affairs
Engage with not for profit Aboriginal and Torres Strait Islander community and charity groups and support grassroots needs via donations, staff volunteering or deeper relationships aligned to the Group strategy.	July 2025	General Manager Corporate Affairs
	July 2026	

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Action 4: Promote positive intercultural 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.	December 2024	Group Manager Employee Experience & Organisational Capability
Research best practice and engage with the Indigenous Employee Network to explore the benefits of developing and implementing a standalone anti-discrimination policy for our organisation	December 2024	Group HR Manager
As part of the cultural learning strategy include how to educate senior leaders, managers, and team members on the effects of racism	December 2024	Group Manager Employee Experience & Organisational Capability
Executive Leaders to meet with the Indigenous Employee Network at least once per year to build knowledge and understanding of matters that negatively impact day-to-day experiences of First Nations employees within our business	February 2025 February 2026	Chair of the RAP Steering Committee

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RESPECT

We acknowledge and respect the unique cultures and inherent value that Aboriginal and Torres Strait Islander peoples bring to our lives. We support Aboriginal and Torres Strait Islander peoples' sense of identity and belonging, as well as promoting a culture of understanding and respect towards cultural diversity. Respect for Aboriginal and Torres Strait Islander peoples and cultures is essential to our continued growth and understanding. Reconciliation is a core value that informs our daily behaviours and guides our strategies and services. Respectful relationships with Aboriginal and Torres Strait Islander peoples and communities are important to us, as we continue to support reconciliation and ensure our services are culturally appropriate and safe.



Action 5: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.

Deliverable	Timeline	Responsibility
Consult local communities and/or Aboriginal and Torres Strait Islander team members to inform our cultural learning strategy, implementation approach and communications.	November 2024	Diversity, Inclusion and Belonging Manager
Conduct a review of the cultural learning needs within our organisation to ensure the cultural learning strategy scoped during Reflect is fit for purpose and up to date. Update the learning strategy as/if required.	November 2024	Diversity, Inclusion and Belonging Manager Group Manager Employee Experience & Organisational Capability
Review and refresh (as required) of the strategy to meet evolving needs and emerging opportunities of the Group and Aboriginal and Torres Strait Islander communities.	November 2024	Diversity, Inclusion and Belonging Manager
Provide opportunities for all new and existing employees to participate in formal and structured cultural learning exploring the hurt, dislocation and disadvantage experienced by Aboriginal and Torres Strait Islander peoples and honouring their strength and resilience.	June 2025	Group Manager Employee Experience & Organisational Capability

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Action 6: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
Strengthen staff's understanding of the purpose and significance behind cultural protocols, including capability and confidence delivering Acknowledgement of Country and purpose and importance of Welcome to Country protocols.	July 2025 July 2026	Diversity, Inclusion and Belonging Manager
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2025 June 2026	Diversity, Inclusion and Belonging Manager
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Per event Review progress July 2025, 2026	Diversity, Inclusion and Belonging Manager
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review progress June 2025 & June 2026	Diversity, Inclusion and Belonging Manager
Through consultation display appropriate Acknowledgement of Country plaques in office and depot locations.	September 2025	Group Procurement Manager - Corporate & Digital
Review the Acknowledgement of Country on internal and external webpages.	July 2026	General Manager Corporate Affairs

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Action 7: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
RAP Steering Committee to participate in an external NAIDOC Week event.	July 2025	Chair of the RAP Steering Committee
	July 2026	
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025	Group Manager Employee Experience & Organisational Capability
Promote and encourage participation in external NAIDOC events to all staff.	July 2025	RAP Champion
	July 2026	

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OPPORTUNITIES

We are committed to creating greater access to and better opportunities for Aboriginal and Torres Strait Islander Peoples and communities. We will identify and maximise opportunities to enhance the economic and social outcomes for Aboriginal and Torres Strait Islander People and communities. We will amplify the opportunities for Aboriginal and Torres Strait Islander participation and representation in our business through education, jobs, relationships, partnerships, and making use of First Nation businesses.



Action 8: 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.	March 2025	Talent & HR Operations Manager
Engage with Aboriginal and Torres Strait Islander staff to develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2024	Talent & HR Operations Manager Group Manager Employee Experience & Organisational Capability
Review channels & partners used to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2025	Talent & HR Operations Manager
Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'.	August 2024	Talent & HR Operations Manager
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2024	Talent & HR Operations Manager Group HR Manager

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Action 9: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Cocreate and implement an Aboriginal and Torres Strait Islander procurement strategy.	August 2025	Group Procurement Manager - Corporate & Digital
Leverage Supply Nation membership and research other First Nation procurement opportunities.	September 2025	Group Procurement Manager - Corporate & Digital
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September 2025	Group Procurement Manager - Corporate & Digital
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	August 2025	Group Procurement Manager - Corporate & Digital
Develop at least one new commercial relationship with Aboriginal and/or Torres Strait Islander businesses.	October 2025	Group Procurement Manager - Corporate & Digital

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GOVERNANCE

The Group will provide strategic and operational resources to ensure our RAP is delivered in accordance with our internal corporate governance standards and practices.

The efficient and effective delivery of our RAP will require a consolidated and collaborative effort to support those who are accountable for specific actions.

Collectively the spirit of reconciliation is our shared responsibility.



Action 10: Establish and maintain an effective RAP Steering Committee to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Committee.	September 2024 September 2025	Chair of the RAP Steering Committee
Establish and apply a Terms of Reference for the RAP Steering Committee.	August 2024	RAP Champion
Meet at least four times per year to drive and monitor RAP implementation.	September and December 2024, March, June, September and December 2025 and March and June, 2026	Chair of the RAP Steering Committee
Review the Terms of Reference for the RAP Steering Committee to ensure they are still fit for purpose.	July 2025	Chair of the RAP Steering Committee

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Action 11: Provide appropriate support for effective implementation of RAP commitments

Deliverable	Timeline	Responsibility
Define resource needs for RAP implementation.	August 2024	Chair of the RAP Steering Committee
	August 2025	
Engage our senior leaders and other staff in the delivery of RAP commitments.	October 2024	Chair of the RAP Steering Committee
	October 2025	
Define and maintain appropriate systems to track, measure and report on RAP commitments.	September 2024	RAP Champion
		Group Manager Employee Experience & Organisational Capability
Appoint and maintain an internal RAP Champion from senior management.	August 2024	Chair of the RAP Steering Committee

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Action 12: 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 2025	Diversity, Inclusion and Belonging Manager
	June 2026	
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	July 2025	Diversity, Inclusion and Belonging Manager
	July 2026	
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025	Diversity, Inclusion and Belonging Manager
	September 2026	
Report RAP progress to all staff and senior leaders quarterly.	December 2024	Chair of the RAP Steering Committee
	March, June, September, December 2025	
	August 2026	
Publicly report our RAP achievements, challenges and learnings, annually (Sustainability Report).	May 2025	General Manager Corporate Affairs
	May 2026	
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Diversity, Inclusion and Belonging Manager
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2026	Diversity, Inclusion and Belonging Manager

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Action 13: Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	February 2026	Diversity, Inclusion and Belonging Manager





INNOVATE

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