

RECONCILIATION ACTION PLAN

INNOVATE | January 2026 - December 2027

PacificBlue

RECONCILIATION ACTION PLAN
INNOVATE

Pacific Blue acknowledges the Traditional Owners of Country where we operate and throughout Australia, their continuing connection to land, sea and community.

We pay our respect to them, their cultures and to Elders past and present.

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About the artwork



Yinjiga Duna - U-di-ja Da-na
"Today's Walk" Birri Gubba language

Left Side: Pacific Blue's Journey towards Reconciliation.

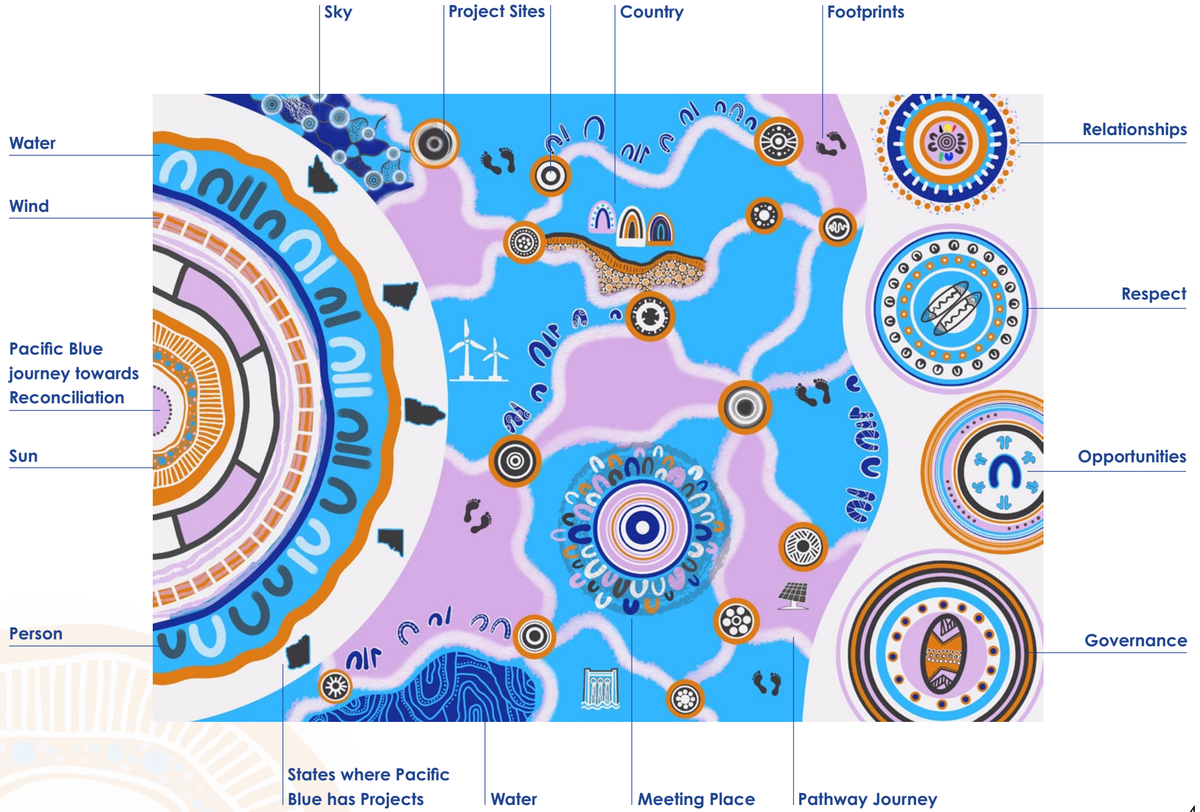
Pacific Blue respects that Aboriginal and Torres Strait Islander people have been sustainably managing Country for generations. The inner orange semi-circle represents the sun. The whirly lilac lines represents the wind. The blue represents the water. (These representations of Sun, Wind and Water acknowledges Pacific Blue's purpose of 'Powering Australia to a clean and renewable energy future'). The (nll n) symbolizes the people and the connections and relationships with Aboriginal and Torres Strait Islander people, organisations, government, community, employees and regional and local councils. The outer wavy orange semi-circle represents strength and the ripple effect of Aboriginal and Torres Strait Islander people having strong and authentic relationships with Pacific Blue. 'Yidjiga Duna' (Today's Walk) lays the foundation towards reconciliation and empowering Aboriginal and Torres Strait Islander people. The five States represented (QLD, NSW, VIC, SA and WA) are the locations of Pacific Blue's projects.

Middle: Connection to Country.

The large inner circle is the meeting place. The deep dark blue veined watering place (bottom left) represents the water. The land and mountains represent the Country. The blue (top left corner) represents the vast sky. The small wavery lines represents a comet in the night sky, this is a representation of an Ancestral Spirit returning back to Country (Bindal). The small orange circle represents Pacific Blue's fourteen projects across Country. The white lines connecting the circles represents the connection and path towards reconciliation. The footprints represents our ancestors, past and present and all future generations. This illustrates the Aboriginal and Torres Strait Islander's continuing spiritual and physical connection to Culture, Country (land, waterways and skies) and community.

Right Side: Four Core Pillars of Pacific Blue's RAP.

Relationships – the yarning circle focuses on strengthening and building on long-term relationships, with Aboriginal and Torres Strait Islander communities.
Respect – the clap sticks represent the continual respect and understanding of Aboriginal and Torres Strait Islander people's cultures and histories and a commitment to embed knowledge and appreciation of our shared history.
Opportunities – the kangaroo prints signify the commitments that relate to improving, developing opportunities, retention and the professional development of Aboriginal and Torres Strait Islander people.
Governance – the shield symbolizes the RAP Working Group (RWG), bringing First Nations experiences and guidance towards building relationships and influence initiatives towards better outcomes for Aboriginal and Torres Strait Islander people.



About the artist

Jeanette Tapau
Wadda Mooli



I am a proud Bindal (Townsville / Burdekin region) and Birriah (Collinsville region) Traditional Owner woman from the Birri Gubba Nation in North Queensland.
I am also a proud South Sea Islander woman. I am currently living on Naarm Country (Melbourne).

I am an emerging contemporary Aboriginal artist sharing my culture, lived experiences and with a focus, that my art will contribute to healing, understanding and reconciliation.

My family is my biggest influence, they are the knowledge holders, story tellers and leaders of change.

Statement from Reconciliation Australia

Reconciliation Australia commends Pacific Blue 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 Pacific Blue 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, Pacific Blue 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 over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Pacific Blue 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 Pacific Blue's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Pacific Blue on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

KAREN MUNDINE
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA



Statement from Pacific Blue

On behalf of Pacific Blue, I am honoured to extend our commitment towards reconciliation and introduce our Innovate Reconciliation Action Plan.

Pacific Blue aims to establish and maintain respectful and collaborative relationships with the communities in which it operates or seeks to operate in. Our Purpose, Values and Culture Statements guide the interactions we have with all stakeholders and we recognise and respect people's rights, local laws, customs and cultures.

Our purpose
Inspire and Empower a clean energy future.

Our Mission
Leave the world a better place.

Our Values

- We are Better Together: We use the collective knowhow, energy and diversity of our teams to succeed.
- We Care: We care for our people, the communities we work in and the environment.
- We are Customer Focused: We act with integrity to deliver the best outcomes for our customers.
- We Take Action: We are dynamic, innovative and outcome driven.

SIMON MAAN
RECONCILIATION ACTION PLAN
EXECUTIVE CHAMPION





Our vision for reconciliation

Our vision for reconciliation is for a unified Australia where Aboriginal and Torres Strait Islander peoples have equal opportunity to participate in and benefit from social and economic opportunities.

For Pacific Blue this means:

- Providing inclusive employment and procurement opportunities
- Strengthening relationships with Aboriginal and Torres Strait Islander stakeholders
- Raising awareness of First Nations rich cultures
- Promoting and celebrating Aboriginal and Torres Strait Islander peoples enduring connection to Country.

We respect Traditional Owners' long history of sustainably managing Country and aspire to embed this sustainable ethos through our projects and business. We consult with local First Nations communities and are working to have deep relationships that help inform how we design, develop, operate and decommission our sites, now and in the future.

Pacific Blue's Innovate Reconciliation Action Plan will continue to guide us along the reconciliation journey towards greater understanding, mutual respect and a future that is empowering for our staff, host communities and Aboriginal and Torres Strait Islander peoples wherever we operate.





Gudjuda Reference Group Aboriginal Corporation sculptures at offices



Our business

At Pacific Blue, we know the world can't wait for clean energy. That's why for more than 30 years we've owned and operated solar, hydro and wind generation assets right across Australia.

Since our founding in 1992, as Pacific Hydro we've been leading the way in renewables in Australia. Pacific Blue generates electricity from the sun, wind, and water — and has never generated energy from fossil fuel or coal. We're a leading owner, operator, and developer of renewable energy infrastructure, with a high-quality, diversified portfolio of wind, hydro, and solar generation and battery energy storage assets with a total generation capacity of over 660 MW across Victoria, South Australia, Queensland, New South Wales, and Western Australia. We aspire to action a significant development pipeline of over 2.5 GW across Australia.

The company's head office is located at Docklands, Melbourne, as well as a Retail support office located in Geelong, Victoria. Small site offices are also located alongside many of our operational assets in Victoria, NSW, South Australia, Queensland, and Western Australia.

Pacific Blue's sphere of influence includes: energy and renewable industry related organisations; regional councils; State and Federal Government; landholders; suppliers; community members and groups; retail customers; staff and their families.

Pacific Blue employs approximately 180 staff across Australia. We currently do not have any employees who identify as Aboriginal and/or Torres Strait Islander person at this time.

Pacific Blue was thrilled to be recognised as an Inclusive Employer for 2025-2026 and previously in 23-24 by the Diversity Council Australia Ltd. This achievement recognises the work and progress we've made towards a more inclusive workplace, where every team member can thrive, and we continue to participate in the Diversity Council Australia Ltd Inclusive Employer survey as an ongoing commitment.



Our RAP

Historically, Pacific Blue (formerly Pacific Hydro) engaged with Traditional Owners early in the development phase of its projects, principally through the lens of cultural heritage surveys and management plans to understand and uphold the cultural significance of the sites in which we operate, and to ensure that our projects seek to avoid and minimise the impacts upon any cultural heritage sites. The relationships we built during these early works led us to establish formal and informal understandings and respect, we continue to focus on maintaining and establishing further relationships with Traditional Owner Groups across Australia.

As Pacific Blue progresses to our Innovate RAP, we continue to maintain our RAP Working Group (RWG) with the continued value, support and guidance of Aboriginal Consultant, Karen Milward AM, and Bindal Elder, Uncle Eddie Smallwood.

Our Reconciliation Action Plan Working Group formalises and expands Pacific Blue's approach to working with Aboriginal and Torres Strait Islander peoples.

The RAP Committee is an internal group who advocate for Aboriginal and Torres Strait Islander peoples within the organisation. The RAP Committee is responsible for preparing the RAP, leading implementation of RAP actions and reporting on initiatives implemented.

The RAP Working Group (RWG) is made up of members of the RAP Committee plus ongoing Aboriginal and Torres Strait Islander member representatives. The RWG provides guidance and advice to the business, as well as supporting and monitoring the RAP implementation. Terms of Reference have been established for the Reconciliation Action Plan Working Group and Committee, and are reviewed bi-annually. Our Aboriginal and Torres Strait Islander member representatives attend meetings and provide ongoing support and guidance on the implementation of our initiatives and engagements.



Uncle Eddie Smallwood and Lachlan Sturt visiting a memorial site near Gudjuda Café

Our RAP Working Group

Our RAP Working Group provides guidance and advice to the business, as well as driving and monitoring the RAP implementation. Members include:

- **Simon Maan** – General Manager, Development, Delivery & Commercial, RAP Champion and Working Group Chair
- **Karen Milward AM** – Aboriginal Consultant, Yorta Yorta Representative

  In 2025 King's Birthday Honours, Karen was appointed as a Member of the Order of Australia, 'for significant service to Indigenous advocacy, and to reconciliation'.
- **Uncle Edward Smallwood** – Advisor, Bindal Elder, Chairperson Gudjuda Reference Group

Pacific Blue also includes a group of volunteer RAP Committee staff who attend the RAP Working Group quarterly, and internal RAP Committee Meetings on a monthly basis.

The internal RAP Committee is represented by volunteers from various teams within the business. This Committee develop and action the RAP Initiatives and work to increase awareness and understanding of Aboriginal and Torres Strait Islander peoples across the organisation. Our aspiration is to develop a Reconciliation Action Plan to support a workplace culture that understands, values, and respects the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples.

Our reconciliation journey

At Pacific Blue the RAP Committee with guidance and support from the RAP Working Group have implemented a number of achievements through our Reflect RAP journey, a few of these to name include:

- Reflect RAP and Cultural Protocols Document released
- Recognised RAP in Diversity & Inclusion Groups and embedded Sorry Leave into the Pacific Blue leave policy
- Promoted current RAP on company website, social media, intranet and at company wide events
- Completed a review and update of of the Pacific Blue procurement procedure and templates to provide business opportunities for Aboriginal and Torres Strait Islander groups where applicable
- Invite Aboriginal and Torres Strait Islander representation in Community Fund panels within the regions that we operate
- Acknowledgement of Country incorporated into the Pacific Blue internal monthly business updates
- Promotes, recognises, attends and organises National Reconciliation Week and NAIDOC Week events
- Completion of Koorie Heritage Trust Cultural Awareness Training by RAP Committee
- Developed and mandated cultural awareness induction training for all staff annually
- Promotion of Indigenous owned businesses internally
- Coordinated Cultural ceremonies and cultural induction, inclusive of Welcome to Country, at operational & construction sites for assets
- Ongoing engagement & support to the Gudjuda Reference Group
- Sponsorship of events that strengthen our relationship with Aboriginal and Torres Strait Islander stakeholders and communities
- Staff volunteer days planting trees with Koala Clancy Foundation on Wathaurong (Wadda Wurrung) Country. This work supports the restoration of the land and habitat to support wild koalas in the Western Plains of Victoria.

Pacific Blue continues with our 5-year sponsorship commitment which started in 2020 for the **Gudjuda Café and Cultural Centre** located at Plantation Park, Ayr. The Café and Cultural Centre provides education and training opportunities for the local community, featuring locally produced art and cultural information as well as delicious homemade food.



Gudjuda Café's local artwork and artefacts

The Café oversees the cultural totem the Carpet Snake, carpet snake's traditional Birri-gubba language name is Gubulla Munda (pron. gub-ulla-mun-da). Gubulla Munda also protects the burial site where the first female Indigenous remains were brought back to Queensland, repatriated in 1987 by Birri Gubba descendants. Other remains were repatriated at the burial site in 1987 and 2002. An Aboriginal artefact found at Haughton Solar Farm during a Cultural Heritage Survey is also on display at the Cultural Centre.

Pacific Blue continues to develop a relationship with the Bindal people who are the Traditional Custodians of the lands and waters from the Ross River in Townsville in the north to the Burdekin in the south, the ocean in the east and where the Harvey and Leichardt ranges meeting in the West.

The Bindal people are represented by Gudjuda Reference Group Aboriginal Corporation which also supports two other Traditional Owner groups in the region regarding cultural heritage and native title. Gudjuda are a not-for-profit Indigenous social enterprise with a particular focus on employment and training. Pacific Blue first started engaging with the Bindal People pre-2017 before the construction of Stage 1 of the Haughton Solar Farm. Our established Cultural Heritage Management Agreement (CHMA) with the Bindal people ensures that any Aboriginal Cultural Heritage identified on the Haughton Solar Farm land is protected. Pacific Blue recognises and acknowledges the importance of providing full, fair and reasonable opportunities for Traditional Owners groups to participate in our projects. The aim is to continue working with Aboriginal and Torres Strait Islander peoples to build on our relationships, show respect and provide employment and training opportunities.



Pacific Blue and Gudjuda Reference Group Aboriginal Corporation signing of latest Cultural Heritage Management Agreement in 2024.

As Pacific Blue carries out in any new construction on existing or new sites, engagement with Traditional Custodians of the land is crucial. Overtime, changes in various regions regarding cultural heritage and native title become outdated, and it at times has been challenging for the team at Pacific Blue to be across the latests Traditional Custodians.

With the guidance of the Pacific Blue Aboriginal and Torres Strait Islander RAP Working Group members, the team have worked through the appropriate processes to re-establish engagements with the relevant Traditional Owner groups in the region, sometimes including multiple groups within one asset site. We continue to work to grow our knowledge and engagement with cultural heritage and native title throughout the areas of operation and interest to Pacific Blue.

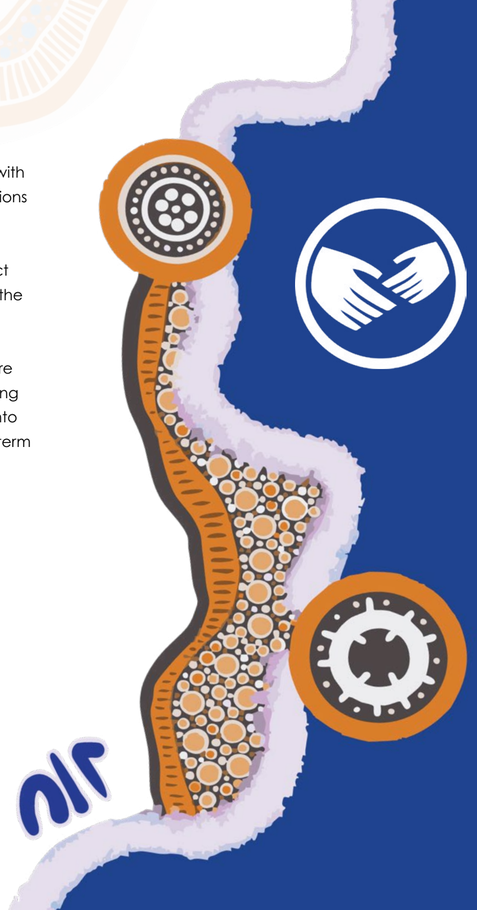


Relationships

Pacific Blue cares for our people, the communities we work in and the environment. In alignment with this value for our organisation, it is important that we build genuine engagement and communications with Aboriginal and Torres Strait Islander stakeholders within the areas we develop and operate to ensure respectful and positive ongoing relationships. As a clean energy generator that continues to own the assets that we build, we have a unique and important role to continue to build, connect and maintain strong and lasting relationships with Aboriginal and Torres Strait Islander peoples and the Australian community.

We have built a strong enduring relationship with the Bindal people of Northern Queensland and are currently working very closely with both MG Corporation and the Gelganyem Trust on ensuring a long term future for the Hydro Electric Power Station in the East Kimberley. This future involves entering into an Indigenous Land Use Agreement that will see a sharing of any benefits while also creating long term opportunities for the Traditional Owner groups.

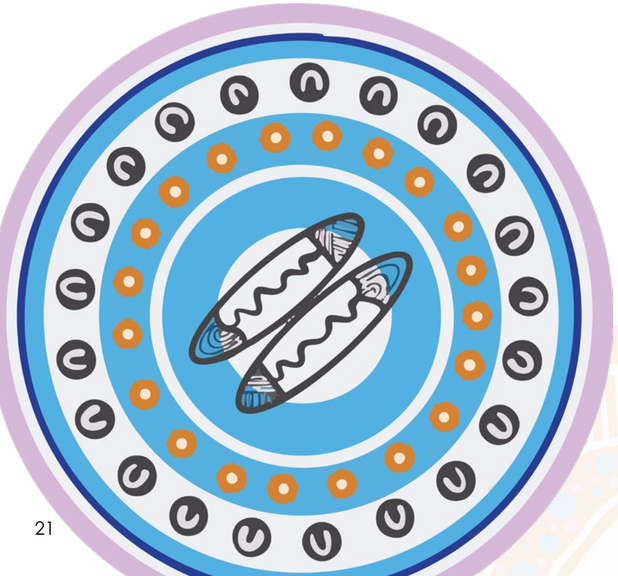




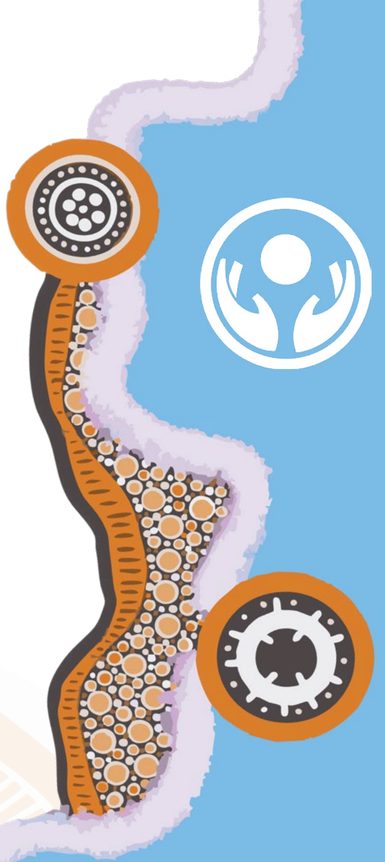
Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations within the regions we operate assets to develop and agree guiding principles for engagements.	Ongoing, review February 2026 & 2027	General Manager, Development, Delivery & Commercial
	• Develop and implement region specific communication & engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations within each region we operate.	Ongoing, review February 2026 & 2027	General Manager, Development, Delivery & Commercial
	• Continue to engage quarterly with RAP Working group Aboriginal and Torres Strait Islander members to seek guidance and council to further develop relationships with local Aboriginal and Torres Strait Islander stakeholders and organisations within the regions that we operate renewable assets.	February, May, August, November 2026, 2027	General Manager, Development, Delivery & Commercial
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Communicate and Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May- 3 June, 2026, 2027	Manager Environment & Planning
	• Encourage RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2026, 2027	General Manager, Development, Delivery & Commercial
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2026, 2027	General Manager, Development, Delivery & Commercial
	• Organise at least one NRW event each year.	27 May- 3 June, 2026, 2027	Manager Environment & Planning
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, 2027	Manager Environment & Planning
3. Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	February 2026	General Manager, Development, Delivery & Commercial
	• Communicate our commitment to reconciliation publicly.	December 2026	General Manager, Development, Delivery & Commercial
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2026	General Manager, Development, Delivery & Commercial ; Manager Contract & Procurement
	• Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	December 2026	Executive Manager, Financial Controller
	• Target Diversity Council Australia – membership and Inclusive Employer recognition 2025-2026.	February 2026	Executive Manager People Operations
4. 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.	December 2026	HR Systems Lead
	• Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2026	HR Systems Lead
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	July 2026	HR Systems Lead
	• Educate senior leaders on the effects of racism.	December 2026	General Manager, Development, Delivery & Commercial

Respect

Pacific Blue supports fostering and building respect for First Nations communities, cultures and histories within our office workplace and remote development and ongoing generation locations through valuing "strength in difference" and equipping our staff with the knowledge and confidence to engage with First Nations stakeholders and clients respectfully and confidently. We are committed to continually developing cultural understanding and ensuring our business operates in a respectful, positive and productive way with all stakeholders we work with.







Action	Deliverable	Timeline	Responsibility
5. 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.	March 2026	Senior Manager Stakeholder Relations
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	February 2026	Senior Manager Stakeholder Relations
	• Develop, implement, and communicate a cultural learning strategy document for our staff.	July 2026	Senior Manager Stakeholder Relations
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2026	General Manager, Development, Delivery & Commercial
	• Utilise review Workplace RAP Barometer outcomes to re-assess cultural learning needs within organisation to support cultural learning strategy.	February 2026	General Manager, Development, Delivery & Commercial
6. 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.	May 2026	Senior Manager Stakeholder Relations
	• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2026	Senior Manager Stakeholder Relations; Manager Environment & Planning
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing 2026, 2027	Senior Manager Stakeholder Relations; Manager Environment & Planning
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing 2026, 2027	General Manager, Development, Delivery & Commercial
7. 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.	First week in July 2026, 2027	Manager Environment & Planning
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2026, 2027	General Manager, Development, Delivery & Commercial; Senor HR Business Partner
	• Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2026, 2027	General Manager, Development, Delivery & Commercial; Manager Environment & Planning
8. Recognise the truth about January 26th.	• Share information for broader understanding of the truth regarding January 26th.	January 2026	Executive Manager People Operations
	• Gain support from Pacific Blue Executive team for alternate Public Holiday for January 26th.	January 2026	Executive Manager People Operations
	• Implement change in policy and procedures as applicable within Pacific Blue to enable staff to opt for an alternate January 26 Public Holiday.	January 2026	Executive Manager People Operations

Opportunities

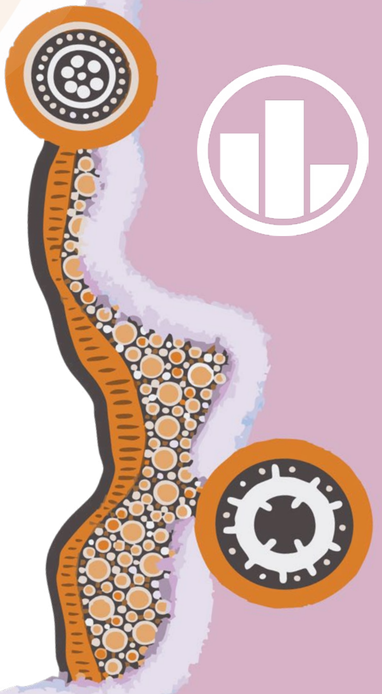
Pacific Bue remains committed to growing Opportunities with Aboriginal and Torres Strait Islander peoples within our business. Improving participation of Aboriginal and Torres Strait Islander peoples as staff, customers, suppliers, contractors and partners is one of our key commitments in this RAP.

We will utilise our key relationships that we have created to continue to support and guide us on how to make these changes to meet our commitments.

Action	Deliverable	Timeline	Responsibility
9. 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.	Review March 2026, 2027	HR Systems Lead
	• Engage with Aboriginal and Torres Strait Islander staff, external consultants or like minded organisations to consult on our recruitment, retention and professional development strategy.	July 2026	HR Systems Lead; Manager Environment & Planning
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2026	HR Systems Lead
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2026	HR Systems Lead
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2026	HR Systems Lead
10. 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.	December 2026	Contracts & Procurement Manager
	• Investigate Supply Nation and Kinaway membership.	January 2026	Contracts & Procurement Manager
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Review December 2026	Contracts & Procurement Manager
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Review December 2026	Contracts & Procurement Manager
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Review December 2026	General Manager, Development, Delivery & Commercial; Contracts & Procurement Manager
11. Ensure our projects support, protect and enhance social and economic benefits to the Traditional Owners within the project region.	• Continue to apply Leading Practice Principles: First Nations and Renewable Energy Projects.	February 2026	General Manager, Development, Delivery & Commercial
	• Engage an Australia Industry Participation consultant for Queensland large project development planning to support procurement strategy.	January 2026	Contracts & Procurement Manager
	• Establishing guidelines for our procurement with local jobs first on Pacific Blue large development projects.	January 2026	Contracts & Procurement Manager

Governance





Action	Deliverable	Timeline	Responsibility
12. 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.	February, May, August, November 2026, 2027	General Manager, Development, Delivery & Commercial
	• Establish and apply a Terms of Reference for the RWG.	Review December 2026	General Manager, Development, Delivery & Commercial
	• Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2026, 2027	General Manager, Development, Delivery & Commercial
13. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	Review December 2026, 2027	General Manager, Development, Delivery & Commercial
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	November, June 2026, 2027	General Manager, Development, Delivery & Commercial
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	February, May, August, November 2026, 2027	HR Systems Lead
	• Appoint and maintain an internal RAP Champion from senior management.	Annually December 2026, 2027	General Manager, Development, Delivery & Commercial
14. 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 2026, 2027	HR Systems Lead
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August annually 2026, 2027	HR Systems Lead
	• Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually 2026, 2027	HR Systems Lead
	• Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2026, 2027	General Manager, Development, Delivery & Commercial
	• Publicly report our RAP achievements, challenges and learnings, annually.	July 2026, 2027	General Manager, Development, Delivery & Commercial
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	HR Systems Lead
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	January 2027	HR Systems Lead
15. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	June 2027	General Manager, Development, Delivery & Commercial



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