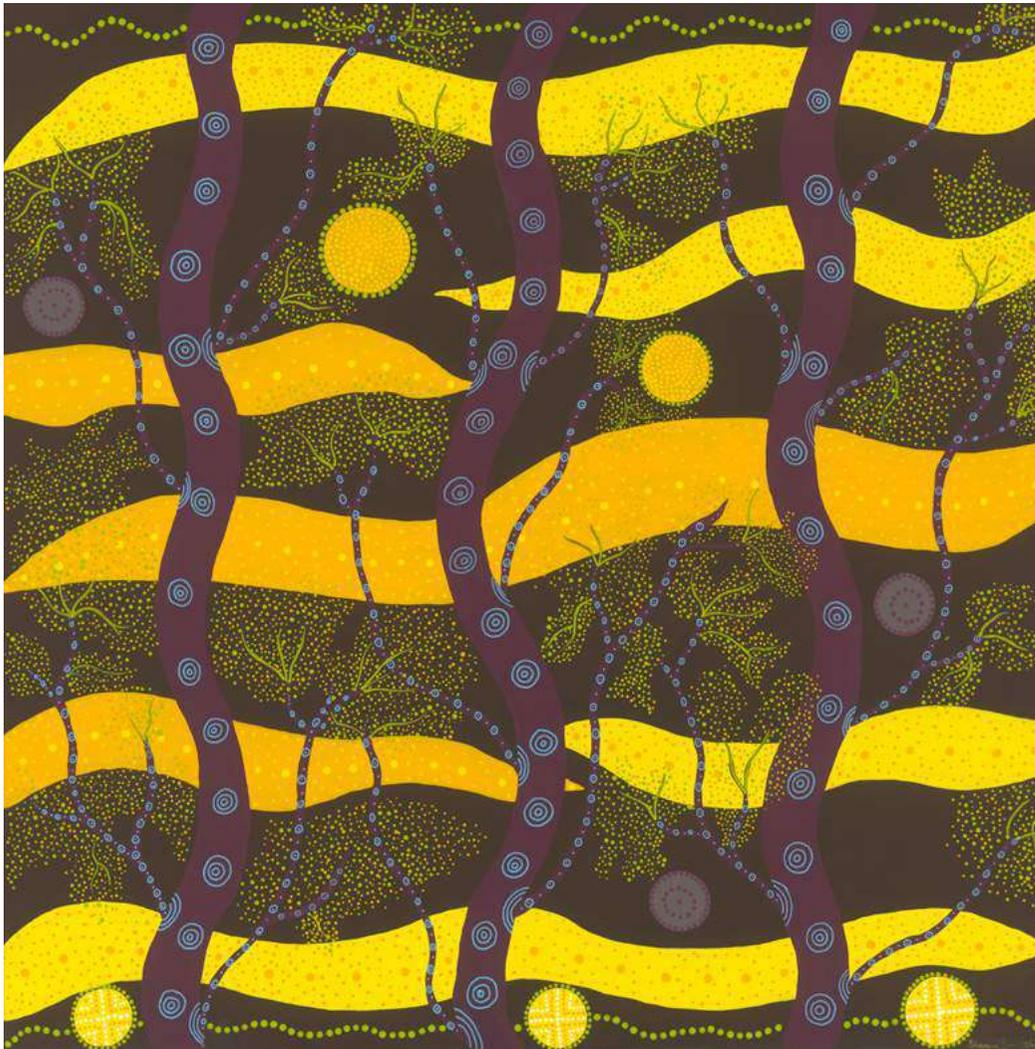




Reconciliation Action Plan

November 2020 to November 2022





‘River Dreaming’

“Looking through the riverbanks, the water running through our sacred land. Our scarred trees were mostly near water. The larger circles are meeting or resting places for our people. The dots represent our people travelling, branching off, hunting and gathering.

Being a strong Wiradjuri woman, my work is always about my culture and the land and where my ancestors are from. The Wiradjuri people refer to themselves as the people of the three rivers being Wambooi (Macquarie), Kalar (Lachlan), and the Murrumbidgee (Murrumbidgee).”

Sharon Smith - Wiradjuri Nation



Sharon Smith is a descendant of the Wiradjuri Nation of western New South Wales. Sharon first took up art in 2009, attending classes at Eora TAFE College for Aboriginal and Torres Strait Islander People and completing Certificates III and IV in Aboriginal and Torres Strait Islander Cultural Arts. For Sharon, art is a means of uncovering her personal and cultural identity.

Sharon's paintings reflect her love of the natural world. Through her depictions of landscapes, trees and animals, Sharon explores her own personal connection with, and her people's age-old relationship to, the earth. Sharon's artwork featured in this Reconciliation Action Plan (RAP) is 'River Dreaming'.

The Wambooi, Kalar and the Murrumbidgee rivers flow through Essential Energy's network area. Essential Energy's RAP Working Group chose River Dreaming as the feature artwork for this inaugural RAP as it clearly shows Sharon's connection to country. The group was drawn to the trees in the painting which Sharon describes as representing life and energy. It is not only rich in colour but also culture and pride – Sharon's pride as a Wiradjuri woman.

Sharon grew up in a family where there was no distinction between 'black' and 'white', which the Working Group felt truly connects with the spirit of this RAP – as Essential Energy seeks to play its part in growing communities in which all people have opportunities to participate in education, employment and society. We are proud to have Sharon's beautiful artwork as an important part of our RAP.



Acknowledgement of Country

Essential Energy acknowledges Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the Traditional Custodians of the lands on which our company is located and where we conduct our business. We pay our respects to ancestors and Elders, past, present and future. Essential Energy is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

Our Vision for Reconciliation

Our Reconciliation vision is that Aboriginal and Torres Strait Islander peoples across our network area have equal opportunities to all Australians for education, employment and social participation. We envision a united Australia where First Nations cultures are understood and valued, diversity is celebrated, and everyone can be themselves.

We will empower Aboriginal and Torres Strait Islander peoples by building connection and understanding, creating opportunities, encouraging responsibility, and implementing sustainable practices in our business.

Our people live in the regional, rural and remote communities they serve, so can contribute significantly to Reconciliation, both socially and economically, as we empower people to share and use energy for a better tomorrow.

Come Together

Black and White is our dread,
For when we bleed, the colour is red,
The days of Them and Us are gone,
For a bright future, a pact must be sworn,
To work and live together as one,
There are some things that must be done,

To forget the past would be a sin,
But always remember our Tribes an' Kin,
With our ANZAC Heroes we say "Lest We Forget"
Then with our ancestors the same must be said,
With No regret,
They fought for their country and to be Free,
What's the difference, if there is one, I cannot see,

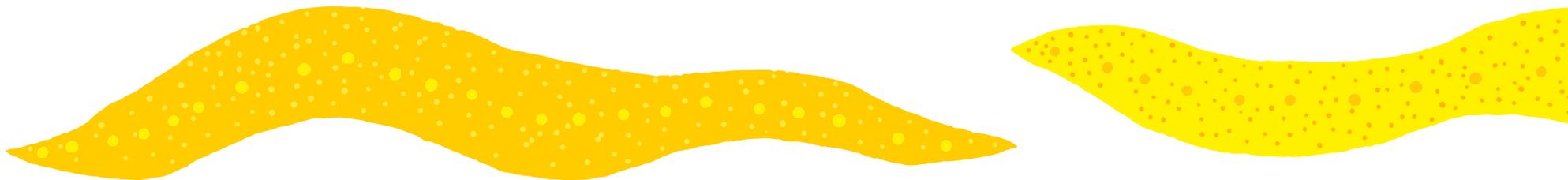
So, remember our heroes from all our wars,
And never close any doors
Let's mend this broken relationship,
And from the cup of forgiveness we all must sip,

Let's heed the words of the song,
"Blackfella, Whitefella" and sing along,
More brothers and sisters that's what we need,
For a big family let's plant that seed,
A bright future as one, that's the key,
And let it be us instead of you and me.

Poem written by Malcolm Monson, Dunghutti Nation, Electrical Safety Specialist and Aboriginal and Torres Strait Islander Working Group Lead (2017-19)

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A message from our CEO



I am proud to share this RAP – Essential Energy’s first – with the communities we serve, our partners in business and all of our employees. It is a key element of our commitment to Reconciliation. This is not a new commitment as we have been taking positive steps for many years to build relationships and create opportunities for Aboriginal and Torres Strait Islander peoples. This RAP builds on our work to date by creating an ambitious but sustainable plan that seeks to strengthen our relationships with Aboriginal and Torres Strait Islander peoples, communities and employees – to empower social, economic and cultural wellbeing.

To deliver the actions in this plan, we will work with our Aboriginal and Torres Strait Islander employees, partners and communities to improve our understanding of the diverse cultural dynamics that exist across our network. We respect the profound spiritual connection of both land and language to Aboriginal and Torres Strait Islander peoples and are committed to understanding regional cultures and histories. We are also committed to encouraging all of our employees to join our Reconciliation journey.

Our efforts are making a difference. Currently (as of August 2020), 4.3 per cent of our employees

identify as Aboriginal and Torres Strait Islander people, up from 2.4 per cent in 2007. This increase has been reasonably steady, although there have been years when the percentage has fallen, highlighting the need for this plan. Our aim is for a minimum of 6.0 per cent of our workforce to identify as Aboriginal and Torres Strait Islander peoples by 2025.

Highlights from our past include being the first utility in NSW to be recognised as a corporate leader in employment for Aboriginal and Torres Strait Islander peoples by the Australian Government, being awarded in the Public Sector Category at the NSW Aboriginal Employment and Business Awards, conducting a dedicated Pre-Employment Program and Apprentice intake for Aboriginal and Torres Strait Islander peoples, and having an Aboriginal and Torres Strait Islander Unit and Regional Contact Officers.

More recently, our initiatives have focussed on providing Aboriginal and Torres Strait Islander peoples with pathways into and within our workforce. These efforts are working, with 22 per cent of our Apprentices having Aboriginal and Torres Strait Islander backgrounds, and 100 per cent of participants in our Pre-Employment

Program for Aboriginal and Torres Strait Islander trainees going on to join our Apprentice Program. Our partnerships with the Clontarf Foundation, Girls Academy, Career Trackers and regional universities are also creating opportunities for young Aboriginal and Torres Strait Islander men and women.

Looking to the broader community, we are working to engage with Aboriginal and Torres Strait Islander communities across our network, with representation on our industry-leading Customer Advocacy Group, and by joining local communities to celebrate National Reconciliation Week and NAIDOC Week.

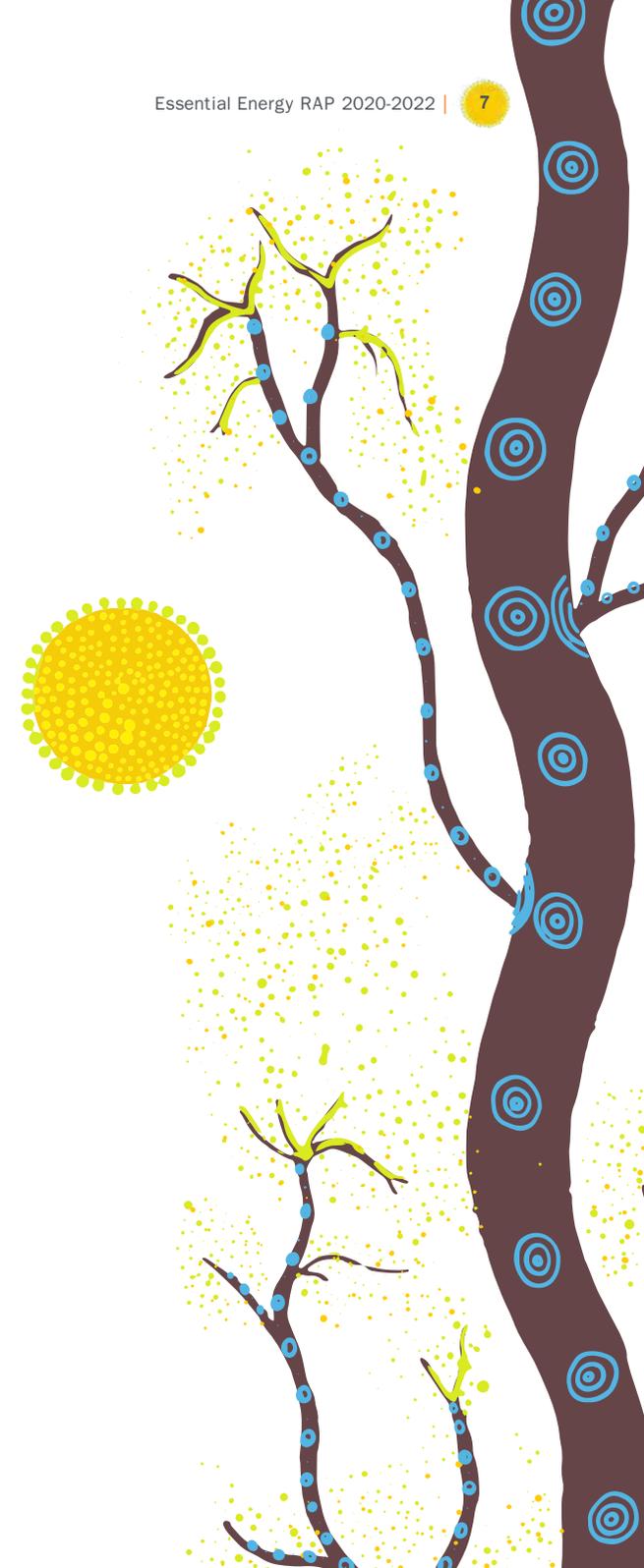
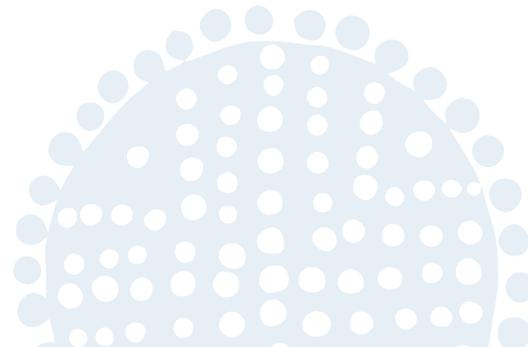
However, to achieve our vision for Reconciliation we need to do more, which is what this RAP is all about. It inspires our efforts to grow mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and like-minded partners. It unites our initiatives to create employment and other opportunities for Aboriginal and Torres Strait Islander men and women. It enables our employees to build respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. It brings transparency to our Reconciliation efforts and will

enable us to celebrate our successes and learn from our challenges.

I encourage all of our employees, community members and business partners to join us as we play our part in bringing about Reconciliation in Australia and improving employment and career pathways for Aboriginal and Torres Strait Islander peoples.

John Cleland

Chief Executive Officer, Essential Energy



A message from Reconciliation Australia



Reconciliation Australia commends Essential Energy 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 Essential Energy 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, Essential Energy 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 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Essential Energy is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Essential Energy'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 Essential Energy on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our business

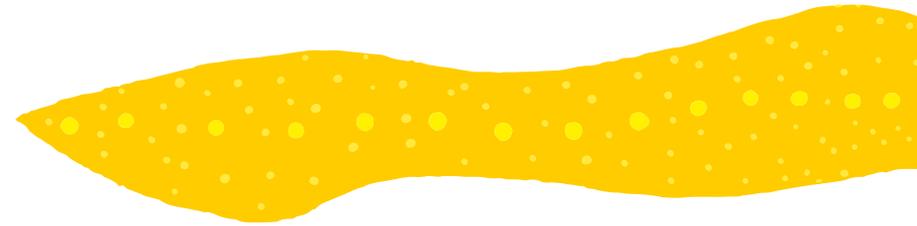
We own, operate and maintain one of Australia's largest electricity distribution networks, serving more than 865,000 customers in regional, rural and remote communities across 95 per cent of NSW and parts of southern Queensland. We supply power to homes, hospitals, schools, businesses and services.

In the far west of NSW, our Essential Water operations service approximately 18,000 people in the communities of Broken Hill, Sunset Strip, Menindee and Silverton – delivering secure water supply to around 10,500 customers and reliable sewerage services to around 9,700 customers.

Our sphere of influence for Reconciliation is big – geographically, economically and socially. We employ 3,050 people, based at 100 depots and offices right across our network. This means our people are local – living and working in the communities they serve. Our network overlaps with 29 First Nations. Economically, we employ local people, support local businesses, and strive to make energy more reliable and affordable.

We recognise the importance of an inclusive and diverse workforce in which all voices are heard, and the potential of every employee is realised. By creating such a workforce we can positively influence Reconciliation in the communities we serve.

We currently employ 130 people who identify as Aboriginal and Torres Strait Islander peoples, which is 4.3 per cent of our workforce (as of August 2020) – up from 2.4 per cent in 2007 and above the NSW Public Sector benchmark of 3.3 per cent. Our target is to increase to a minimum of 6.0 per cent by 2025. By focusing on creating education and employment opportunities for Aboriginal and Torres Strait Islander men and women we can achieve this target.



Our values

As an organisation, our purpose is to enable energy solutions that improve life and our vision is to be empowering communities to share and use energy for a better tomorrow. This extends beyond energy – we can, and do, use our social and economic influence in positive ways, to empower communities to become more inclusive and to promote economic and cultural wellbeing.

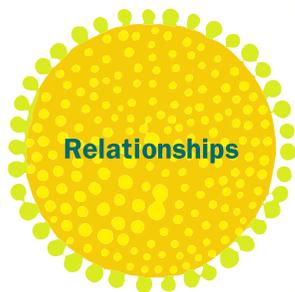
Our organisational values also connect with our vision for Reconciliation:

- > **Make safety your own** – our safety focus includes mental health and wellbeing as well as physical safety, and connects with our drive to positively influence health and wellbeing as part of Reconciliation, by creating opportunities and connecting with people and communities.
- > **Be easy to do business with** – we want to make it easy for Aboriginal and Torres Strait Islander businesses to be part of our supply chain, and will make this happen through procurement initiatives.
- > **Make every dollar count** – we recognise that creating education, employment and business opportunities for Aboriginal and Torres Strait Islander peoples, communities and businesses is a key driver for Reconciliation, so we want to use our position as an economic enabler to create these opportunities.
- > **Be courageous, shape the future** – right across our business we are transforming, in response to the rapidly changing energy market and evolving community expectations. This includes driving innovation in how we recruit, develop and retain employees, and how we engage with customers, with a particular focus on creating opportunities for Aboriginal and Torres Strait Islander peoples.
- > **Be inclusive, supportive and honest** – we are striving to build an inclusive and diverse workforce, reflective of the communities we serve, where people can bring their whole selves to work. This drive extends to positively influencing inclusion and Reconciliation in the communities we serve.

Our RAP

This RAP strengthens our ongoing commitment to Reconciliation and our desire to build on our successes and lessons learnt over the journey so far. It includes a sustainable program of activities to advance Reconciliation inside and outside of our organisation. It inspires our efforts to grow mutually beneficial relationships, unites our initiatives to advance Reconciliation, enables our employees to build their understanding of and respect for Aboriginal and Torres Strait Islander cultures, brings transparency to our Reconciliation efforts and will enable us to celebrate successes and learn from challenges.

Highlights from our RAP actions



Strengthen our approaches to fighting racism

Promote Reconciliation inside and outside our organisation

Grow mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and partners

Participate in National Reconciliation Week celebrations



Participate in NAIDOC Week celebrations

Celebrate Aboriginal and Torres Strait Islander cultures through imagery and art

Build respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights

Increase employees' cultural understanding



Executive oversight

Celebrate successes

Transparent and robust reporting

Learn from challenges



Increase opportunities for Aboriginal and Torres Strait Islander businesses in our supply chain

Improve socio-economic outcomes for Aboriginal and Torres Strait Islander peoples through employment, recruitment, retention and professional development

Our RAP Working Group

Our RAP Working Group is an employee-led forum for consultation and engagement, committed to progressing Reconciliation inside and outside our business. The Group includes John Cleland, our Chief Executive Officer and Executive RAP Champion, and Mitch Wood, the RAP Working Group Lead and Inclusion Manager. Other members include both Aboriginal and Torres Strait Islander employees and non-Aboriginal and Torres Strait Islander employees, for a diverse representation of employees, locations and functional areas across the business. The group ensures the RAP is guided by Aboriginal and Torres Strait Islander knowledge and perspectives and aligned with Essential Energy's Inclusion and Diversity Strategy. It is responsible for the development, implementation and reporting of RAP progress and ensures any roadblocks to implementation are resolved.

A local Aboriginal artist from Port Macquarie, Jamie Donovan, developed the design on our Aboriginal and Torres Strait Islander shirts that represents our purpose and values as an essential services provider for regional, rural and remote Aboriginal and Torres Strait Islander communities and customers.

Working Group members



John Cleland
Chief Executive
Officer and Executive
RAP Champion



Mitch Wood
Kamilaroi Nation,
Inclusion Manager and
Working Group
(WG) Lead



Megan Bleasdale
Awabakal Nation,
Program Manager
Transformation and
WG Assistant Lead



Malcolm Monson
Dunghutti Nation,
Electrical Safety
Specialist and WG
Lead (2017–19)



Jody Lawson
Wiradjuri Nation, Risk
and Compliance
Coordinator



Kim Bramble
*Worimi and Birpai
Nations,* Business
Improvement
Specialist



Gary Wimbus
Bunjalung Nation,
Learning and
Development Program
Specialist



Nigel Byrnes
Operations Planning
Engineer



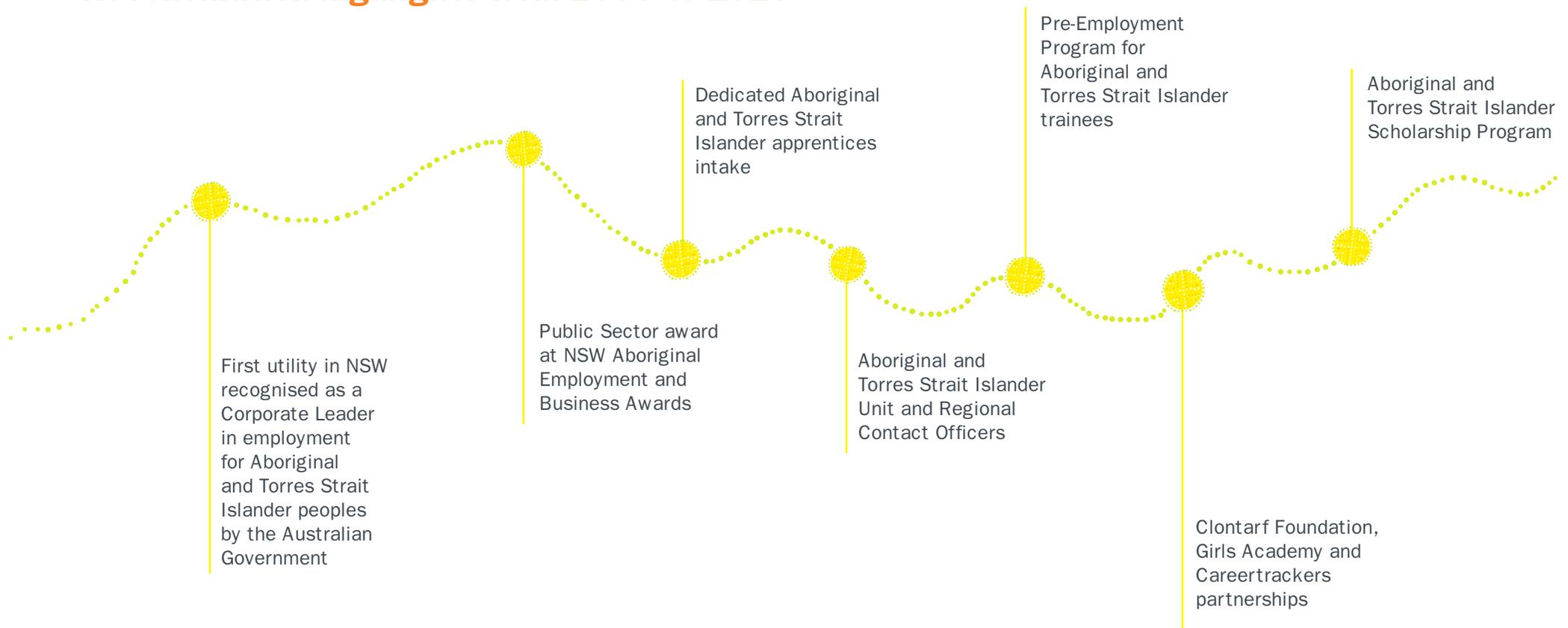
Tom Jovanovic
Electrical Fitter

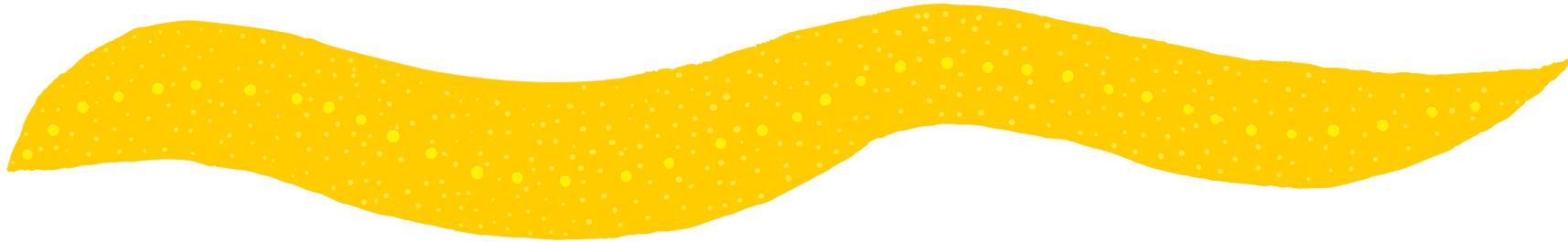


Our Reconciliation journey

This RAP is an important step on our journey to advance Reconciliation. We have been promoting Reconciliation in our organisation and the communities we serve for many years – connecting with partner organisations, implementing recruitment and development programs, and building connections with regional, rural and remote Aboriginal and Torres Strait Islander communities.

Reconciliation highlights from 2005 to 2020





Marty Morgan

Marty Morgan is a proud Bundjalung man and a leader at Essential Energy. He joined in 2003 as an Apprentice Powerline Worker and his career has gone from strength to strength. He transitioned to a Crew Coordinator in 2012 and then to a Resource Supervisor in 2015. His commitment to supporting new Aboriginal and Torres Strait Islander recruits to the business was demonstrated by his membership of a support network providing guidance and encouragement to Aboriginal and Torres Strait Islander employees.

“As a leader I have definitely seen a greater level of acceptance of Aboriginal and Torres Strait Islander employees across the business, which is great to see. More feet on the ground in our depots means there is less isolation for Aboriginal and Torres Strait Islander employees and the level of camaraderie across the teams is really good.”



Our partnerships and programs

Our partnerships and programs focus on creating education and employment opportunities for Aboriginal and Torres Strait Islander peoples, through trade and professional career pathways. One of the best ways to build an inclusive and diverse workforce is to partner with organisations that share our values and can help build connections with peoples and communities. We recognise that engagement requires relationships built on trust and that real connection only happens when these relationships are embraced. By enabling more Aboriginal and Torres Strait Islander peoples to join and grow within our workforce, and by drawing on their skills, capabilities and unique life experiences, we aim to work with peoples and communities to improve socio-economic outcomes for Aboriginal and Torres Strait Islander peoples and communities.

Clontarf Foundation

Our partnership with the [Clontarf Foundation](#) commenced in 2018 and is all about improving the education, life-skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men. We engage with students through annual employment forums across NSW. This partnership has already resulted in two Clontarf Alumni joining our Pre-Employment and Apprenticeship programs.

“Essential Energy has been a fantastic partner of the Clontarf Foundation, assisting us in our quest to positively change the lives of thousands of Aboriginal boys, their families and communities across New South Wales. We cannot thank the staff at Essential Energy enough for the time and effort they allocate to support Clontarf students through a wide range of social engagement and employment based activities, culminating in the employment of a number of our Year 12 graduates. As a business, Essential Energy has clearly demonstrated 100 per cent commitment to making a genuine difference in ‘closing the gap’.”

Gerard Neesham, CEO, Clontarf Foundation

The Girls Academy

Our partnership with the [Girls Academy](#) started in 2018 and focusses on working collaboratively to increase skills and improve employability, mental health and wellbeing of Aboriginal and Torres Strait Islander girls. We attend and are proud sponsors of the annual Girls Academy Year 12 Summit and look forward to being able to offer employment pathways to Girls Academy students as we continue to develop the partnership.

“ Striving for equality for Aboriginal and Torres Strait Islander girls is a critical step in the building of a fairer and better Australia. At Girls Academy we use education and employment opportunities to empower individual girls so that they can live a life of choice, rather than one of chance. We know that by developing these aspirational and inspiring girls, we are changing communities. It’s a huge challenge that requires a collaborative approach, that’s why partnerships such as the one we maintain with Essential Energy are important to our success. With Essential Energy’s support, we are making a meaningful difference in the lives of local Aboriginal and Torres Strait Islander girls. ”

Ricky Grace, CEO, Girls Academy

CareerTrackers Intern Program

Our partnership with CareerTrackers also commenced in 2018, with a Bachelor of Mechanical and Mechatronics Engineering (Honours) student from the University of Newcastle joining us as an intern. We look forward to hosting further interns in the future and providing opportunities for participants to transition into our Graduate Program.

Pre-Employment Program

Our Pre-Employment Program launched in 2017 and focusses on providing opportunities for Aboriginal and Torres Strait Islander men and women through 12-month traineeships. A combination of formal and on-the-job training provides participants with electrical skills and knowledge, literacy and numeracy skills development and workplace experiences. Fifteen trainees from the first three years of the program are currently in our Apprenticeship Program, which is a 94 per cent retention rate. Another three trainees are undertaking the program in 2020.

Tom Hammond

Tom Hammond, a Kamilaroi man, joined Essential Energy in 2017 as a participant on the Pre-Employment Program and successfully transitioned into the Apprentice Program in 2018. Tom heard about the job opportunity through his involvement with the Clontarf Foundation during school.



“Clontarf told me Essential Energy were looking for people for their new Pre-Employment Program so I thought I would apply. I have gained so many skills during my time with Essential Energy which I can use both inside and outside of work. It is a good place to work with good people who really look after you.”





Scholarship Program

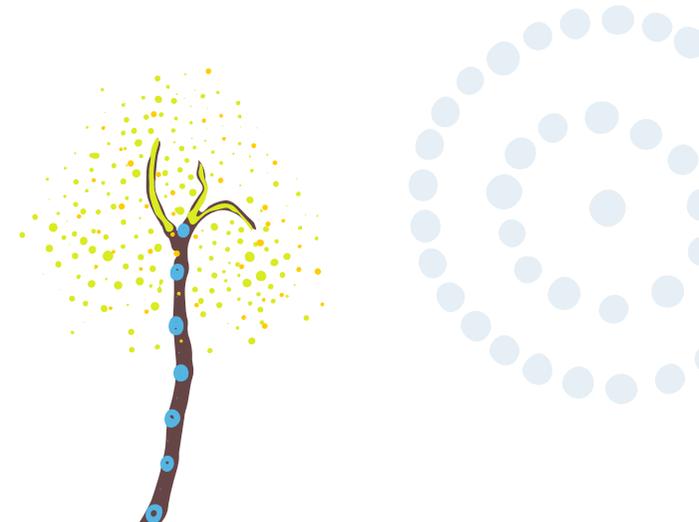
Our Aboriginal and Torres Strait Islander Scholarship Program started in 2018 and provides financial support, combined with vacation work in our business – opening the door for securing a graduate position upon conclusion of study. It recognises the financial and social barriers which can often hinder educational pathways. Two students are currently enrolled in the program, through the University of New England and the University of Newcastle.

Ebony Adams

A proud Gamilaroi woman, Ebony Adams is in her fourth year at the University of New England (UNE), studying a Bachelor of Arts/Bachelor of Law. Ebony was awarded an Essential Energy Aboriginal and Torres Strait Islander Scholarship in 2018, while in her second year of study. Prior to receiving the scholarship, Ebony worked part-time six days a week to support her studies. Working this amount of time every week on top of studying full-time was difficult and took a toll on her studies and emotional wellbeing.

“Having Essential Energy support me financially has changed my life, enabling me to focus more on my studies and to participate in extra-curricular activities that I was not able to do before receiving this scholarship.”

In 2019 Ebony was elected as the President of the UNE Indigenous Students Association, and invited to speak at the UNE NAIDOC ceremony and to be the Master of Ceremonies at the prestigious UNE Annual Frank Archibald Memorial Lecture.



Cultural awareness and education sessions

As we continue to focus on increasing the number of Aboriginal and Torres Strait Islander employees in our business, we understand the importance of creating a culturally safe workplace, in which Aboriginal and Torres Strait Islander peoples feel empowered to celebrate their identities. For the past three years, we have sought to drive cultural change across the business by delivering 97 cultural awareness and education sessions to more than 1,100 employees in 53 locations. The sessions focus on educating employees about conscious inclusion, helping employees to be culturally appropriate when engaging with our increasingly diverse workforce and helping to build an inclusive work environment.

Community engagement

With strong foundations in regional, rural and remote NSW, we recognise the importance of understanding and respecting Aboriginal and Torres Strait Islander peoples' cultures and histories as we work towards Reconciliation. Our Reconciliation journey so far has included participating in local community events, including NAIDOC Week and National Reconciliation Week – to connect with local communities and their cultures. Additionally, our Customer Advocacy Group (CAG) includes Indigenous representation, alongside a diversity of members from different ages, locations, genders and industries. The CAG meets four times every year to consult on many different issues, from regulatory proposals to bushfire preparedness.



John Cleland, CEO, at NAIDOC Week celebrations 2019





Ikara-Flinders Ranges Challenge

Our Reconciliation journey to date has included rewarding employee engagement. In 2019, Malcolm Monson, Dunghutti man and Aboriginal and Torres Strait Islander Working Group Lead (2017-19), participated in the Ikara-Flinders Ranges Challenge, trekking 100 km to raise more than \$3,750 to support Aboriginal and Torres Strait Islander students, research and communities through the University of Newcastle. The entire challenge raised more than \$155,000.

“It was an incredibly rewarding experience, one which I will never forget. I can’t tell you the sense of satisfaction I feel knowing I have contributed to the health and education of future Aboriginal and Torres Strait Islander generations.”

Malcolm Monson, Dunghutti Nation, Electrical Safety Specialist

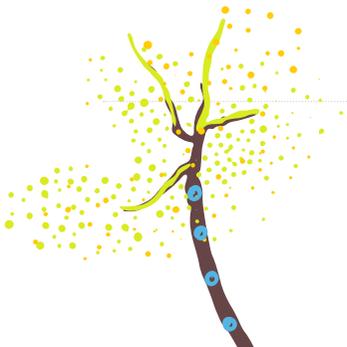


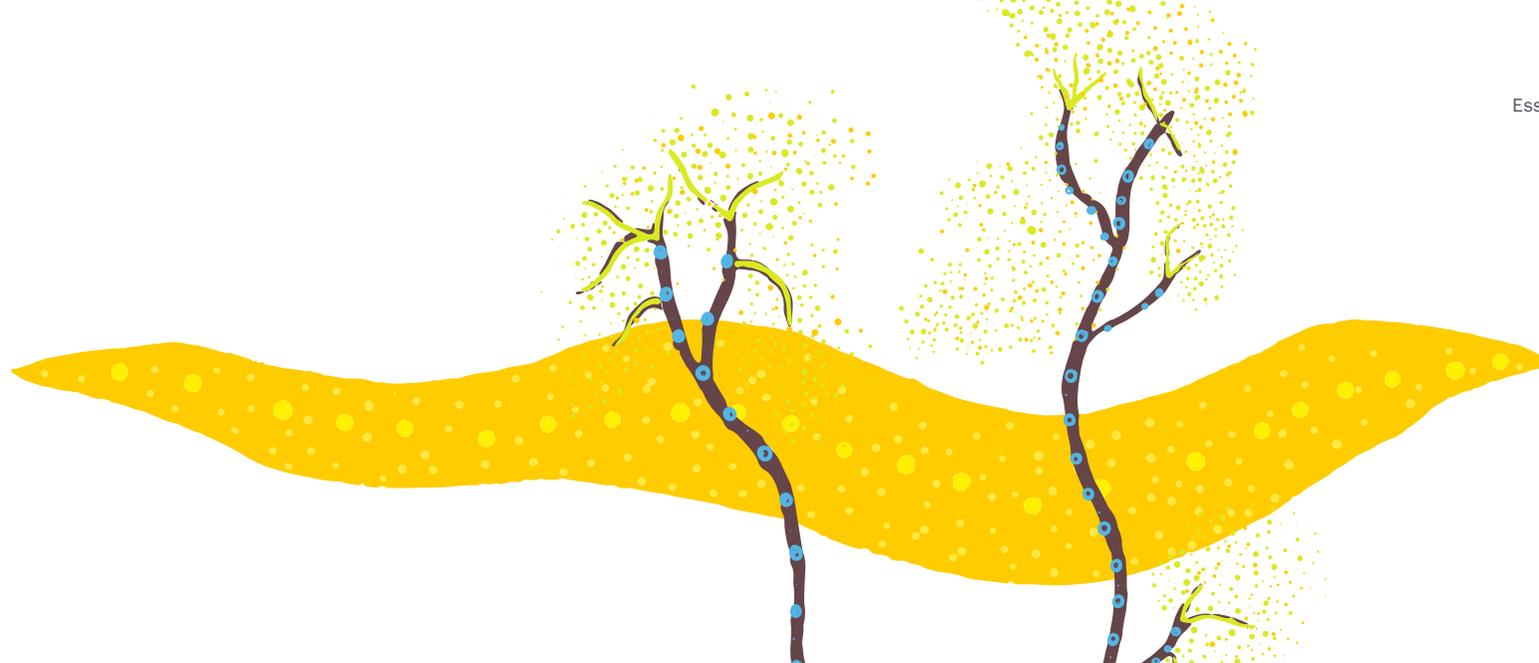
Relationships



Developing relationships based on trust and respect will be critical in our journey towards Reconciliation. We are committed to investing time for building and nurturing these relationships with Aboriginal and Torres Strait Islander peoples and communities, through engagement, collaboration and sharing experiences and stories.

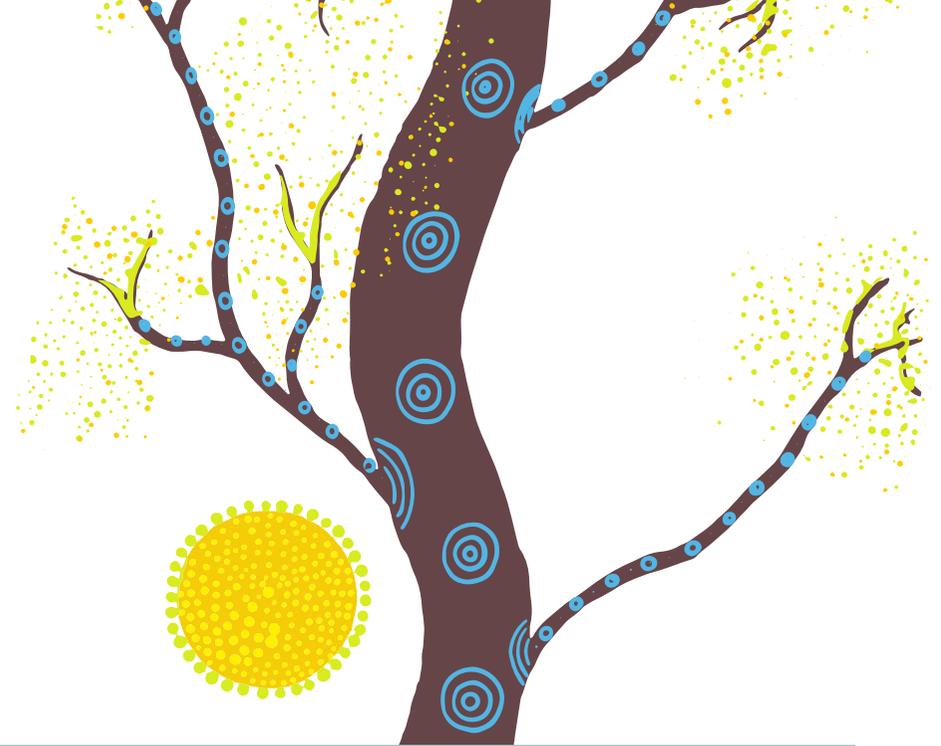
Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none"> Develop an engagement strategy, to plan to successfully engage with and help build and support relationships with Aboriginal and Torres Strait Islander communities, customers and partners 	March 2021	Government and Stakeholder Engagement Manager
	<ul style="list-style-type: none"> Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to understand and develop guiding principles around future engagement 	August 2022	Inclusion Manager
Celebrate and participate in National Reconciliation Week (NRW) events, promoting opportunities to build and strengthen relationships with Aboriginal and Torres Strait Islander communities, partners and customers	<ul style="list-style-type: none"> Circulate Reconciliation Australia's resources and Reconciliation materials to all employees 	May 2021, 2022	RAP Working Group Lead
	<ul style="list-style-type: none"> Organise at least three internal events for NRW annually 	May 2021, 2022	RAP Working Group Lead
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander partners and investigate opportunities to participate in joint NRW events 	May 2021, 2022	RAP Working Group Lead
	<ul style="list-style-type: none"> Support at least one external NRW event annually, with participation from members of the Executive Leadership Team 	May 2021, 2022	RAP Working Group Lead
	<ul style="list-style-type: none"> Ensure RAP Working Group members participate in an external event to recognise and celebrate NRW 	May 2021, 2022	RAP Working Group Lead
	<ul style="list-style-type: none"> Register all Essential Energy events on Reconciliation Australia's NRW website 	May 2021, 2022	RAP Working Group Lead





Action	Deliverable	Timeline	Responsibility
Promote Reconciliation across our business and external footprint through awareness and understanding	<ul style="list-style-type: none"> Develop and implement a RAP communication plan, for both internal and external audiences, to highlight our commitment to Reconciliation 	Feb 2021	Corporate Communications Manager
	<ul style="list-style-type: none"> Collaborate with other like-minded organisations to develop ways to advance Reconciliation 	June 2021	Inclusion Manager
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive Reconciliation outcomes 	June 2022	Government and Stakeholder Engagement Manager
	<ul style="list-style-type: none"> Implement strategies to engage all employees in Reconciliation 	Mar 2021	Inclusion Manager
Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Review current Human Resource (HR) policies and procedures to identify current anti-discrimination provisions 	Feb 2021	RAP Working Group Lead
	<ul style="list-style-type: none"> Consult with Aboriginal and Torres Strait Islander stakeholders, both internal and external, to ensure anti-discrimination provisions are aligned with our Reconciliation journey 	Feb 2021	Inclusion Manager
	<ul style="list-style-type: none"> Raise awareness across the organisation around racism and its effects 	Feb 2021	Inclusion Manager
	<ul style="list-style-type: none"> Review, refresh and communicate the anti-discrimination policy for our organisation 	Feb 2021	Inclusion Manager
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism 	Feb 2021	Inclusion Manager

Respect



We recognise the importance of understanding and respecting Aboriginal and Torres Strait Islander peoples’ cultures, lands and histories as we work towards Reconciliation. We respect the profound spiritual connection of both land and language to Aboriginal and Torres Strait Islander peoples, and the importance of local and traditional knowledge when working across regional and remote communities.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	<ul style="list-style-type: none"> Undertake a cultural learning needs analysis across the organisation 	September 2021	Inclusion Manager
	<ul style="list-style-type: none"> Consult Local Aboriginal Land Councils, Aboriginal and Torres Strait Islander advisors and Aboriginal and Torres Strait Islander partner organisations on the development and implementation of the cultural learning strategy 	September 2021	Inclusion Manager
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for all employees 	December 2021	Inclusion Manager
	<ul style="list-style-type: none"> Develop a digital cultural competency program, to be integrated into our onboarding program and completed by all new employees 	February 2022	Inclusion Manager
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and leaders to undertake formal and structured cultural learning and information sessions 	February 2022	Inclusion Manager
	<ul style="list-style-type: none"> Ensure cultural differences across our regional footprint are understood and recognised by employees, including displaying Aboriginal regional maps, highlighting the different nations and languages across our regional footprint 	March 2021	Inclusion Manager
	<ul style="list-style-type: none"> Investigate cultural immersion opportunities, particularly through our Aboriginal and Torres Strait Islander partner organisations 	September 2021	Inclusion Manager
	<ul style="list-style-type: none"> Promote Reconciliation Australia’s Share Our Pride website across internal communication channels 	September 2021	Inclusion Manager

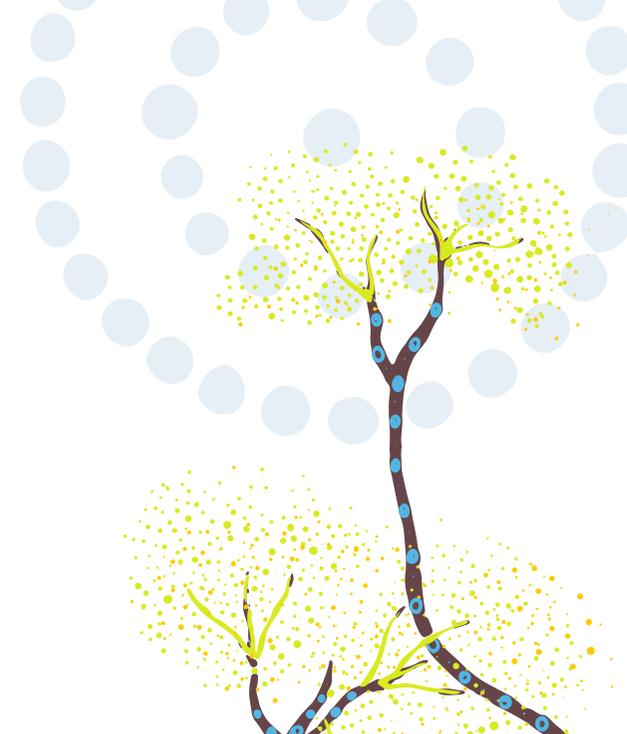


Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by understanding and observing cultural protocols	<ul style="list-style-type: none"> Display culturally relevant Aboriginal and Torres Strait Islander information across our depots and offices, including imagery and artwork to recognise Traditional Owners across our regional footprint 	June 2021	Inclusion Manager
	<ul style="list-style-type: none"> Develop and implement a Cultural Protocol document which will include guiding principles around the purpose, significance and use of cultural protocols, including Welcome to Country, Acknowledgement of Country and Smoking Ceremonies 	June 2021	Inclusion Manager
	<ul style="list-style-type: none"> Promote and create awareness of Cultural Protocol document across the business, particularly RAP Working Group members, HR managers and key stakeholders 	June 2021	Inclusion Manager
	<ul style="list-style-type: none"> Identify one significant event annually, at which a Traditional Owner will deliver Welcome to Country 	June 2021	Inclusion Manager
	<ul style="list-style-type: none"> Identify significant internal and external meetings at which an Acknowledgement of Country will be delivered, and communicate identified meetings to relevant stakeholders 	June 2021	Inclusion Manager
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	<ul style="list-style-type: none"> Review current HR policies and procedures annually prior to NAIDOC Week celebrations, to ensure there are no barriers preventing Aboriginal and Torres Strait Islander employees from participating in NAIDOC Week celebrations 	March 2021	Inclusion Manager
	<ul style="list-style-type: none"> Promote NAIDOC Week celebrations across all regions and encourage participation and attendance by all employees 	July 2021, 2022	RAP Working Group Lead
	<ul style="list-style-type: none"> Leverage our Aboriginal and Torres Strait Islander corporate partnerships to participate in community-based NAIDOC Week celebrations 	July 2021, 2022	RAP Working Group Lead
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event 	July 2021, 2022	RAP Working Group Lead
	<ul style="list-style-type: none"> In consultation with Aboriginal and Torres Strait Islander employees, organise at least three internal NAIDOC Week celebrations 	July 2021, 2022	RAP Working Group Lead
Increase learning opportunities for staff through the Reconciliation Film Club	<ul style="list-style-type: none"> Increase awareness around the Reconciliation Film Club across the organisation 	June 2021	Inclusion Manager
	<ul style="list-style-type: none"> Host at least one film screening annually across Essential Energy's regional footprint, to create a greater understanding of Aboriginal and Torres Strait Islander peoples' perspectives and histories 	June 2021	Inclusion Manager

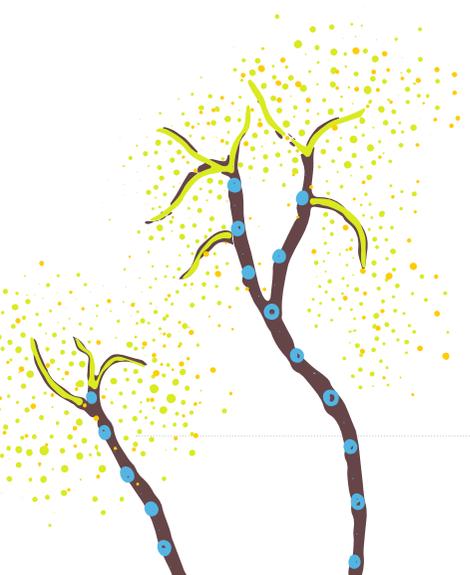
Opportunities



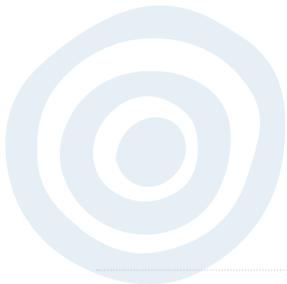
We recognise the value of an inclusive and diverse workforce and are committed to ensuring Aboriginal and Torres Strait Islander employees are given every opportunity to thrive and succeed. We acknowledge the benefits meaningful employment can provide to both family and community, and will continue to drive a focus around recruitment, development and retention of Aboriginal and Torres Strait Islander employees. Development of an Indigenous Procurement Plan will also be a priority focus in our journey towards Reconciliation



Action	Deliverable	Timeline	Responsibility
Improve employment and socio-economic outcomes of Aboriginal and Torres Strait Islander peoples through recruitment, retention and professional development	<ul style="list-style-type: none"> Refresh our internal Aboriginal and Torres Strait Islander support network to provide support, guidance and mentorship to Aboriginal and Torres Strait Islander employees 	September 2021	Inclusion Manager
	<ul style="list-style-type: none"> Develop a Mentoring program under which new Aboriginal and Torres Strait Islander employees are assigned a mentor upon entry into the business 	September 2021	Inclusion Manager
	<ul style="list-style-type: none"> Develop an Aboriginal and Torres Strait Islander specific Recruitment Strategy, using specific attraction platforms, messaging and imagery aligned to our Reconciliation journey 	March 2021	Manager Recruitment
	<ul style="list-style-type: none"> Review HR policies and procedures to remove potential barriers around the employment, development and retention of Aboriginal and Torres Strait Islander employees 	September 2021	Recruitment Manager
	<ul style="list-style-type: none"> Deliver awareness sessions to Recruitment personnel and key stakeholders around Aboriginal and Torres Strait Islander specific recruitment practices 	July 2021	Manager Recruitment
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders 	March 2021	Manager Recruitment
	<ul style="list-style-type: none"> Build an understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities 	September 2021	Manager Recruitment
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Professional Development Strategy 	July 2021	Inclusion Manager



Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander employees to consult on our Recruitment, Retention and Professional Development Strategy 	September 2021	Inclusion Manager
	<ul style="list-style-type: none"> Continue our focus around Aboriginal and Torres Strait Islander Early Talent Pathways programs, including the Pre-Employment Program, Indigenous Scholarship Program and CareerTrackers Internship Program 	February 2021	Inclusion Manager
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce 	November 2022	Recruitment Manager
Investigate opportunities to promote Aboriginal and Torres Strait Islander knowledge and land management practices	<ul style="list-style-type: none"> Investigate opportunities to incorporate Indigenous conservation and land management practices into Essential Energy's Vegetation Management Strategy. Explore opportunities to support a more sustainable network and promote greater participation and inclusion of local Aboriginal and Torres Strait Islander peoples in culturally appropriate and mutually beneficial economic enterprise 	August 2022	Inclusion Manager
	<ul style="list-style-type: none"> Engage Aboriginal and Torres Strait Islander communities and organisations, relevant Government agencies and energy industry representatives to better understand economic and community development benefits available to Aboriginal and Torres Strait Islander peoples through greater participation in the energy industry 	August 2022	Inclusion Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved socio-economic outcomes	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Procurement Strategy 	September 2021	Manager Procurement
	<ul style="list-style-type: none"> Review and update policy and procedures for the inclusion of opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees 	February 2022	Manager Procurement
	<ul style="list-style-type: none"> Promote and encourage existing and new suppliers to demonstrate corporate social awareness and contribute to increasing Aboriginal and Torres Strait Islander procurement participation where sensible to do so for mutual benefit 	July 2022	Manager Procurement
	<ul style="list-style-type: none"> Investigate opportunities to engage with Supply Nation as a corporate partner 	July 2022	Manager Procurement
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and Torres Strait Islander businesses 	July 2022	Manager Procurement
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff 	July 2022	Manager Procurement

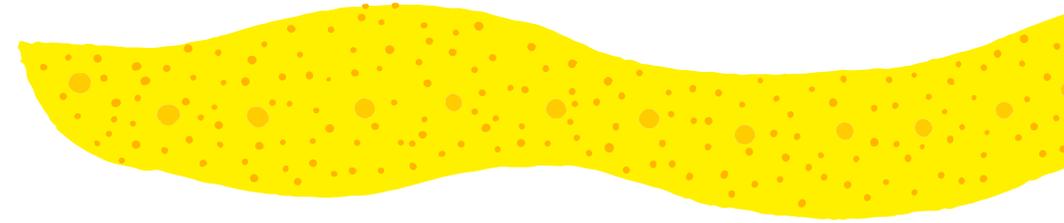
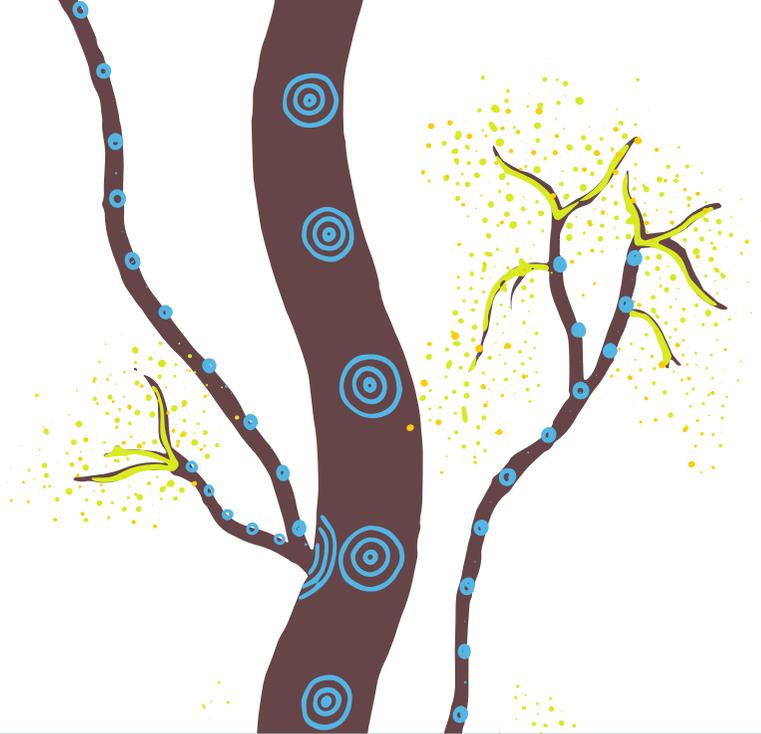


Governance, tracking progress and reporting



We are committed to quality annual reporting, along with strong internal governance, to reflect our commitment to advancing Reconciliation.

Action	Deliverable	Timeline	Responsibility
Maintain an effective RAP Working Group	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Working Group 	November 2020	RAP Working Group Lead
	<ul style="list-style-type: none"> Establish Terms of Reference for the RAP Working Group 	November 2020	RAP Working Group Lead
	<ul style="list-style-type: none"> RAP Working Group to meet monthly and coordinate development, consultation and implementation of the RAP 	November 2020	RAP Working Group Lead
Develop effective and appropriate resources for the implementation of the RAP	<ul style="list-style-type: none"> Appoint and maintain an internal RAP champion from the Executive Leadership Team 	February 2021	RAP Working Group Lead
	<ul style="list-style-type: none"> Define and develop resources required for implementation of the RAP 	January 2021	Inclusion Manager
	<ul style="list-style-type: none"> Engage our senior leaders and other employees in the delivery of RAP commitments 	March 2021	Inclusion Manager
	<ul style="list-style-type: none"> Develop and maintain appropriate resources and systems to track, measure and report on our Reconciliation journey 	July 2021	Inclusion Manager



Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting of RAP achievements, including challenges and learnings both internally and externally	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia 	September 2021, 2022	Inclusion Manager
	<ul style="list-style-type: none"> Report RAP progress to the Diversity Council, Customer Advocacy Group and all employees quarterly 	February 2021, June 2021, October 2021, February 2022, June 2022, October 2022	Inclusion Manager
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer 	May 2022	Inclusion Manager
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings annually 	September 2021, 2022	Inclusion Manager
Continue our Reconciliation journey by developing our next RAP	<ul style="list-style-type: none"> Continue our Reconciliation journey by developing our next RAP ensuring sustainability 	January 2022	Inclusion Manager
	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP 	January 2022	Inclusion Manager





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