

ALINTA ENERGY INNOVATE

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Reconciliation Action Plan

October 2026 – September 2028





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Alinta Energy acknowledges the Traditional Custodians of the land on which we live, work and conduct our business operations.
We acknowledge the continuing connections of Aboriginal and Torres Strait Islander Peoples to Country and community.
We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander people.

Message from our Managing Director and Chief Executive Officer

Progressing from our Reflect Reconciliation Action Plan (RAP) to this Innovate RAP is an important next step in our reconciliation journey – and one I'm genuinely proud of. Our first RAP asked us to slow down, listen more deeply, and learn from First Nations peoples. It helped us build stronger relationships grounded in respect and trust and challenged us to think carefully about the role we play as an energy company working across many communities and Countries. Most importantly, it helped us better understand how we can contribute in ways that create lasting, positive impact.

We've taken some meaningful steps forward. We've strengthened partnerships with Traditional Owners through more formal, principles based agreements that guide how we work together now, and into the future. We've supported processes that help identify, respect and protect cultural heritage, and we continue to listen to First Nations knowledge holders as we plan and develop our projects. As we contribute to the clean energy transition, we're committed to doing so in ways that respect Country, are guided by First Nations knowledge, and creates shared, long term value for the communities where we operate.

Just as importantly, we've continued to invest in learning across our business. We've focused on building understanding in ways that feel practical, thoughtful and connected to the work we do. This has included Acknowledgement of Country workshops, on-Country experiences, local events, and simple opportunities for our people to come together, listen, reflect and deepen understanding.

This Innovate RAP represents a clear shift from reflection to action. It strengthens sponsorship, accountability and shared ownership across the business, and sets clearer expectations for how we build relationships, listen to First Nations voices, and create opportunities aligned with our purpose to make energy better. This intent is echoed in this year's National Reconciliation Week theme, All In, which calls on each of us to step away from the sidelines and take actions that create real and lasting change. For us, being all in means embedding reconciliation into how we work, how we lead, and how we partner with the communities connected to our assets and projects.

At its heart, reconciliation is about relationships. It's about how we show up every day, how we listen, how we learn, and how we act. It asks us to be open to different perspectives, to challenge assumptions, and to grow together.

I'm proud of the progress our people have made so far, and grateful to the First Nations organisations and individuals who continue to guide and work alongside us. Each of us has a role to play, and every step forward matters. Staying genuine in our intent, means being present, open and willing to sit with different perspectives. And disciplined in our actions to help ensure we follow through on our commitments.

As our journey continues, I look forward to the learning ahead, the relationships we'll continue to build and the positive contribution that we can make together.



Jeff Dimery
Managing Director & CEO



At its heart, reconciliation is about relationships. It's about how we show up every day, how we listen, how we learn, and how we act.

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends Alinta 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 Alinta 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, Alinta 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 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. Alinta Energy 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 Alinta 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 Alinta Energy on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Implementing an Innovate RAP signals Alinta Energy's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation...

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About our RAP artwork and the artist

Title: Ngangk Kolbang (sun going forward) (Noongar language, South West of WA)

To mark the commencement of our Reflect RAP, we commissioned original artwork from Rhys Paddick. The piece, Ngangk Kolbang (sun going forward), reflects energy as a shared source — connecting people, Country and community.

Rhys Paddick is a Yamatji, Badimia and Noongar cultural educator, storyteller and founder of Modern Custodian. Based on Noongar Boodjar in Western Australia, Rhys uses contemporary Aboriginal art to explore culture, connection and shared understanding, bringing people together through common experiences and stories.

The artwork brings together the elements of air, earth, water and fire, and represents both traditional and modern energy. It also symbolises movement, transitioning from old power to new and the importance of people coming together, connected through energy, community and care for Country. The flowing forms reflect the environment we operate in, and the grounding lines represent our ongoing connection to land and sea. As we move into our Innovate stage, we have carried Rhys' artwork through into our next RAP, building on it and using it in new ways to emulate the next step of our RAP whilst demonstrating the nature of our business.



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Ngangk Kolbang (sun going forward) (Noongar language, South West of WA)
by Rhys Paddick

Our vision for reconciliation

As an energy retailer, generator and developer operating across Australia, our work is closely connected to the communities and Countries where we operate. We recognise that reconciliation is not separate from our business — it is part of how we make decisions, build relationships and deliver projects. With a growing role in the energy transition, we have a responsibility to work alongside First Nations peoples in ways that respect Country, honour commitments, and create meaningful, shared opportunities.

Our vision for reconciliation is to be a trusted energy partner for First Nations peoples and Country — who honours commitments and shares opportunities in the energy transition. Building long-term relationships grounded in respect, listening and shared value. We want reconciliation to be lived through practical actions and everyday decisions, not treated as a standalone initiative or symbolic commitment. This means working together to support the energy transition responsibly, strengthening community partnerships, building cultural capability across our workforce, and creating lasting cultural, social and economic outcomes as our business grows.



Reeves Plains Energy Hub, Kurna Country

Our vision for reconciliation is to be a trusted energy partner for First Nations peoples and Country — who honours commitments and shares opportunities in the energy transition.

Our business

Alinta Energy is one of Australia's largest privately owned energy companies, operating across electricity and gas retailing, power generation and energy development. We supply electricity and gas to more than one million residential, commercial and industrial customers and are actively investing in renewable energy and storage projects to support Australia's energy transition.

Alinta Energy employs approximately 1,100 people across Australia, working across corporate offices, power stations, development projects and customer operations. Through voluntary identification, 22 employees identified as First Nations people, representing 2% per cent of our workforce. We have offices in Sydney, Melbourne, Adelaide, Perth and Morwell, along with operational sites across multiple states and regional locations where our generation assets and development projects are located.

Alinta Energy operates across multiple First Nations Countries, each with distinct Traditional Custodians, cultural protocols, histories, and priorities. Rather than applying a single, uniform approach to reconciliation across our footprint, we are committed to a place-based approach; one that recognises the unique relationships, obligations and opportunities that exist in each location. This means listening locally and tailoring how we engage to honour the diversity of First Nations peoples and communities connected to our work.

Our reconciliation sphere of influence includes our employees, suppliers, contractors, investors, regulators, customers, First Nations organisations, and Traditional Owners in the communities in which we operate. Externally, our influence is most visible through project development, procurement, community partnerships and customer engagement. Internally, our influence is exercised through leadership decision-making, workforce policies, procurement practices and organisational culture.



Our reconciliation journey

In recent years, we have taken steps to strengthen how we engage with First Nations peoples and communities connected to our operational and development footprint. This has included building relationships with Traditional Owner groups in and around our power generation and development sites, with a focus on listening, understanding local priorities and exploring opportunities that support community aspirations. These relationships have informed how we approach engagement, respect cultural protocols and consider long term social and economic outcomes alongside our core business activities.

Our formal reconciliation journey commenced with the endorsement and implementation of our Reflect Reconciliation Action Plan 2024–2025, which focused on establishing strong foundations for meaningful and authentic action. This first RAP provided a framework for our organisation to listen, learn and act, while creating space for reflection on the role we play in reconciliation as an energy company operating across diverse communities and Country.

2019

NAIF funded Chichester project

2022

First Nations & Community Manager role created

2023

Development of Indigenous Engagement Strategy

2024

Launch of Inaugural Reflect RAP

2025

Walking Together with Gnaala Karla Booja

2025

Yued Heritage Protection Agreement

2025

AABCCA partnership

2025

Completion of Reflect RAP
Development of Innovate RAP

2026

Continuing to strengthen relationships and develop partnerships

Partnerships, engagement and key activities

Throughout our Reflect RAP, we have engaged First Nations peoples both formally and informally. We established our RAP Working Group, with representatives from across our business, to provide guidance, oversight and support the delivery of our RAP

We have also engaged external First Nations led organisations and advisors to support specific areas of work. This includes partnering with Elephant In The Room Consulting, led by Managing Director Jenni Walke, to support executive and workforce engagement, cultural learning strategy and framework and commenced the initial development of a First Nations procurement framework.

Through our Reflect RAP, we focused on building the foundations of our cultural capability. We introduced a personalised cultural capability framework and learning strategy to support our people as we continue to learn and grow. We also included National Reconciliation Week and NAIDOC Week in our Diversity, Equity and Inclusion calendar, helping create consistent opportunities for recognition and reflection each year.

Just as importantly, we strengthened relationships with Traditional Owners and First Nations stakeholders through more consistent engagement, clearer ownership of relationships, and on-Country learning opportunities.

We also delivered progress in being able to measure opportunities, including improved workforce data and supplier reporting. During the Reflect period, Alinta Energy recorded approximately \$1.3M in spend with First Nations suppliers and supported First Nations communities causes through our community grants program.



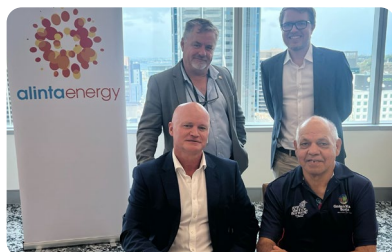
John Lochowiak, Kaurna leader delivers the Welcome to Country at the launch of the Reeves Plains Energy Hub in April 2026.

Learning through partnerships

Walking Together (Yabera Dandjoo) with Gnaala Karla Booja (GKB)

We entered into the Yabera Dandjoo partnership agreement with Gnaala Karla Booja (GKB), the representative body for Traditional Owners across a large area of south-west Western Australia. Developed through ongoing engagement, listening and learning together, the agreement establishes principles for how we work with GKB now and into the future. It reflects our commitment to respectful, community-led participation by involving Traditional Owners early, recognising cultural authority, meeting on Country and pursuing opportunities that create mutual social, cultural and economic benefits.

The agreement has helped build trust, strengthen relationships and support culturally informed decision-making. It provides a foundation for long-term collaboration as we explore future opportunities in the region.



Relationship and Yued Heritage Protection Agreements between Marri Wind Farm and Yued Aboriginal Corporation (YAC)

Alinta Energy and Marri Wind Farm successfully negotiated and executed the Yued Heritage Protection Agreement in 2025. The YHPA defines the relationship between Alinta Energy and YAC within the agreement area for the project regarding Aboriginal Cultural Heritage, with the scope of ensuring the respectful development of Marri Wind Farm and protects Aboriginal Cultural Heritage to the greatest extent possible in a collaborative way.

Alinta Energy and YAC are seeking to define their relationship further through a formal agreement, further recognising Yued People as the Traditional Owners of the land upon which Marri Wind Farm will operate. Utilising ongoing engagement and respectful collaboration, the agreement seeks to encapsulate Free, Prior and Informed Consent, cultural heritage protection, environmental stewardship, partnership and mutual respect.

The proposed agreement also seeks a framework for collaboration across development, construction

and operation, supporting Yued self-determination, economic empowerment and meaningful cultural, social and environmental outcomes.

It will also support connection to Country and long-term partnership by strengthening culturally informed decision-making before construction and throughout the life of the project.

Time on Country with Traditional Owners

Spending time on Country with custodians and Elders from the Gnaala Karla Booja region, Yued, Thunggutti and Dunghutti nations has provided meaningful opportunities for our people to learn directly from Traditional Owners. These experiences deepen understanding of culture, Country and community, and help build stronger relationships grounded in listening and respect.



Kurna Partnering Agreement

Our Partnering Agreement with Kurna Yerta Aboriginal Corporation guides how we work together on Kurna Country. The agreement supports the parties to explore and pursue meaningful initiatives intended to create cultural, social and environmental benefits for Kurna people, including:

- protecting and promoting Kurna culture, customs and heritage;
- creating meaningful employment and business opportunities for Kurna people; and
- supporting Kurna-led participation in renewable energy development on Kurna Yerta.

AABCCA partnership

Our partnership with the Aboriginal Building, Civil and Construction Academy Foundation (ABCCA Foundation) is focused on creating genuine participation and employment pathways through the Reeves Plains Battery project. As part of the 100% Indigenous-owned RAW Group, the ABCCA Foundation supports Aboriginal people to enter the building and construction sectors through

targeted training, on-the-job experience and clear pathways into ongoing employment.

Working alongside principal contractor Genus, RAW Group has delivered critical early works at the Reeves Plains Energy Hub, helping prepare the site and support construction readiness. RAW's support began with heritage management and has since expanded to broader project opportunities, including site establishment works, civil construction, and specialist labour support.

This approach reflects a commitment to creating meaningful employment, building capability, and supporting outcomes that extend beyond a single project.

Local initiatives to mark NAIDOC and National Reconciliation Week (NRW)

Each year, working groups across our sites take the lead in developing and running their own initiatives to mark NAIDOC and National Reconciliation Weeks. With a modest budget provided to each location, these events offer opportunities to connect, learn, and celebrate culture together. Recent highlights from across the country include:



Boorloo (Perth)

Bush food sessions in with First Nations chef Stacey Garlett, exploring native ingredients and traditional knowledge. Yarning circles, providing safe spaces for open conversations and shared learning across teams. Film screenings and a powerful performance by Bangarra Dance Theatre, helping deepen our understanding of First Nations peoples stories and cultural heritage.



Warrane (Sydney)

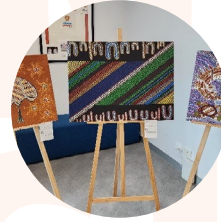
A Reconciliation Week trivia event in, complete with bush tucker treats and prizes awarded to the winners.

In NAIDOC week we welcomed Peter Cooley of IndigiGrow a social enterprise and learnt about native Australian ingredients and how they connect to culture, sustainability, and community wellbeing.



Me-Mel Goat Island

Learning about the history of Sydney harbour and Me-Mel a significant cultural site in for the Eora Nation, formerly inhabited by Bennelong and his wife Barangaroo.



Naarm (Melbourne)

Art and storytelling with The Torch, an organisation that supports First Nations people impacted by the Victorian prison system through art and cultural programs. The partnership gave our people the opportunity to engage with First Nations art and stories, and we welcomed artist Daniel M (Yorta Yorta/Wiradjuri) and The Torch Indigenous Arts Officer Daniel Laird (Wiradjuri/Ngiyampaa), who shared their experiences and insights in a session focused on listening, learning and connection.



Acknowledgement of Country workshops to support more meaningful and authentic recognition at key meetings and events. These sessions, delivered with Acknowledge This, helped build confidence and understanding across our teams – moving beyond scripted words to thoughtful, respectful acknowledgements grounded in place, purpose and genuine intent.

Supporting community causes

- In Western Australia, the Cockburn Aboriginal Ear Health Program improves access to early screening, treatment and support — helping children get the best start in life and supporting long-term learning and wellbeing.
- Also in regional WA, Prepare Produce Provide's Power Up 4 Dust Up program and Expo helped build skills, confidence and employment pathways, connecting local Aboriginal participants with industry opportunities.
- In New South Wales, Redfern Jarjum College's daily meals program supports students with access to breakfast and lunch, helping create a culturally safe environment where children feel connected, supported and ready to learn.
- The Hunter Region Working Women's Group delivered an Aboriginal Women's Circle — a 10-week program providing a safe space focused on connection, wellbeing and access to ongoing support.
- The Welfare Rights Centre developed a First Nations Access Program, creating culturally appropriate training and resources to help community workers navigate Centrelink and social security systems.
- We also supported the Dunghutti Elders Council and Gurrigyn Gurrigyn Rangers to develop a management plan for the Macleay River, including consultations, community workshops and restoration activities to improve water quality and protect native vegetation.
- In Queensland, Aspire's Aspire to Be Deadly program provided mentoring and sport-based development for young First Nations women and girls, with funding used to train and upskill First Nations mentors.
- Following flooding in Lismore, Gunawirra delivered art therapy for around 60 pre-school children, supporting wellbeing and healing through creative expression.



Prepare Produce Provide's Power Up 4 Dust Up program, regional WA.

Through our community development fund grants program, we've supported a range of initiatives that strengthen wellbeing, opportunity and connection for First Nations communities

Learning from our Reflect RAP

Implementing our Reflect RAP brought some important learnings and shifts across the organisation.

One of the biggest changes was moving from ad hoc activity to a more structured and coordinated approach. We saw the value of clear governance, defined accountabilities and active senior leadership involvement to embed reconciliation as shared responsibility rather than a standalone initiative.

We also learned the importance of genuine engagement with First Nations peoples, particularly employees. Creating safe and voluntary opportunities for First Nations employees to share perspectives, shape priorities and influence RAP delivery strengthened both the quality of our actions and trust in the process.

The Reflect phase also highlighted the need to balance ambition with capability. While there was strong intent across the organisation, we identified the need for clearer pathways, stronger internal capability and more consistent data to support progress in areas such as employment, procurement and policy review. These insights have shaped our move to an Innovate RAP, with a focus on deepening impact and embedding reconciliation into our core systems and processes.

Looking ahead

Our journey so far has reinforced that reconciliation is an ongoing commitment grounded in listening, learning and taking action over time. The foundations established through our Reflect RAP, along with the relationships, governance and learnings developed across the organisation, position us well for the next stage of our journey. Through our Innovate Reconciliation Action Plan, we will build on this progress with a stronger focus on deepening impact and embedding reconciliation across our business.



Mallee Hen reflections, Wongatha country, Western Australia.

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Our RAP

Developing our RAP

We have developed our Innovate Reconciliation Action Plan to build on the foundations established through our Reflect RAP and move toward meaningful, measurable action within our sphere of influence.

The plan was shaped through a structured process, including a review of our Reflect RAP outcomes, consultation with the Executive Leadership Team, engagement with the RAP Working Group, feedback from First Nations stakeholders and guidance from our external First Nations advisory partner, Elephant in the Room.

The RAP is sponsored at the most senior level by our Chief Executive Officer and Managing Director, Jeff Dimery. He is supported by Executive Champions Sarah McNamara (Corporate Affairs, Sustainability and Governance, and RAP Working Group Chair) and Ken Woolley (Power Generation & Development).

This senior leadership sponsorship and governance help embed reconciliation into business-as-usual activities and strengthens accountability across leadership and delivery teams.

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1A One Alinta

Felt leadership

Executives accountable; functional leaders deliver

One plan, many contributors – individuals and teams working across the business to support reconciliation and the delivery of our RAP

People Matter

Inclusive

Providing culturally considerate ways to involve First Nations employees and stakeholders

Move at the speed of trust

Relationships before results



Respect and integrity

Impact over optics

Meaningful change over marketing

Shared value

Commercial, cultural and community benefit together

Co-design and deep listening

With Traditional Owners, partners and employees



Commercial leadership

By design, not by accident

Embed reconciliation in day-to-day business

Resource efficiency

Consider existing commitments that align with RAP, improve existing programs and processes that can incorporate RAP activities and ensure strategic alignment to Alinta Energy's priorities

Measure outputs, outcomes and impact

Support effective delivery by incorporating deliverables into workplans and goals.

RAP Working Group

Our working group has two members of our executive team and representatives from across our business to drive the implementation of our RAP. We currently have one member of our working group that identifies as First Nations person as well as external advisory we engage for key activities. Throughout our journey, we have listened, and will continue to listen to, First Nations employees, stakeholders and advisors, inviting participation, and seeking guidance and input.



Sarah McNamara

Executive Director Corporate Affairs, Sustainability & Governance, RAP Executive Champion, RWG Chair



Ken Woolley

Executive Director, Generation & Development, RAP Executive Champion



Amanda Udy

Head of Learning & Development



Paul Clark

Head Of Customer Care (East Coast), Retail Customer Operations



Melissa Davies

General Manager, Sustainability & Community



Renee Preece

Head of Stakeholder Engagement, Power Development



Sylv Yeo

Manager Culture & Belonging



Darryl Davis

Operations Team Leader, Retail Customer Operations



Stephanie Bowen

Head of Sustainability & Community



Darcy Wall

Stakeholder Engagement Specialist, Power Development



Tracie Paparao

Senior Manager – Operations, Finance



Caitlin Sheridan (Dharawal)

Customer Advocate, Retail Customer Operations



Melissa Galland

First Nations & Community Manager



Liam Riordan

Planning & Environment Manager East Coast, Power Development



Juan Casas

Procurement Manager, Finance



Ben Clohesy

Customer Technology Manager

Kim Cowen

Senior Communications Manager

Relationships

We work across many communities and Countries, so building strong relationships with First Nations peoples isn't a 'nice to have' – it's fundamental to how we do our work. These relationships help us listen and learn from Traditional Owners and First Nations organisations and make better decisions together. They create space for honest, two-way conversations, shared understanding, and more thoughtful ways of planning, developing and operating our assets. When we take the time to build trust and work in genuine partnership, we get better outcomes – for Country, for communities, and for our business.

Action	Deliverable	Target date	Owner
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	1.1 Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	Mar 2027, Jun 2027	Head of Stakeholder Engagement, Power Development
	1.2 Based off guiding principles, develop and implement engagement plans to work with First Nations stakeholders and organisations	Nov 2027	Head of Stakeholder Engagement, Power Development
	1.3 Identify and engage a First Nations organisation to provide culturally informed advice that will be considered for future improvements to retail customer engagement.	30 Jun 2028	Head Of Customer Care East Coast, Retail Customer Operations
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2027, 2028	Senior Communications Manager
	2.2 RAP Working Group members to participate in an external NRW event.	27 May– 3 Jun 2027, 2028	Executive Director, Corporate Affairs Sustainability & Governance
	2.3 Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May– 3 Jun 2027, 2028	Executive Director, Corporate Affairs Sustainability & Governance
	2.4 Organise at least one NRW event each year.	27 May– 3 Jun, 2027, 2028	First Nations & Community Manager
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2027, 2028	First Nations & Community Manager
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	Develop by Dec 2026 Implement by Sep 2028	Senior Communications Manager
	3.2 Communicate our commitment to reconciliation publicly.	Dec 2026	CEO
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Mar 2027 & 2028	Executive Director, Corporate Affairs Sustainability & Governance
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Dec 2026, 2027, Jun 2027, 2028	First Nations & Community Manager
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to ensure appropriate anti-discrimination provisions.	Nov 2026, 2027, Jun 2028	Manager Culture & Belonging
	4.2 As part of reviewing people policies ensure anti-discrimination is well covered and communicated.	Nov 2026, 2027, Jun 2028	Manager Culture & Belonging
	4.3 Engage with First Nations employees and/or advisors to provide insights to inform potential future changes to provisions on anti-discrimination in our code of conduct and any related policies.	Jun 2028	Manager Culture & Belonging
	4.4 Educate senior leaders on all forms of discrimination including the effects of racism.	Jun 2028	General Manager Future Workforce, Learning & Development

Respect

Respect for First Nations peoples, cultures, histories, knowledges and rights matter to us because we operate on Country, and our work can have a real impact on cultural heritage, community wellbeing and trust.

For us, respect means taking the time to understand, listen and learn. We're building that through a cultural learning approach shaped with Traditional Owners and First Nations advisors – with practical learning opportunities and localised on-Country immersions.

We recognise that our footprint spans a range of diverse First Nations communities, each with distinct cultures, languages and histories. By taking a place-based approach, we ensure our engagement, learning and actions are tailored to local contexts. This provides opportunity to strengthen our relationships and supports more meaningful outcomes across the regions where we operate.

Action	Deliverable	Target date	Owner
5 Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	5.1 Continue to review cultural learning needs within our organisation.	Mar 2027	General Manager Future Workforce, Learning & Development
	5.2 Continue to consult local Traditional Owners and/or First Nations advisors in the implementation of our cultural learning strategy.	Jun 2027	General Manager Future Workforce, Learning & Development
	5.3 Communicate and implement a cultural learning strategy document for our employees.	Oct 2027	General Manager Future Workforce, Learning & Development
	5.4 Explore localised opportunities for on-Country immersions for the Reeves Plains BESS Stage 1 Project and the Marri Wind Farm.	Jun 2028	Head of Stakeholder Engagement, Power Development
	5.5 Provide opportunities for RAP Working Group members, managers and other key leaders to participate in formal and structured cultural learning.	Dec 2027	General Manager Future Workforce, Learning & Development
	5.6 Provide cultural awareness training for employees and contractors working on the Reeves Plains and Marri projects.	Jun 2028	Head of Stakeholder Engagement, Power Development
6 Demonstrate respect to First Nations peoples by observing cultural protocols.	6.1 Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	30 Jun 2027	Senior Communications Manager
	6.2 Maintain and make available tools for employees on protocols for Welcome to Country and Acknowledgement of Country.	30 Jun 2027	Senior Communications Manager
	6.3 For projects in construction and operation, consult with local Traditional Custodians for input on protocol guidance specific to that location.	Apr 2028	Head of Stakeholder Engagement, Power Development
	6.4 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events.	Dec 2027, Sep 2028	Head of Stakeholder Engagement, Power Development and First Nations & Community Manager
	6.5 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Jun 2027, Sep 2028	Senior Communications Manager
7 Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	Jul 2027 & 2028	Executive Director, Corporate Affairs Sustainability & Governance
	7.2 Work with leaders to remove barriers to employees participating in NAIDOC Week.	Jun 2027 & 2028	Executive Director, Corporate Affairs Sustainability & Governance
	7.3 Promote and encourage participation in external NAIDOC events to all employees.	Jun 2027 & 2028	Executive Director, Corporate Affairs Sustainability & Governance

Opportunities

Opportunities for First Nations peoples, organisations and communities helps create shared value in the energy transition. Creating pathways through employment, training and procurement helps build shared value and supports stronger, more resilient communities alongside our projects. We will explore ways to increase supplier diversity by implementing a First Nations procurement strategy and improving our procurement practices and systems, so it is easier to identify and engage First Nations suppliers.

Action	Deliverable	Target date	Responsibility/Collaborators
8. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	8.1 Continue to build understanding of current First Nations staffing to inform future employment and professional development opportunities.	Jun 2028	General Manager Future Workforce, Learning & Development
	8.2 Engage with First Nations employees to consult on our recruitment, retention and professional development strategy.	Jun 2028	General Manager Future Workforce, Learning & Development and General Manager Business Partnering, Org Design & Careers
	8.3 Develop and implement a First Nations recruitment, retention and professional development strategy.	Jun 2028	General Manager Future Workforce, Learning & Development and General Manager Business Partnering, Org Design & Careers
	8.4 Advertise job vacancies to effectively reach First Nations candidates.	Jun 2027	Senior Talent Acquisition Partner, People & Culture
	8.5 Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	Jun 2028	General Manager Business Partnering, Org Design & Careers
	8.6 Explore and support First Nations employment and or training opportunities on the Reeves Plains BESS project	Aug 2026	Head of Stakeholder Engagement, Power Development
	8.7 Maintain culturally appropriate Employee Assistance Program for First Nations employees (I-CARE)	Jun 2028	General Manager Reward & People Operations
9. Increase First Nations supplier diversity to support improved economic and social outcomes.	9.1 Develop and implement a First Nations procurement strategy.	Jun 2028	Procurement Manager, Finance
	9.2 Investigate memberships with First Nations business directories and organisations such as Supply Nation and First Nations chambers of commerce.	Jun 2028	Procurement Manager, Finance
	9.3 Develop and communicate opportunities for procurement of goods and services from First Nations to employees.	Jun 2028	Procurement Manager, Finance
	9.4 Set supply targets for the Reeves plains BESS contracts for construction	Aug 2026	Head of Stakeholder Engagement, Power Development
	9.5 Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	Jun 2028	Procurement Manager, Finance
	9.6 Develop commercial relationships with First Nations businesses.	Jun 2028	Procurement Manager, Finance
10. Create shared value in the energy transition by supporting opportunities for First Nations youth, communities and organisations.	10.1 Encourage opportunities for First Nations initiatives to be supported through our community grants program	Dec 2026, 2027, May 2027, 2028	First Nations & Community Manager
	10.2 Explore opportunities to partner with organisations that support youth education and development.	Dec 2026, Jun 2028	First Nations & Community Manager

Governance

Action	Deliverable	Target date	Responsibility
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	11.1 Maintain First Nations representation on the RWG.	Sep 2027 & 2028	First Nations & Community Manager
	11.2 Maintain and apply a Terms of Reference for the RWG.	Oct 2027, Sep 2028	First Nations & Community Manager
	11.3 Meet at least four times per year to drive and monitor RAP implementation.	Oct, 2026 Mar, Jun, Sep, Dec 2027, Mar, Jun, Sep 2028	Executive Director, Corporate Affairs Sustainability & Governance
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Define resource needs for RAP implementation.	Dec 2027	First Nations Community Manager
	12.2 Engage our senior leaders and other employees in the delivery of RAP commitments	Oct 2026, 2027, 2028	Executive Champions
	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	Dec 2026	West Coast Customer Manager, Technology
	12.4 Appoint and maintain at least one internal RAP Champion from senior management.	Oct 2026	CEO & Managing Director
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 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.	Jun 2027 & 2028	First Nations & Community Manager
	13.2 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 Sep 2027 & 2028	First Nations & Community Manager
	13.3 Report RAP progress to all employees and senior leaders quarterly.	Feb, May, Aug, Dec 2027 & 2028	Executive Director, Corporate Affairs Sustainability & Governance
	13.4 Meet with Reconciliation Australia to provide a mid-annual update to share progress on RAP implementation.	Apr 2027 & 2028	First Nations & Community Manager
	13.5 Publicly report our RAP achievements, challenges and learnings, annually.	Jan 2028 & 2029	Executive Director, Corporate Affairs Sustainability & Governance
	13.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Apr 2028	Manager Culture & Belonging
	13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Mar 2029	First Nations & Community Manager
14. Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	Apr 2028	First Nations & Community Manager

Contact

For inquiries relating to Alinta Energy's Reconciliation Action Plan, please contact our RAP working group via email:

reconciliation@alintaenergy.com.au

