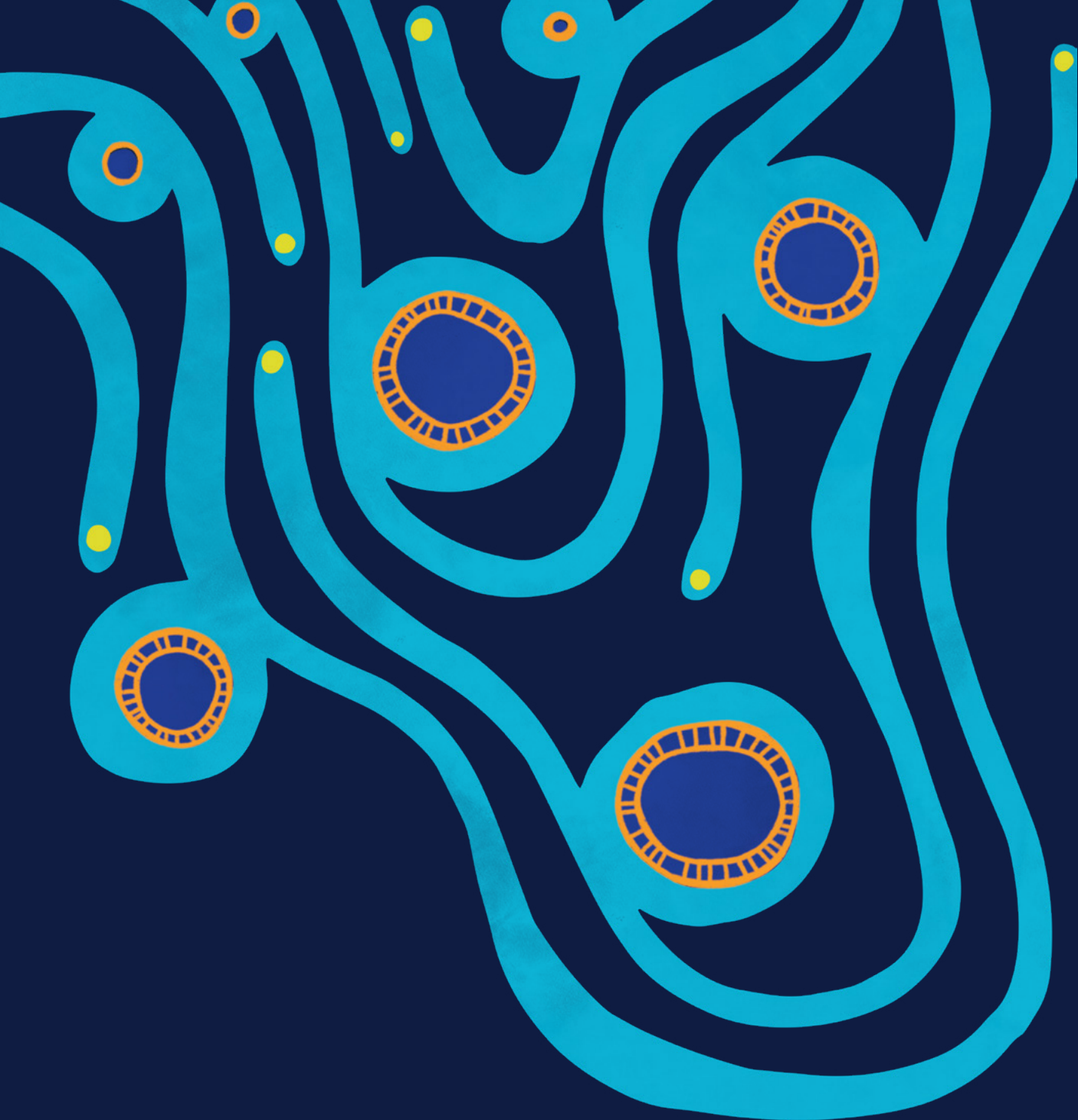


AGL Energy Limited

Innovate Reconciliation Action Plan
July 2023 – June 2025



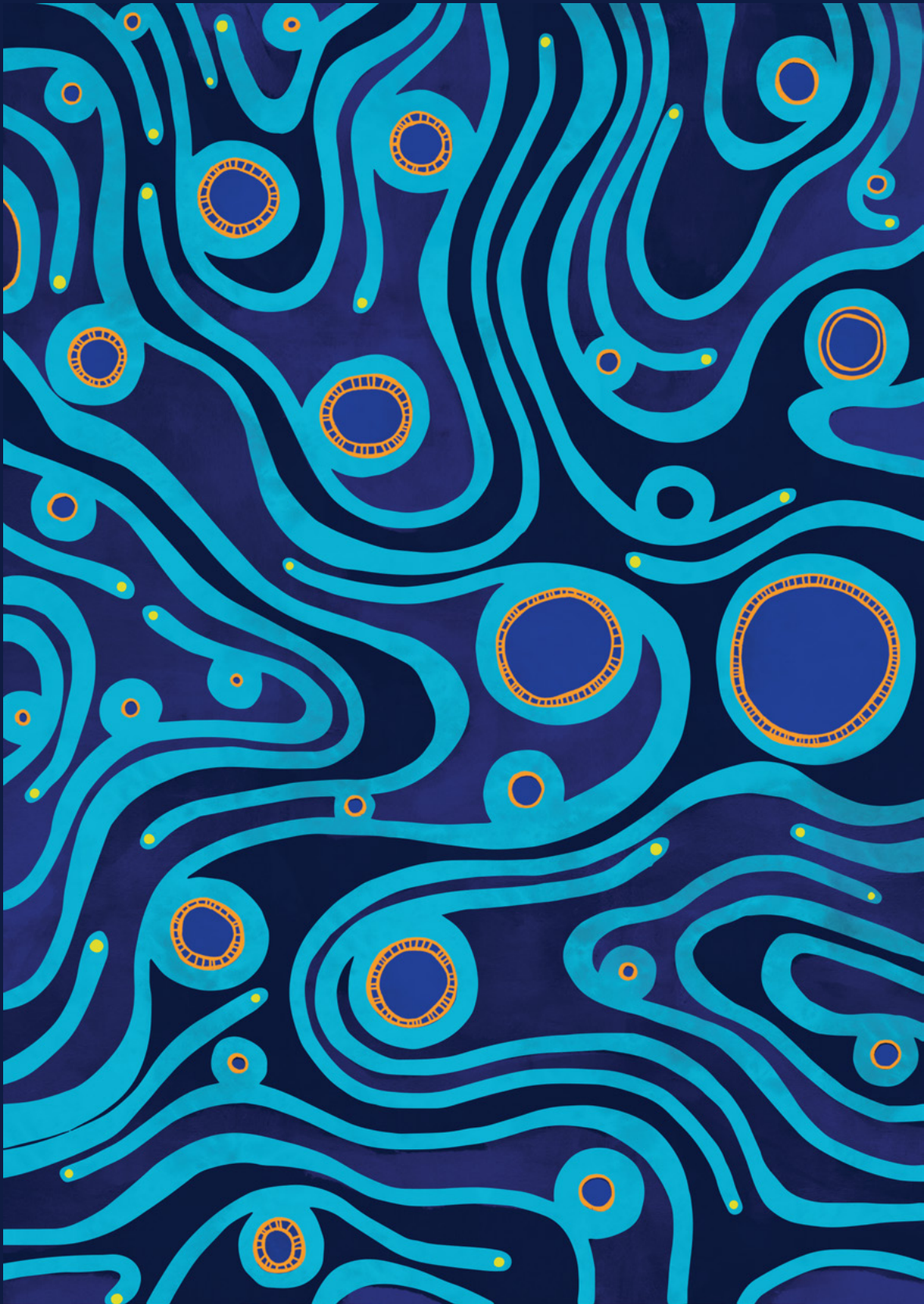


AGL recognises Aboriginal and Torres Strait Islander peoples as the Traditional Owners of the lands on which we work, and acknowledges those communities' continuing connections to their lands, waters and cultures. We pay our respects to their Elders past and present.

We thank First Nations peoples, the original custodians, for taking care of this country for thousands of years and we are excited about what we are yet to learn and by what we can achieve together to build a better future.

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Our Artwork

Lighting the path forward

We look from where we have come from and where we are going. Lighting the path to point us in the right direction. The land guides the pathways and connects us together. It is our duty to take the path unknown, be guided and make way for a brighter future.

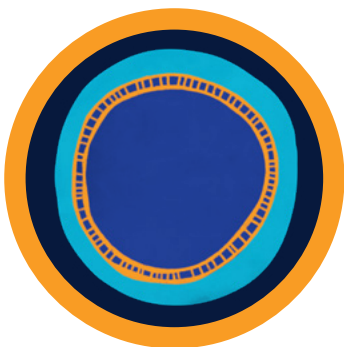
Lighting the path forward depicts AGL's vision for:

- creating pathways to meaningful change and sustainable futures;
- advocating voices and values from the top to the bottom. Leading change; and
- caring for Country and connecting people in a meaningful and impactful way.



About the artist

Keisha Leon is a Waanyi and Kalkadoon designer/artist who uses narratives to reflect her own experiences; and connecting conceptual design with social outcomes, to change the narrative for the future. Keisha is the founder of Leon Design, a First Nations owned and operated creative consultancy, specialising in conceptual design to bring ideas to life. Keisha and her team deliver high quality design and visual concepts. Their collaborative approach ensures personalised and bespoke outcomes for every client. Leon Design connects people, cultures and ideas across a broad range of clients including government, large multinational organisations and SMEs in metropolitan, regional and remote areas.



Connected communities



Forging new pathways



Pathways shaped by Country



CEO message

Cabbe melemungil
("Greetings" in the Woiwurrung language of the Wurundjeri people of the Kulin Nation in Melbourne, where I am lucky enough to live and work, alongside many of our people).

At AGL, we believe energy makes life better. That's why we're passionate about powering the way Australians live, work and move. We also believe that the world is going through extraordinary challenges, and we understand that the work we do today has a lasting impact on the future of Australia. This is the essence behind our vision for reconciliation: a unified and inclusive Australia where Aboriginal and Torres Strait Islander peoples are respected and have equal voice, rights and opportunities for prosperity.

In 2021, we shared our inaugural RAP and while we have been supporting reconciliation and working with Traditional Owners of the lands where we operate for many years, our first RAP provided a strategic focus and structure so we could work cohesively towards our vision for reconciliation.

We are proud of the progress we made on foundational priorities like building cultural competency, enhancing our workplace cultural safety, developing our First Nations Procurement Strategy, strengthening our long-standing relationships with Traditional Owners and building new partnerships with Clontarf Foundation, Stars Foundations and Redfern Youth Connect.

We also lent our support to the constitutional recognition of First Nations people by signing the Uluru Statement from the Heart. We believe establishing a First Nations Voice to Parliament is an important step in Australia's reconciliation journey enabling First Nations people to have a say on policies that impact their lives and communities. While we've made progress, it's important to acknowledge that we've got a long way to go. We've learnt to listen, allowed time to build trust and reflect on the knowledge we are given generously.

There is more we can and need to do to lead change and help preserve the world around us for future generations. In this RAP, we will focus on creating pathways to sustainable futures for Aboriginal and Torres Strait Islander peoples by supporting direct and indirect employment and through our investment in the energy transition. Over the next two years, we plan to almost double our spend with First Nations suppliers.

We know how critical it is to be guided on our reconciliation journey by Aboriginal and Torres Strait Islander advisors. We are looking forward to learning from Mundanara Bayles, Managing Director of BlackCard, who has joined us as our external cultural advisor. I would also like to thank Uncle Richard Young and Levi McKenzie-Kirkbright for their time and invaluable advice as we progressed our inaugural RAP.

The work we do today impacts the Australia we leave for future generations. We don't have all the answers. But through continuous improvement and working together, we'll uncover opportunities that make history. I am excited about what we can achieve by working together, lighting the path forward to create and advocate for an inclusive future for all.

Damien Nicks

Managing Director & Chief Executive Officer,
AGL Energy



Reconciliation Australia commends AGL Energy Limited on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. AGL continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that AGL will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to AGL using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for AGL to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, AGL will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of AGL's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations AGL on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our Vision for Reconciliation



Our vision for reconciliation is a unified and inclusive Australia where Aboriginal and Torres Strait Islander peoples are respected and have equal voice, rights and opportunities for prosperity.

We will bring our vision to life by:

- Truthfully acknowledging the past and how it has influenced where we are today
- Working towards an inclusive future together
- Being a trusted partner for Aboriginal communities in locations where we operate and are planning future projects
- Supporting tangible economic benefits for Aboriginal communities through our investment in energy transition

We strive to make this our norm, our way of life

Our purpose is Powering Australian Life, which is anchored in AGL's reason for being and reflects the critical role we play in enabling the everyday lives of our customers, whether it be at home, at work or on the road. It reflects our role in leading Australia's energy transition, powering communities, the economy and providing reliable and sustainable energy solutions for millions of Australians.

Our purpose also represents our readiness to embrace opportunities and face into challenges as we navigate the changing energy industry landscape and strive to make a positive impact for generations to come.

Importantly, it reflects our commitment to be a sustainable leader in the energy transition, and an integral part of the lives of millions of Australians. It's what we've been doing for more than 185 years and will continue to do well into the future.

Our approach to reconciliation is founded on our core values; our focus on creating positive social impact and building on our social licence.

AGL supports the Uluru Statement from the Heart for a Voice to Parliament for First Nations people enshrined in the Constitution, which is built on the foundations of self-determination. We accept the invitation of the Uluru Statement from the Heart to walk with Aboriginal and Torres Strait Islander communities for a better future. We support the core themes of the Uluru Statement: Voice, Treaty and Truth-telling.

We also show our support through social channels such our website and email signatures and are raising awareness on what the referendum means through communications and educational sessions for our people.



Markus Brokhof, Chief Operating Officer signing the Uluru Statement from the Heart on behalf of AGL at 2022 NAIDOC Week celebrations.

**Our
Core Values**

Bring on tomorrow.

Encompasses being brave, working as one team, being innovative, and being ambitious. It's about seizing opportunities and understanding the work we do today has a lasting impact on the future of Australia.

Can do. Will do.

It is about being flexible, positive, accountable, and excellent in everything we do. We believe in making things happen and showing up with a positive attitude, no matter the challenges we face.

Be safe. Be supportive.

It is fundamental to our culture. We prioritise trust, honesty, inclusivity, and respect in all our interactions, fostering a culture where everyone feels included, heard, and safe every day.

Our Business

With more than 185 years of history, we are a leading Australian integrated essential service provider including electricity, gas, mobile and internet services. We deliver 4.3 million gas, electricity, and telecommunications services¹ to our residential, small and large business, and commercial and industrial customers across Australia.

AGL operates Australia's largest private electricity generation portfolio and the largest portfolio of renewable generation and storage assets of any ASX-listed company. Our operated generation capacity is more than 10 GW, which accounts for approximately 20 percent² of the total generation capacity within Australia's National Electricity Market. Our power generation portfolio is diverse. It includes base, peaking and intermediate generation plants spread across traditional thermal generation, natural gas and storage, as well as renewable energy sources, from hydro to wind and solar.

In the past two decades AGL has invested billions of dollars in renewable and firming generation, the most of any ASX listed company, and has delivered more than 2,350 MW of new generation capacity to the grid since 2003. AGL is also supporting customers on their decarbonisation journey, helping customers find products and services that lower their emissions and reduce their energy cost and continues to be the leading supplier of commercial solar.

In November 2022 our inaugural Climate Transition Action Plan (CTAP) was endorsed by our shareholders and is one of Australia's most significant decarbonisation initiatives which includes:

- Bringing forward the targeted closure of our Loy Yang A Power Station by up to a decade earlier than previously announced to FY35.
- An ambition to supply up to 12 GW of renewable and firming capacity requiring a total investment of up to \$20 billion before 2036, with an interim target to have up to 5 GW of new renewables and firming capacity in place by 2030, funded from a combination of assets on our balance sheet, offtakes and via partnerships. In this RAP, we are committing to create opportunities as part of this investment to enable economic participation and wealth generation for Aboriginal and Torres Strait Islander owned businesses.
- A commitment to be net zero for operated Scope 1 and 2 emissions following the closure of all AGL's coal-fired power stations, and an ambition of being net zero for Scope 3 emissions by 2050.
- Transforming our thermal generation sites into low-carbon industrial energy hubs, which will leverage existing energy infrastructure, land, transport access, and grid connectivity to create hubs which could integrate facilities such as renewable energy, grid-scale batteries, green hydrogen facilities, and green industrial precincts.
- A commitment to supporting our people and communities through transition.

1 Services to customers number is as of 31 December 2022 and excludes approximately 300,000 services to customers of ActewAGL.

2 As at 30 June 2022.



Map reflects assets as at 31 May 2023. Generation assets operated by AGL which have an installed capacity of less than 50 MW are not shown on this map.

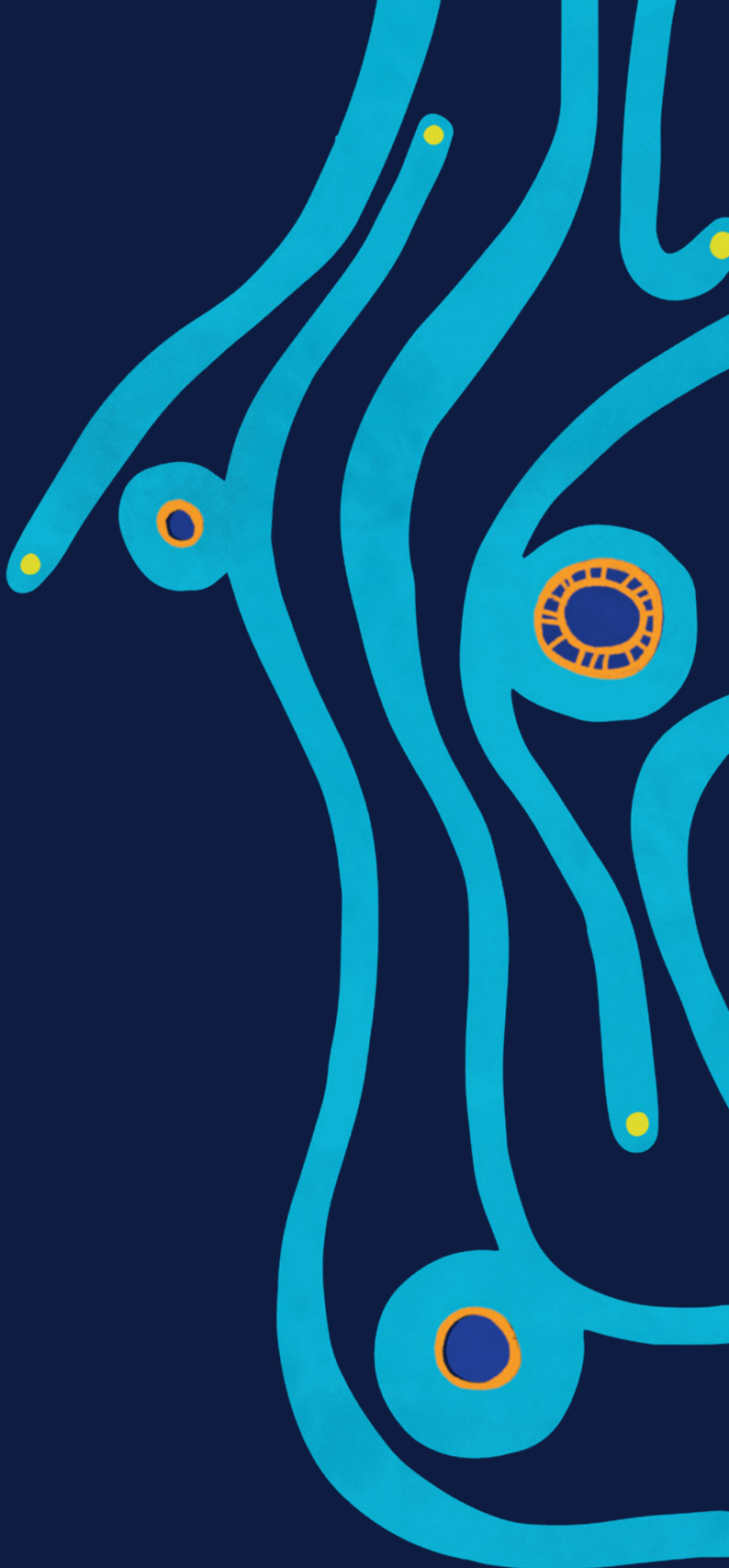
AGL currently has five corporate offices located in Brisbane, Newcastle, Sydney, Melbourne, Perth and Adelaide. Southern Phone Company has two offices, one in Bendigo, Victoria and another in Moruya, New South Wales. Our generation sites are located in New South Wales, Victoria, Queensland, Western Australia and South Australia.

We employ 3,925³ people in total across Australia, excluding Northern Territory and Tasmania where we have no operations. In our March 2022 Flexibility, Diversity and Inclusion survey, 19 employees self-identified as Aboriginal and/or Torres Strait Islander which is 1.3% of participants who took part in the survey⁴, and the same as our previous survey conducted in 2019. We will continue to strive for a higher representation of Aboriginal and Torres Strait Islander employees and our long-term goal is to have Aboriginal and Torres Strait Islander people represent 3% of our workforce reflecting the same proportion of the Australian population.

Our sphere of influence includes our interactions with more than 3,300 active direct suppliers annually; our membership of 35 industry bodies; and more than 200 community partners. We will leverage these relationships to advocate for reconciliation.

3 Data as of 30 June 2023.

4 AGL Flexibility + Diversity and Inclusion Survey 2022, 1,496 employee participants (approximately 41% participation rate).



Our RAP

AGL is strongly committed to contributing to reconciliation with Aboriginal and Torres Strait Islander communities. We have been building relationships and cultural understanding with Traditional Owners of lands on which we operate for many years. This is our second Innovate Reconciliation Action Plan, formalising our commitment in a detailed framework that speaks to Aboriginal and Torres Strait Islander engagement and reconciliation, bringing our existing and future diverse work streams together.

As Australia's leading energy retailer, we have both the responsibility and the opportunity to contribute significantly to Australia's reconciliation effort by better understanding Aboriginal and Torres Strait Islander cultures and histories; building trusted relationships with the Traditional Owners of the lands on which we operate; and collaborating on opportunities for employment and economic participation.

Our RAP is endorsed by our Chief Executive Officer, Damien Nicks and championed by our Chief Operating Officer and RAP Executive Sponsor, Markus Brokhof who is also the Chair of our RAP Steering Committee. The RAP Steering Committee is supported by our Reconciliation Engagement Network and the external Aboriginal advisors who provide valuable advice and guidance.

Since the RAP Steering Committee was established in 2021, it has held eight meetings, all meetings have included at least two external First Nations advisors. We are grateful for the contribution of our external advisors.

External Cultural Advisor

We are delighted that Mundanara Bayles, the Managing Director of BlackCard has accepted our invitation to join our RAP Steering Committee as our external cultural advisor for this RAP. We will continue to invite other Aboriginal advisors with specific expertise to participate in the RAP Steering Committee discussions where we need specialist advice on procurement, employee and community engagement, cultural capability and other focus areas.

Mundanara Bayles

MD and Founder of BlackCard

Mundanara's cultural heritage is connected to the Wonnarua and Bunjalung people on her mother's side and the Birri-Gubba and Gungalu on her father's side. Mundanara grew up in Redfern NSW and moved to her father's country in QLD in the early 90s. Coming from a family that has been active in the Aboriginal movement since the 60s and 70s she continues to follow their example.

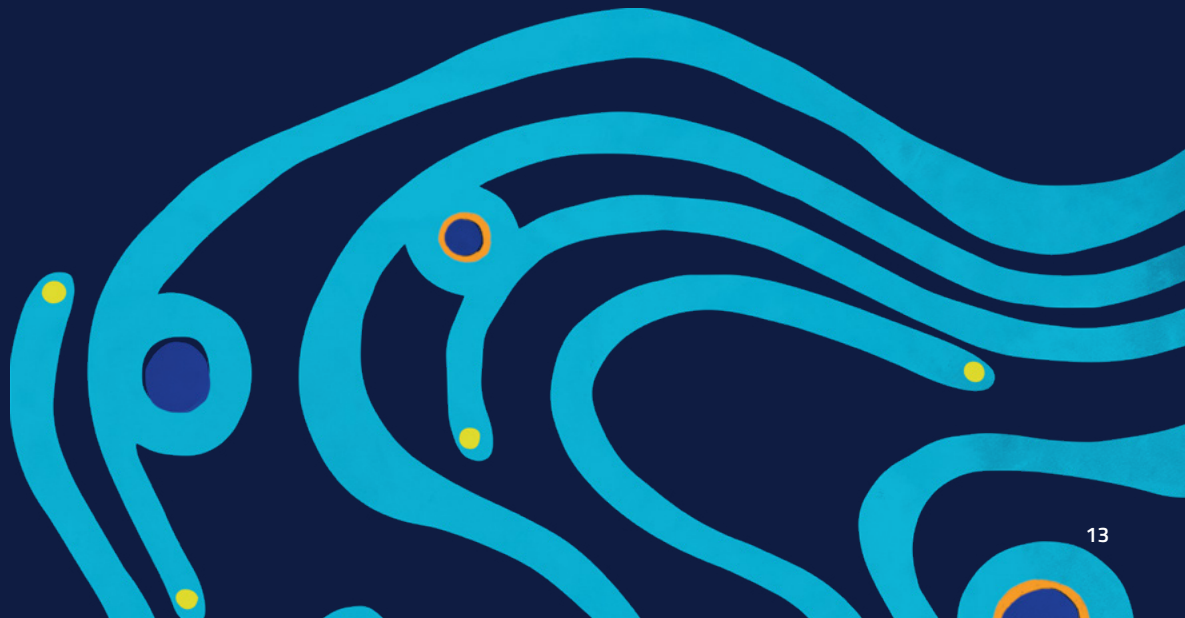
She has more than 18 years of experience, working for both Indigenous and non-Indigenous organisations in NSW and QLD, including but not limited to, the Queensland University of Technology (QUT), the Salvation Army Employment Plus, the Child Support Agency, the Institute for Urban Indigenous Health (UIH), and Brisbane Indigenous Media Association. She is an Associate Fellow of the Higher Education Academy (HEA).

RAP Steering Committee members

Our RAP Steering Committee has four members from the Executive Team and members from functional areas with key accountabilities for delivering our RAP commitments.

- **Markus Brokhof**, Chief Operating Officer, Integrated Energy (Chair and RAP Sponsor)
- **Amanda Lee**, Chief People Officer, People & Culture
- **Suzanne Falvi**, Executive General Manager, Corporate Affairs
- **Jo Egan**, Chief Customer Officer, Customer Markets
- **John McCormack**, General Manager Stakeholder Engagement, Corporate Affairs
- **Travis Hughes**, General Manager Energy Hubs, Integrated Energy
- **Paul Holland**, General Manager Procurement & Property, Finance
- **Glenn Waterson**, General Manager Retail Transformation, Customer Markets
- **Chalina Keeble**, General Manager Talent, Capability & Inclusion, People & Culture
- **Armineh Mardrossian**, Head of Social Impact, Corporate Affairs
- **Sonia Oke**, Senior Manager Social Licence, Corporate Affairs
- **Catherine Mooney**, Senior Manager Stakeholder Relations (Gas & Renewables), Corporate Affairs
- **Rob Cooper**, Senior Manager Corporate Affairs (Bayswater), Corporate Affairs
- **Lorisse Dart**, Senior Manager Corporate Affairs (Loy Yang), Corporate Affairs

RAP Governance Framework



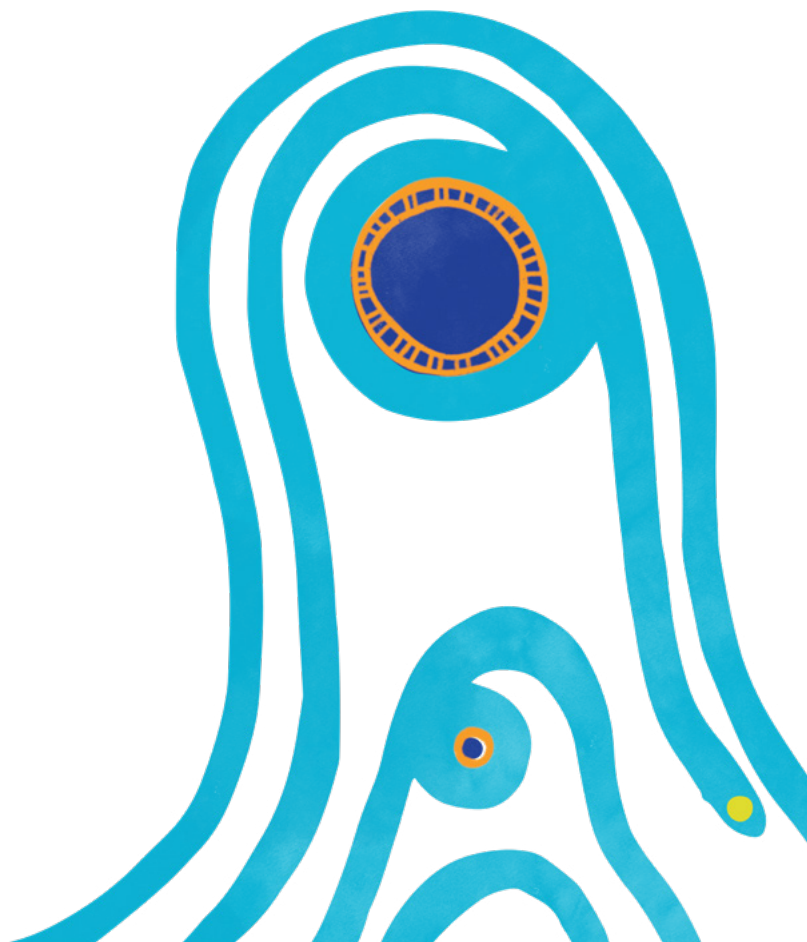
Our Reconciliation Journey

Challenges and Lessons Learnt

In 2021, we launched our inaugural Innovate Reconciliation Action Plan (RAP) building on our previous work of establishing relationships with Traditional Owners of the lands where we work. While we have made good headway in our reconciliation journey in the past two years, we have also faced some challenges. FY22 was a challenging year for AGL as we prepared for the proposed demerger of the organisation, which was withdrawn in May 2022. Our focus on the demerger preparation delayed fulfilling some of our RAP commitments. Despite the delays and resourcing limitations, we were able to deliver most of our commitment with the notable exception of our First Nations recruitment strategy, which will be completed in FY24.

In order to better understand the cultural safety of our workplace, we included questions specific to our Aboriginal and Torres Strait Islander employees in our last Diversity and Inclusion survey. Advice was sought from Professor Nareen Young who was with the Jumbunna Institute at the time on what questions we should include, and questions were selected from the Gari Yala 2020 Report. If a survey participant identified as either an Aboriginal person, Torres Strait Islander person or both, the survey then asked them 5 additional questions:

1. I hear racial or ethnic slurs or jokes about Aboriginal and/or Torres Strait Islander people at work.
2. How often are you treated unfairly because you are Indigenous, at work or on the job?
3. I am comfortable expressing my cultural and personal beliefs at work.
4. I would recommend my workplace to other Indigenous people.
5. My workplace values the skills, perspectives and experiences of Aboriginal and Torres Strait Islander people.



The survey showed that we had good retention rate and while our workplace cultural safety was better than the responses from the Gari Yala 2020 Report, we need to do more to improve our employee value proposition and professional development opportunities for our Aboriginal and Torres Strait Islander employees. We have engaged Pipeline Talent to individually engage our Aboriginal and/or Torres Strait Islander employees to get a deeper understanding of their experiences and changes they would like to see. Our focus will be on making our workforce safe by implementing key recommendations including an Aboriginal and Torres Strait Islander employee value proposition, an employee retention and professional development strategy, as well as delivering training for our people managers managing existing Aboriginal and Torres Strait Islander employees and future hiring managers.

We know that diversity of culture, experience, and education inspires better conversations, greater innovation, and stronger business outcomes. We are committed to ensuring our workforce represents the communities in which we operate. In our inaugural RAP we focused on increasing cultural competency and will continue to build our cultural competency to ensure our workplace is culturally safe for Aboriginal and Torres Strait Islander employees and bring about a more diverse employee population.



Progress on our inaugural Innovate RAP July 2021- June 2023

Named our Melbourne Boardroom Ngarrgu meaning knowledge in Woi-wurrung language

Aug 2021

Completed cultural learning needs analysis

Nov 2021

Conducted workplace cultural safety survey

Feb 2022

Funded two Waiwa Mudena cadets

Apr 2022

Jul 2021

Celebrated NAIDOC Week by hosting Uncle Colin Hunter Jr, a proud Wurundjeri man, for an in-person and virtual event exploring the history and culture of the Wurundjeri people and the Kulin Nation in our Melbourne office. Our Loy Yang Power Station partnered with Latrobe Youth Space to project bespoke artwork on the Loy Yang A cooling tower and hosted a cultural craft session at Latrobe Youth Space, followed by a special event at Loy Yang with a Welcome to Country, smoking ceremony, flag raising and artwork exhibition by local Aboriginal youth.

Oct 2021

Held formal RAP launch event

Dec 2021

Developed Cultural Capability Framework

Formalised Kurna Elders Council in SA

Mar 2022

Completed cultural training with Traditional Owners at Loy Yang

Completed BlackCard training for priority teams

May 2022

Completed cultural review of people policies with 15 Times Better

Awarded the Loy Yang Jungarra Wannik Scholarship

Completed external review of cultural heritage management at all operational sites

Celebrated National Reconciliation Week with an in-person and virtual event and guest speakers Laurie Perry, CEO of Wonnarua Nation Aboriginal Corporation and Jack Reis from Baidam Solutions. Hosted a Yarning Circle with Aunty Munya Andrews from Evolve Communities and the Torrens leadership team visited the Kurna Exhibition: Tiati Wangkanthi Kumangka (Truth-Telling Together) with Aunty Lynette Croker.

Partnered with Clontarf Foundation

Jun 2022

Unveiled our Melbourne office Indigenous Artwork titled 'Lights On'

Oct 2022

Developed Cultural Engagement Best Practice Guidelines

Partnered with Evolve Communities to provide online cultural training and yarning webinars

Named a new collaboration area at our Melbourne office Bagung Biik, meaning gathering place in Woi-wurrang language

Dec 2022

Introduced Sorry Business leave policy and launched online cultural training with Evolve Communities

Partnered with Stars Foundation

Feb 2023

Executive and leadership teams completed cultural training

\$3.9 million spent with First Nations suppliers exceeding our inaugural RAP target of \$3 million.

Jun 2023

Jul 2022

Celebrated NAIDOC Week with a Smoking Ceremony and Welcome to Country in Melbourne from Uncle Colin Hunter Jr. Wurundjeri Elder and heard from Paul Kelly as he played the Yidaki (didgeridoo). Uncle Colin also shared his thoughts on the Uluru Statement and invited Markus Brokhof, our Chief Operating Officer to sign it on behalf of AGL. At our Torrens Island Power Station we hosted a Kurna language session with Jack Buckskin from Kuma Kaaru. Our Loy Yang Power Station partnered with Latrobe Youth Space to light up a cooling tower as part of the Light Projection initiative.

RAP SteerCo members attended Garma Festival

Nov 2022

Completed cultural review and amendment of AGL's Project Management Framework

Developed a GIS database recording cultural heritage locations within a 1km proximity of each AGL asset.

Jan 2023

Completed cultural review and amendment of AGL's Heritage Protection Standard and Methodology

Appointed First Nations recruitment agencies to AGL's panel

Mar 2023

Developed First Nations Procurement Strategy

Partnered with Pipeline Talent to conduct confidential and independent engagement with First Nations employees

Thank You to Our Partners and Investors

We are grateful to the advice and guidance of Uncle Richard Young and Levi Mckenzie-Kirkbright who have been part of our RAP SteerCo for our first RAP. We also thank all our trusted Aboriginal and Torres Strait Islander advisers and cultural learning providers that have supported us on our reconciliation journey.

Evolve Communities

Evolve Communities is one of AGL's trusted Indigenous cultural awareness and allyship training providers.

Led by Aboriginal Elder, Aunty Munya Andrews, and community engagement specialist, Carla Rogers, their programs are designed to develop cultural competency, inspire Allyship and build stronger, more inclusive organisations.

Evolve's training focuses on cultural strength and resilience of Indigenous peoples and introduces participants to Indigenous ways of doing business, making deep and meaningful connections.

BlackCard

BlackCard's advice has been invaluable in helping AGL assess our cultural learning needs and developing our Cultural Capability Framework.

BlackCard is a 100% Indigenous-owned business led by Mundanara Bayles. Mundanara's cultural heritage is connected to the Wonnarua and Bunjalung people on her mother's side and the Birri-Gubba and Gungalu on her father's side.

BlackCard's approach is based on a cultural competency course developed by Mary Graham and Lilla Watson, Aboriginal Elders, educators and lecturers at the University of Queensland. They introduced us to "Aboriginal Perspectives", "Aboriginal Terms of Reference" and "Aboriginal Approaches to Knowledge". For many of our people BlackCard's workshop was their first exposure to Aboriginal and Torres Strait Islander culture and perspectives.

Pipeline Talent

We have partnered with the highly respected Rachele Towart OAM at Pipeline Talent to individually engage our Aboriginal and Torres Strait Islander employees for a deeper understanding of their experiences at AGL and the changes they would like to see to improve workplace cultural safety, employee value proposition, retention and professional development opportunities.

Rachele Towart OAM, is the Managing Director of Pipeline Talent, a 100% Indigenous-owned recruitment company, enabling more Indigenous Australians to reach senior leadership roles building aspiration, hope and respect within Indigenous communities.

PwC Indigenous Consulting (PIC)

AGL collaborated with PIC to review our cultural heritage management practices with the view to improve our cultural heritage management procedures and governance practices. PIC also developed for us Best Practice Aboriginal Cultural Engagement Guidelines which provide a practical roadmap for how we plan to develop and sustain long-term relationships with the Aboriginal communities in which we operate.

PIC is a majority Indigenous owned, led and staffed consulting firm enabling meaningful change in Indigenous communities by realising futures through Indigenous knowledge. PIC specialises in providing advice, developing strategies and supporting their execution to help realise the commercial and community potential of Indigenous policies, programs, projects, organisations and businesses.

15 Times Better

19 of our employees currently self-identify as Aboriginal and/or Torres Strait Islander and as we work towards our aspiration to increase Indigenous workforce representation at AGL, we engaged 15 Times Better to help inform AGL's Aboriginal and Torres Strait Islander engagement.

15 Times Better is a First Nations owned and led business, specialising in First Nations strategy evaluation and development; and direct delivery of First Nations employment and supplier programs.

The key objective of the project was to recommend improvements to ensure our People and Culture (P&C) policies and procedures are culturally appropriate for and inclusive of AGL's Aboriginal and Torres Strait Islander employees. As a result of the review, we have implemented key recommendations including developing an inclusive language framework, expanding visibility of our current reconciliation activity and establishing a tailored Indigenous employment strategy.

NyikBar Consulting

AGL partnered with NyikBar to develop its First Nations Procurement Strategy. It has been an incredible journey of learning and discovery. NyikBar has helped lift our understanding of barriers to First Nations businesses participation through conventional procurement approaches.

NyikBar is a 100% Indigenous owned consulting business established by Charles Prouse and Linton Wright. NyikBar specialises in advising companies on Indigenous procurement strategies and supplier engagement.

"NyikBar is delighted to work with AGL. This feels like a genuine partnership of learning between a large corporation and a small business. From NyikBar's First Nations perspective, a sense of trust exists and AGL trust and respects our expertise."

**Charles Prouse - Managing Director,
NyikBar Consulting**





Relationships

Cultivating respectful, trusted and meaningful connections with Traditional Owners of the lands on which we operate is critical to our success. AGL has committed to delivering an ambitious energy transition and decarbonisation plan, supporting Australia's energy future. Engaging with the Traditional Owners of lands where our energy transition projects will be located will bring diverse experiences, knowledge and perspectives to deliver a sustainable energy future. We acknowledge that our operations impact Aboriginal lands and communities. By building strong connections, we listen and learn so we can shape our community engagement approach and create consistency across the organisation when working with local Traditional Owners and communities.

Focus Area

'Can do. Will do' is one of our core values, which means we make things happen. We focus on creating collaborative partnerships so we can do the right thing and deliver outcomes that benefit the communities we serve.

Kurna Elders Council in South Australia

We are committed to engaging proactively with our communities to develop relationships that will increase our cultural understanding and collaborate on opportunities for employment and economic participation. In South Australia we have created an Elders Council with the Kurna people who are the Traditional Owners of the land on which our Torrens Island Power Station site and Eastwood office are located in Adelaide. This Council has been set up to provide a regular engagement forum where Kurna Elders meet with AGL to provide advice and awareness on current and upcoming projects and to ensure that AGL is kept aware of the needs and concerns of the Kurna community.

Our Executive Team had the opportunity to meet with our Kurna Elders Council in a Yarning Circle during a visit to Adelaide. Damien Nicks, CEO said, *"It was an honour, and a personal highlight, to sit down and yarn with the Kurna and Narungga Elders about the importance of relationships and creating opportunities together. Thank you to Kurna Elders Uncle Jeffrey Newchurch, Aunty Lynette Crocker, Aunty Merle Simpson and Kurna artist Allan Sumner for inviting us to join the Yarning Circle. I look forward to continuing to work with and learn from the Kurna community and many other First Nations communities across the country."*



Partnering with the Clontarf Foundation and Stars Foundation

AGL is delighted to have partnered with the Clontarf Foundation and Stars Foundation to support Aboriginal and Torres Strait Islander boys and girls to remain engaged at school and complete Year 12, with the aim to improve their education and employment prospects.

Both programs provide a diverse range of activities to support their students to develop the self-esteem, confidence and life skills they need to successfully participate in school and transition into a positive and independent future. Our employees have the opportunity to volunteer and support the Clontarf Academy in Kurri Kurri in the NSW Hunter Region, near our Liddell and Bayswater Power Stations and the Stars Foundation at Para Hills High School in Adelaide near our Eastwood office and Torrens Island Power Station.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	Jun 2024 Jun 2025	Community Relations Managers for operational sites Head of Social Impact for corporate locations
	2. Implement AGL's Cultural Engagement Guidelines developed in partnership with Indigenous advisors at PwC Indigenous Consulting (PIC) in communities where we operate and in engaging with Aboriginal communities for new projects.	Dec 2024	Community Relations Managers for operational sites General Manager, Major Projects & Energy Hubs for new project
	3. All new projects to be developed and/or operated by AGL as part of delivering our Climate Transition Action Plan will include a Traditional Owner community engagement plan with adequate resourcing to enable ongoing engagement and input from the Traditional Owner groups relevant to the geographic area.	Jun 2024 Jun 2025	General Manager, Major Projects & Energy Hubs
2. Build relationships through celebrating National Reconciliation Week (NRW)	4. Organise NRW events at AGL's key operational locations.	27 May-3 Jun 2024 and 2025	Community Relations Managers & Head of Social Impact
	5. Promote Reconciliation Australia's NRW resources and collateral to all employees.	April 2024 April 2025	Head of Social impact
	6. RAP Steering Committee members to participate in an external NRW event.	27 May-3 Jun 2024 and 2025	RAP Executive Sponsor
	7. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 Jun 2024 and 2025	RAP Executive Sponsor & Chief People Officer
	8. Register all our NRW events on Reconciliation Australia's NRW website .	May 2024 and May 2025	Head of Social Impact

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	9. Implement strategies to engage our employees in reconciliation.	Jun 2024 Jun 2025	Head of Social Impact & Chair of Reconciliation Engagement Network
	10. Communicate our commitment to reconciliation publicly through our local Community Consultation Committees (CCCs) or Community Dialogue Groups (CDGs) established within the communities where our existing generation assets are located and through community engagement and consultation opportunities for new assets.	Jun 2024 Jun 2025	Community Relations Managers
	11. Develop and implement a RAP communication strategy to promote the RAP and Aboriginal and Torres Strait Islander case studies to employees, key stakeholders and communities where we operate.	Dec 2023 Dec 2024	General Manager, Communication
	12. Develop relationships with key stakeholders and explore collaboration opportunities to drive reconciliation outcomes.	Jun 2024	Head of Social Impact
	13. Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. Participate in Business Council of Australia's Indigenous Engagement Network and other opportunities for collective business action.	Dec 2023 Dec 2024	Head of Social Impact
4. Promote positive race relations through our Diversity and Inclusion strategies	14. Continue to review and amend all our people policies with a cultural lens to ensure anti-discrimination provisions are included.	Jun 2025	General Manager – Talent, Capability & Inclusion
	15. Continue to communicate and monitor AGL's Diversity & Inclusion Policy and commitment to anti-discrimination and behavioural expectations.	Jun 2024 Jun 2025	General Manager – Talent, Capability & Inclusion
	16. Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on anti-discrimination requirements in our Diversity and Inclusion Policy.	Dec 2023	General Manager – Talent, Capability & Inclusion
	17. Enhance AGL senior leaders' understanding of the effect of racism by including specific content relevant to Aboriginal and Torres Strait Islander peoples in our Diversity and Inclusion training.	Dec 2023	General Manager – Talent, Capability & Inclusion



Respect

We understand the importance of increasing our collective cultural competency of Aboriginal and Torres Strait Islander histories, customs and achievements. We will continue to ensure that when engaging with Aboriginal and Torres Strait Islander peoples, our employees are culturally sensitive, appreciative of the vast diversity of Aboriginal and Torres Strait Islander communities, local histories and customs and that our people are best positioned to create meaningful relationships.

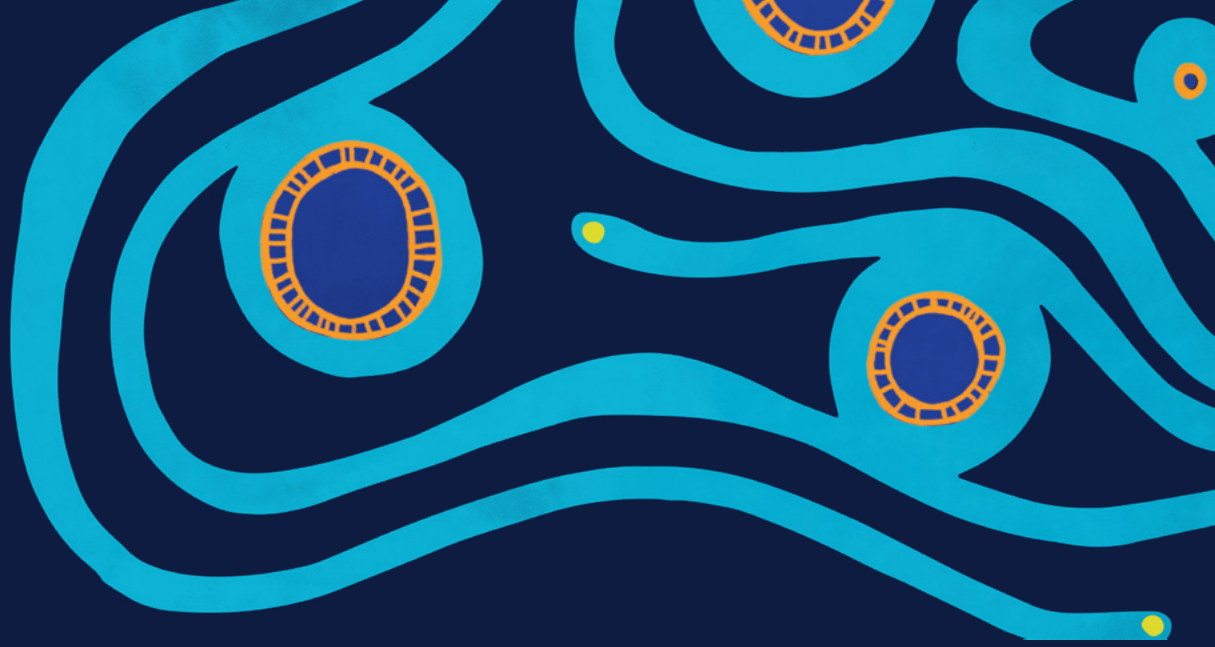
Focus Area

Our core value 'Be safe. Be supportive' encompasses not only physical safety but also cultural safety and mental health. Our focus is on creating a culturally safe workplace where everyone feels included, heard and safe every day. We are respectful and value diverse perspectives and experiences.

Cultural Learning

To help us develop our Aboriginal and Torres Strait Islander Cultural Capability Framework we engaged BlackCard with the aim to build the skills, knowledge and behaviours that are required to improve the cultural understanding of all AGL people and enhance workplace cultural safety for our Aboriginal and Torres Strait Islander team members. The Framework included a capability needs analysis based on roles and as a result we have delivered formal training through cultural learning providers such as Evolve Communities, BlackCard and Arrilla and informal training through yarning circles, webinars, lunch and learns and on country experiences such as the Garma Festival. Over 550 of our people have completed formal cultural training either through our e-learning or in-person training options.





Reconciliation Engagement Network

Our Reconciliation Engagement Network was formed in October 2016 to recognise, respect and raise awareness about Indigenous history and culture across AGL, and to support inclusion and recognition of all our people who identify as Aboriginal and/or Torres Strait Islander. The network's aim is to create a safe and inclusive workplace for our First Nations employees and those who are interested in Indigenous affairs, as well as celebrate and recognise significant events and dates through coordinated activations across the year such as NAIDOC Week, National Reconciliation Week, the unveiling of our Melbourne office artwork titled 'Lights On' created by Samantha Roberts, a proud Indigenous woman from the Wurundjeri and Dja Wurrung Tribes, as well as the naming of a new space in our Melbourne office called Bagung Biik (pronounced "begun bik"), meaning gathering place in Woi-wurrang language.

"I'm excited to lead a group of committed and passionate allies in helping to drive AGL's RAP journey. As we learn more about reconciliation and imprint it on our DNA by demonstrating respect and promoting the voices of Aboriginal and Torres Strait Islander peoples, we will make our workplace and Australia, a better and more inclusive place to be."

~ Chris Shoolman, Reconciliation Engagement Network Chairperson.



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within AGL through cultural learning	1. Continue to review the cultural learning needs and adapt AGL's Cultural Capability Framework accordingly.	Jun 2024 Jun 2025	General Manager – Talent, Capability & Inclusion
	2. Continue seeking advice from our First Nations advisors as we embed and communicate our Cultural Capability Framework, which includes formal, informal, role-specific and location-specific learning opportunities.	Jun 2024 Jun 2025	General Manager – Talent, Capability & Inclusion
	3. Continue to engage local Traditional Owners on the development and delivery of locally appropriate cultural learning programs.	Dec 2023 Jun & Dec 2024 Jun 2025	Site General Managers at AGL operational sites
	4. Provide opportunities for RAP Working Group members, People and Culture managers and other key leadership staff to participate in formal and structured cultural learning.	Dec 2023 Dec 2024	General Manager – Talent, Capability & Inclusion
	5. Provide staff with flexibility to work on January 26 Public Holiday.	Jan 2024	Chief People Officer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	6. Increase our employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jul 2023 Jun 2024	Head of Social Impact & Chair of Reconciliation Engagement Network
	7. Review AGL's existing cultural protocol document on Welcome to Country and Acknowledgment of Country to include guidance on acceptable and respectful terminology and use of Aboriginal and Torres Strait Islander languages in conducting Acknowledgement of Country.	Dec 2023	Head of Social Impact
	8. Ensure that all site inductions embed Acknowledgement of Country, cultural learning and information about the local Aboriginal & Torrens Strait Islander communities the land on which we operate.	Aug 2023	Head of Health Safety & Environment
	9. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Jun 2024 Jun 2025	RAP Executive Sponsor for Corporate events & Site General Managers for events at AGL operational sites
	10. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and an Acknowledgment of Country on AGL's website, corporate publications and email signatures.	Jun 2024 Jun 2025	General Manger, Communication

Action	Deliverable	Timeline	Responsibility
7. Celebrate and prioritise NAIDOC week activities across AGL sites and enable Aboriginal and Torres Strait Islander employees to engage with cultural activities and the broader community	11. RAP Steering Committee to participate in an external NAIDOC Week event.	First week in Jul 2023 & 2024	RAP Executive Sponsor
	12. Continue to review and amend our people policies to ensure there are no barriers to employees participating in NAIDOC Week.	Jun 2024 Jun 2025	General Manager – Talent, Capability & Inclusion
	13. Promote and encourage participation in external NAIDOC events to all our employees.	May 2024 May 2025	Head of Social Impact & Chair of Reconciliation Engagement Network
	14. Promote an Annual RAP Events calendar that recognises dates and events of significance to Aboriginal and Torres Strait Islander communities.	Dec 2023 Dec 2024	Head of Social Impact & Chair of Reconciliation Engagement Network
8. Protect Aboriginal and Torres Strait Islander artefacts, culturally significant sites and heritage values associated with AGL existing and proposed generation sites in consultation with Traditional Owners	15. Undertake an annual review and update AGL’s Cultural Heritage GIS database developed in 2022. The GIS database holds records of cultural heritage locations within a 1km proximity of AGL assets. The database will be used prior to ground disturbance works commencing, as a tool to identify and prevent unauthorised impacts to recorded cultural heritage locations.	Jun 2024 Jun 2025	General Manager HSE Operations, Health & Wellbeing
	16. Maintain up-to-date site-specific Cultural Heritage Management Plans and GIS overlay for all existing assets.	Jun 2024 Jun 2025	Site General Managers & General Manager HSE Operations, Health & Wellbeing
	17. Ensure all new projects have site-specific Cultural Heritage Management Plans developed in consultation with the local Traditional Owner groups.	Jun 2024 Jun 2025	Site General Managers & General Manager HSE Operations, Health & Wellbeing
	18. Develop site-specific Cultural Heritage Management Plans and GIS overlay for all projects requiring ground disturbance in consultation with local Traditional Owner groups.	Jun 2024 Jun 2025	Site General Managers & General Manager HSE Operations, Health & Wellbeing



Opportunities

Our goal is to create both employment and supplier opportunities for Aboriginal and Torres Strait Islander peoples to further their financial success. We are particularly keen to ensure that the Traditional Owners of our existing and future energy generation assets benefit from our significant investment in transitioning to a renewable energy future. We appreciate the unique expertise, knowledge and experience that Aboriginal and Torres Strait Islander peoples provide and that these opportunities will further embed their cultures in our organisation and support our reconciliation journey.

Focus Area

Our core value 'Bring on tomorrow' is about creating a better place and opportunities for future generations. We will continue to focus on leveraging our size and influence to support education and employment opportunities for Aboriginal and Torres Strait Islander peoples.

Borger Cranes

AGL partnered with Borger Cranes, an Indigenous-owned business, to support the ongoing decommissioning work and rehabilitation of the Rosalind Park Gas Plant (Camden Gas Project) in New South Wales. Rehabilitation work at Camden Gas Project has been progressing for a few years with the decommissioning of gas wells as part of AGL's long term commitment in the region. Bob Foster, Project Manager for the decommissioning work at Camden Gas Project said the strength of Borger Cranes' proposal led to them being awarded the contract.

"Borger is a Supply Nation certified Indigenous-owned business. Their professionalism won them the tender, they have done a great job and have been very good to work with. We'll look to continue working with them for the remainder of the project."



From left: Christo van Niekerk, General Manager of Loy Yang with 2022 AGL Jungarra Wannik Scholarship recipient, Alessandro Fossati

AGL Loy Yang Jungarra Wannik Scholarship

The AGL Loy Yang Jungarra Wannik Scholarship was established in 2020 with Federation University to support Aboriginal or Torres Strait Islander tertiary students with their education goals. The name Jungarra Wannik was chosen by the Gunaikurnai Land and Waters Aboriginal Corporation and means 'to find your footprint'. It represents finding your footprint in education and remaining strong in your culture to achieve your goals through support, to know who you are and return to make your footprint seen in the community.

The Scholarship is open to Aboriginal and Torres Strait Islander students studying a STEAM (Science, Technology, Engineering, Arts or Mathematics) at the Gippsland Campus. The recipient of the 2022 AGL Jungarra Wannik Scholarship is Alessandro Fossati who is studying a Bachelor of Psychological Science and our 2023 recipient is Phoebe Warren who is studying a Bachelor of Nursing.

South Australian Women's Firesticks Conference

As the importance of Cultural Fire becomes increasingly recognised by mainstream Australia, it is important to also recognise that Indigenous men and women may have different roles in fire management. Indeed natural resource management programs may exacerbate gender inequality within Indigenous communities as it is often (erroneously) assumed that land management is men's business.

In March 2023 AGL supported the South Australian Women's Firesticks Conference which brought together Indigenous women from across the state to support them to fulfil their important roles in Cultural Fire - from being caretakers of women's-only areas and plants, to teachers and role models to inspire the next generation to care for Country - and to identify the ways in which systems and structures can better support women in Cultural Fire.



Waiwa Mudena cadetship program

AGL has partnered with King Wood & Mallesons (KWM) to support KWM's Waiwa Mudena cadetship, a flexible and immersive work placement and professional skills development program, co-designed with and for Aboriginal and Torres Strait Islander law students.

Waiwa Mudena is a phrase in the language of the grandmother of the artist whose artwork is reflected in the program logo, Robby Wirramanda. Robby uses the phrase to mean "to rise up and go after". The program aims to connect First Nations law students with examples of the various pathways available in the legal profession. The 30-day paid program helps prepare aspiring lawyers and contributes towards increased representation of Aboriginal and Torres Strait Islander peoples throughout the legal sector.

The program includes practical on the job training in KWM legal teams, a mentor and buddy, participation in industry-specific training and workshops and includes networking and shadowing experiences with the AGL in-house legal team. Waiwa Mudena cadets also partake in optional secondment experiences with community legal centres, Aboriginal legal services, government-related justice agencies, government departments and barristers.

Hilary Thorpe (General Manager, Legal Corporate & Secretariat), who has been a part of the program since it began in 2018 said AGL's support of Waiwa Mudena is so important. *"In supporting this program, I hope that we can help to inspire more First Nations people to pursue a legal career and address the under representation of First Nations people in the legal profession,"* Hilary said.

This initiative is a step towards addressing the longstanding exclusion Aboriginal and Torres Strait Islander peoples have experienced from Australian legal systems, which has contributed to the harm that legal systems have caused First Nations peoples.

Opportunities

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	1. Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Mar 2024	Chief People Officer
	2. Engage with Aboriginal and Torres Strait Islander staff and advisors to consult on our recruitment, retention and professional development strategy.	Sep 2023	General Manager – Talent, Capability & Inclusion
	3. Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Dec 2023	General Manager – Talent, Capability & Inclusion
	4. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander potential employees.	Jan 2024	General Manager – Talent, Capability & Inclusion
	5. Review and amend our recruitment procedures, policies and position descriptions to reflect our commitment to creating a culturally inclusive and safe workplace and remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Jan 2024	General Manager – Talent, Capability & Inclusion
10. Support education and training programs for Aboriginal and Torres Strait Islander peoples	6. Continue AGL support of the KWM Waiwa Mudena program for Aboriginal and Torres Strait Islander law students to obtain workplace experience.	Aug 2023 Aug 2024	General Counsel & Company Secretary
	7. Promote AGL's Apprenticeship Program and investigate ways to improve First Nations participation.	Jun 2024 Jun 2025	General Managers of Loy Yang, Macquarie and Torrens Island
	8. Continue partnerships with the Clontarf Foundation and Stars Foundation to support Aboriginal and Torres Strait Islander boys and girls to remain engaged at school and complete Year 12, with the aim to improve their education and employment prospects.	Jun 2024 Jun 2025	Head of Social Impact
	9. Continue to sponsor the AGL Loy Yang Jungarra Wannik Scholarship.	May 2023 May 2024	General Manager – Loy Yang

Action	Deliverable	Timeline	Responsibility
11. Improve accessibility of our products and services for our Aboriginal and Torres Strait Islander customers	10. Partner with First Nations organisations to improve energy literacy and accessibility of our products and services for our Aboriginal and Torres Strait Islander customers.	Jun 2024	General Manager, Customer Operations
	11. Review AGL's Energy Literacy Program to ensure suitability for Aboriginal and Torres Strait Islander customers.	Jun 2024	General Manager, Customer Operations
12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	12. Continue implementing AGL's First Nations Procurement Strategy in FY24 and FY25, and review and strengthen as required.	Jun 2025	General Manager, Procurement & Property
	13. Increase the share of our procurement spend with Aboriginal and Torres Strait Islander suppliers from \$3 million in FY23 to \$5.7 million by the end of FY25 (90% increase over two financial years).	Jun 2024	Chief Operating Officer for Integrated Energy
		Jun 2025	Chief Financial Officer for Corporate and IT
			Chief Customer Officer for Customer Markets
	14. Develop opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses and communicate to relevant AGL decision makers for procurement spend.	Jun 2024	General Manager, Procurement & Property
		Jun 2025	
	15. Communicate AGL's RAP procurement target to RAP SteerCo, Reconciliation Engagement Network and all AGL employees.	Aug 2023	Head of Social Impact
		Dec 2023	
		Jun 2024	
Dec 2024			
16. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Jun 2024	General Manager, Procurement & Property	
17. Maintain Supply Nation membership to identify Aboriginal and Torres Strait Islander business that can provide the goods and services we procure to operate our business.	Jun 2024	General Manager, Procurement & Property	
	Jun 2025		
18. Assess partnerships with state based First Nations industry groups to ensure appropriate coverage and connection to Aboriginal and Torres Strait Islander suppliers.	Dec 2023	General Manager, Procurement & Property	
19. Employ a First Nations procurement lead.	Dec 2023	General Manager, Procurement & Property	

Opportunities cont.

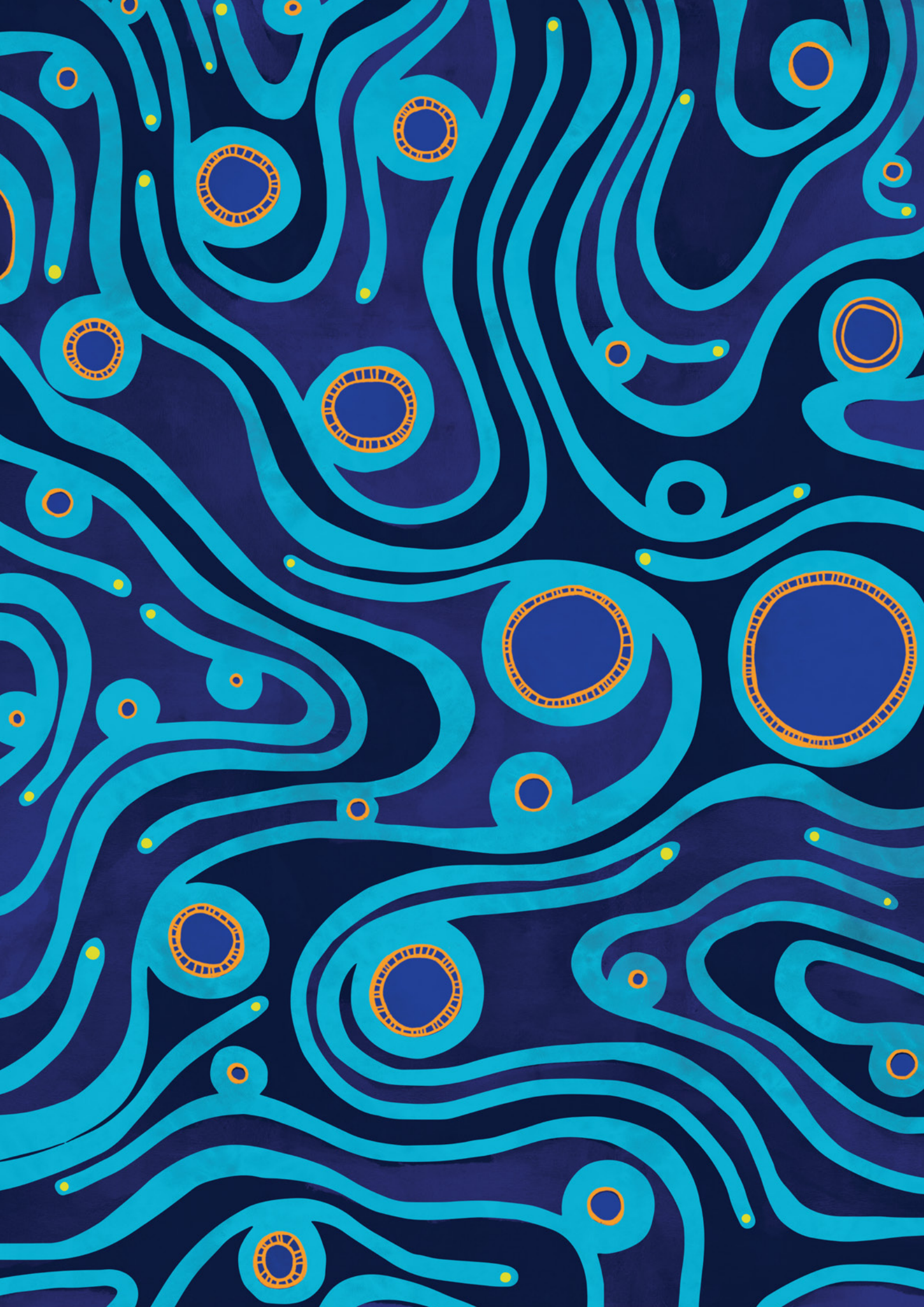
Action	Deliverable	Timeline	Responsibility
	20. Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Jun 2024 Jun 2025	General Manager, Procurement & Property
	21. All new projects to be developed by AGL as part of delivering our Climate Transition Action Plan and major transition contracts will include an assessment of opportunities for First Nations businesses to participate in providing goods and services during construction phase.	Jun 2024 Jun 2025	General Manager, Major Projects & Energy Hubs General Manager, Transition
	22. Include requirements for First Nations participation (procurement/employment) in project tenders over \$10 million.	Jun 2024 Jun 2025	General Manager, Major Projects & Energy Hubs General Manager, Transition General Manager, Procurement & Property
	23. Provide reporting and visibility of First Nations spend across AGL to the Executive responsible for the RAP procurement target.	Dec 2023 Jun 2024 Dec 2024 Jun 2025	General Manager, Procurement & Property
	24. Identify and assess suitability of First Nations carbon projects in partnership with First Nation organisations as part of AGL's carbon credit sourcing strategy.	Jun 2024 Jun 2025	General Manager, Trading General Manager, Integrated Portfolio Planning
	25. Identify First Nations suppliers with the appropriate capability and support their participation in our solar and battery installation business.	Jun 2024 Jun 2025	Head of Sustainable Business Energy Solutions
	26. Allocate a proportion of our community investment funds to partnerships with Aboriginal and Torres Strait Islander community organisations.	Jun 2024 Jun 2025	Head of Social Impact

Governance

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Steering Committee to drive governance of the RAP	1. Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Committee and the AGL Indigenous Engagement Network.	Jun 2025	Head of Social Impact
	2. Establish and apply a Terms of Reference for the RAP Steering Committee and the AGL Reconciliation Engagement Network.	Aug 2023	Head of Social Impact
	3. Meet at least four times per year to drive and monitor RAP implementation.	Aug & Nov 2023 Mar, May, Aug, Nov 2024 Mar & May 2025	RAP Executive Sponsor
14. Provide appropriate support for effective implementation of RAP commitments	4. Define resource needs for RAP implementation.	July 2023	RAP Executive Sponsor
	5. Engage our senior leaders and other staff in the delivery of RAP commitments.	Jun 2024 Jun 2025	RAP Executive Sponsor
	6. Define and maintain appropriate systems to track, measure and report on RAP commitments.	Aug 2023	Head of Social Impact
	7. Appoint and maintain an internal RAP Champion from senior management.	July 2023	Chief Executive Officer
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	8. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sep 2023 30 Sep 2024	Head of Social Impact
	9. Report RAP progress to all staff and senior leaders quarterly.	Sep, Dec, Marc, Jun 2023 & 2024	Head of Social Impact
	10. Publicly report our RAP achievements, challenges and learnings, annually.	Aug 2023 Aug 2024	Head of Social Impact
	11. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Jul 2023	Head of Social Impact

Governance cont.

Action	Deliverable	Timeline	Responsibility
	12. Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	Jun 2024 Jun 2025	Head of Social Impact
	13. Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	Aug 2023 Aug 2024	Head of Social Impact
	14. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Apr 2025	Head of Social Impact
16. Continue our reconciliation journey by developing our next RAP	15. Register via Reconciliation Australia's website to begin developing our next RAP.	Nov 2024	Head of Social Impact



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