

# Innovate Reconciliation Action Plan

June 2025 - June 2027





## Acknowledgement of Country

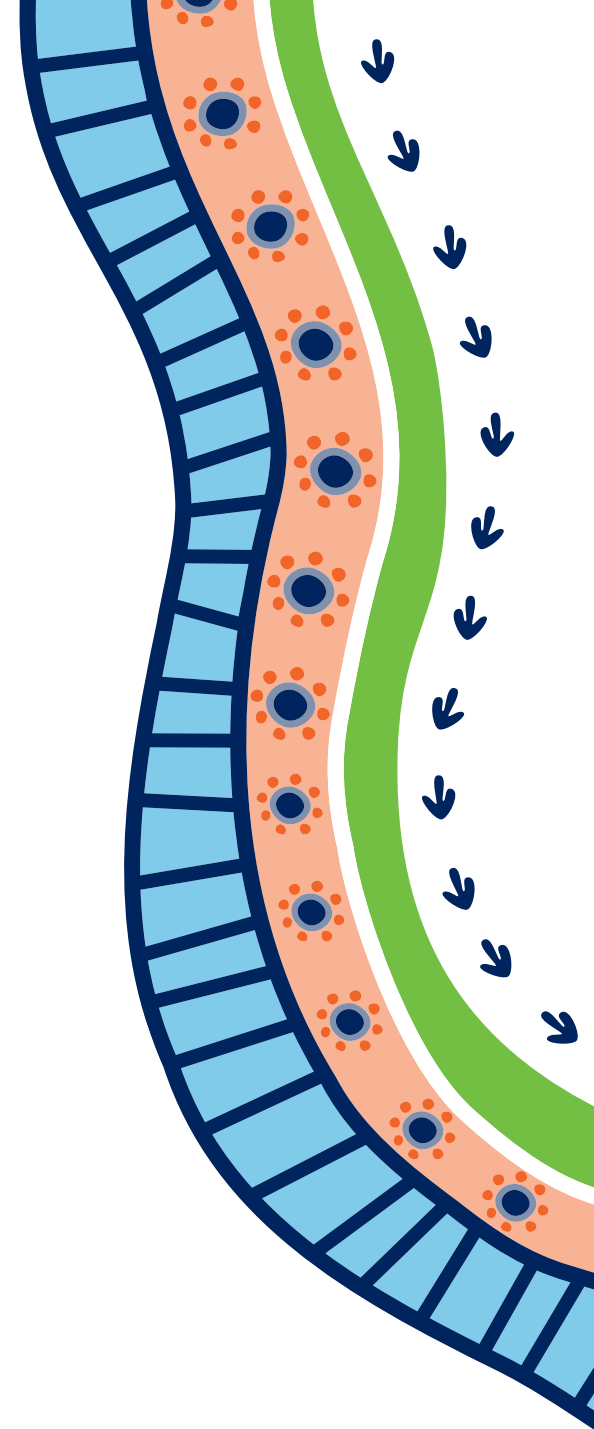
Ausgrid acknowledges and pays respect to Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of this land, their unique ability to care for Country and deep spiritual connection to it. We honor Elders past and present, understanding their knowledge and wisdom ensures continuation of culture and traditional practices.

We acknowledge the contributions of Ausgrid Aboriginal and Torres Strait Islander employees for sharing their knowledge and experiences to shape our call to action, and for their continued work within the organisation to move us towards our future aspirations.



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## About the Artwork and Artist

### Wired for Good - Lauren Henry | Wodi Wodi & Walbunja Artist

This artwork is a reflection of the story behind Ausgrid's Reconciliation Action Plan journey. The yarning circle represents the Ausgrid team, their sense of camaraderie and a safe space for Ausgrid employees to come together to celebrate and learn. The people sitting (upside down 'U' shapes) represent staff coming together to listen, learn and reflect with each other.

There are four community circles connected by journey lines (wires) to represent the importance of the Reconciliation journey for Ausgrid. These community circles represent community consultation with the flow of the wavy journey lines representing that this journey has not been a linear process.

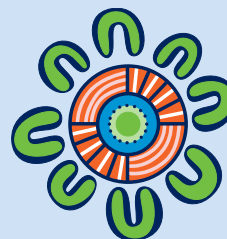
On the left bottom corner of the artwork are kangaroo tracks to represent moving forward and that Ausgrid are committed to walk this journey with their staff and community. While providing opportunities to learn, but also to take a moment to sit and reflect on the journey thus far. Surrounding the community circles from the inside are connected watering holes to represent the flow on effect of sharing knowledge and learnings obtained by working and listening to First Nations communities across New South Wales.

On the right side of the artwork are connected campsites surrounded by knowledge sticks to represent the purposeful and positive impact that Ausgrid are having in community while also acknowledging that Ausgrid is working and operating on Aboriginal Land.

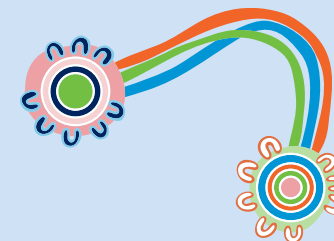
The layers of Country are a reminder that Ausgrid is operating on Aboriginal Land and committed to their green energy journey to ensure that we are always caring for Country. Ausgrid remains teachable and committed to ensure First Nations voices are at the forefront of conversations held in mind of land management and Caring for Country. This artwork highlights that Ausgrid is shifting to put more of a community focus at the forefront of their operations, while also maintaining their ability to champion those around them by communicating effectively with the wider community.



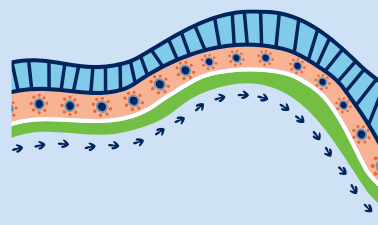
Lauren Henry is a proud Wodi Wodi and Walbunja person from the Yuin Nation living on Country in Nowra, the South Coast of NSW. Lauren uses artworks as a medium to tell stories and to connect with those around her to dig deeper into their learnings of First Nations culture. Lauren has been part of the team since October 2021 and is our the Cultural Creative Lead at Yirra Miya, a First Nations Creative Agency.



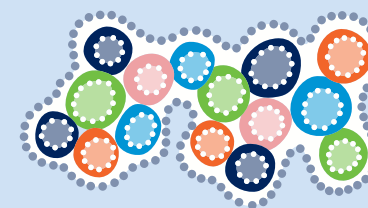
The Yarning Circle



Connected Community Circles



Country Lines



Watering Holes





## Message from the CEO

I am proud to introduce our Innovate Reconciliation Action Plan (RAP) for 2025 – 2027.

This plan builds on the lessons we've learned and the commitments we've made to honour the deep heritage of Aboriginal and Torres Strait Islander peoples in the places where we work.

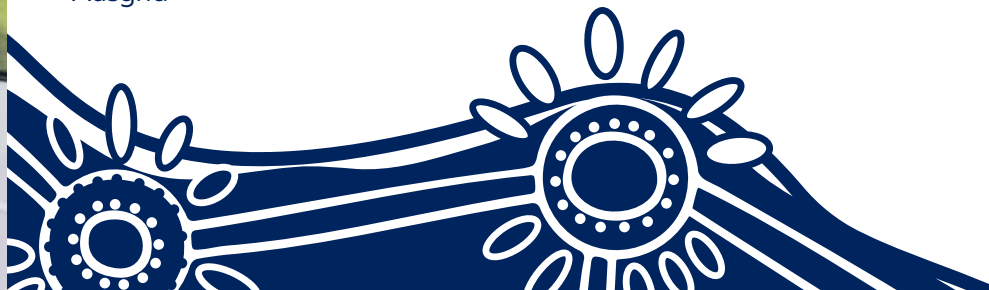
Guided by our previous RAP, we have taken significant steps to preserve and celebrate Aboriginal and Torres Strait Islander cultural heritage. We have enhanced cultural safety and awareness within our organisation, forged stronger partnerships with Local Aboriginal Land Councils and Traditional Owner Corporations across our network area, and grown our ability to empower the communities we serve.

Looking ahead, we are excited to deepen our connections with Country and community. The actions outlined in this RAP are designed to support cultural understanding, economic empowerment, and self-determination, ensuring that together we make electricity more accessible to all.

Leading this next chapter in our reconciliation journey is something I deeply value. With the passion and dedication of our people, alongside the wisdom and ingenuity of Aboriginal and Torres Strait Islander communities, we will continue to drive positive change.

Thank you to everyone who has committed to this important work. We look forward to the journey ahead.

**Marc England**  
Chief Executive Officer  
Ausgrid



## Message from Reconciliation Australia

Reconciliation Australia commends Ausgrid on the formal endorsement of its third 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. Ausgrid continues to be part of a strong network of more than 3,000 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 Ausgrid will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Ausgrid 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 Ausgrid 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, Ausgrid will ensure shared and cooperative success in the long-term.

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

Congratulations Ausgrid on your third 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 to build an accessible and sustainable energy industry that elevates the voices and participation of Aboriginal and Torres Strait Islander Peoples, the original Custodians of this land and the energy industry.

We are committed to walking alongside Aboriginal and Torres Strait Islander communities, deepening our understanding of their aspirations, and finding solutions together as we move through the energy transition and beyond.

Our goal is a resilient and sustainable future for all Australians.

## Wired for good.™







## Our Business

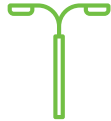
The Ausgrid Group is a private partnership that is jointly owned by IFM Investors (25.2%), APG Asset Management Group (16.8%), Australian Super (8.4%) and the State of New South Wales (49.6%) under a long-term lease. The Ausgrid Group is made up of Ausgrid and Plus ES.

United by our shared purpose, we strive to make electricity accessible for all. Together, we work to ensure communities have the power in a resilient, affordable, and sustainable future.

### The Ausgrid Group – key figures



**3100**  
employees



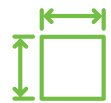
**259,328**  
streetlights



**1.8 M**  
customers



**24,431**  
GWh of power  
supplied



**22,275**  
Km<sup>2</sup> of area  
supplied



**\$855 M**  
supply chain  
spend



**515,101**  
power poles



**46,957**  
Km of  
powerlines and  
underground  
cables



**20%**  
of Australia's national  
Gross Domestic Product  
(GDP) is supported by  
our network.

## Ausgrid

For over a century, our team has managed a network that connects communities and empowers lives. As the largest electricity distributor on Australia's east coast, we provide safe, reliable, and affordable energy to 1.8 million customers, including 1.6 million households and 200,000 businesses. That means that four million Australians from diverse backgrounds rely on us each day to power their lives, including households, businesses and critical infrastructure providers such as schools and hospitals.

Our vast network spans 22,275 square kilometres across Sydney, the Central Coast, and the Hunter Valley, comprising substations, high- and low-voltage power lines, underground cables, tunnels, and power poles. Our operations are diverse, covering infrastructure construction, maintenance, customer connections, street lighting, and telecommunications. As part of our commitment to supporting the transition to net zero, we are also ensuring that our network is ready for further electrification and a future where renewables play a significant role in the power mix. Our work on community batteries, microgrids, electric charging infrastructure for vehicles and smart grid technologies are all innovations we are investing in to support a sustainable energy future.

To enable connection to the communities we serve, we operate across 26 depot and office sites across the upper and lower Hunter, Central Coast, and southern regions of Greater Sydney, spanning several Local Aboriginal Land Council areas and Traditional Owner Groups. Our southern headquarters in Haymarket, Sydney is located on the lands of the Gadigal people, while our northern headquarters in Honeysuckle, Newcastle is situated on the lands of the Awabakal and Worimi peoples.

### PLUS ES

Launched in late 2017, PLUS ES helps businesses in New South Wales, Queensland, South Australia, Victoria, and Tasmania to optimise energy consumption through advanced data delivery and end-to-end energy infrastructure solutions. PLUS ES provides expertise and delivers infrastructure services for contestable metering, telecommunications, and energy industries in Australia. The PLUS ES head office is on Gadigal land in Sydney, NSW.









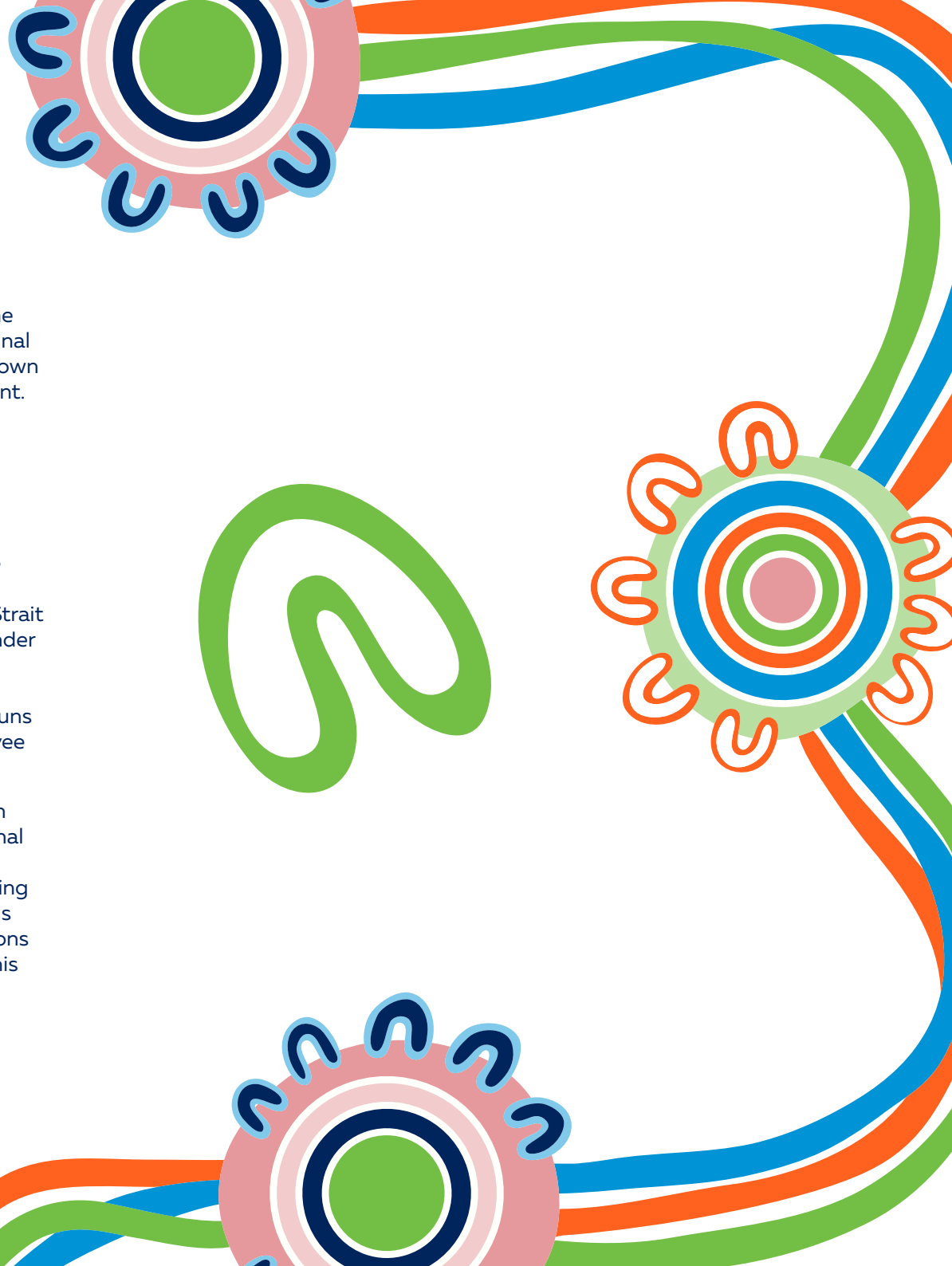
## Our People

We are powered by a diverse and highly skilled team of 3,100 employees, who share a strong commitment to making a meaningful and positive impact for the communities we serve. Currently 2.3% of our workforce self-identify as Aboriginal and/or Torres Strait Islander people, a number which has slowly but steadily grown through initiatives focused on cultural safety, support, and targeted recruitment. Our Bright Sparks Apprenticeship program exemplifies this progress, with 8% (12/150) of our apprentice cohort identifying as Aboriginal and/or Torres Strait Islander people.

With safety at the heart of our business, we are committed to creating a safe and inclusive workplace where diverse voices and perspectives are heard and valued, and where every employee can reach their full potential. Our Employee Resource Groups (ERG's) are an important enabler of this, and we are proud to have had our First Nations ERG (formerly known as the Aboriginal and Torres Strait Islander Network) running since 2009. Led by Aboriginal and Torres Strait Islander employees at Ausgrid, this group fosters connection amongst First Nations employees and provides Aboriginal and Torres Strait Islander perspectives on current Ausgrid business, along with support and mentoring. This group also runs bi-monthly Healthy Yarns sessions, in collaboration with Converge, our Employee Assistance Program partner.

Members of our First Nations ERG also play an active role in Ausgrid's Inclusion and Diversity Council, serving to elevate the voices and experiences of Aboriginal and Torres Strait Islander employees to the Executive Leadership Team. This engagement has been pivotal in identifying and addressing barriers to belonging within our workforce, enhancing our understanding of key challenges and focus areas, and fostering cultural safety through knowledge sharing. Our First Nations ERG has also been a critical in guiding the focus areas and commitments for this Reconciliation Action Plan (RAP).

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## Case Study: Community Batteries – Sustainability for our assets and emerging First Nations artists.

In September 2023, Ausgrid made history, switching on Australia's first community battery delivered under the Australian Government's Community Batteries for Household Solar Program, at Cabarita in Sydney's inner west.

Our CEO, Marc England, joined Federal Minister for Climate Change and Energy, The Hon. Chris Bowen MP, and Member for Reid, Sally Sitou MP, to power up the battery and discuss its benefits for both residents and the broader energy system.

In discussions with Sydney's First Nations community, it was highlighted that there was an opportunity to involve emerging First Nations local artists looking to build their commercial portfolio of work, by featuring their artwork on the community batteries.


With Cabarita being the first of six community batteries Ausgrid delivered under the program, the benefits of community batteries to renewable energy and power bills will be immense, while also highlighting the talents of First Nations artists in the area where the batteries are located for all to enjoy.

Ausgrid engaged with First Nations businesses Boomalli and Yerrabingin to assist with an expression of interest (EOI) to emerging artists, with the first battery in Cabarita seen wrapped in artwork from Sharon Smith, a descendant of the Wiradjuri tribe of western NSW (New South Wales). Through her paintings, Sharon explores her own personal connection with and her people's age-old relationship to the earth.

Michael West from Metro Local Aboriginal Land Council gave the opening address at the launch and acknowledged the importance of Sharon's artwork in creating a space for community storytelling and creating a better place as we transition to net zero.

We are looking forward to collaborating with more emerging Indigenous artists as we continue to build resilience and accessibility, with batteries being installed across our network.





“Looking Down on the Land is about connecting to land and water and listening to our Elders to create a better place. It is about creating connection when sharing our stories and is a part of healing and helps us to become as one. The symbols represent men and women travelling the land and the rivers.”

– Sharon Smith, Wiradjuri Artist





## Our Reconciliation Action Plan

This RAP strengthens our ongoing commitment to reconciliation. It aims to consolidate our successes, stretch us further, as well as incorporate lessons learnt over the journey so far. A particular focus in the design and delivery of this RAP is our commitment to deeper partnering and connection with Aboriginal and Torres Strait Islander employees and communities within our footprint to ensure that our actions are meaningful, support self-determination, and continue to build trust. In developing this RAP, we also prioritised early and wide internal consultation across our business, to build stronger connection to our vision for reconciliation and to the delivery of actions.

As a result of this consultation, and with the guidance of Reconciliation Australia, we have chosen to focus on four key focus areas within our Innovate RAP. These focus areas have considered Ausgrid's unique opportunities to drive impact, business strategy and our vision of an accessible and sustainable energy industry that elevates the voices and participation of Aboriginal and Torres Strait Islander Peoples.





## RAP focus Areas:

**Elevated cultural safety and awareness** – ensuring that all people who interact with our organisation understand Ausgrid's reconciliation expectations, we commit to creating a culturally safe environment for Aboriginal and Torres Strait Islander Peoples, standing up against systemic barriers and racism, and weave Aboriginal and Torres Strait Islander knowledge into our business practices with a focus on improving our people's understanding of First Nation's histories and cultures.

**Economic Empowerment for Aboriginal and Torres Strait Islander businesses** – building on our Aboriginal and Torres Strait Islander procurement endeavours, diversifying our supply chain, and understanding the true value of social outcomes.

**Increasing employment opportunities, career pathways and mentoring** – discovering new career opportunities within our organisation to meet demands in a growing industry, investing in our existing Aboriginal and Torres Strait Islander employees to open new and exciting career paths, and connecting a new pipeline of Aboriginal and Torres Strait Islander talent to our workforce.

**Community connection and self-determination** – listening to the aspirations of Aboriginal and Torres Strait Islander communities within our footprint and partnering with them to achieve these.

## Developing our RAP

An important advance in developing this RAP was the early and deep engagement of a range of employees across Ausgrid, as well as the guidance and support provided by Indigenous consultancy partners, namely Jason Timor from Stonecrab and Michael Frangos from Indigenous Energy Australia.

### Some key highlights of our development journey include:

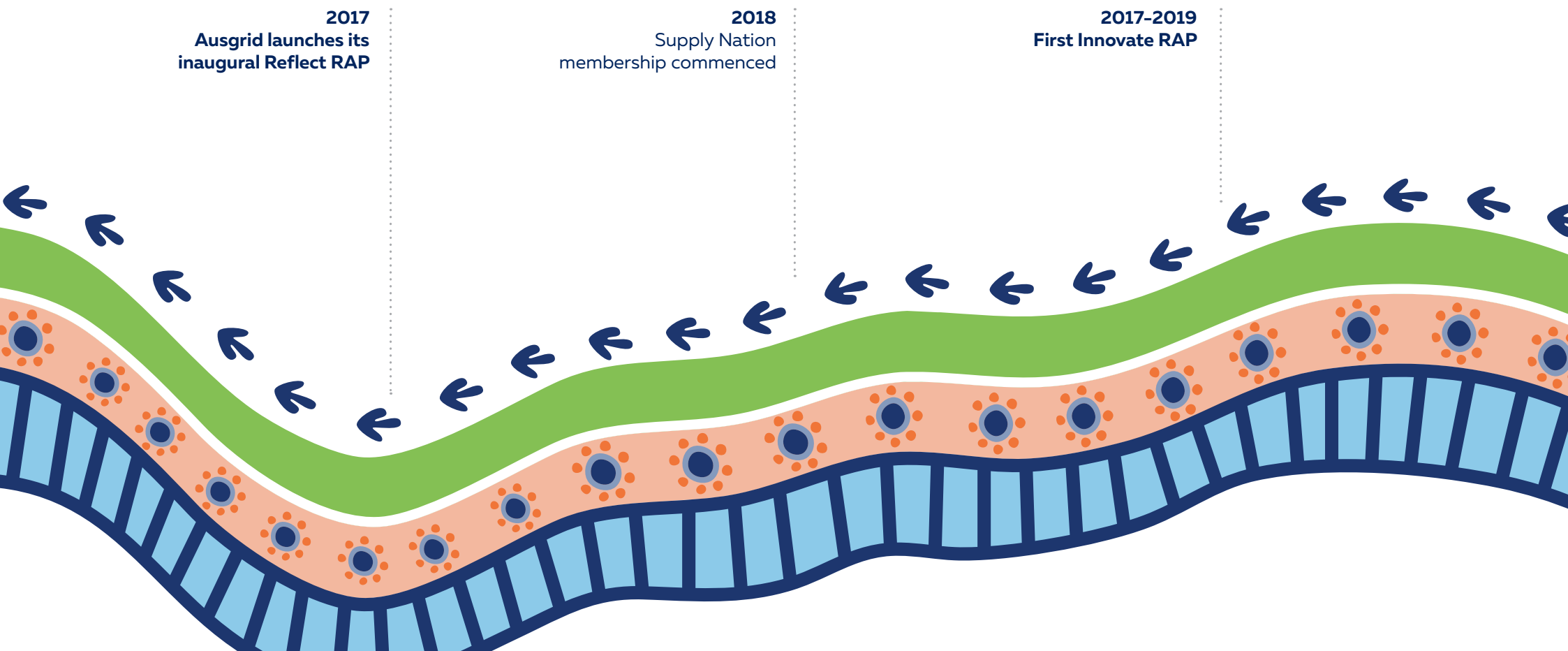
- ☀ Key employees from Ausgrid, both Aboriginal and Torres Strait Islander and non-Indigenous, attended Reconciliation Australia's RAP Leadership Forum to hear from prominent community voices.
- ☀ On-Country experience with Gamay Rangers from Gujaga Foundation in La Perouse and a vision setting workshop with our Executive Leadership Team. This workshop was facilitated by Jason Timor, from Indigenous consultancy firm Stonecrab and included reflection on Ausgrid's reconciliation impact to date, as well Ausgrid's unique opportunity and vision to advance reconciliation into the future.
- ☀ Off-site reflection sessions, facilitated by Stonecrab, with Aboriginal and Torres Strait Islander employees, to help us gain a truer understanding of their experience at Ausgrid, which has helped to shape key actions within our RAP.
- ☀ Workshops and cultural awareness session with the RAP Working Group to build engagement, commitment and capability
- ☀ Input and feedback from our First Nations Employee Resource Group (ERG) on proposed RAP actions
- ☀ Engagement with Indigenous Energy Australia and Local Aboriginal Land Councils to help us understand the aspirations of community and the role Ausgrid can play in addressing priority areas for communities (both energy and non-energy related)

The development of our RAP has been a truly collaborative effort, and we are excited by the strong foundation and momentum this has built for the delivery of our RAP.

## Our RAP Journey – Timeline in Artwork

Ausgrid takes great pride in being an active part of the communities we serve. Through the enduring nature of our business and the essential services we provide to communities, we believe that we have both a genuine responsibility, and a genuine ability, to meaningfully contribute to reconciliation in Australia.

Since our inaugural RAP in 2017 and successive RAP's, we have focussed on building respect and understanding of Aboriginal and Torres Strait Islander histories and cultures, developing strong and mutually beneficial relationships and creating sustainable employment and supply chain opportunities. We are proud of our journey to date, whilst recognising there is still much for us to do.



**2022-2024**  
**Second Innovate RAP**  
**commenced**

**2022**  
Mapping of Aboriginal sites  
of significance to the Ausgrid  
network on our Geospatial  
Information System (GIS)

**2022**  
Ausgrid's first Environmental  
Cultural Lead appointed.

**2022**  
First Jolt batteries displayed  
NAIDOC Week artwork

**2023**  
First Nations Cultural Safety and  
Awareness sessions facilitated by  
Mirri Mirri run on on-going basis

**2023**  
First Nations External Engagement  
program commenced with  
Stakeholder Engagement team

**2023**  
Indigenous Voice to Parliament  
sessions run for employees

**2023**  
Healthy Yarns with Converge  
Employee Assistance Program (EAP)  
commenced

**2023**  
EMPOWER First Nations pre-  
apprenticeship program relaunched  
with eight participants

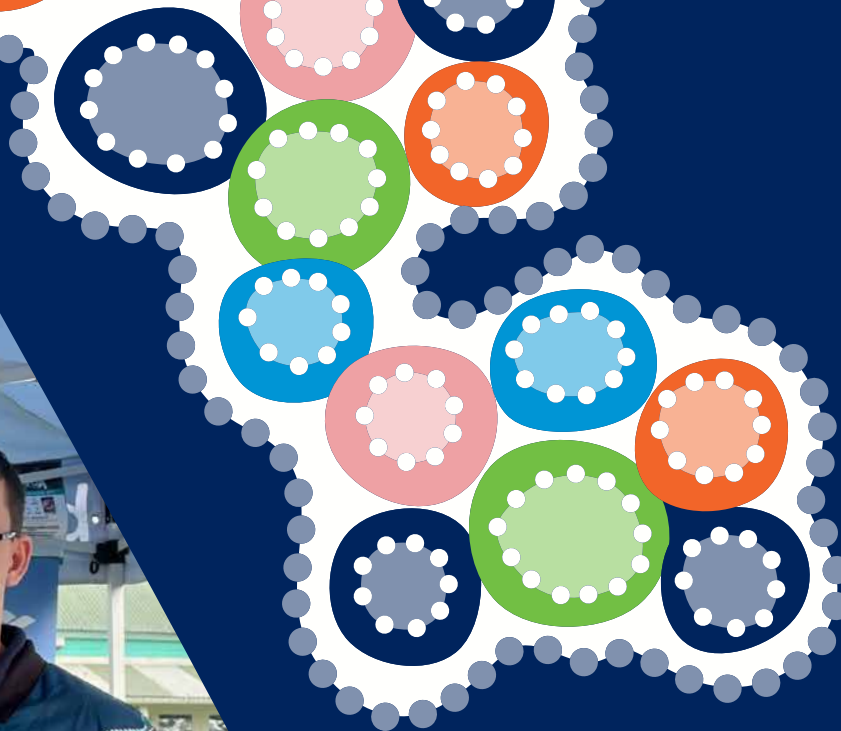
**2024**  
First Yarning Circle constructed at  
Banksmeadow Depot

**2024**  
Hunter Central Coast Renewable  
Energy Zone tender awarded with  
Industry Aboriginal Participation Plan  
(IAPP)

**2024**  
Spend with Supply Nation increased  
by more than \$5 million to achieve  
\$16.4 million spend with Aboriginal and  
Torres Strait Islander businesses

**2024**  
First Nations Engagement Officer  
appointed







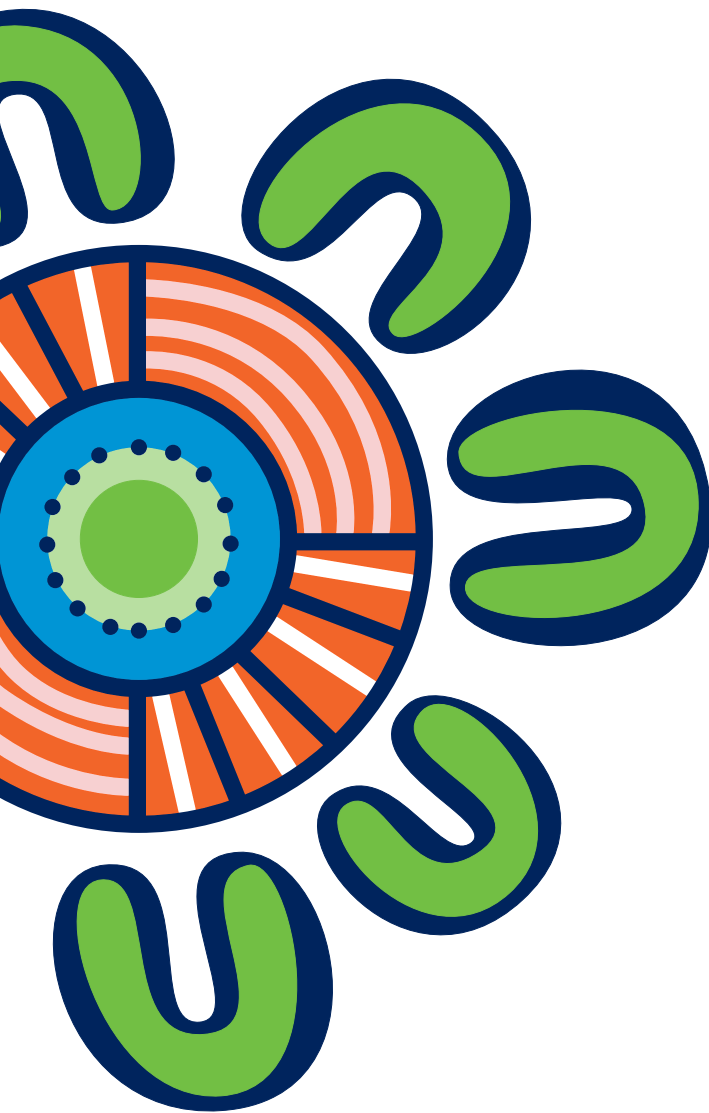
## Case Study: Increasing our cultural safety and awareness through the power of stories

As a core part of our Cultural Learning Strategy, in 2023 Ausgrid commenced implementation of our Cultural Safety and Awareness Training for employees, with the view of increasing respect and capability. Facilitated by Aboriginal and Torres Strait Islander business Mirri Mirri, the sessions have been instrumental in building our people's understanding of First Nations cultures and histories and how we all play a part in ensuring our teams are inclusive and respectful.

With over 200 of our people having attended the training sessions already, we have already seen the impact of this program, particularly in the way our employees are delivering contextualised and personal Acknowledgements of Country. We look forward to continuing our partnership with Mirri Mirri into the future, with these training sessions continuing to run on a regular basis.

"We have loved our time partnering with Ausgrid and delivering cultural awareness training to their staff. We have found them to be a truly receptive and empathetic workplace. Together, we have taken meaningful steps toward reconciliation and ensuring Ausgrid staff have the knowledge and tools to create safe spaces for First Nations people."

- Paul Sinclair, Director of Education, Mirri Mirri.



## Our RAP Champions

Our RAP Champions are driven by our vision of building an accessible and sustainable energy industry that elevates the voices and participation of Aboriginal and Torres Strait Islander Peoples.

Nigel Lowry, Group Executive – Legal Governance and Property, and RAP Executive Champion, leads our RAP Working Group, with the support of our Executive Leadership Team. Our RAP Working Group consists of leaders from various parts of Ausgrid, including Aboriginal and Torres Strait Islander leaders who offer cultural guidance and advice. The Working Group operates at a senior level and brings diversity of backgrounds, perspectives and skills to ensure that our RAP is delivered in a consistent, collaborative and relevant way across our business. The expectation of our RAP Working Group is to report to our Executive Leadership team annually, communicating key achievements and challenges.

Our RAP Working Group is supported by both internal and external First Nations Cultural Advisors. Our Ausgrid First Nations Cultural Advisors are employees who operate independently of the RAP Working Group. They provide essential cultural expertise and input and have played a key role in developing our RAP actions. They will continue to provide guidance and feedback during the implementation of our RAP, ensuring that cultural perspectives are incorporated into every stage of our RAP.

As outlined above, we have also partnered with external First Nations Cultural Partners including Stonecrab and Indigenous Energy Australia. We give thanks for their knowledge, guidance and genuine collaboration.

**Wired for good.™**

## RAP Working Group

- **Nigel Lowry** - Group Executive, Legal Governance and Property and Executive Sponsor
- **Ben Lange** (Marra / Anindilyakwa man) - Senior Environmental Cultural Lead
- **Michael Ryan** (Dharawal man) - Line Worker
- **Colette Elysee-Lyons** - Experience Specialist
- **Luke Fletcher-Daniels** - Manager, Inclusion and Diversity
- **Sophie Tindle** - Capability Project Coordinator
- **Daniel Sartor** - Head of Major Projects
- **Murray Chandler** - Head of Network Strategy and Future Grid
- **Kate Hawke** - Head of Brand and Reputation
- **Jasmina Petkoska** - Head of Organisational Capability
- **Ivor Gibbons** - Head of Sustainability
- **Paul Leaver** - Head of Performance and People Services
- **Will Close** - Head of Property
- **Ryan Hewlett** - Chief Information Officer
- **Kirsten Hodgson** - Head of Employee Engagement
- **Cath McGirr** - Head of Strategic Workforce Planning
- **Kate Wholohan** - Head of People Partnering
- **Liam Baker** - Head of Transmission & Services
- **Damon Taylor** - Head of Procurement

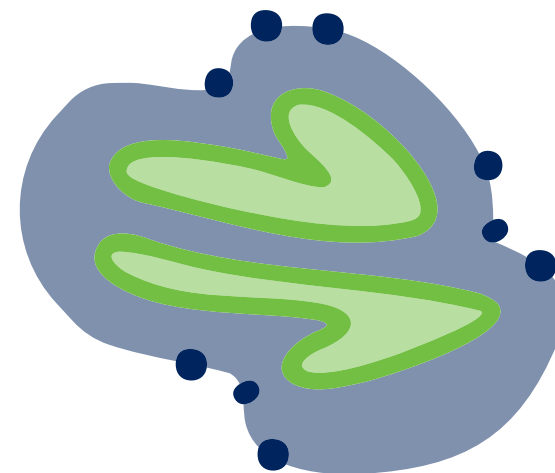
## Ausgrid First Nations Cultural Advisors

- **Colin Curry** (Awabakal and Worimi man) - Electrical Safety Specialist
- **Erin Bradley** (Wiradjuri woman) - Engineering Officer
- **Shai Richardson** (Worimi/Birripi woman) - First Nations Officer
- **Candice Rhind** (Māori woman) - Connections Project Support Officer

## Ausgrid First Nations Cultural Advisors

- **Jason Timor**, Stonecrab
- **Michael Frangos**, Indigenous Energy Australia

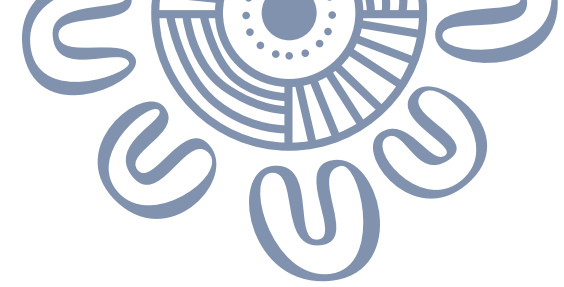
**We give thanks for the genuine support, advice and collaboration provided.**





## Relationships

At the heart of everything we do, we centre ourselves around meaningful and positive relationships. We believe that by uplifting the voices of First Nations communities and customers, we become a stronger organisation. To truly achieve our reconciliation goals, we must nurture close, mutually beneficial relationships and embrace First Nations' knowledge into our business decisions.



### Focus Area: Community connection and self-determination

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Formalise and communicate local Aboriginal and Torres Strait Islander Community Liaisons (either Indigenous or non-Indigenous) within regions from existing employees to develop guiding principles on engagement with Local Aboriginal Land Councils (LALC) and Traditional Owner Corporations to ensure consistent and ongoing relationships.	September 2025	Head of Major Projects
	Collaborate with relevant Local Aboriginal Land councils (LALCs)/ Aboriginal and Torres Strait Islander stakeholders through Ausgrid's Industry and Aboriginal Participation Plan (IAPP) for increased community resilience, engagement and self-determination.	December 2025	Head of Major Projects/Head of Network Strategy and Future Grid
	Hold annual community 'Care for Country' roundtable with CEO/Executive Leadership team, key senior leaders, and key Aboriginal community Elders to explore mutual goals and aspirations and address challenges in real time.	September 2025, 2026	Head of Brand and Reputation
Build relationships through celebrating National Reconciliation Week (NRW).	Ensure RAP Working Group participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025, 2026	Head of Organisational Capability
	Circulate Reconciliation Australia's NRW resources and reconciliation material to staff through Ausgrid internal communication channels.	27 May - 3 June 2025, 2026	Head of Employee Engagement
	Encourage and support employees at all levels of the organisation to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2025, 2026	Head of Employee Engagement
	Hold an event annually for Ausgrid employees on the significance of National Reconciliation Week.	27 May - 3 June 2025, 2026	Head of Organisational Capability
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, 2027	Head of Organisational Capability





Action	Deliverable	Timeline	Responsibility
<b>Promote reconciliation through our sphere of influence.</b>	Include outcomes for Aboriginal and Torres Strait Islander Peoples in Ausgrid's Sustainability goals and Modern Slavery commitments and communicate our goals publicly.	January 2026	Senior Manager, Sustainability
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	November 2025	Head of Employee Engagement
	Communicate our commitment to reconciliation publicly through our new employee orientation and induction program, social media channels, annual reports, and external networks.	July 2025, 2026	Head of Brand and Reputation
	Collaborate with RAP organisations and other like-minded organisations (such as IFM investor groups) to develop innovative approaches to advance reconciliation.	August 2025, 2026	Head of Organisational Capability
	Include our RAP commitments as part of our Employee Value Proposition, ensuring we raise awareness of reconciliation across our workforce and with potential employees.	March 2026	Head of Employee Engagement
<b>Promote positive race relations through anti-discrimination strategies.</b>	Facilitate annual off-site Yarning Circle with Ausgrid's Aboriginal and Torres Strait Islander employees and members of the Leadership team to better understand challenges in real time for employees and to shape future anti-discrimination strategies through the People and Culture team.	November 2025, 2026	Head of Organisational Capability
	Conduct an annual review of People and Culture policies to ensure they encompass best-practice respect at work and anti-discrimination provisions.	April 2026, 2027	Head of Performance and People Services
	Educate senior leaders on the effects of racism.	May 2026	Head of Organisational Capability
	Raise awareness of Ausgrid's expectations on what constitutes inappropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviours and distribute the anti-discrimination policy to all staff.	January 2026	Head of Organisational Capability



## Respect

Respect for Aboriginal and Torres Strait Islander cultures, histories and traditions is key to creating strong and meaningful relationships and mutually beneficial and sustainable opportunities. We commit to elevating the voices of Aboriginal and Torres Strait Islander employees and communities and creating a culturally safe organisation that promotes truth telling and learning.



### Focus Area: Elevated Cultural Safety and Awareness

Action	Deliverable	Timeline	Responsibility
<b>Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	Review and implement Ausgrid's Aboriginal and Torres Strait Islander Cultural Learning Strategy, building on our foundations of learning to encompass Aboriginal and Torres Strait Islander knowledge and significance into our Learning and development programs.	June 2026	Head of Organisational Capability
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	November 2025	Head of Organisational Capability
	Conduct a review of cultural learning needs within our organisation to inform Ausgrid's Aboriginal and Torres Strait Islander Cultural Learning Strategy.	May 2026	Head of Organisational Capability
	Ensure RAP Working Group members are provided with Aboriginal and Torres Strait Islander cultural safety and awareness training.	June 2025	Head of Organisational Capability
	Have a selected group of Ausgrid people leaders from the field participate in an immersive 'on Country' experience to increase their cultural awareness.	August 2025	Heads of Regions - Frontline
	Create a corporate e-learn module in partnership with an Aboriginal and Torres Strait Islander business on cultural inclusion and how to be a culturally safe leader.	January 2027	Head of Organisational Capability
	Ausgrid's Property strategy and guidelines to incorporate local Aboriginal and Torres Strait Islander stories in artworks (by local artists) with a view of creating Ausgrid 'song lines', increasing understanding of local Aboriginal and Torres Strait Islander cultures in physical locations.	December 2026	Head of Property



Action	Deliverable	Timeline	Responsibility
<b>Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Construct physical Yarning circles at three appropriate depot sites and ensure they are utilised as a source of knowledge sharing/meeting place by communicating their correct cultural purpose.	October 2026	Head of Property
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2025 – throughout RAP	Head of Organisational Capability
	Explore the change of naming conventions for Ausgrid workplaces to be dual named with local Aboriginal and Torres Strait Islander culturally significant names for the preservation of Aboriginal and Torres Strait Islander language and customs.	April 2026	Head of Property
	Review Ausgrid's Aboriginal Cultural Protocol document and develop a toolbox talk kit for Field Managers to deliver to their teams to build Ausgrid's understanding of purpose and significance of cultural protocols.	January 2026	Head of Transmission & Services
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	July 2025, 2026	Head of Organisational Capability
	Explore the opportunity to change the naming convention on all Ausgrid meeting room directory to include Aboriginal and Torres Strait Islander name and Traditional Custodian group at location.	December 2025	Chief Information Officer



Action	Deliverable	Timeline	Responsibility
<b>Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Communicate to all Aboriginal and Torres Strait Islander employees the opportunity to take a Cultural Leave Day to attend a NAIDOC event in their local community.	During NAIDOC Week 2025 and 2026	Head of Performance and People Services
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2025	Head of Organisational Capability
	Actively promote Cultural Leave provisions for Aboriginal and Torres Strait Islander employees for NAIDOC Week through internal communications channels and ensure staff are encouraged ahead of time to participate in local NAIDOC events in their community.	First week in July 2025, 2026	Head of Employee Engagement/Head of Performance and People Services
	Allocate specific budget to communities within Ausgrid's network to celebrate their NAIDOC Week events, including having Ausgrid represented at NAIDOC events by our Aboriginal and Torres Strait Islander employees.	First week in July 2025, 2026	Head of Organisational Capability
	Host a NAIDOC Week event for employees and their families to attend.	First week in July 2025, 2026	Head of Organisational Capability
	Ensure members of RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025, 2026	Head of Organisational Capability
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025, 2026	Head of Organisational Capability





## Employee RAP Reflection: Erin Bradley, Engineering Officer Wiradjuri woman

I enjoy working for Ausgrid because it allows me to make a meaningful impact on communities by powering homes, businesses, and essential services. Contributing to sustainability and innovation, particularly through renewable energy and smart grid technologies, is inspiring. I value how Ausgrid has grown culturally, fostering inclusivity, collaboration, and gradual continuous improvement. Being part of this cultural evolution and contributing to positive change motivates me, especially as I strive to inspire young people, women, and First Nations peoples, to show them that they can succeed and thrive in this industry. This combination of meaningful work, cultural growth, and a shared vision for a greener future makes it a fulfilling place to work.

Our Reconciliation Action Plan is a good business tool for acknowledging past injustices, promoting equity, and fostering respectful relationships between Indigenous and non-Indigenous peoples. It helps drive cultural awareness, social cohesion, and accountability while creating opportunities for positive change. By setting tangible goals, it empowers people to build a more inclusive and just future. I want the Reconciliation Action Plan to educate from the top down and bottom up, ensuring everyone gains a deep understanding of Indigenous people, their culture, and how we can collaborate to create a better future through improved workplace practices. I feel a deep obligation to advocate for our culture, ensuring that the efforts and sacrifices of our ancestors were not in vain. We have so much work to do and I want to be a part of it.

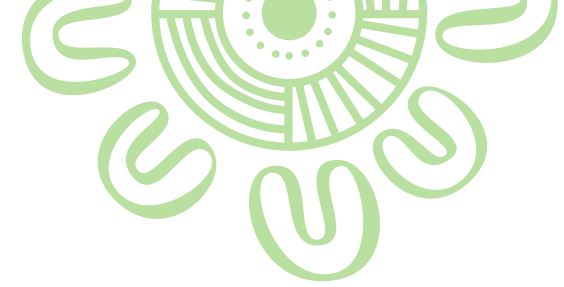
I hope the Reconciliation Action Plan will educate a broader audience, foster cultural awareness, and inspire respect and understanding for Indigenous employees and all cultures. I envision the RAP setting a new standard by shifting the mindset from “do first, then think” to consulting, bringing culture into the design phase, replanning, when necessary, then constructing with local support. I see immense potential for Ausgrid to engage with communities at a grassroots level and make meaningful contributions, whether through providing standalone battery systems to communities, engaging more First Nations business as preferred suppliers, or offering apprenticeships to local Indigenous people, enabling them to remain on Country and build rewarding careers.





## Opportunities

We create meaningful and sustainable opportunities for Aboriginal and Torres Strait Islander employees and communities, driving economic empowerment for businesses and fostering environments where individuals and communities thrive. We empower Aboriginal and Torres Strait Islander Peoples within our teams with robust career pathways, providing the tools, resources, and support for growth and success in their professional journey. Together, we build a future where everyone can achieve their fullest potential.



### Focus area: Economic Empowerment for First Nations businesses, Increasing employment opportunities, career pathways and mentoring

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	Develop and implement Aboriginal and Torres Strait Islander Talent Strategy, including employment talent pipelines/talent pools, recruitment, retention and professional development.	November 2025	Head of Performance and People Services
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2025	Head of Performance and People Services
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November 2025	Head of Performance and People Services
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November 2025	Head of Performance and People Services
	Engage in a formal partnership with a specialist Aboriginal and Torres Strait Islander recruitment agency to source candidates for mid to senior level roles, advertised through community channels.	April 2026	Head of Performance and People Services
	Review HR and Recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2025	Head of Performance and People Services
	Create a partnership with CareerTrackers or similar organisation as an ongoing part of our Intern intake annually.	August 2025	Head of Organisational Capability
	Ensure Aboriginal and Torres Strait Islander representation on Ausgrid Leadership and mentoring development programs.	October 2025	Head of Organisational Capability



Action	Deliverable	Timeline	Responsibility
	Support one Aboriginal and Torres Strait Islander university student through Ausgrid Indigenous Scholarship for the life cycle of their Engineering degree.	February 2026	Head of Organisational Capability
	Commit to invest into communities through Ausgrid's Grants for Good program.	February 2026	Head of Brand and Reputation
	Provide and communicate professional career coaching support to Aboriginal and Torres Strait Islander employees going for promotion/career progression opportunities.	October 2025	Head of Organisational Capability
	Continue to strengthen advocacy and support through executive leadership for Ausgrid's Employee Resource Group (ERG) to ensure voices of Aboriginal and Torres Strait Islander employees are amplified.	September 2026	Executive team/Inclusion and Diversity Council
	Commit to ongoing Healthy Yarn sessions with Converge EAP for increased connection and improved mental health for Aboriginal and Torres Strait Islander employees.	January 2026	Head of Organisational Capability
	Create and implement an Aboriginal and Torres Strait Islander Apprenticeship Support framework to ensure success of Aboriginal and Torres Strait Islander Apprentices within Ausgrid.	December 2025	Head of People Partnering SDO
	Continue and strengthen the voice of our Aboriginal and Torres Strait Islander ERG, with a view to explore Women's Aboriginal and Torres Strait Islander subcommittee.	February 2027	Head of Organisational Capability
	Explore opportunities to expand EmPower Aboriginal and Torres Strait Islander Pre-Apprenticeship program.	September 2025	Head of Operating and Emergency Response
	Explore opportunities for greater Aboriginal and Torres Strait Islander representation at Ausgrid through our Future Workforce Strategy team (in consultation with First Nations Employee Resource Group) to position Ausgrid to meet the evolving demands of our business and customers.	November 2026	Head of Strategic Workforce Planning



Action	Deliverable	Timeline	Responsibility
<b>Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Mentor an Aboriginal and Torres Strait Islander business through Supply Nation's Jump Start Program to build their capability and capacity within our supply chain (tier one or two).	October 2026	Head of Procurement
	Create a baseline framework for a coordinated approach to annual procurement spend on Aboriginal and Torres Strait Islander businesses, ensuring barriers are removed in procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2025	Head of Procurement
	Develop and implement a Social Procurement Strategy, ensuring Aboriginal and Torres Strait Islander spend has measurable goals and outcomes.	December 2025	Head of Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	December 2025	Head of Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2025	Head of Procurement
	Implement Social Procurement Reporting Tool/Platform – Progress reporting twice yearly to ELT, annually to Board, including sharing an impact report from Supply Nation.	August 2026	Head of Procurement
	Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees at Ausgrid.	September 2026	Head of Procurement
	Continue to strengthen our partnership with Supply Nation registered and certified Aboriginal and Torres Strait Islander businesses.	November 2025, 2026	Head of Procurement
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses through Ausgrid's Industry and Aboriginal Participation Plan.	April 2026	Head of Major Projects
	Ensure key procurement people attend Supply Nations Connect Business Expo annually to source new businesses to introduce to Ausgrid's supply chain.	November 2025, 2026	Head of Procurement



## Employee RAP Reflection:

### Ben Lange, Senior Environmental Cultural Lead

Marra / Anindilyakwa man

Working for Ausgrid represents a continuation of my professional journey, allowing me to build on my past gigs and contribute to a larger mission of reconciliation. Nowadays, the big gigs don't have the impact they once did. My focus has moved towards the "underdog" end of the scale.

Job satisfaction is when my personal and Ausgrid core values align, and I get to work alongside colleagues, Aboriginal people, or good community organisations towards something meaningful no matter its size.

I am still inspired by the scale of our organisation and its people's talent to excel in their roles. There is potential for them to also engage in innovative or simple non-network solutions at community, national, and international levels if we allow or afforded them.

This Reconciliation Action Plan (RAP) is crucial for Ausgrid in the nation-building ecosystem. When executed effectively as it is designed, it can transform the scale and potential of Ausgrid along the roadmap of progressing equity for Aboriginal and Torres Strait Islander peoples. Recently, I have been inspired by conversations of our leaders about the importance of the RAP. Their collective intentions and intelligence encompass opportunities, past successes, project requirements, employee satisfaction, inclusion and diversity, ESG strategies, and delivering social value for shareholders. With this collaborative approach, we can exceed our RAP expectations and make a meaningful impact.

Looking ahead, I see this RAP fostering greater cultural safety and intelligence within Ausgrid. It will enable more Aboriginal and Torres Strait Islander peoples to have positive experiences with Ausgrid, through business transactions, recruitment processes, or extraordinary events. I envision being introduced to more mob proudly wearing Ausgrid or PlusES uniforms or being actively involved in our projects. Additionally, I anticipate that staff engaged in the RAP will be recognised for their outstanding performance and will experience greater job satisfaction like I do.

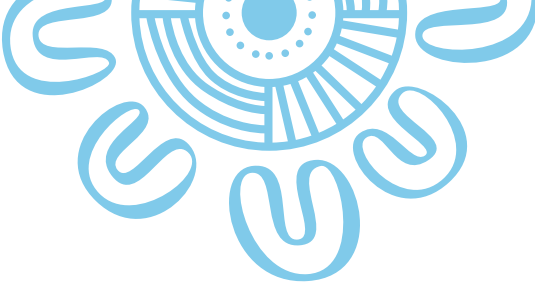
Ultimately, I trust the RAP actions will deliver outcomes. Personally, I will be looking forward to supporting action owners, our trusted networks and allyships strengthening, and enhance our ability to share and collaborate effectively.





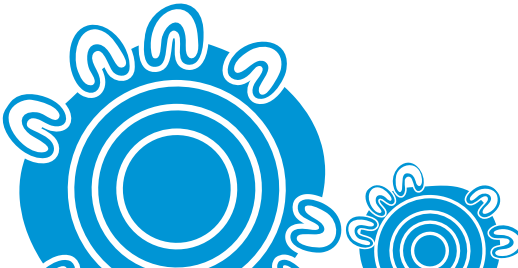
# Governance

Effective governance is critical to the success of our RAP. By embracing strong leadership, regular review, transparency and accountability, we ensure that we deliver on the commitments we have made. A learning mindset, where we seek to understand, learn and work through challenges is also critical to our success.



Focus area: Economic Empowerment for First Nations businesses, Increasing employment opportunities, career pathways and mentoring

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Members of RAP Working Group to attend ELT meeting to report on progress every twelve months and communicate to the organisation at key milestone achievements.	July 2025, 2026 November 2025, 2026	Head of Organisational Capability
	Establish and apply Terms of Reference for RWG.	June 2025	Head of Organisational Capability
	Meet at least four times per year to drive and monitor RAP implementation and ensure key milestones of RAP are on track.	September 2025, February 2026, June 2026, September 2026, February 2027, June 2027.	Head of Organisational Capability
	Maintain Aboriginal and Torres Strait Islander representation on RWG.	August 2025, 2026	Head of Organisational Capability





Action	Deliverable	Timeline	Responsibility
<b>Provide appropriate support for effective implementation of RAP commitments.</b>	Define resourcing and budget needs for RAP implementation.	June 2025	Head of Organisational Capability
	Engage Ausgrid's Inclusion and Diversity Council through progress updates and RAP commitments to ensure the consistent implementation of RAP.	June 2025	Head of Organisational Capability
	Engage our senior leaders and other employees in the delivery of RAP commitments.	June 2025	Head of Organisational Development
	Appoint internal Executive RAP Champion.	June 2025	CEO
	Define and maintain appropriate systems and capability to track, measure and report on RAP commitments.	June 2025	Head of Organisational Capability
<b>Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Head of Organisational Capability
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Head of Organisational Capability
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August Annually	Head of Organisational Capability
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025, 2026	Head of Organisational Capability
	Report RAP progress to all staff and Executive Leadership team quarterly.	30 September annually	Head of Organisational Capability
	Publicly report our RAP achievement, challenges, and learnings annually to Executive Leadership team and Board.	October 2025, 2026	Head of Organisational Capability
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2027	Head of Organisational Capability



Action	Deliverable	Timeline	Responsibility
Continue our reconciliation journey by developing our next RAP.	Register through Reconciliation Australia's website to begin Ausgrid's next RAP.	January 2027	Head of Organisational Capability

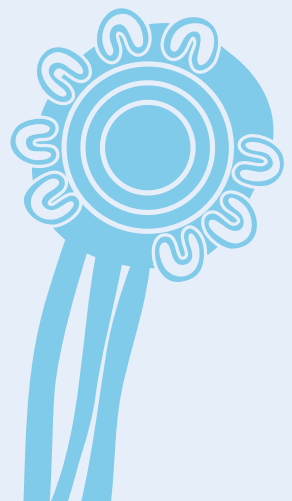


### Employee Reflection 3: Michael Ryan, Line Worker Dharawal man

One aspect of my role at Ausgrid that I truly enjoy is the opportunity to educate others about Aboriginal culture and share our lived experiences. It is important to me that we foster an environment of understanding and respect, allowing employees to engage with and appreciate the depth of Aboriginal history, traditions, and perspectives.

As someone who is relatively new to RAP development, I recognise the importance of fully understanding what a Reconciliation Action Plan (RAP) entails and I want to ensure that Ausgrid's RAP becomes a leading example in the industry, setting a benchmark for other companies to aspire to in their reconciliation efforts.

Ultimately, I envision the RAP as not only a strategic initiative but also a dynamic teaching and learning hub for all employees within the organisation. By creating an inclusive and educational space, we can promote ongoing dialogue, build greater awareness, and ensure that our company culture remains open, informed, and committed to reconciliation.





## Our RAP Partners

We would like to extend our heartfelt gratitude to all our partners who have played a crucial role in shaping our Reconciliation Action Plan. Their invaluable insights, unwavering support, and collaborative spirit have been instrumental in guiding us towards a more inclusive and respectful future. Ausgrid has engaged specialist Aboriginal and Torres Strait Islander facilitators to take what we have learned from our previous RAP journey, and to incorporate new ideas into our new RAP. Together, we are making meaningful strides in fostering reconciliation and building stronger, more connected communities.

Our External Brand and Reputation team regularly meet with Local Aboriginal Land Councils across our footprint, sharing ideas and putting collaboration at the forefront of our thinking.

**We would like to extend special thanks for dedication and partnership to:**

### Indigenous Energy Australia

Indigenous Energy Australia is an Aboriginal, profit-for-purpose organisation committed to combating climate change and improving the livelihoods of remote, regional, vulnerable and Indigenous Aboriginal and Torres Strait Islander Australians. Specialising in best practice engagement and management principles, they offer an innovative project approach that pursues social objectives and generates economic outcomes through harnessing Aboriginal and Torres Strait Islander' knowledge.

### Stonecrab

A highly esteemed Aboriginal and Torres Strait Islander-owned consultancy firm specialising in Indigenous Aboriginal and Torres Strait Islander engagement, was established by the renowned industry expert, Jason Timor. Widely regarded as a leading force in its field, Stonecrab has garnered significant recognition and a reputation for its innovative and inspirational approach.





## Case Study – EmPowering Young Lives

Focusing on creating employment pathways and learning opportunities for Aboriginal and Torres Strait Islander students in the energy services industry, Ausgrid launched the renewed EmPower First Nations Pre-Apprenticeship program in July 2023.



Located in Sydney's CBD, this annual six-week program is designed to provide participants with valuable work experience, insights into daily operations, and a Certificate II in Resources and Infrastructure Work Preparation qualification. Participants also benefit from small group mentoring and coaching aimed at their personal development.

The program is delivered in partnership with the National Electrical and Communications Association (NECA) and includes coaching and mentoring from Mulga Gidgee, equipping participants with the knowledge and confidence necessary for interviews with Ausgrid's Bright Sparks Apprenticeship program. Additionally, other First Nations employees within the company share their apprenticeship experiences, highlighting the positive impact their work has had on their lives.

We are excited to continue the EmPower program in 2025 and beyond, ensuring a talent pipeline of young First Nations people are seeking opportunities, not only into our organisation, but into the energy sector more broadly.







"EmPower not only gives participants the opportunity to develop their skills and experience on a pathway into the energy industry, it connects them to a network of other First Nations people within our business, creating a culturally safe environment where they can grow and thrive in their chosen career."

- Luke Fatcher-Daniels,  
Manager Inclusion and Diversity.





**Ausgrid**

## Contact

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