



ZENENERGY

Reconciliation Action Plan

September 2024 -September 2026

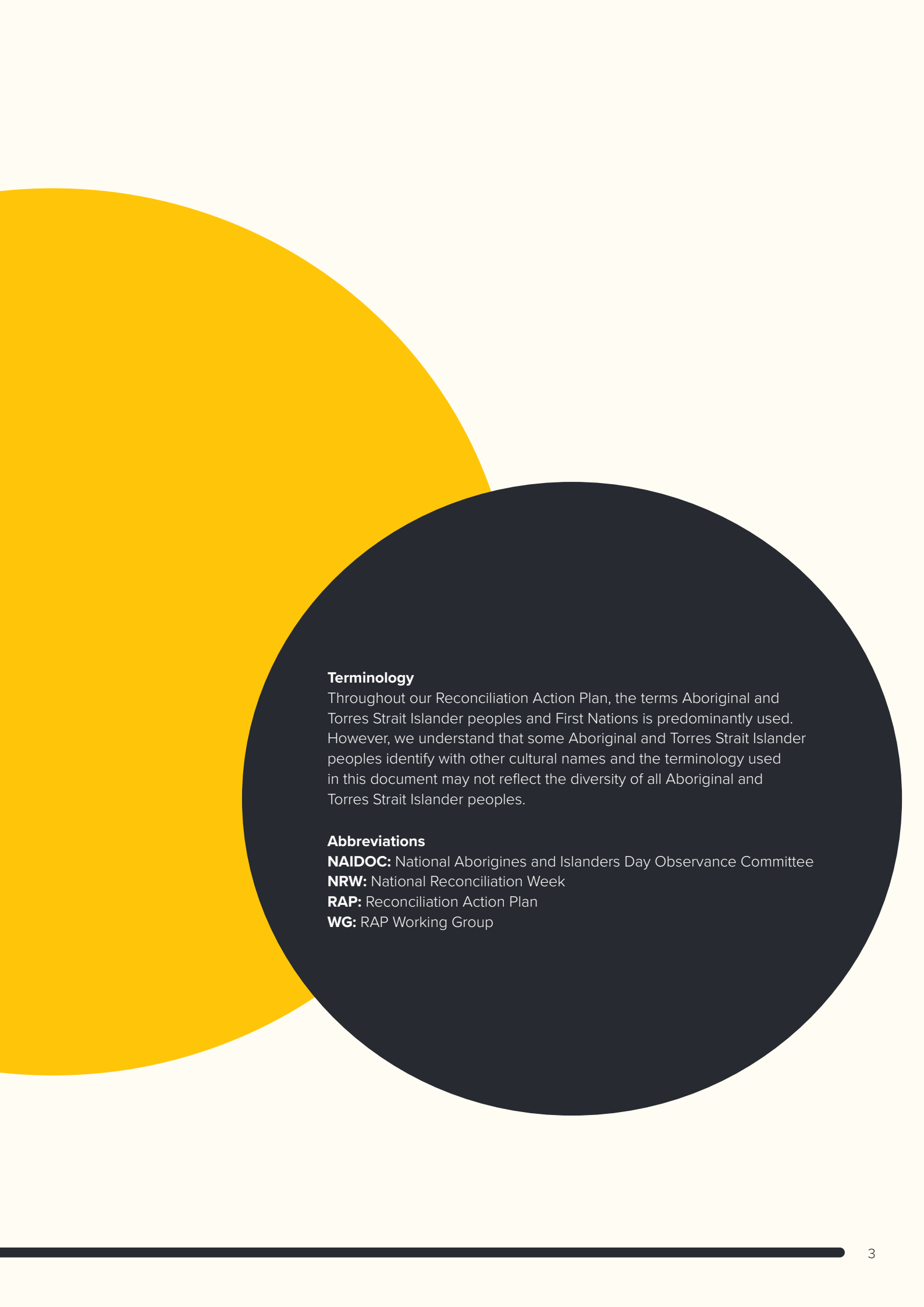


RECONCILIATION
ACTION PLAN

INNOVATE

Acknowledgement of Country and Traditional Owners

ZEN Energy would like to acknowledge the Traditional Custodians of the lands and waters on which we work. In our work, we recognise the importance of Country – not just as a place, but how it also maintains community, family, kin, lore and language. We pay our respects to Elders past and present.



Terminology

Throughout our Reconciliation Action Plan, the terms Aboriginal and Torres Strait Islander peoples and First Nations is predominantly used. However, we understand that some Aboriginal and Torres Strait Islander peoples identify with other cultural names and the terminology used in this document may not reflect the diversity of all Aboriginal and Torres Strait Islander peoples.

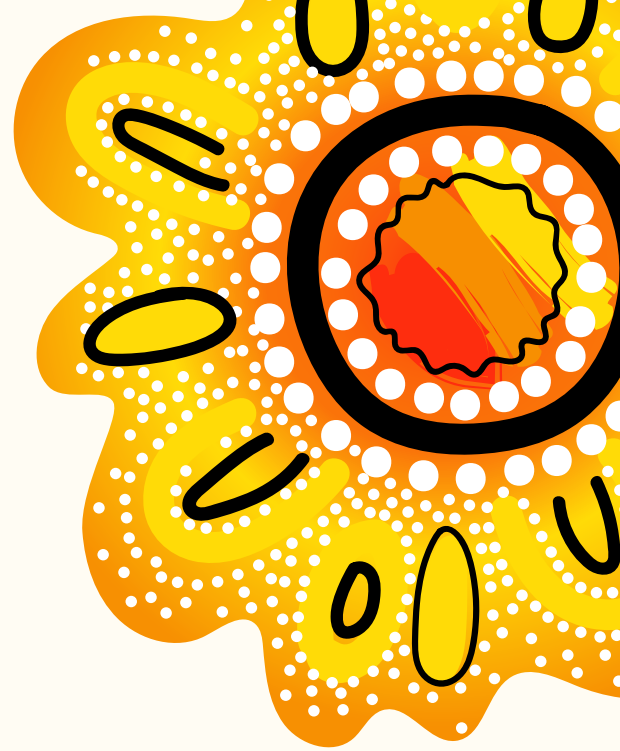
Abbreviations

NAIDOC: National Aborigines and Islanders Day Observance Committee

NRW: National Reconciliation Week

RAP: Reconciliation Action Plan

WG: RAP Working Group



Artist Acknowledgement

ZEN Energy's Journey, Brooke Sutton

My name is Brooke Sutton and I am a contemporary Indigenous artist from the Kalkadoon people from the Mount Isa area in Queensland. This painting is called "ZEN Energy's journey".

The large yellow community symbol in the centre of the painting represents ZEN Energy today. The symbol in the centre of the community symbol represents their trigram and the U symbols around the outside of the community symbol represent ZEN's team.

The four small yellow circles closest to the largest community symbol and connected by black and grey lines represent the four different types of renewable energy that ZEN provides: wind and solar farms, biomass plants and battery storage. The three larger yellow circles connected to the main community symbol represent the natural elements that ZEN gains its energy from: the sun, wind and water.

The nine circles that begin in the bottom right corner of the painting and make their way towards the main community symbol represent a timeline of ZEN's achievements. The four circles that begin on the left side of the main community symbol and make their way off the left side of the painting represent their work towards sustainability, innovation, the future of energy and carbon reduction. The footprints between each of these circles represent ZEN's journey towards reconciliation.

The different-sized community symbols all throughout the background of the painting and all of the smaller U's through the background represent the governments, businesses, households and people that ZEN Energy works with. The yellow U symbols around these community symbols represent unity. The handprints throughout the painting represent strength and the kangaroo and emu footprints represent innovation, as the kangaroo and emu can only move forwards, never backward.

The sun in the top right corner of the painting represents ZEN's work towards a brighter future with the coloured circles along the sun's rays representing the power that ZEN creates from the sun, following this theme of energy, the white lines along the top of the mountains represents the energy ZEN generates from the wind.

The mountains, leaves and water all throughout the painting represent all the parts of Australia where ZEN is located and working towards a clean energy future.



CEO Message

Anthony Garnaut

“This is transition” is the theme for us at ZEN this year as we face into the ongoing challenges and changes of the Australian energy market, and as we strive as a nation to meet our emissions reductions commitments. It is the title of our Impact report (the evolution of our ESG report into something greater and more comprehensive), and the focus research that we have undertaken to understand better the Australian community’s needs.

This theme rings true as we continue on our journey to reconciliation with First Nations peoples and move into the Innovate phase of our RAP. I reflect upon how much we want to do, and the deep transition that we are embarking on, in the way that we engage with First Nations as ZEN evolves from an electricity retailer to a developer and owner of physical assets on Country that has deep, spiritual meaning to its traditional owners.

At a personal level, I reflect on my own meeting this last year with a Gundungurra elder where ZEN is starting the engagement around developing a significant pumped hydro plant. Upon our first meeting with her, she gave us a clear wakeup call – telling us that it is a big mistake for us to assume that we know who is best to assess her cultural heritage – to not ask her and her people first.

This meeting confirmed the value of the principles of the First Nations Clean Energy Network – to engage early, to respect, to listen, to understand and to co-design. Her and her mob’s patience with us, their desire to help us transition, learn and evolve is playing out in real time as we work together to ensure that there are no assumptions without proof, no outcomes without discussions, no learnings without listening.

We are transitioning, as a business, as an industry and as a nation. As ZEN embraces the Innovate phase of our Reconciliation Action Plan, we are reminded that we must seek guidance, advice, insight and patience from the people who we work with on Country.

And in the end, this will benefit all who choose to live in our great nation and enable Australia to take its global position as a renewable energy superpower.



Innovate RAP, Karen Mundine Reconciliation Australia CEO statement

Reconciliation Australia commends ZEN Energy on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for ZEN Energy to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, ZEN Energy will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With 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. ZEN Energy is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals ZEN Energy's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations ZEN Energy on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



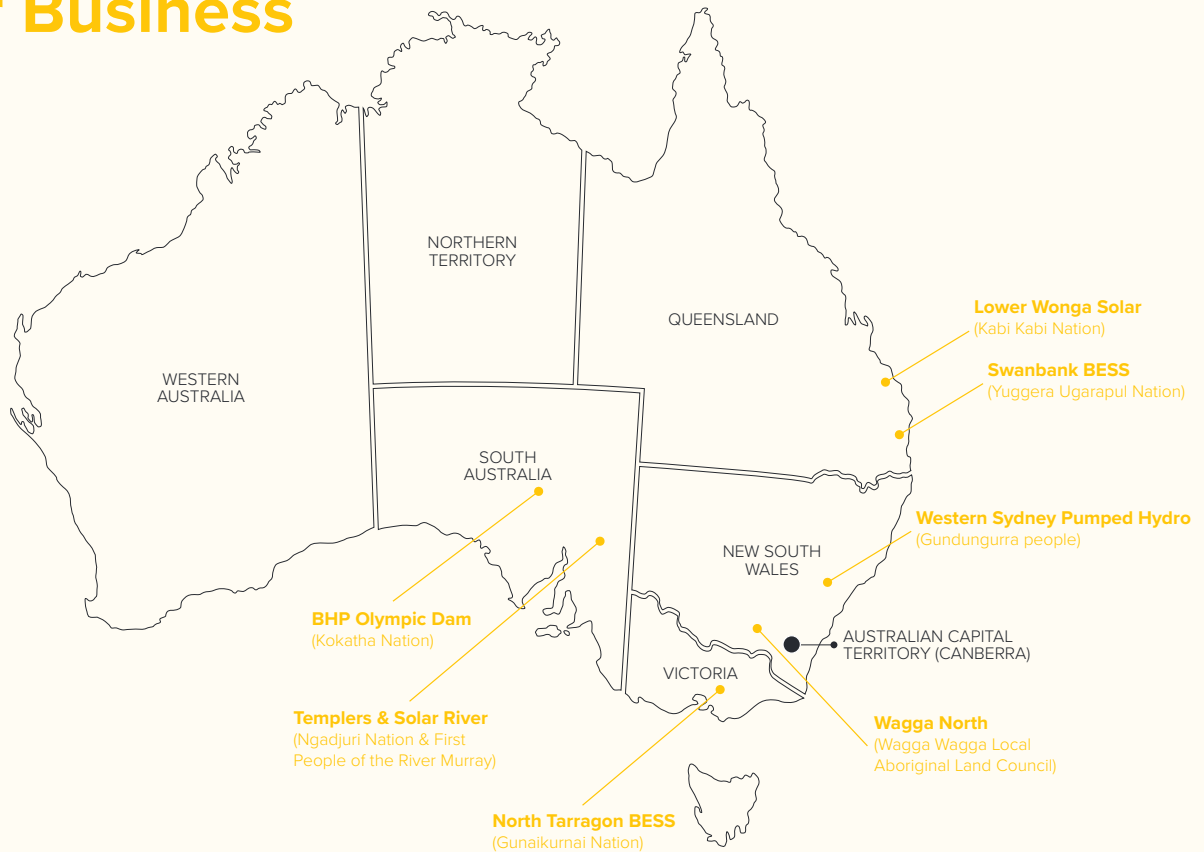
Our Vision for Reconciliation

Our vision for reconciliation is to create an environment that acknowledges and respects the rich and sustained cultures of First Nations peoples. The journey we must walk together is grounded in social justice, engagement, and respect. We aspire to a future where our First Peoples feel valued, supported and have a strong and clear voice on all issues that affect their peoples, communities and nations.

As we move to our Innovate RAP we remain committed to an ongoing process of education, of truth-telling, learning to better understand our nation's past, and doing more to help shape a better future for all. Our vision for reconciliation remains a united one, where we embrace opportunities to learn, grow, transform and heal together as a nation.

ZEN believes our mission to decarbonise communities resonates strongly with the journey of reconciliation. As the Uluru Statement from the Heart invited Australians "to walk with us in a movement of the Australian people for a better future", ZEN warmly invites First Nations peoples to walk with our business on that journey.

Our Business



ZEN Energy is Australia's first electricity retailer to have a near-term science-based emissions reduction target in line with limiting global warming to 1.5°C. We source renewable energy, build renewable generation and storage, and supply renewable energy to a diverse range of clients across Australia. Our core purpose is to lead communities into a zero-carbon future.

Our strategy focuses on building a portfolio that will thrive in a zero-carbon world by integrating firmed renewable energy supply. We manage and build our renewable energy portfolio through a series of long-term renewable energy (and environmental certificates) offtakes from solar, wind and storage assets coupled direct involvement in asset development.

As leaders in our nation's push to net zero, we believe our business offers a unique opportunity to influence reconciliation and support outcomes with First Nations peoples. Our RAP is a key pillar of our broader sustainability strategy. We aim to drive diversity in all layers of our business in ways that promote a culture of inclusion throughout the organisation. We are committed to diversity as we know it is essential to innovation, and our RAP plays a critical role in this process.

We currently have offices on Wurundjeri Country in Naarm/Melbourne, Kaurna Country in Tarntanya/Adelaide, and Gadigal Country in Warrane/Sydney employing more than 80 staff across our group of companies. We are a values-led organisation; our people choose to work with us because they believe in our values and purpose. This extends to our reconciliation journey. Although currently we do not have any staff that identify as Aboriginal and/or Torres Strait Islander, we are continuing to explore employment pathways, and aim to increase employment of First Nations people through our renewable project development contracts.

Our sphere of influence includes our range of commercial and government customers, our contractors and suppliers, and our network of like-minded sustainability driven organisations. In line with the progression of our business towards building and operating renewable energy assets, we are particularly focused on the opportunities provided by our renewable energy project development contracts to make tangible actions to advance reconciliation.



Reconciliation at ZEN Energy

Under our previous Reflect RAP, we worked to establish the structures to embed reconciliation actions in our business, and work to understand where we could progress reconciliation through our key focus areas of community partnerships, cultural learning, employment pathways and First Nations procurement. We have worked to improve the level of cultural competency of ZEN people through training and external speaker events, and we began forming relationships with Traditional Owner groups and First Nations clean energy networks to better understand the role that we can play in advancing reconciliation as a renewable energy retailer.

Over the past 12 months we have worked towards making our first renewable energy asset a reality. With construction beginning on our first project and several other projects in our pipeline, we have identified our renewable energy projects as a priority area for reconciliation opportunities. We are progressing to an Innovate RAP in recognition that reconciliation with First Nations peoples is an ongoing process and that ZEN can and must do more within our sphere of influence.

Our RAP will continue to be the map we are using to walk and find our way with First Nations peoples and strengthen relationships. We remain committed to our core purpose of leading communities into a zero-carbon world and that First Nations peoples have a vital role to play in that transition, as the Traditional Owners and custodians of Country.

Our reconciliation journey over the last 12 months also included actively advocating for YES and the full implementation of the Uluru Statement from the Heart. Despite the disappointing outcome, our commitment to implementing and advancing our RAP remains firm.

We will amplify our decision to be a voice for strong relationships, respect and opportunities and we have stepped up our work to give the First Peoples of Australia a voice in our projects. This includes adopting engagement principles developed by the FNCEN, making concerted efforts to establish working relationships with Traditional Owners through energy education and capability development, and developing community benefit arrangements for our projects in conjunction with Traditional Owners.

We also faced some challenges in our Reflect RAP. Although we investigated a range of pathways to increase our First Nations employment, we have yet to achieve any tangible outcomes in this space. We will continue to explore more opportunities for First Nations peoples to join ZEN. Similarly, while we developed our First Nations procurement policy we are yet to consistently apply it to our renewable project development procurement. This will be a strong area of focus for this RAP in line with the growth of our project developments.

Reconciliation at ZEN Energy

In this Innovate RAP we aim to build on the key focus areas from our Reflect RAP of:

Community Partnerships - Equity and equality is a fundamental pillar of reconciliation and we believe First Nations peoples are active players in Australia's energy transition. Central to our RAP and renewable energy development efforts will be our First Nations Engagement program that aims to support communities to leverage economic, cultural and social outcomes from net-zero focussed activities taking place on their Country. We aim to work with Traditional Owner groups of all levels of commercial readiness to help realise the benefits of the renewable energy transition.

Cultural Learning - We remain committed to a process of continuous improvement in understanding our own level of cultural awareness and maturity. Cultural learning that values and respects Traditional Owner groups underpins our ultimate goal to position ZEN as an industry leader in First Nations engagement within our sector.

Employment Pathways - We will work to maximise employment opportunities for First Nations peoples by working with suppliers and contractors within our supply chains and by examining our own recruitment processes and pathways.

First Nations Procurement - The procurement of goods and services from First Nations suppliers is a powerful mechanism to support both economic independence and employment outcomes for First Nations peoples. We have developed a First Nations Procurement Policy that sets out mechanisms to promote the engagement of First Nations businesses through our supply chain, both through direct employment, and through setting expectations with our tier one contractors to demonstrate the engagement of First Nations businesses through sub-contracting arrangements.

Our RAP will be championed by our Chief Governance Officer who chairs our RAP Working Group. The other members of our RAP Working Group include:

- **Principal Analyst, Environmental, Social & Corporate Governance**
- **Strategic Partnership Manager**
- **Business Partnership Manager**
- **Development Manager**
- **Head of Strategic Communications & Public Affairs**
- **Commercial Development Manager**
- **General Manager, People & Culture**

We have also engaged Kokatha man Tim Larkin and Yankunytjatjara Anangu woman Karina Lester as ongoing external First Nations members of our RAP working group to provide advice and perspectives.



Case Study

The Ngadjuri people are the Traditional Owners for the land on which ZEN's Templers battery project will be developed. The Ngadjuri Nation encompasses areas surrounding the townships of Clare, Burra, Jamestown, and Peterborough in South Australia's Mid North region. Represented by Ngadjuri Nation Aboriginal Corporation (NNAC), Ngadjuri people have a rich cultural heritage and remain deeply connected to their land and culture, with a history that spans many thousands of years.

Over the course of an 18-month engagement, ZEN and the NNAC board have worked closely to develop the foundations of a strong and productive relationship. Early in our engagement, the NNAC board raised a number of questions and concerns regarding the potential impacts of a battery storage facility on their Country. To address these concerns, and to provide NNAC directors with a firsthand experience of a battery storage facility in operation, ZEN facilitated a guided tour of AGL's Torrens Island battery facility, followed by a visit and tour of ZEN's proposed Templers battery project site. The site tour provided Ngadjuri directors an opportunity to ask important questions regarding the science, safety and sustainability of battery storage assets and to visualise how the Templers project might impact Ngadjuri Country.

NNAC directors confirmed that the site visits were valuable in providing important detail and context for the Templers project and the broader renewable energy transition. Additionally, the opportunity for ZEN staff to spend time with Ngadjuri Traditional Owners to understand the community's history, culture, and future aspirations, and to build personal relationships with key community leaders was an invaluable experience for those who participated.

ZEN and NNAC are now in the process of formalising the relationship via a community partnership agreement. The agreement will include commitments from ZEN to support NNAC's strategic objectives through a community benefits package, lock in regular and structured meetings and communication between the partners and incorporate opportunities for continued shared learning and capability development.





RELATIONSHIPS

Positive partnerships that seek to involve First Nations peoples in the renewable energy transition are foundational to our mission and values. Through these relationships we can ensure that all communities can shape their path in the transition to a zero-carbon world. By embracing the cultural heritage and experiences of First Nations peoples and proactively including them in our own journey, we foster mutual understanding and respect.

Building these relationships will ensure that First Nations voices are heard when progressing our renewable energy projects, providing an avenue for self-determination. This inclusive approach to governance ensures ZEN can continue to be leaders within the renewable energy industry.

ZEN also respects the important role the FNCEN is playing in supporting the Australian renewable energy industry to adopt best practice approaches to First Nations engagement. The following principles were developed by FNCEN in consultation and collaboration with Traditional Owners from around Australia and underpin the approach ZEN has adopted across our projects.

Early engagement	Building these relationships will ensure that First Nations voices are heard when progressing our renewable energy projects, providing an avenue for self-determination. This inclusive approach to governance ensures ZEN can continue to be leaders within the renewable energy industry.
Respect, listen and understand	Our capacity to deliver broad community benefits is underpinned by our relationships and a deep understanding of a local community's context. We invest in building relationships based on trust and understanding each community's unique aspirations and challenges.
Protect Country and cultural heritage	We respect the deep knowledge of Country held by Traditional Owners and their obligations to preserve it. ZEN understands that the landscapes we work within often have high cultural and environmental value and that this heritage must be respected and protected.
Co-design	We look to identify genuine opportunities for First Nations communities to be engaged in the design of our projects including site selection, heritage management, Caring for Country, community benefit sharing and others.
Community benefits	ZEN is committed to ensuring our projects leverage broad First Nations community benefits including employment, business procurement and opportunities for commercial partnerships. This starts with relationship development and identifying opportunities for shared value.
Culturally appropriate engagement	ZEN is committed to a continuous process of building our knowledge and understanding of First Nations cultures, histories, and experiences. All ZEN staff receive cultural competency training and we work with First Nations engagement specialists to support our cultural competency.

For us, our commitments to engage First Nations peoples go beyond corporate responsibility; it is about forming meaningful partnerships that promote sustainability, cultural preservation, and economic empowerment.

As we continue our journey to building strong relationships, we commit to listening, learning, and growing together to create a more connected Australia for all.



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Implement early engagement with local Aboriginal and Torres Strait Islander stakeholders and organisations across all of our projects to ensure alignment with our First Nations Engagement Principles. 	Dec 2024 Dec 2025	Head of Strategic Communications & Public Affairs
	<ul style="list-style-type: none"> Continue to develop and implement ZEN's engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations where we operate and are looking to develop projects. 	Dec 2024 Dec 2025	Head of Strategic Communications & Public Affairs
	<ul style="list-style-type: none"> For each of our current and future projects, continue to explore opportunities to work together with Traditional Owners for mutual benefit and partnership opportunities. 	Mar 2025 Mar 2026	Business Partnership Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2025, 2026	Strategic Partnership Manager
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May - 3 June, 2025, 2026	Strategic Partnership Manager
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June, 2025, 2026	RWG Chair
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May - 3 June, 2025, 2026	Strategic Partnership Manager
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website. 	May 2025, 2026	Strategic Partnership Manager
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. 	Dec 2024 Dec 2025	Business Partnership Manager
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly, including through our annual Sustainability Report, our community engagement activities for our project developments, and through our renewable project procurement process 	Dec 2024 Dec 2025	Head of Strategic Communications & Public Affairs Principal Analyst, Environmental, Social & Corporate Governance
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, including with our customers, suppliers, and communities where we are looking to build projects 	Jul 2025	Head of Strategic Communications & Public Affairs
	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation, with a focus on the renewable energy industry and clean energy networks 	Dec 2025	Head of Strategic Communications & Public Affairs Business Partnership Manager
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Continue to review ZEN's HR policies and procedures to ensure anti-discrimination provisions are included. 	Jun 2025	General Manager, People & Culture
	<ul style="list-style-type: none"> Continue to communicate and monitor ZEN's anti-discrimination policy 	Jun 2025	General Manager, People & Culture
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	Mar 2025	Development Manager
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	Dec 2025	General Manager, People & Culture



RESPECT

At the heart of our transition to a zero-carbon world is value and respect for the planet, and this means respecting and learning from First Nations cultures, histories, and the knowledge resulting from caring for Country for over 60,000 years.

In the first 12 months of our Reflect RAP, ZEN has taken strong steps toward supporting our people and business to grow our understanding and appreciation of First Nations cultures, histories, stories and lived experiences. This process began in August 2023 with the delivery of half day cultural awareness training for our whole business. For our Adelaide staff, we engaged with Kurna Elder Ros Coleman and her husband Basil, to take our staff through the unique experience of the Kurna people of the Adelaide plains. For our Melbourne based staff, we visited the Koorie Heritage Trust to learn about the impacts of colonisation and government policies on First Peoples within the Victorian context. Feedback from our staff was incredibly positive and we have identified new opportunities (outlined below) to expose our people to new experiences and opportunities for learning and growth.

ZEN has also created opportunities for our people to engage with First Nations community organisations to see first-hand the important role that Aboriginal Community Controlled Organisations play in providing services to their communities. In May 2023, ZEN's Adelaide team rolled up their sleeves to help Tauondi Aboriginal College to beautify the grounds of its property in preparation for its 50th Anniversary celebration during NAIDOC Week. Tauondi Aboriginal College is an independent college governed by the Aboriginal Community in Adelaide. It has provided important education and social programs to the South Australian Aboriginal community since 1973. This was a great opportunity for the ZEN team to 'give back' to Aboriginal community organisations that deliver important services to the community. We also leveraged our sphere of influence to include our partners with staff from the South Australian Government Department of Energy and Mining and MAC Trade Services volunteering their time for this worthwhile cause.



“it was an absolute pleasure to be part of the Tauondi volunteer day. It was a filling mix of meaningful community work and First Nations cultural education, through an entertaining presentation in the Tauondi cultural centre from community elder Uncle Tom Buzzacott.”

ZEN Energy's Head of Treasury Lara Reid



RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation, and include cultural learning into our Learning & Development Framework. 	Mar 2025	Commercial Development Manager
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning, being particularly informed by the Traditional Owners where we look to develop projects. 	Mar 2025	Commercial Development Manager
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural learning strategy document for our staff, informed by our engagement principles and work. 	Jul 2025	Commercial Development Manager
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	Sep 2025	RWG Chair
	<ul style="list-style-type: none"> Investigate possibility for providing staff with flexibility to work on January 26 public holiday. 	Jan 2025	General Manager, People & Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	Sep 2025	Commercial Development Manager
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	Dec 2024	Commercial Development Manager
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	Jul 2026	Development Manager
	<ul style="list-style-type: none"> Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and in ZEN branded documents. 	Jul 2026	Head of Strategic Communications & Public Affairs
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First week in July, 2025, 2026	Business Partnership Manager
	<ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. 	Apr 2025	General Manager, People & Culture
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	First week in July, 2025, 2026	Strategic Partnership Manager
8. Protect First Nations culturally significant sites and artefacts associated with our renewable energy projects in consultation with Traditional Owners.	<ul style="list-style-type: none"> Ensure all existing projects maintain, and all new projects have Cultural Heritage Plans developed in consultation with local Traditional Owner groups. 	Dec 2024	Development Manager
	<ul style="list-style-type: none"> Include Cultural Heritage matters as a part of our project risk processes. 	Dec 2024	RWG Chair



OPPORTUNITIES

Opportunities for First Nations peoples and communities are an essential part of a zero-carbon world for everyone. In undertaking renewable energy project development, we have a significant opportunity to increase procurement with First Nations organisations, as well as with contractors who have high levels of employment of First Nations peoples. We also believe it is important to work with Traditional Owner groups in the locations that we are developing projects to create economic independence, with the potential to work together to create real pathways to self-determination. In our Reflect RAP we have developed the policies and processes for First Nations procurement, and now we look to implement and report on these processes in our Innovate RAP.

We are also committed to building a diverse and inclusive work environment and recognise the unique experiences and perspectives of all people, including the First Peoples of this country. We will continue to explore more opportunities for First Nations peoples to join ZEN.

ZEN recognises the important role we can play in growing the capability and knowledge of First Nations people and organisations to actively participate in Australia's renewable energy transition. Recently ZEN partnered with the First Nations Clean Energy Network to deliver a series of educational workshops aimed at providing Traditional Owners with important information on hydrogen production including production processes, infrastructure requirements and more broadly the potential impacts and opportunities the industry may present for local communities. The workshops focussed on engaging with Aboriginal communities where there is high potential for green hydrogen projects to be located in the future.



Dan Manderson, ZEN's GM of Assets, discusses the proposed construction designs of Templers with the Ngadjuri representatives while ZEN CEO, Anthony Garnaut holds the plans.



OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	July 2025	General Manager, People & Culture
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander people to consult on our recruitment, retention and professional development strategy. 	July 2025	Business Partnership Manager
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, graduate program and professional development strategy. 	June 2026	General Manager, People & Culture
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	Dec 2025	General Manager, People & Culture
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	Dec 2025	General Manager, People & Culture
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Review and continue implementation of our First Nations procurement strategy, including publicly reporting on our First Nations procurement figures. 	Dec 2024	Development Manager
	<ul style="list-style-type: none"> Investigate Supply Nation membership and other avenues of identifying and engaging First Nations businesses. 	Mar 2025	Commercial Development Manager
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	Mar 2025	Development Manager
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	Jul 2025	Development Manager
	<ul style="list-style-type: none"> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. 	Mar 2026	Business Partnership Manager
	<ul style="list-style-type: none"> Ensure our First Nations Procurement Policy is applied on all renewable project development procurement, including promoting third-party sub-contracting opportunities as a way of using our renewable projects to increase First Nations opportunities. 	Mar 2025	Development Manager
	<ul style="list-style-type: none"> Enforce expectations set out in our First Nations Procurement Policy that our tier-one contractors create employment and procurement opportunities for First Nations people and businesses. This includes working with our tier-one contractors to measure the proportion of renewable project contracts that go towards First Nations peoples. 	Mar 2025	Development Manager
	<ul style="list-style-type: none"> Reporting our First Nations procurement spend through our annual sustainability reporting. 	Nov 2025	Principal Analyst, Environmental, Social & Corporate Governance
11. Collaborate with Traditional Owner groups to provide opportunities for shared value through benefits sharing.	<ul style="list-style-type: none"> Ensure that all current and future projects build community benefit agreements in collaboration with Traditional Owner groups where they are located. 	June 2025	Commercial Development Manager
	<ul style="list-style-type: none"> Work together with Traditional Owners to ensure that all community benefit arrangements work towards their goals. 	June 2025	Commercial Development Manager
	<ul style="list-style-type: none"> Explore opportunities for collaborative capacity building with Traditional Owner groups around renewable energy where appropriate and in line with Traditional Owner groups' strategic goals. 	Dec 2025	Business Partnership Manager
	<ul style="list-style-type: none"> Explore opportunities for Traditional Owner groups to become partners in ZEN renewable energy projects. 	2026	Business Partnership Manager



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RWG. 	March 2025	RWG Chair
	<ul style="list-style-type: none"> Review the Terms of Reference for the RWG. 	September 2024	RWG Chair
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	Sept, Dec 2024 Mar, Jun, Sept, Dec 2025 Mar, Jun 2026	RWG Chair
13. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	Sept 2024	RWG Chair
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	Ongoing	RWG Chair
	<ul style="list-style-type: none"> Review and maintain appropriate systems to track, measure and report on RAP commitments. 	Sept 2024	Principal Analyst, Environmental, Social & Corporate Governance
	<ul style="list-style-type: none"> Maintain an internal RAP Champion from senior management. 	Sept 2024	RWG Chair
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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	Principal Analyst, Environmental, Social & Corporate Governance
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August annually	Principal Analyst, Environmental, Social & Corporate Governance
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September, annually	Principal Analyst, Environmental, Social & Corporate Governance
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	Dec 2024 Mar, Jun, Sept, Dec 2025 Mar, Jun 2026	RWG Chair
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually. 	Nov 2024, 2025	Head of Strategic Communications & Public Affairs Principal Analyst, Environmental, Social & Corporate Governance
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	May 2026	Principal Analyst, Environmental, Social & Corporate Governance
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	Aug 2026	Principal Analyst, Environmental, Social & Corporate Governance
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	Jan 2026	RWG Chair

L2, 134 Fullarton Rd
Rose Park, Adelaide
South Australia 5067

Eagle House, L10, 473 Bourke St,
Melbourne
Victoria 3000

Level 41, Tower One,
100 Barangaroo Ave,
Barangaroo, NSW 2000

For further information please contact
Pierre Dao
Principal Analyst, Environmental,
Social & Corporate Governance
pierre.dao@zenenergy.com.au
1300 936 466

ZENENERGY