



ZENENERGY

Reconciliation Action Plan

February 2023 – February 2024



RECONCILIATION
ACTION PLAN

REFLECT

We acknowledge the Traditional Custodians of the land, waters and knowledge for the places where we gather to collaborate and strengthen communities. 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, present and future.

This always was, always will be, Aboriginal land.







Scan or click here to watch a video of Brooke explaining her painting



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



In October 2022, we launched our inaugural Environment, Social & Governance (ESG) Report, and within it, made a commitment to develop our Reconciliation Action Plan by the end of 2023. I am pleased to announce that we are delivering on this core commitment ahead of time, with the launch of ZEN Energy's inaugural Reflect Reconciliation Action Plan (RAP). The ZEN Energy RAP clearly reflects our commitment to be industry leaders in our engagement with First Nations peoples and communities as we accelerate our journey in leading communities into the zero-carbon world.

As Australia's first 1.5 degree energy retailer, there are clear synergies between our sustainability agenda and the traditional ways in which the Aboriginal and Torres Strait Islander peoples have sustainably managed our continent for millennia. We have already seen Traditional Owners from across Northern Australia lead the way in the development of carbon abatement and savannah burning methodologies, harnessing traditional practices to care for Country, whilst generating valuable income streams that support the aspirations of current and future generations. We see similar mutually beneficial opportunities emerging in the renewable energy sector.

There is much our industry can learn from Australia's Traditional Owners and we are actively engaging with First Nations communities and leaders from locations that we work to guide us on that journey. Conversely, we commit to leverage our intellectual property, networks and access to capital to support the active participation

of First Nations in Australia's energy transition. This not only includes opportunities such as employment and procurement, but laying the foundations for more ambitious goals such as securing Traditional Owner equity in renewable energy assets. This in turn will provide sustainable income streams and a range of social, cultural and economic benefits to the First Nation communities.

Whilst we are early in our Reconciliation journey, we look forward to using our 12-month Reflect period to build a foundation from which we can leverage our sphere of influence to promote positive change. For us, this starts with building the cultural awareness and competency of our organisation, along with establishing sustainable and targeted relationships with First Nations partners based on trust and a commitment to shared value.

We launch our RAP at a pivotal moment in our country's history. As the nation considers how Aboriginal and Torres Strait Islander peoples should be acknowledged and meaningfully engaged in our systems of government, ZEN Energy stands ready to support First Nations peoples and communities in their push for this important change.

I look forward to sharing and promoting the details of our RAP with our partners, customers and staff.

Message from Karen Mundine, CEO Reconciliation Australia



Reconciliation Australia welcomes ZEN Energy to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

ZEN Energy joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously develop and strengthen reconciliation

commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables ZEN Energy to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations ZEN Energy, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Our Vision for Reconciliation



“In 1967 we were counted, in 2017 we seek to be heard. We leave base camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better future.” - Uluru Statement from the Heart

Our vision for reconciliation is to create an environment that acknowledges and respects the rich and sustained cultures of Aboriginal and Torres Strait Islander 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.

Through this, our first Reflect RAP, we are committing to an ongoing process of education, of Truth Telling and learning to better understand our nation’s past, so that we can shape a better future. Our vision for reconciliation is a united one, where we embrace opportunities to learn, grow, transform and heal together as a nation.

ZEN's journey to date has been focused on our mission to decarbonise our communities. Now, we start our journey of reconciliation with Australia’s First Peoples. As the Uluru Statement from the Heart invited Australians to walk with First Peoples, ZEN invites Aboriginal and Torres Strait Islander peoples to walk with our business.

We approach our business through open and honest communication.

We seek out genuine collaboration and fun at work.

We strive for excellence in everything we do.

Our Business

ZEN Energy is a renewable energy company supplying clean and renewable energy to a diverse range of clients across Australia. Our core purpose is to lead communities into the zero-carbon world. We provide sustainability as a service, powered by renewable energy, and partner with governments, businesses and households to achieve common sustainability goals.

Our strategy focuses on building a cost competitive portfolio that will thrive in the zero-carbon world by integrating firm 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 with direct involvement in asset development. We do not and will not have direct energy offtake agreements with any fossil-based generation.

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 will form a key pillar of our broader ESG Strategy. We have recently refreshed and embedded diversity within our core values, with the goal of driving 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 will play a critical role in this process.

We currently have offices on Wurundjeri Country in Melbourne, Kurna Country in Adelaide and Gadigal Country in Redfern, employing more than 70 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 and, whilst at the time of writing we do not have any staff that identify as Aboriginal and/or Torres Strait Islander people, we're already taking steps to address this through our RAP deliverables.



Our RAP

Our core purpose of leading communities into the zero-carbon world requires transition, innovation and diversity. As the Traditional Owners and Custodians of our country, we believe Aboriginal and Torres Strait Islander peoples have a vital role to play in that transition. First Nations peoples have successfully managed the Australian landmass in a sustainable way for millennia, and simply must benefit from the significant investment in renewable energy infrastructure to come. We know we have much to learn from the unique knowledge, experiences and perspectives of the Traditional Owners of Australia, this is a common theme throughout our RAP.

Under this our first Reflect RAP, we are excited by the opportunity to identify tangible and practical ways ZEN can support reconciliation and First Nations outcomes. To focus our efforts, we've identified four key areas that we will explore over the coming 12 months, where we believe we can make a lasting contribution to reconciliation and First Nations prosperity:

Community Partnerships

Equity and equality is a fundamental pillar of reconciliation and we believe First Nations peoples must be active players in Australia's energy transition. Central to our RAP efforts will be the development of a First Nations Engagement Framework with the aim of supporting communities to leverage economic, cultural and social outcomes from net-zero focused activities taking place on their country. This is vital if First Nations peoples are to truly achieve self-determination and economic independence.

Cultural Learning

We are committed to better understanding our own level of cultural awareness and maturity, and are excited to explore how we can empower our people with education and new experiences to go on a journey of learning and reflection. As we grow, our ultimate goal is to position ZEN as an industry leader in First Nations engagement within our sector.

Employment Pathways

We will explore and deliver initiatives that maximise employment opportunities for First Nations peoples across the ZEN Group and throughout our supply chain. We'll use the initial 12 months of our Reflect RAP to identify how we can have an impact.

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 will review our procurement policies, processes and practices to maximise opportunities to support First Nations suppliers.

Our RAP

To ensure staff ownership and organisational accountability, we have established a RAP Working Group with strong representation from across the business. Our Working Group has been instrumental in developing our RAP and will meet initially on a bi-monthly basis (whilst we gain momentum) before continuing to meet on a quarterly basis. The Working Group will provide regular updates to our Executive and broader workforce on our progress and will share and celebrate success stories as we progress the implementation of our RAP.

Our working group is chaired by our General Manager of Future Energy who will also play the key role as our inaugural RAP Champion, promoting our efforts across the business. Our key priority within this Reflect RAP will be to include two external First Nations representatives (one male and one female) on our Working Group.



Our Partnerships/ Current Activities

As our first Reflect RAP, we acknowledge that we are at the beginning of our reconciliation journey. Whilst we do not have established partnerships with First Nations groups, we recognise the importance of our business, and our industry as a whole, engaging with Aboriginal and Torres Strait Islander peoples and communities in ethical and culturally appropriate ways.

In July 2022, we engaged the services of First Nations consultancy Larkin Consulting. Owned and operated by Kokatha man Tim Larkin, Larkin Consulting provided expert advice and a First Nations voice throughout the development of our RAP and continues to support our broader engagement activities with Aboriginal and Torres Strait Islander peoples and communities.

Our ultimate goal is to become industry leaders in our engagement with First Nations people and communities. For ZEN, our engagement goes further than meeting regulatory obligations. We are committed to developing long-term relationships built on the foundations of trust, respect and shared value. Through our Reflect RAP, we are committed to exploring opportunities to enter genuine partnerships with First Nations organisations, with opportunities ranging from assessing and planning for renewables and carbon abatement opportunities on Country, through to Traditional Owners securing genuine equity in our projects.





Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify and establish relationships with First Nations stakeholders and organisations within our local area or sphere of influence including: <ul style="list-style-type: none"> First Nations representative groups where ZEN has active or perspective renewable energy projects. Traditional Owner groups where ZEN has office locations. Peak First Nations Bodies within the renewable energy sector. First Nations organisations and people that can support our RAP including our cultural learning, career pathway development and First Nations procurement objectives. 	June 2023	General Manager, Future Energy
	<ul style="list-style-type: none"> Research and communicate internally best practice First Nations engagement principles that support mutually beneficial relationships and partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	June 2023	RWG Chair
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 2023	CEO
	<ul style="list-style-type: none"> RAP Working Group members to participate in at least one external NRW event. 	May/June 2023	RWG Chair
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in external events to recognise and celebrate NRW. 	May/June 2023	CEO
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Promote RAP activities and initiatives through internal channels including: <ul style="list-style-type: none"> Regular staff communications on our commitment to reconciliation and First Nations outcomes to all staff. ZEN Whole of Business meeting updates. Formal updates to all staff following each RAP Working Group meeting. 	April, May, June, October, December 2023 Every Month April, July, October, December 2023	RWG Chair/CEO
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	June 2023	RWG Chair
	<ul style="list-style-type: none"> Promote ZEN's RAP objectives, activities and initiatives to external stakeholders including clients, partners, and investors including: <ul style="list-style-type: none"> Utilise social media and marketing platforms to promote ZEN's RAP initiatives and First Nations stories of success. Promote RAP commitments at conferences and industry events. Include RAP reporting in our Environmental, Social & Governance (ESG) reporting. 	Review June 2023	RWG Chair/CEO
	<ul style="list-style-type: none"> Explore opportunities to engage with the RAP Network and other like-minded organisations that we could approach to collaborate with on our reconciliation journey including: <ul style="list-style-type: none"> Government clients and agencies. First Nations community sector organisations. Industry and investment partners. Our supply partners. 	All by December 2023	RWG Chair
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	September 2023	HR Advisor
	<ul style="list-style-type: none"> Conduct a review of our policies and procedures to identify existing anti-discrimination provisions and any future needs. 	April 2023	HR Advisor
	<ul style="list-style-type: none"> Deliver anti-racism training to all of our employees. 	December 2023	HR Advisor
	<ul style="list-style-type: none"> Promote our anti-discrimination and inclusion efforts externally through publications such as our ESG Reporting. 	Ongoing/ Review July 2023	Sustainability and Risk Analyst

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"> Review and update our value proposition (as identified in our RAP) for increasing our understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	April 2023	RWG Chair
	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation including: <ul style="list-style-type: none"> Survey all staff to establish baseline of organisational cultural competency. Explore opportunities to engage First Nations guest speakers for our "Lunch and Learn" sessions. Explore professional development secondment opportunities that expose staff to First Nations people and cultures e.g. Jawun. 	April 2023 March 2023 Ongoing/ Review June 2023 June 2023	HR Advisor
	<ul style="list-style-type: none"> Develop and deliver training and development program (with approved budget) to promote improved cultural awareness, competency and culturally safe work environments. 	December 2023	HR Advisor
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop our understanding and awareness of the histories and cultures of the Traditional Owners for the lands and waters on which we work through: <ul style="list-style-type: none"> Providing opportunities for staff to attend on Country meetings with stakeholders. 	Ongoing/ Review June 2023	RWG Chair/CEO
	<ul style="list-style-type: none"> Deliver initiatives that increase staff's understanding of the purpose and significance of cultural protocols including: <ul style="list-style-type: none"> Develop and implement protocols for Acknowledgement of Country and Welcome to Country for our meetings and events, email signatures, marketing materials and publications. 	June 2023	RWG Chair
	<ul style="list-style-type: none"> Explore ways to acknowledge Traditional Owners at ZEN offices and project locations (including artwork, cultural materials, media and historical information for visitors). 	August 2023	RWG Chair
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other days of significance for Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning and importance of NAIDOC Week including: <ul style="list-style-type: none"> Regular messages from our CEO and Executive leaders / RAP Champion. 	June 2023	CEO/RWG Chair
	<ul style="list-style-type: none"> Hold a NAIDOC week event and invite guest speaker to engage with staff on the theme of 2023 NAIDOC Week. 	June 2023	RWG Chair
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area and actively encourage staff attendance. 	May 2023	CEO/RWG Chair
	<ul style="list-style-type: none"> RAP Working Group members to participate in at least one external NAIDOC Week event. 	July 2023	RWG Chair
	<ul style="list-style-type: none"> Support staff to attend events of significance to First Nations and that are relevant Traditional Owner groups. 	December 2023	CEO/RWG Chair

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Complete an audit of First Nations employment opportunities across the business identifying roles and work areas where recruitment should be prioritised. 	April 2023	HR Advisor
	<ul style="list-style-type: none"> Explore opportunities for trainee, graduate scholarships and intern roles for First Nations peoples. 	June 2023	HR Advisor
	<ul style="list-style-type: none"> Build relationships with First Nations employment providers (eg. CareerTrackers) to access First Nations talent and promote ZEN as an employer of choice. 	September 2023	HR Advisor
	<ul style="list-style-type: none"> Review our procurement processes and partner contracts to prioritise businesses that can demonstrate a commitment to First Nations employment and reconciliation. 	June 2023	HR Advisor
	<ul style="list-style-type: none"> Review our HR policies to identify barriers to the recruitment, retentions and development of First Nations peoples. 	April 2023	HR Advisor
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop a clear value proposition to underpin our efforts to increase procurement spend with First Nations owned businesses. 	April 2023	General Manager, Future Energy
	<ul style="list-style-type: none"> Review our procurement policies and processes to: <ul style="list-style-type: none"> Identify and remove barriers for First Nations suppliers. Incentivise procurement from First Nations suppliers. Prioritise Non-First Nations suppliers that demonstrate a commitment to First Nations employment and procurement. 	June 2023	General Manager, Future Energy
	<ul style="list-style-type: none"> Procure goods and services to the value of \$50,000 from First Nations businesses across the life our RAP (12 months). 	January 2024	General Manager, Future Energy
	<ul style="list-style-type: none"> Explore membership with First Nations business registers including Supply Nation and State based providers (eg, Indigenous Chambers of Commerce) and provide staff with appropriate training in their use. 	May 2023	General Manager, Future Energy
	<ul style="list-style-type: none"> Incorporate local First Nations supplier identification and engagement as a key action within our project specific Stakeholder Engagement Plans. 	Ongoing/ Review June 2023	General Manager, Future Energy
	<ul style="list-style-type: none"> Explore participation in Supply Nation (and State based providers) “meet the buyer” events to develop relationships with First Nations businesses. 	April 2023	General Manager, Future Energy
	<ul style="list-style-type: none"> Develop a register of First Nations businesses that can supply goods and services with high and regular demand. 	June 2023	General Manager, Future Energy
10. Increase Aboriginal and Torres Strait Islander participation in the Renewable Energy sector to deliver improved economic, social and cultural benefits with people and communities.	<ul style="list-style-type: none"> Develop a First Nations Partnership Framework that will guide our efforts to deliver best practice engagement with First Nations people and communities where we operate. 	April 2023	General Manager, Future Energy
	<ul style="list-style-type: none"> Explore opportunities to deliver renewable energy projects on First Nations owned land in partnership with First Nations communities and corporations. 	December 2023	General Manager, Future Energy
	<ul style="list-style-type: none"> Explore opportunities for First Nations investment and equity in renewable energy projects that create sustainable long-term revenue streams to deliver on community aspirations. 	December 2023	General Manager, Future Energy
	<ul style="list-style-type: none"> Support First Nations landholders with technical capability to assess and leverage the economic potential of their Country (with a renewables and net-zero focus). 	June 2023	General Manager, Future Energy
	<ul style="list-style-type: none"> Explore partnership, sponsorship and advocacy opportunities with First Nations renewable energy companies and organisations that support improved industry participation. 	June 2023	General Manager, Future Energy



Governance

Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain our RWG to drive the development, implementation and promotion of our RAP ensuring quarterly meetings as a minimum. 	April, July, October, December 2023	CEO
	<ul style="list-style-type: none"> Draft, review and update a Terms of Reference for the RWG. 	December 2023	RWG Chair
	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation (female and male) on our RWG. 	Ongoing/ Review June 2023	RWG Chair
12. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define and approve resourcing plan and budget for RAP implementation. 	April 2023	Executive Business Partner/ General Manager, Future Energy
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	Ongoing/ Review June 2023	RWG Chair
	<ul style="list-style-type: none"> Maintain a senior leader to champion our RAP internally. 	Ongoing/ Review June 2023	RWG Chair
	<ul style="list-style-type: none"> Maintain appropriate systems and capability to track, measure and report on RAP commitments. 	April 2023	Sustainability and Risk analyst
13. 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 2023	Executive Business Partner
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	August 2023	Executive Business Partner
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	September 2023	Executive Business Partner
14. 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. 	November 2023	Executive Business Partner



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